

ANNUAL REPORT 2016





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REPORT FROM NDS PRESIDENT AND CHIEF EXECUTIVE

2015-16 was a demanding year for NDS and an uncertain year for disability service providers, although most remained cautiously optimistic about the future. National reforms, particularly the National Disability Insurance Scheme (NDIS), explain much of this mix of uncertainty and optimism.

The NDIS gathered pace during the year, and service providers know that the pace and scale of implementation will increase hugely over the next three years. This will test their capacity and resilience as well as those of the National Disability Insurance Agency (NDIA) and NDS.

The sheer pace and scale of change is challenging and contentious, but few doubt that the NDIS, if implemented well, will transform the lives of people with disability for the better. To implement the NDIS well, the challenges presented by the scale and pace of this unprecedented change must be acknowledged. This means

“Delivering on the promise of a sustainable NDIS that gives control and choice to consumers is achievable, but it will require a high level of engagement with the disability sector and NDS.”

understanding the current market place and its profile; and recognising the capacity issues involved in scaling-up the workforce, systems and operations and undertaking the financial re-modelling required by organisations to ensure their sustainability and mitigate risk.

Delivering on the promise of a sustainable NDIS that gives control and choice to consumers is achievable, but it will require a high level of engagement with the disability

sector and NDS. NDS and its members led the campaign for the NDIS. The task now is to ensure that its design and implementation are robust in the short, medium and longer term. Success requires consultation, engagement and partnership in this significant endeavour.

There were other large policy developments to which NDS turned its attention during the year. They included our work to influence the Federal Government’s proposed national disability employment framework. Although the framework’s development halted during the long federal election campaign, it will be an important focus of activity during the year ahead.

NDS lodged 35 national policy submissions to government and parliamentary inquiries. Among them were submissions to the Australian National Audit Office on the transition of the disability services market to the NDIS; to the Productivity Commission on disruptive technologies and to a Senate Committee on the indefinite detention of people with cognitive and psychiatric impairment.

NDS appeared before the Senate Inquiry into violence, abuse and neglect of people with disability in institutional and residential settings and the Royal Commission into the sexual abuse of children. We discussed the effect of the NDIS on the risk of abuse

and the implications for national quality and safeguarding arrangements. Our outline of NDS's Zero Tolerance initiative, which creates resources to assist disability service providers to prevent and respond to abuse, was well-received.

We appeared before the Fair Work Commission to give evidence relevant to the review of the Modern SCHADS Award, arguing that employers need flexibility to

respond to the diverse choices exercised by NDIS participants. Unless the definition of part-time employment in the award is made less prescriptive, it is likely to drive increased workforce casualization.

NDS continued to represent supported employment enterprises in the long-running wage-assessment matter before the Fair Work Commission. We commissioned research from KPMG which shows the disastrous impact that large unfunded wage increases would have on supported employment enterprises. NDS is proposing a way forward, but we won't support changes that would destroy the jobs of supported employees.

In 2015-16 NDS intensified its efforts on several fronts. We enhanced our communication to members, knowing that in a fast-changing environment accurate and timely information is crucial. To this end, we launched a new NDS website in March 2016 which won a silver award at the 2016 Melbourne Design Awards. We expanded the suite of practical resources available to members, launching new national training through NDS Learn and Develop and introducing webcasts on management and policy topics. Training workshops for providers of Disability Employment Services were also well-attended.

“NDS appeared before the Senate Inquiry into violence, abuse and neglect of people with disability in institutional and residential settings and the Royal Commission into the sexual abuse of children.”



Members' demand for information and support, especially in NDIS trial sites, has been significant. To this end, we travelled to every capital city to conduct the NDIS Essential Briefing series and attracted an audience of over 2,200 people. This was complemented by many state-based forums that focussed on the NDIS, its implementation and related issues.

The 2015 State of the Disability Sector Report was launched before 500 disability service executives at the CEO Meeting. It summarised key developments, pressures and issues facing the disability sector using analysis from NDS's Centre for Applied Disability Research.

We revamped our national committee structure this year and created a new National Committee on NDIS Operations to assist with oversight of key developments during this period of rapid change. Our NDIS Issues Register, based on feedback from members, continued to identify problems and actions required to solve them. We also conferred regularly with the NDIA and officials across governments, alerting them to issues as they arose.

This year NDS conducted a series of consultations with members on what they want from national disability employment reform. This topic was also a focus of the national Disability at Work Conference held in May in Canberra.

“NDS secured federal government funding to extend two of its most successful workforce projects, carecareers and projectABLE, to NDIS trial and early launch sites around Australia.”

NDS secured federal government funding to extend two of its most successful workforce projects, carecareers and projectABLE, to NDIS trial and early launch sites around Australia.

During the year we proposed a campaign to promote supported employment and received strong support from members. The BuyAbility Campaign will enable supported employment enterprises to measure and promote the economic and social value of their activity and use this to secure new contracts and public support.

NDS's Ticket to Work initiative, aimed at improving the school-to-work transition of young people with disability, received a positive independent evaluation. It has attracted philanthropic and government funding.

NDS remains financially sound with a strong balance sheet and a



modest operating surplus in 2015-16. NDS continues to rely heavily on project funding from governments.

NDS's membership program grew by 7.3 per cent in 2015-16; and the membership of National Disability Practitioners – which operates as a division of NDS – reached 13,000 individuals.

NDS appreciates its constructive relationship with governments around Australia and the funding they provide to assist NDS's work. We are also grateful to the many members who assist NDS through their involvement on national, state and territory committees.

Our particular thanks go to Vicki O'Halloran who completed her third and final year as NDS President in December 2015. She led NDS through a period of considerable change in the sector. Vicki continues on the Board as the Chair of NDS's Northern Territory Division.

The Board was pleased to nominate former President Tim Walton for Life Membership of NDS, a recommendation warmly endorsed by members at the 2015 AGM.

We would like to thank the Board of Directors and State and Territory Committees for their invaluable contribution to the sound governance of NDS and for the time and contribution they willingly make on behalf of members.

Finally, we would like to thank NDS's staff in every state and territory for their hard work and huge commitment during the year.

Together, we have all worked to advance the purpose and values of NDS.

JOAN MCKENNA KERR
President

KEN BAKER AM
Chief Executive

2015-16 FOR NATIONAL DISABILITY SERVICES

The NDIS and disability employment have defined the 2015-16 financial year for NDS. It has provided many opportunities and challenges at all levels of policy, operations, communications and member engagement. Throughout we have been the voice of our members and the disability sector more broadly.

NDS's Annual Report outlines our actions and successes from the past year according to our six strategic aims:

1

ADVOCATING FOR A WELL-DESIGNED AND PROPERLY FUNDED NDIS

2

INFLUENCING POLICIES TO BENEFIT PEOPLE WITH DISABILITY

3

GIVING MEMBERS THE CAPACITY TO MEET FUTURE CHALLENGES

4

INFORMING BETTER QUALITY SERVICE DELIVERY

5

ASSISTING THE SECTOR TO OVERCOME WORKFORCE CHALLENGES

6

STRENGTHENING NDS TO BETTER SUPPORT OUR MEMBERS



**ADVOCATING FOR A
WELL-DESIGNED AND
PROPERLY FUNDED NDIS**

The NDIS is changing the Australian disability sector. NDS has been at the forefront of this change using its influence to see an NDIS that delivers on what it promised for people with disability, families, carers and disability service providers. NDS has done this through policy recommendations to the NDIA and governments, negotiating on prices, realising a commitment to research and evidence, and tracking the experience of service providers through the early stages of NDIS transition.

SPEAKING UP FOR PROVIDERS

Without a vibrant, diverse and sustainable disability service sector, the NDIS simply won't work. We cannot risk decisions introduced by policy makers that threaten the viability of not-for-profit disability services and lead to market failure in the NDIS. NDS is firm that the NDIS should build on those current practices and arrangements that work. Across policy areas including housing, quality and safeguards, pricing, local area coordination, disability employment, tax reform and market design, NDS has provided well-developed, evidence-backed policy recommendations to the NDIA and governments. An example of NDS influencing the policy agenda can be found in the amendments by the NDIA to its approach to specialist disability accommodation pricing between its draft paper in April and the final paper in July.



When necessary, NDS has led the public debate on NDIS design in the media. NDS was referenced or quoted on **140 separate occasions** in Australian newspapers in the last financial year.

STANDING UP FOR FAIR PRICES

NDS has continued negotiations on fair prices with the NDIA. In the last financial year, NDS convinced the NDIA to defer the announced 'step down' in prices for personal care and community participation for another year. While NDS is pleased that the NDIA has indexed prices, we are disappointed it has not yet adjusted faulty assumptions which underpin the basic one-to-one support price, nor has it yet introduced an additional, higher price for people with the most complex support needs. Some key outcomes of the NDS-led negotiations include pricing arrangements for centre-based and community-based groups remain unchanged, loadings for remote areas will increase from 16 per cent to 18 per cent and very remote areas from 22 per cent to 23 per cent, monthly processing payments for financial intermediaries



will increase from \$31.49 to \$96.63 and indexation for most services. Despite these achievements, NDS remains concerned the NDIA doesn't understand the full cost of service delivery.



From July 2016, NDIS **prices for supports will rise** by 3.9 per cent in Queensland, New South Wales, Victoria and Tasmania, and by 1.9 per cent in the other states and territories.

LEADING WITH THE EVIDENCE

NDS is a respected voice, key stakeholder and partner with governments in the NDIS reform process. Our approach to policy design is evidence-based. Rather than wait for government departments and the NDIA to devise a comprehensive disability research agenda, NDS has led the way. Through the Centre for Applied Disability Research and partnerships with Australia's leading universities, NDS is at the core of Australia's disability research agenda. In these research and learning projects, NDS has developed data sets tracking NDIS readiness, workforce participation, financial sustainability and business confidence in the disability sector. This

knowledge is supplemented by detailed research on the economic impact of the NDIS, best practice in responding to abuse and neglect, pricing and costing services and the transition of people with disability into employment.



NDS has launched the disability knowledge clearing house. This online resource is the most **comprehensive collection of disability research and resources** for the Australian sector. It is a hub for those seeking to learn, collaborate and better connect research evidence to policy, practice and life experiences.

MAKING IT REAL

NDS is committed to the NDIS reforms. NDS has, over the last 12 months, been a lead advocate for the three last states and territories (Western Australia, Queensland and the Northern Territory) to sign their bilateral agreements for the full implementation of the NDIS. At the end of the financial year Western Australia is the only state not to have signed their bilateral agreement, however their NDIS trial has been expanded.

NDS was also a strong advocate to the Commonwealth Parliament to see commitments in the Federal Budget to fully fund the NDIS. The 2016 Federal Budget flagged the establishment of a special savings account in which \$2.1 billion was deposited to fund the future of the NDIS. This is a substantial amount and a welcome commitment, although it falls short of the additional money that will be needed when the Scheme is fully implemented.

Beyond the funding and transition, NDS has continued to expand its online register of NDIS issues. In the register – which is made available to NDS members, the NDIA and government representatives – we track and recommend solutions to obstacles preventing the successful delivery of the NDIS.



NDS launched our first Federal Election action in 2016. More than 100 disability organisations used an online tool to develop a special media release tailored to their electorate and designed to put the **issues facing providers on the political agenda.**

meet NDS



Jim Vanopoulos

National Policy Officer

My role at NDS is to develop policy from a national perspective on behalf of our members to achieve better outcomes for people with disability.

Policy settings are a large part of the NDIS. It's a challenging environment and an expensive reform, so it's important to get this right.

Our engagement strategies to get feedback on the experience of service providers are strong – from when the NDIS bill was first introduced to parliament, through to handling more recent NDIS technical issues.

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Our contact with our members and with people with disability is advantageous in getting policy settings that work. For example, the NDIS Issues Register is a good way to get continuous feedback as the Scheme rolls out. Our ability to interact with key stakeholders is a definite plus.

We have an important role to prioritise issues that need addressing. Ultimately this will allow for better service delivery in the NDIS world.



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**INFLUENCING
POLICIES TO BENEFIT
PEOPLE WITH DISABILITY**

Government relationships are incredibly important so that we can have impact in creating the best environment for both disability services and people with disability. Some ways that NDS uses its influence to realise better policies to support people with disability include consulting with members on strategies and needs, pushing for inclusion initiatives, working towards better inclusion in work and actively supporting the delivery of varied disability services.

CONSULTING WITH PROVIDERS

Conducting constructive conversations with providers is essential to our involvement in policy change and informs effective practice. Through a widespread member consultation process NDS has been able to ensure that a set of specific, unified messages were presented to the Commonwealth Government around the development of a comprehensive framework for disability employment assistance. NDS identified eleven key principles in its first submission on the new disability employment framework which highlighted social and economic gains. These include increased employment participation by people with disability, how to enhance service delivery, incorporation of NDIS principles and retaining the successful features of the current system. This resulted in key features of the set of framework principles in our submission being incorporated into the government's second discussion paper.



NDS consulted with representatives of around 150 member organisations, both Disability Employment Services and supported employment enterprises, in a national member consultation process on the framework.

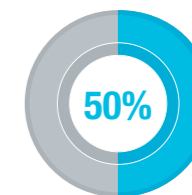
WORKING HARD FOR WORK

Australia needs to improve the rate of people with disability in employment. NDS's Ticket to Work program is doing just that. Operating on evidence that young people with disability experience greater difficulty transitioning from school to work than their peers without disability, Ticket to Work leverages the power of cross-sectoral collaborative partnerships to improve employment outcomes. This year, Ticket to Work saw 668 young people with disability commence work experience and workplace preparation activities and 234 young people starting traineeships or apprenticeships.

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

4x

FOUR TIMES MORE LIKELY TO BE EMPLOYED POST SCHOOL



ALMOST 50 PER CENT MORE LIKELY TO COMPLETE YEAR 12



PUSHING FOR PATHWAYS TO INCLUSION

People with disability are often excluded and denied access to many parts of society. For example, people with disability are often over-represented in the lower socio-economic end of the community and are overall less likely to be in a position to pay substantial fees for unsubsidised Vocational Education and Training (VET). Changes to the 2015 policy settings in NSW, called the 'Smart and Skilled' reforms, have further limited the capacity of people with disability to participate. In NDS's submission to the Parliamentary Inquiry into these reforms, we emphasised VET as a pathway to community inclusion and employment for people with disability and highlighted the impact of fees upon participation. In response to our specific concerns, the NSW Government announced that from 1 January 2016, students with disability are exempt from fees for any Smart and Skilled qualification they undertake, regardless of the number or level of undertakings.



At the end of June 2016, employment supports featured in only **9.1 per cent** of NDIS participant plans.



Data suggests that the NDIS could potentially assist **40,000 participants into FTE jobs** in collaboration with the VET sector.

SUPPORTING DELIVERY

Part of NDS's purpose is to promote life opportunities for people with disability. An example of this is NDS's government-endorsed Disability Enterprise Procurement (DEP) program. DEP's purpose is to reduce the high rates of unemployment and underemployment of people with disability through socially responsible procurement opportunities in the public and private sectors. By leveraging its unique position in the disability community, NDS links public and private sector clients with supported employment enterprises to deliver a range of products and services. This allows more fulfilling and sustainable work for supported employees. In the program's facilitation role, it continues to advocate on behalf of supported employment enterprises to government.



Since 2011, the DEP program has generated **over \$16.1M in contracts of work for 49 supported employment enterprises.**



More than **600 people with disability** have work as a result.



meet NDS



Andrew Gibson

Every Australian Counts Campaign Community Educator

I like to start every presentation I give with, "Hi, I'm Andrew – I work for the Every Australian Counts Campaign – something I feel very privileged and proud to be part of," because that's true.

The ongoing ramifications of the NDIS in terms of support are that it's policy that's going to affect lifetimes. It is not one term – one budget or electoral term – it's an ongoing scheme.

The role of Every Australian Counts has been fundamental in getting policy off the ground and legislated that is actually going to change the scope of Australian society for years to come. That's why I get excited about this.

Implementing it is the hard part. We've got to make sure that it's still a co-design – that everyone involved has input into how it's implemented, because nobody's an expert in this. That's why we need feedback rather than being told, "This is how we're doing it... This is how we've always done it."

The main thing is being open to change, being flexible and presenting people with options. Services who have been frustrated by the inflexibility of the previous state systems can now deliver the services they want in a variety of ways.

I was almost moved to tears at a conference when a man was telling a story about his friend who needed a prosthetic leg 20 years ago and they gave him a pair of crutches... Now suddenly someone is asking, "Would you like a new leg? What kind of new leg would you like? What do you do with your life that this would help you with?" It gives people control of their own lives.

The best part of my job is giving people information and knowledge – sharing. I like that I've started working in this sector in such a big time of change.



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In 2015-16
NDS's
membership
program grew by
7.3 per cent.
— ” —



**GIVING MEMBERS
THE CAPACITY TO MEET
FUTURE CHALLENGES**

In the past financial year, disability service organisations have undergone changes and made many adjustments as they adapt to the NDIS. The transition continues as the NDIS creates new challenges and opportunities in the sector. NDS is committed to supporting our members through this period in part by giving them the best information, resources and training they need to prepare for and thrive in the NDIS world. We are in frequent contact with governments and continue to urge them to invest in sector development.

MAXIMISING RELATIONSHIPS

Effective support relies on developing and sustaining good relationships. We recognise that we are strongest together. WorkAbility Queensland is a sector-led workforce strategy implemented via the collaboration of NDS, Workforce Council, CSIA and QCOSS. It engages stakeholders across the skills ecosystem to work collaboratively at both state and local levels to address identified challenges. A local network established in the North Queensland region has developed a regional workforce plan. Here, local stakeholders are working together to implement the actions identified under workforce supply, capability and utilisation.



The skills ecosystem includes employment, education and training, disability providers, people with disability and government departments all working collaboratively around workforce challenges.

SUPPORTING WORK

We face uncertain times for supported employment. As well as experiencing tight economic conditions, supported employment enterprises are the target of legal and industrial action. In May 2016 NDS launched the BuyAbility campaign aimed at informing the community, Parliamentarians and the business sector about the value of supported employment enterprises – not just in providing employment for people with disability, but as key contributors to local economies and communities. The campaign will emphasise the social and economic benefits of supported employment, promote growth of the sector, encourage government and private sector procurement and assist the continued evolution of supported employment.



There are already **49 supported employment Enterprises** who have pledged to become part of the BuyAbility Network.

TRAINING OPPORTUNITIES

As the disability workforce transforms and grows under the NDIS, its development is an expanding area of focus. Inducting new entrants, as well as building new professional and customer-centric opportunities with existing workers, will add stress to the training and development budgets of service providers. NDS Learn and Develop is a national approach to professional development established in the last financial year to provide a central hub of learning resources to the sector. As part of its operation, it launched a Learning Management System (NDS Learning Portal) that enables the disability workforce to access flexible training and self-manage training records. NDS members can access discounted training opportunities and benefit from accessing both national and international subject experts. NDS Learn and Develop has enabled us to increase the reach and longevity of local and state-based programs, making quality programs available to more organisations.



In its first quarter of operation, the NDS Learning Portal has over **1500 individual users from over 300 organisations**.

FUTURE THINKING

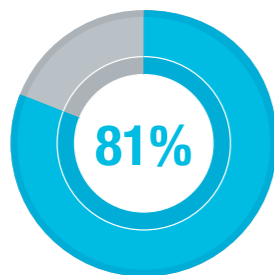
The NDIS holds great promise of future possibilities. We encourage NDS members and the disability sector to consider these possibilities and explore ways of achieving these futures together. In Queensland we introduced 'futures thinking' to our 2016 conference. We engaged an international leader in this field as our keynote speaker and scheduled a workshop to investigate potential futures in depth. NDS in Queensland is now offering the sector professional development opportunities to explore, change and build leadership capability in futures thinking. Feedback from members was that the NDS conference in Brisbane was successful in challenging the sector's understanding of what could be possible under the NDIS.



Members continue to provide **positive feedback** to NDS staff on the contribution the conference made to assisting them to manage change in new ways.

ONGOING CONVERSATIONS

Continued discussion, especially in the midst of the changes of the NDIS, is vital. Providers require up-to-date information about the planned transition to assess the strategic and operational impact on their organisations, and we value their feedback on current and upcoming issues and challenges for them. In recognition of the fast pace of the NSW transition, NDS partnered with key stakeholders the NDIA, Family and Community Services and Early Childhood Intervention Australia to develop a program of provider forums aimed at providing accurate and up-to-date information about the transition of the NDIS. In 2015-16, 34 NDIS Provider Readiness Forums were held across NSW with a focus on those areas transitioning to the NDIS in 2016-17. Forums focussed on providing delegates with the opportunity to get answers to their most pressing questions.



**IN THE 2015-16 FINANCIAL YEAR,
OVER 3,300 DELEGATES ATTENDED
A PROVIDER FORUM IN NSW.**

**81 PER CENT OF THOSE ATTENDING
SAID THAT THEY UNDERSTOOD MORE
ABOUT THE NDIS TRANSITION IN NSW
AFTER ATTENDING A FORUM.**



meet NDS



Belinda Wallin

Transition Fund
Manager

In the Victorian office, we're working with the sector to help them transition to the new NDIS environment with the goal of making sure we've got a diverse and financially viable sector to meet the needs of people with disability.

We're working with the sector in two categories. One is capacity-building, where we're providing learning and development opportunities, professional communities of practice, workforce readiness initiatives and sector support consultancy work.

Through sector engagement and information provision, we are facilitating NDIS readiness networks and implementation groups; and producing a range of sector communications and collateral which include participant and provider readiness information and an NDIS Helpdesk function.

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The best part of my job is helping organisations navigate change when not all the details are known...

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Transition to a new operating environment is always a challenge and creates lots of angst and anxiety. The best part of my job is helping organisations navigate change when not all the details are known and seeing the way staff in service provider organisations are able to remain committed to the task, knowing that the end result for people with disability will be worth it.

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In 2015-16 NDS travelled to every capital city to conduct the NDIS Essential Briefing series and attracted an audience of over 2,200 people.

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**INFORMING
BETTER QUALITY
SERVICE DELIVERY**

We want to make the NDIS transition as smooth as possible for service providers. This is why we value research, knowledge-sharing and storytelling so highly. We advocate for greater and more applicable research into disability service provision and the needs of the sector, and commission and share some of the latest research. Alongside this, we strive for the continued growth that conversation, collaboration and community offer the sector in this time of change. Underlying all of this is a strong belief in advocacy, inclusion and the fundamental rights of people with disability.

COMMITMENT TO RIGHTS AND ADVOCACY

NDS knows that we all have a responsibility to ensure people with disability are free from discrimination, exploitation, abuse, harm, neglect and violence. As a result, NDS has developed Understanding Abuse – an online training resource for support workers and supervisors with practical tools for self-reflection, group activities and action at all levels of organisations to prevent abuse and neglect of people with disability. Our Zero Tolerance initiative has been positively acknowledged by the Parliament of Victoria's Inquiry into Abuse in Disability Services and the Royal Commission into Institutionalised Responses to Child Sexual Abuse.



Zero Tolerance is the second most visited section of the NDS website, showing the strong appetite for practical resources which promote human rights and target abuse.

EDUCATION – WHAT MAKES GOOD SERVICE?

NDS endeavours to educate itself and its members through research, training and events throughout the year. It is important that this experience involves the sector to ensure that we are keeping up with their needs and desires. With the great changes of the NDIS comes a greater focus on the future workforce – its development and its professionalisation. National Disability Practitioners (NDP) is a division of NDS devoted to enriching the careers of service practitioners. NDP recently launched Change Up, an NDP TV series, which delves into building the capacity of the sector's workforce towards and beyond the NDIS. NDP creates inroads with relevant government agencies and service and training providers to enhance the knowledge base of members, while its partnerships with education institutions and the private sector have also expanded opportunities for service providers.



National Disability Practitioners exceeded **13,000 members** in the 2015-16 financial year.

DEVELOPING COMMUNITY INCLUSION

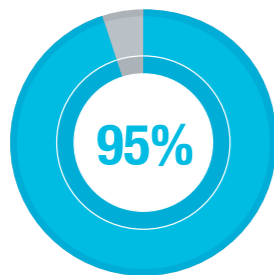
Service delivery is changing as the NDIS moves toward full implementation throughout Australia. At times, it is difficult to anticipate what the future of service delivery will look like. One thing we do know is the importance of community inclusion. NDS's Community Inclusion Initiative was established to help inform the provision of community participation support under the NDIS. NDS supported 11 providers from across Australia to work with people with disability to explore community participation from the perspectives of service users, families, providers and the community. The 11 providers built skills and capacity to work differently with people with disability, families and support staff through co-design and individualised support. A series of practical guides, tools, resources, reports and videos were also developed to further sector understanding of community inclusion and co-design.



46 people with disability were supported to explore and try new community participation options through the Community Inclusion Initiative.

QUALITY SERVICE IN PRACTICE

The NDIS is expected to create 25,000 new jobs in NSW alone, and those currently working on the frontline have expressed concern and confusion regarding the Scheme's effect on services. Recognising the importance of a skilled and customer-focused direct-support workforce, NDS held three Regional Support Worker Conferences across NSW this year. The conferences provided delegates with access to useful information and practical advice regarding the NDIS through engaging in dialogue with key government agencies, providers, participants and their families who have experienced the NDIS first-hand. Topics also included supported decision-making models, complaint handling and reporting critical incidents. NDS developed the Frontline Worker Issues Register documenting concerns expressed by attendees and linking to solutions and practical resources.



**95 PER CENT OF RESPONDENTS
AT A REGIONAL SUPPORT WORKER
CONFERENCE SAID THEY WOULD
RECOMMEND IT TO OTHERS.**



meet NDS



Stephen Fox
ACT Manager

NDS has a keen interest in ensuring organisations operate as optimally as possible. Things like the NDIS Provider Toolkit – which we've produced to support organisations to understand the key elements in operating effectively – are evidence of that. We invest and support organisations in how they implement particular aspects of service in the new environment, whether that be in HR, workforce planning, governance, finances, marketing and presentation of their own mission, and so on.

We're also very invested in the human rights dimension of supporting people with disability. Taking a person-centred approach, and what that means in terms of organisational support for workers, is crucial. This extends to the things we do to address abuse and neglect, the processes for people to address complaints and engagement in a more interactive process with clients, families and supporters.

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”

The things I like most about my work with NDS are the chance to engage with a wide range of people who are doing things in supporting the community, the fact that NDS has a focus on doing things well and the chance to be a contributor to a major change.

The once-in-a-lifetime change of the NDIS is something exciting to be a part of and it's great to be able to provide some degree of support to organisations and individuals to navigate a highly complex journey into a somewhat uncertain, but clearly positive, future.



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In 2015-16
NDS Division,
National Disability
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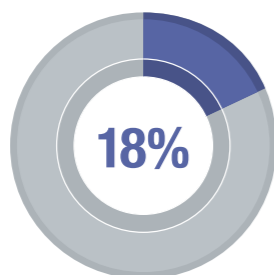
**ASSISTING THE
SECTOR TO OVERCOME
WORKFORCE CHALLENGES**

In coming years the disability sector is likely to experience a workforce shortage. With the introduction of the NDIS, an estimated 70,000 new workers are expected to be needed by 2019. Preparing for this scenario requires committed planning, knowledge-sharing and practical support. NDS delivers this in the sector through its knowledge of the market, workforce training, the maintenance of efficient and inclusive workplaces, and providing support to realise and sustain a high-performance workforce.

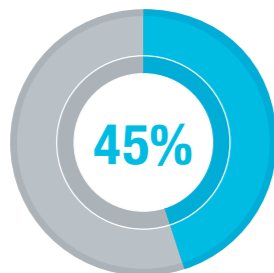
EARLY ACCESS

Identifying issues and tackling them early is of great importance to overcoming sector challenges. Since we have identified that there will be a workforce shortage, spreading information about the work opportunities in the sector is paramount. As part of NDS's projectABLE, senior high school students participate in interactive workshops with people with disability and workers in the sector.

By building disability awareness and introducing students to the breadth of roles in the sector, students are inspired to consider a care career and, thereby, grow the pool of potential workers. projectABLE's reach now extends to eight of the nine NDIS trial sites across the country. Since beginning workshops in May 2016, 541 students have participated in a workshop and 4,865 students have now participated since the project's inception.



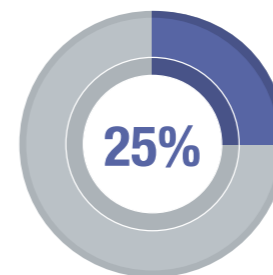
18 PER CENT OF TEACHERS REPORTED ONE OR MORE STUDENTS WHO PARTICIPATED IN A PROJECTABLE WORKSHOP ARE NOW WORKING IN THE SECTOR.



45 PER CENT OF TEACHERS REPORTED ONE OR MORE STUDENTS HAVE GONE ON TO DO SOMETHING RELATED TO DISABILITY ADVOCACY SINCE PARTICIPATING IN A PROJECTABLE WORKSHOP.

STRENGTHENING THE SECTOR

As the disability sector expands and the demands on employees grow, service providers face the challenge of attracting and retaining the right staff in an increasingly competitive job market. NDS uses its knowledge of the market to offer great job opportunities and strengthen the sector through initiatives like carecareers. carecareers is designed to attract talented and passionate staff from a range of backgrounds to develop their careers in the disability, community and aged care sectors. In the 2015-16 financial year, carecareers continued to expand its influence and impact – growing the numbers of participating employers, job advertisements, active jobseekers and job applications. As part of this expansion, carecareers was commissioned by the Commonwealth Government to target the nine NDIS trial and early launch sites with specific attraction campaigns.



IN THE 2015-16 YEAR, THE NUMBER OF APPLICATIONS FOR NSW JOBS POSTED ON CARECAREERS INCREASED BY OVER 25 PER CENT.

NUMBERS OF APPLICATIONS FOR JOBS IN THE REST OF AUSTRALIA MORE THAN DOUBLED.



SUSTAINING A SAFE AND INCLUSIVE WORKPLACE

Good work environments are critical to a happy and successful workplace. NDS understands the importance of a safe, well-functioning and inclusive work space for all employees. One way that we have addressed this issue is through our Disability Safe project. Work-related injuries can cause dramatic increases in worker's compensation premiums and can result in organisations incurring high costs. The Disability Safe project developed and delivered a range of face-to-face and online training programs with the aim of improving work health and safety understanding and injury management performance. Increased awareness and knowledge in this area is translating to safer and more inclusive work spaces.



1,103 Disability Safe courses were completed by 94 organisations during a six month period.

SUPPORT FOR A HIGH-PERFORMANCE WORKFORCE

Many providers are experiencing cost constraints for services under the NDIS. To be competitive, they also need to ensure great outcomes for clients and create the right jobs that mean they can attract and retain talented workers. NDS supports providers to perform to a high level while dealing with the changes of the NDIS through projects such as the High Performance Work Practices project. This project seeks to support providers who are experimenting with new forms of work organisation to meet challenges while improving productivity by encouraging creativity and engagement in the workforce.



14 providers are now part of an exciting **Community of Practice** that meets by webinar and face-to-face to explore **High-Performance Work Practices**. Others are sharing in their learnings.

meet NDS



Brian Peddle

Enterprise Development
Adviser

The Disability Workforce Innovation Network (DWIN) project is focused on helping the sector do workforce planning in preparation for the NDIS. It does this by working out the kinds of workers that are needed, when they are needed and what sort of skill sets they need. The project is also about helping the sector to look at more innovative ways to use their workforce.

“

We're looking at high-performing work practices and how we can support the sector to achieve these.

”

Nationally, we're working on a number of projects that are outcomes of that work.

We're looking at high-performing work practices and how we can support the sector to achieve these. There has been a lot of work on values-based recruitment systems and we've developed the Workforce Wizard – an HR metrics data-gathering tool – so we can start to track data for the sector. That has made things a lot easier in finding out about the size of the workforce, its demographics, and so on.

I've now heard of a number of organisations that are looking internally at their business systems and trying to simplify them by using technologies such as process-mapping. This way, they can see how many touch points there are in a particular process in their business and how they can reduce the number of touch points to make their business more efficient.



— “ —
In 2015-16 NDS
launched a new
website which
won a silver
award at the
2016 Melbourne
Design Awards.
— ” —



**STRENGTHENING NDS
TO BETTER SUPPORT
OUR MEMBERS**

We strive to be the best we can be for our members and the wider disability sector. So that we can meet these goals and remain sustainable, we need to be confident in planning for the future, continuing to inform and communicate clearly with our members and boost the capacity of the sector and NDS itself.

FOCUS ON DEVELOPMENT

NDS in Victoria secured \$4.851M in funding to deliver the Sector Transition Project. This project was designed and developed for Victorian disability service providers who have been preparing for the NDIS with limited access to development opportunities like those seen in other states. This revenue stream highlights our sector readiness skills and strong relationship with the Victorian Department of Health and Human Services. It will allow NDS in Victoria to deliver providers across the state access to the information and skill development they need to operate successfully under the NDIS.



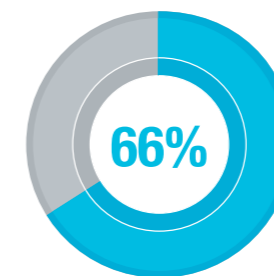
NDIS Readiness Roadshows have been held in nine locations with 230 people attending.

INFORMING MEMBERS

We are most successful when we are well-informed. This is why NDS focuses on informing and offering training opportunities to our members and the disability sector. Our resources – including industry news, policy news and research – as well as our events and training



opportunities are highly-accessed and we know the importance of staying ahead of the curve. This is particularly important in the new and developing environment of the NDIS as this is a time of continuous and fast-paced learning in the sector. To keep up the pace and stay at the forefront of information to the sector, we launched a new website in March 2016. Since the launch, the number of live users to our site has doubled and member engagement has increased. As a central element of this new learning space, members now have greater control of their learning experience on our site – a great result. The recently launched NDS website – built by Melbourne digital agency Butterfly – also came away a winner at the 2016 Melbourne Design Awards.



THE NUMBER OF MONTHLY USERS OF THE NDS WEBSITE INCREASED FROM 16,000 TO 30,000 AT THE LAUNCH OF THE WEBSITE.

MOBILE SITE VISITS HAVE INCREASED BY A HUGE 66 PER CENT.

BOOSTING CAPACITY

Many Northern Territory members provide broad-ranging community services beyond disability operations. This presents difficulties for smaller organisations to incorporate an NDIS model into their operations alongside numerous others. To help boost their NDIS capacity, NDS in the NT has provided extensive one-on-one sector readiness support to members. This has involved working with management and staff to clarify organisational strategy; assisting staff to undertake an organisational capability self-assessment regarding NDIS readiness and working with internal stakeholders at all levels to build their understanding of the NDIS and capacity to use person-centred approaches in all activities.

NDS in the NT has proved that, by leading from the front in organisational readiness, it can give members the confidence to address NDIS issues in a timely and effective way to suit the needs of their operations.



NDS in the NT is considered the 'go to' organisation by Territorian members when **solving a problem** or working their way through a complex NDIS scenario.

meet NDS



Lyndell George

projectABLE and
Ticket to Work Project
Coordinator

I've been with NDS since 2003. This year, I've had the great opportunity to step into roles with projectABLE and the Ticket to Work project – two really exciting projects that NDS is running for young people.

projectABLE provides disability awareness training to students and encourages them to consider the disability sector as a career path. Ticket to Work expands future horizons for school-leavers with disability.

I've loved watching the changes in the disability sector over the past few years, and the way NDS has changed our focus and kept informed, staying at the forefront and being so clearly involved in pushing those changes. That has given us a much greater profile than before and that can only support our members for the better.

We have a number of fantastic projects rolling out that support our members to improve and face the new environment. They include a suite of resources to support the delivery of Cert III in schools, a Disability Workforce Innovation Network (DWIN) Officer and a Language, Learning and Numeracy Officer improving the adult literacy of our members, staff and workforce. We have developed healthy lifestyle resources for frontline workers, worked with a mental health peak body to help them prepare for the NDIS and we now have a supported employment procurement officer.

When I first started in the NDS office in Tasmania, there was just me a couple of days a week doing administration and the State Manager who at that time was part-time. In the 13 years that I've been here, I've watched the organisation grow nationally and in the state – now with six staff and more waiting in the wings to start. Seeing the massive change that we've made over the years and the huge support that we now provide to our members has been a great thing to be a part of.



MEMBERSHIP AWARDS

NDS's Membership Recognition Awards acknowledge the loyalty, support and contributions of Organisational Members that have reached the milestones of 20, 30, 40 and 50 years of continued NDS membership.

In December 2015, 45 members were recognised for their long-standing partnership with NDS.

50 YEARS OF NDS MEMBERSHIP

Activ Foundation Inc

40 YEARS OF NDS MEMBERSHIP

HPA "Helping People Achieve"

30 YEARS OF NDS MEMBERSHIP

Australian & New Zealand Association of Neurologists

Technical Aid to the Disabled (ACT) Inc – TADACT

20 YEARS OF NDS MEMBERSHIP

Alkira Centre – Box Hill Inc

Araluen Centre

Autism Association of Western Australia (Inc)

Blairlogie Living & Learning Inc

Blueline Laundry Inc

The Bridge

Brighton & Districts Helping Hand Association for Intellectually Disabled Inc.

Broadmeadows Disability Services

Brunswick Industries Association Inc

Burke and Beyond

Central Bayside Community Health Service Ltd

Cooinda Hill Association Inc

Cooinda Terang Inc

Dame Pattie Menzies Centre Inc

Devonfield Enterprises Inc

The Disability Trust

EACH

Goulburn Options Incorporated

Greenacres Disability Services

IDEAL Placements Association Inc

IDV Inc

Inclusion Melbourne

Ingham Disability Support Services

Kyeema Support Services Inc

Lasercraft Australia

Mawarra

Melba Support Services Inc

Merrimu

Moe Life Skills Community Centre Inc

Murray Valley Centre Inc

Northern Support Services for People with Disabilities

The Onemda Association Inc

Pinnacle Inc

Providing All Living Supports (PALS) Inc

Shepparton Access

Stanthorpe Training Centre Inc – Southern Downs Employment Service

Sunraysia Residential Services Inc

TAD Disability Services

Tastex Knitwear Incorporated

Watch Disability Services Inc

Whittlesea District Branch of the Helping Hand Association

LIFE MEMBER

NDS was delighted to induct former President Tim Walton as a Life Member this year.

Tim was an NDS Board Member from 2005 until 2014 and the Chair of NDS's NSW Division and President of NDS from 2009 to 2012.

There is no doubt Tim has been tireless in his efforts to improve the lives of people with disability. He was a key driver of the campaign for the NDIS where he chaired the National Steering Committee of the Every Australian Counts Campaign, raised much needed funds and used his many media and business contacts to promote and progress the Scheme.

NDS Life Membership is only for individuals who have made an outstanding contribution to NDS. Tim Walton joined the following Life Members:

Jean Garside OBE

Ted Petersen AM

Felicity Purdy

Michael Sumner

Joan Tuxen MBE

Bryan Woodford OAM





NDS BOARD AND COMMITTEES

THE NDS BOARD



Joan McKenna Kerr

PRESIDENT
Elected Member,
Chief Executive Officer, Autism
Association of Western Australia



Jennifer Fitzgerald

VICE-PRESIDENT
Chairperson VIC Division (from
December 2015), Chief Executive
Officer, Scope (Aust) Ltd



Rohan Braddy

Elected Member,
Chief Executive Officer,
Mambourin Enterprises Ltd



Anne Bryce

Chairperson NSW Division (from
December 2015), Chief Executive
Officer, Achieve Australia



Paul Byrne

Chairperson TAS Division,
Chief Executive Officer,
Liviende Veranto



Warwick Cavanagh

Elected Member (from December
2015), Chief Executive Officer,
MOIRA



Estelle Fyffe

Chairperson VIC Division (to
December 2015), Chief Executive
Officer, annecto - the people
network



Debbie Karasinski

Chairperson WA Division (from
March 2016), Chief Executive
Officer, Senses Australia



Joanne Jessop

Chairperson QLD Division,
Chief Executive Officer,
Multicap Limited



Vicki O'Halloran AM

Chairperson NT Division,
Chief Executive Officer, Somerville
Community Services Inc



Cheryl Pollard

Chairperson ACT Division,
Chief Executive Officer, Duo
Services Australia Ltd



Glenn Rappensberg

Chairperson SA Division,
Executive Director,
Royal Society for the Blind



Andrew Richardson

Elected Member (to March 2016),
Managing Director,
House with No Steps



Gordon Trewern

Elected Member,
Chief Executive Officer, Nulsen
Disability Services



Tony Vis

Chairperson WA Division
(to March 2016), Chief Executive
Officer, Activ Foundation Inc



Rob White

Chairperson NSW Division (to
December 2015), Chief Executive
Officer, Cerebral Palsy Alliance



Ken Baker AM

Company Secretary,
Chief Executive, National
Disability Services

Ernst & Young Auditor

NATIONAL COMMITTEES

NDS's National Committees provide advice to the Chief Executive on relevant policy matters. This information is then channelled through the Chief Executive to the NDS Board.

The committees also facilitate information exchange among NDS's members and monitor developments within states and territories in order to identify common trends, service innovation and nationally significant issues.

National Committee on Accommodation Housing & Support

Committee Chair

Anne Bryce

Chief Executive Officer
Achieve Australia

NDS Co-ordinator

Philippa Angley

Executive Officer to the Chief Executive

National Committee on Open Employment

Committee Chair

Jason McKey

Managing Director
Job Placement

NDS Co-ordinator

Kerrie Langford

National Employment Manager

National Committee on Supported Employment

Committee Chair

Andrew Richardson

Managing Director
House with No Steps

NDS Co-ordinator

Paul Musso

Policy Adviser

National Committee on NDIS Operations

Committee Chair

Chris Mathieson

Chief Executive Officer
Victorian Deaf Society

NDS Co-ordinator

Deb Sazdanoff

National NDIS Adviser

National Committee on Children, Young People & Their Families

Committee Chair

Glenn Rappensberg

Executive Director
Royal Society for the Blind

NDS Co-ordinator

Philippa Angley

Executive Officer to the Chief Executive

National Committee on Workforce

Committee Chair

Paul Byrne

Chief Executive Officer
Liviende Veranto

NDS Co-ordinator

Caroline Alcorso

National Manager Workforce Development

NDS STATE & TERRITORY COMMITTEES

The State and Territory Committees ensure the relevant division contributes to NDS achieving its objectives. They develop strategic priorities that respond to the concerns and interests of members and are compatible with NDS's Strategic Directions. They provide advice to State Managers in key areas of policy and represent the views of members.

Please note that this list is current at time of printing.

ACT	NSW	NT	QLD	SA	TAS	VIC	WA
<p>COMMITTEE CHAIR Cheryl Pollard</p> <p>COMMITTEE VICE-CHAIR Susan Healy <i>(to July 2016)</i> Eric Thauvette <i>(from July 2016)</i></p>	<p>COMMITTEE CHAIR Rob White <i>(to December 2015)</i> Anne Bryce <i>(from December 2015)</i></p> <p>COMMITTEE VICE-CHAIR Chris Campbell</p>	<p>COMMITTEE CHAIR Vicki O'Halloran AM</p> <p>COMMITTEE VICE-CHAIR Kim McRae</p>	<p>COMMITTEE CHAIR Joanne Jessop</p> <p>COMMITTEE VICE-CHAIRS Robert Evelyn Elizabeth Sutton</p>	<p>COMMITTEE CHAIR Glenn Rappensberg</p> <p>COMMITTEE VICE-CHAIR Cathy Miller</p>	<p>COMMITTEE CHAIR Paul Byrne</p> <p>COMMITTEE VICE-CHAIR Janette Martin <i>(to December 2015)</i> Donna Bain <i>(from December 2015)</i></p>	<p>COMMITTEE CHAIR Estelle Fyffe <i>(to December 2015)</i> Jennifer Fitzgerald <i>(from December 2015)</i></p> <p>COMMITTEE VICE-CHAIR Terri Carroll</p>	<p>COMMITTEE CHAIR Tony Vis <i>(to March 2016)</i> Debbie Karasinski <i>(from March 2016)</i></p>
<p>COMMITTEE MEMBERS Paula Chemello <i>(to July 2015)</i> Miranda Garnett <i>(to July 2016)</i> Lynne Harwood <i>(to December 2015)</i> Sue Healy <i>(to July 2016)</i> Torrien Lau Lisa McPherson Faye Minty <i>(from June 2016)</i> Hugh Packard Chris Redmond Ian Ross Nadine Stephen <i>(from July 2016)</i> Amanda Tobler Mark Xuereb <i>(from April 2016)</i></p>	<p>COMMITTEE MEMBERS Max Bosotti <i>(from March 2016)</i> David Carey Adrian Ford Pennie Kearney Fiona Miller <i>(to December 2015)</i> Glenda Pearce Andrew Richardson Claire Robbs Kerry Stubbs Doug Talbert <i>(to June 2016)</i> Rob White</p> <p>SENIOR MANAGER STATE OPERATIONS Tony Pooley</p>	<p>COMMITTEE MEMBERS Pat Brahim Tony Burns <i>(from August 2015)</i> Ian Campbell <i>(to January 2016)</i> Terry Cleary Helen Egan Eileen Farrell Narelle Higginson <i>(to August 2015)</i> Greg McMahon Sue Shearer <i>(from August 2015)</i> Joe Smith <i>(to August 2015)</i> Steve Vitone</p> <p>NT MANAGER John Trezise</p>	<p>COMMITTEE MEMBERS Judy Dickson Ann Greer Stewart Mulligan <i>(to August 2015)</i> Angela Tillmanns Tracey Shaw Scott Sheppard</p> <p>QLD MANAGER Richard Nelson</p>	<p>COMMITTEE MEMBERS Geoff Blackwood Matt Collins <i>(from July 2016)</i> Majorie Ellis <i>(from July 2016)</i> Michael Forwood Josie Kitch <i>(to November 2015)</i> Mark Kulinski Janine Lenigas Jon Martin <i>(to April 2016)</i> Nick Mihalaras <i>(to June 2016)</i> Sally Powell Peter Stewart <i>(from July 2016)</i> Margaret Watson-England <i>(to June 2016)</i></p> <p>SA MANAGER Peter Hoppo</p>	<p>COMMITTEE MEMBERS Jenny Branch-Allen <i>(from February 2016)</i> Deborah Byrne Glen Campbell <i>(to January 2016)</i> Mandy Clarke <i>(to January 2016)</i> Steve Daley Karen Frost Mark Jessop <i>(from February 2016)</i> Dale Luttrell John Paton <i>(to June 2016)</i></p> <p>TAS MANAGER David Clements</p>	<p>COMMITTEE MEMBERS Rohan Braddy Warwick Cavanagh Glenn Foad Estelle Fyffe Bruce Giovanetti <i>(to December 2015)</i> Daniel Leighton Christine Mathieson Kerry Nelson Daryl Starkey <i>(to 25 August 2015)</i> Di Winkler <i>(to August 2016)</i></p> <p>VIC MANAGER David Moody</p>	<p>COMMITTEE VICE-CHAIRS Joan McKenna Kerr Gordon Trewern</p> <p>COMMITTEE Sue Ash Fiona Beermier Matt Burrows Marcus Stafford Michael Tait Justine Colyer Robert Holmes Marina Re</p> <p>WA MANAGER Julie Waylen</p>
<p>ACT MANAGER Stephen Fox</p>							



PERFORMANCE OVERVIEW

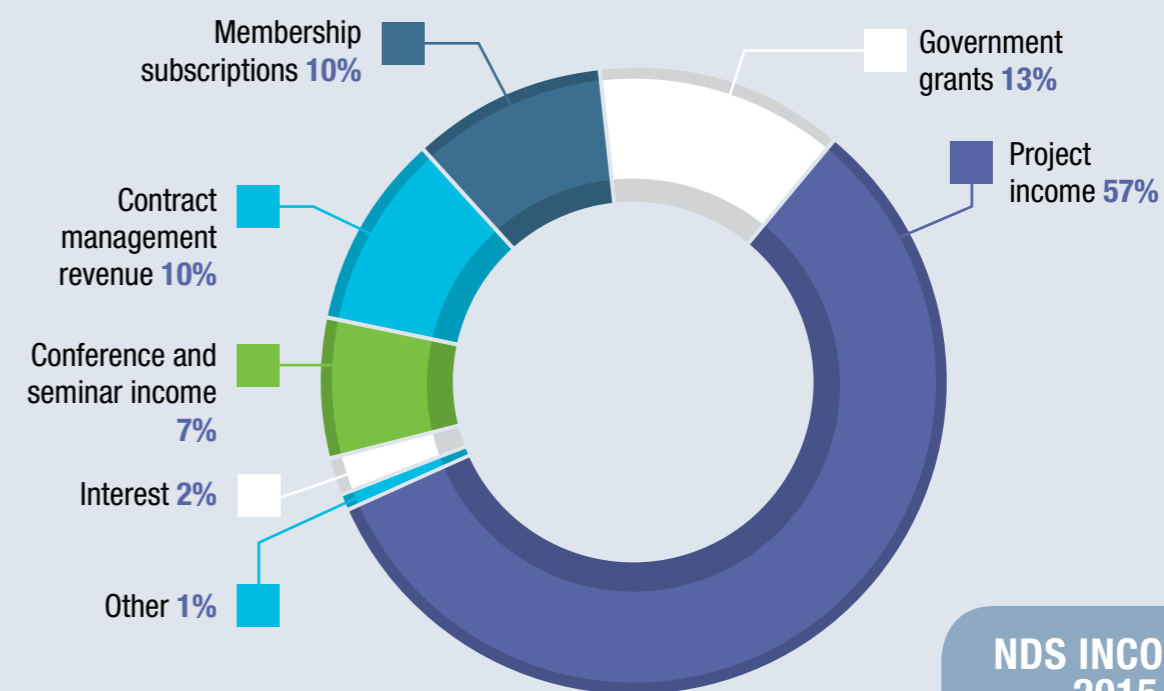
For the financial year ending 30 June 2016, National Disability Services achieved a net surplus of \$1,541,277. Net assets remain strong, having increased to \$11,728,158 (2015: \$10,186,881). The current ratio (current assets: current liabilities) was 1.21 (2015: 1.25).

NDS INCOME 2015-16

Total income received in 2015-16 was \$34.4M, a 6 per cent decrease on 2014-15 (\$36.7M). 57 per cent of revenue for the organisation is related to projects being undertaken by NDS to support the sector. NDS acknowledges the support of the Federal, State and Territory Governments who provide funding for these initiatives.

The other major sources of income were government grants (13 per cent), NDS and NDP membership (10 per cent), conference and seminars (7 per cent) and the contract management of procurement of Australian Disability Enterprise services (10 per cent).

Income	2016	2015
	\$'000	\$'000
Government grants	4,298	3,051
Membership subscriptions	3,427	2,872
Conference & seminar income	2,450	2,112
Project income	19,708	24,603
Contract management revenue	3,418	2,670
Rentals	86	48
Interest	614	831
Other	441	532
Total revenue	34,442	36,718

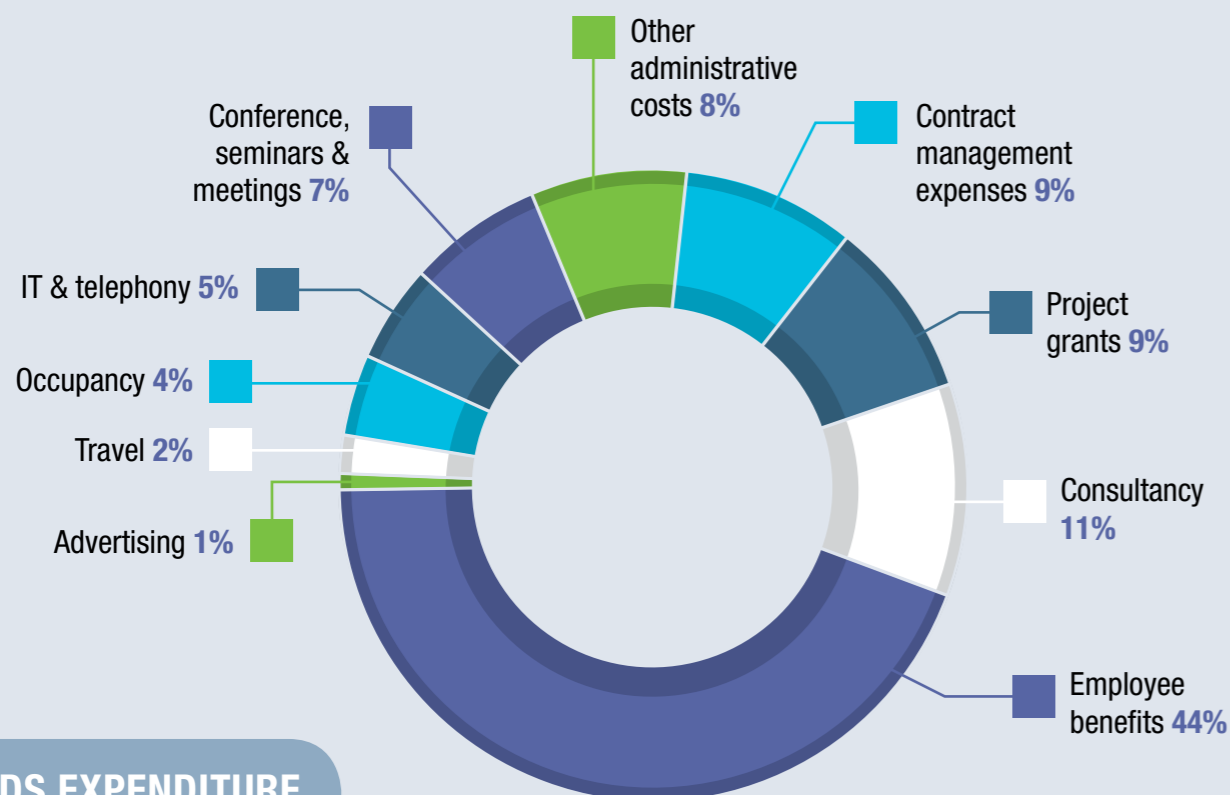


NDS INCOME 2015-16

Expenses	2016	2015
	\$'000	\$'000
Employee benefits	14,360	14,731
Consultancy	3,610	2,349
Advertising	247	1,403
Conference, seminars & meetings	2,162	2,605
Project grants	3,028	6,006
Contract management expenses	3,146	2,538
IT & telephony	1,776	1,829
Occupancy	1,243	1,189
Travel	843	1,018
Other administrative costs	2,486	2,099
Total expenditure	32,901	35,767
Total surplus/(deficit) for the year	1,541	951

NDS EXPENDITURE 2015-16

Total expenditure for the year fell 8 per cent to \$32.9M (2015: \$35.8M). Employment costs are the largest area of expense incurred by the organisation (44 per cent). Project grants issued to service providers (9 per cent), consultancy (11 per cent), contract management expenses (9 per cent) and conference/meeting expenses (7 per cent) are the other principal expenses.



NDS EXPENDITURE 2015-16

Statement of financial position	2016	2015
	\$'000	\$'000
ASSETS		
Current assets		
Cash & cash equivalents	33,316	39,401
Other current assets	1,566	1,669
Total current assets	34,882	41,070
Non-current assets		
Property, plant & equipment	5,916	2,130
Total non-current assets	5,916	2,129
Total assets	40,797	43,200
LIABILITIES		
Current liabilities		
Trade & other payables	2,352	2,445
Provisions	347	336
Employee benefit liabilities	951	1,555
Lease liabilities	3,445	40
Unearned revenue	21,567	28,263
Total current liabilities	28,662	32,639
NON-CURRENT LIABILITIES		
Provisions	32	65
Employee benefit liabilities	313	286
Interest bearing loans & borrowings	62	23
Total non-current liabilities	407	374
Total liabilities	29,069	33,013
Net assets	11,728	10,187
FUNDS		
Retained earnings	11,267	9,726
Reserves	461	461
Total funds	11,728	10,187

A full set of audited financial statements is available from the registered office (33 Thesiger Court, Deakin, ACT) on request. Email: nds@nds.org.au

National Disability Services

Annual Report 2015-16

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Produced by National Disability Services

Data used in this report is drawn from the most accurate information available at the time of writing.

We would like to acknowledge and thank the many people who have agreed to allow photographs of themselves to be used in various NDS publications. We also thank our members who were instrumental in arranging for the photographs to be taken.

Contact officer

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www.nds.org.au



