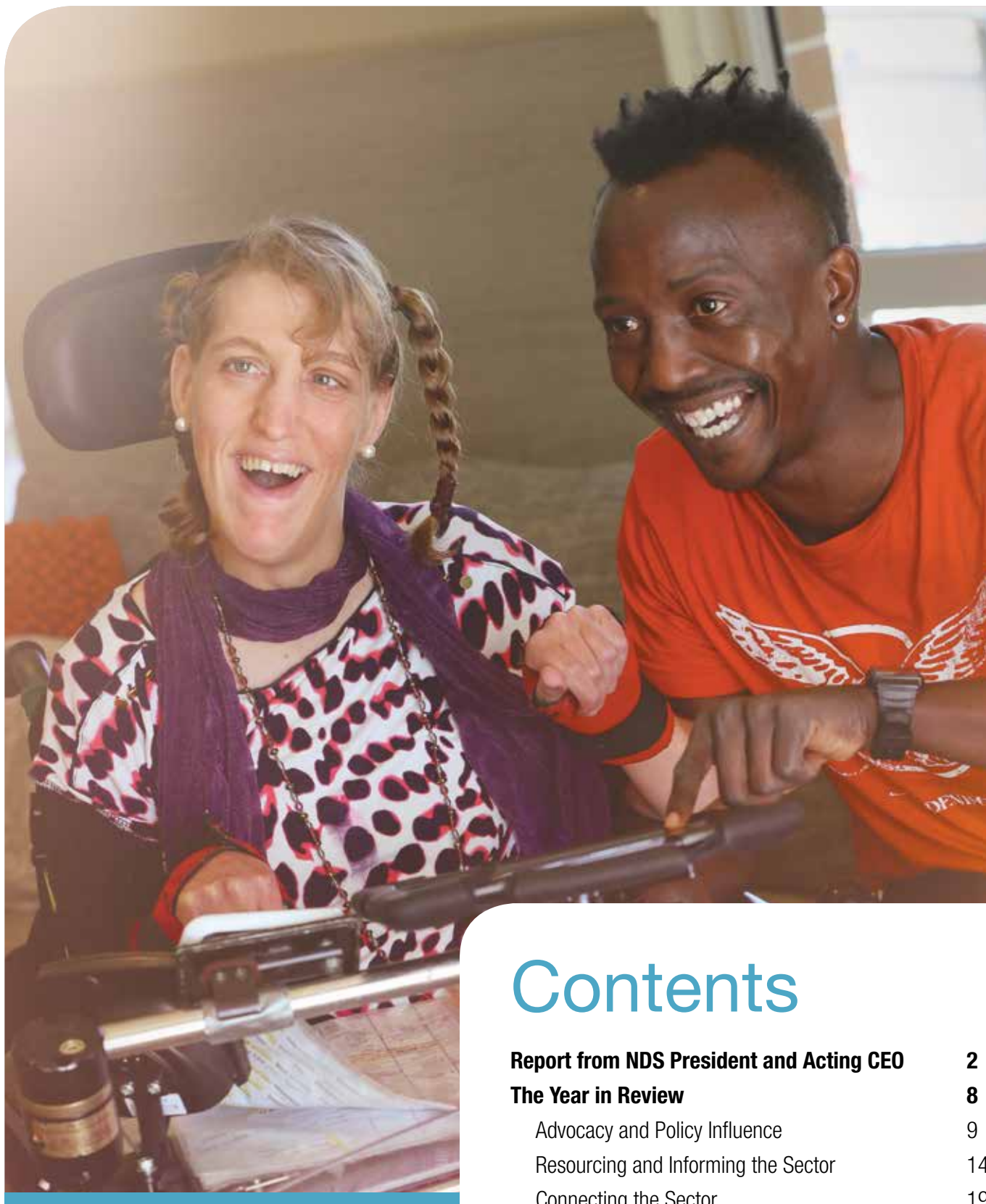


ANNUAL REPORT 2019





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Report from the NDS President and Acting CEO

The past twelve months have seen considerable change for the disability sector. During the year, the NDIS Quality and Safeguards Commission was established, commencing its work in New South Wales and South Australia; the National Disability Insurance Scheme (NDIS) roll out was completed in most parts of Australia, with the exception of WA; and the Federal Government announced the Royal Commission into Violence, Abuse, Neglect and Exploitation of People with Disability (the Disability Royal Commission).

NDS lodged 22 submissions to national inquiries and reviews during 2018–19. We provided substantial information to the Fair Work Commission on the review of the Social, Community, Home Care and Disability Services Industry (SCHADS) and Supported Employment Services (SES) Awards; participated in inquiries by the Joint Standing Committee on the NDIS into the ICT system and assistive technology; helped shape the Specialist Disability Accommodation Design Guide; highlighted the extensive and varied nature of thin markets across Australia; and submitted proposals for consideration in the Federal Budget.

Extensive work was also undertaken to influence the NDIA's Annual Price Review, including making a submission, participating in six NDIA working groups, and providing feedback on a range of specific pricing matters. Immediate negotiations with the NDIA following the release of prices for 2019–20 in June resulted in welcome improvements to group prices.

NDS achieved some important outcomes for Disability Employment Service (DES) members through our advocacy to government before the introduction of the new contract. We worked closely with other peak bodies to advocate to government that a very restrictive wage subsidy clause in the new DES funding agreement be modified. The new clause would have made it difficult for DES providers to identify employers willing to offer jobs to people who may be perceived as facing significant barriers to employment. As a result of our advocacy, providers will still be able to use wage subsidies in a manner that assists employers to find opportunities for job seekers with disability.

NDS meets regularly with politicians and the NDIA to address design and policy issues related to the NDIS as well as other disability service areas.

Throughout the year, NDS's views were frequently reported in the media, including matters related to the NDIS as well as the Disability Royal Commission. The 2018 State of the Disability Sector Report attracted widespread media coverage from news outlets and NDS's 'Deliver the Promise: Get the NDIS on track' Federal Election campaign also generated comprehensive print, radio and TV coverage.

NDS held a wide range of forums and conferences during the year, including our first virtual conference on NDIS Quality and Safeguards Framework. This event attracted more than 1200 registrants, 1002 virtual exhibitor visitors, and 2200 webinar views.

In another new initiative, NDS hosted 'Outside the Box', a national two-day conference discussing two very significant issues facing the disability sector: disability housing and the disability workforce. Discussions focussed on participant choice, aligning investment with demand, housing innovation, and preparing for the changes needed to build the future workforce.

NDS also worked hard, with the support of state and territory government funding, to deliver initiatives for workforce innovation, including WorkAbility, the Workforce Impact Collective, Workforce Connectors and Jobs Fairs.

The CEOs' Meeting 2018 was attended by 609 delegates and 46 exhibitors, a record attendance. Robert Fitzgerald AM spoke eloquently about the lessons from the Royal Commission into Institutional Responses to Child Sexual Abuse. For members who have not yet seen it, his presentation is available on the NDS website.

Our NDIS Essential Briefing series, held in every capital city, presented up-to-date information about NDIS developments and heard from members about their priorities and concerns.

The 2019 Disability at Work summit was held in Adelaide for the first time, and was attended by more than 220 members. NDS welcomed keynote speaker, Katrina Webb, to discuss her passion for supporting people to perform at their best. Katrina is a philanthropist, multiple gold medal-winning Paralympian and Adelaide local.

NDS's Ticket to Work initiative continues to achieve positive outcomes through connecting students with disability to the world of work; improving their rates of school completion, post-school studying, workforce participation, and independence.

Since its inception, NDS's BuyAbility program has secured \$40 million in contracts for 64 Disability Enterprises which have engaged 1,725 supported employees. This year, \$2.03 million in contracts has been secured, engaging 214 supported employees. BuyAbility has now begun to operate in private enterprise and also negotiate opportunities within the Federal Government. NDS thanks the Department of Social Services and the Tasmanian Community Fund for their support.

Now in its ninth year, NDS's projectABLE program has reached over 10,000 students from more than 600 high schools across Australia, encouraging them to consider a career in the disability sector. Since 2015, people with disability have led projectABLE, with more than 50 presenters with disability delivering high-energy workshops around the country. With national funding for projectABLE winding down, we are determined to build capacity and find ongoing work for our talented pool of presenters. In the last year, they contributed more than 3,000 hours of paid work on projectABLE and 12 other NDS projects. In so doing, they bring to NDS valuable expertise. Chief among those 12 projects is the Let's Talk Disability program.



In 2018–19, Let's Talk Disability switched gears from school career workshops to disability awareness training in the workplace. In its first year, Let's Talk Disability delivered 20 half-day workshops to more than 500 people. Attendees learn about principles of accessibility, use of language, advocacy, respect, and inclusion in dynamic, interactive workshops. So far, our workshops have been delivered to government departments wanting to improve public transport accessibility, local councils keen to foster inclusion in their communities, tourism and hospitality operators seeking to better service customers with disability, and many other groups. Our Let's Talk Disability workshops provide attendees with practical strategies that shift mindsets and foster inclusive practices.

In May, NDS's Zero Tolerance initiative launched a suite of Positive Cultures films. The films were developed to encourage conversations between people with disability, workers, managers, CEOs, boards and families about creating environments where people can speak up, are heard and are respected. At a time when the sector is undergoing significant change and with the Disability Royal Commission now part of the national conversation, it is crucial that providers continue to focus on their culture.

The number of disability service providers represented by NDS in 2018–19 was 1,042. The membership of National Disability Practitioners (NDP) has grown to become a leading association for disability practitioners, with a community of more than 10,000 members.

NDS concluded the financial year with a modest surplus and a strong balance sheet. There is no doubt however, that as a national peak body, we face a range of challenges to ensure our financial position remains strong.

We would like to acknowledge the very positive relationship NDS has with governments around Australia, and the funding support they provide to assist our work.

We are also grateful to the many members who assist NDS through their advice and input to policy and data collection. This is vital in assisting NDS to build a strong rationale and evidence for the positions we bring to governments.

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 thank NDS's staff in every state and territory for their hard work and commitment during what has been a very demanding year.

Together, we have worked to advance the sector's purpose and its values during a time of significant change.

We continued to review NDS's structure to ensure the organisation is well-positioned to respond to the future needs of our members.



Joan McKenna Kerr
President



David Moody
Acting CEO

Membership survey

In March 2019, NDS surveyed members about how we are performing as the national peak body for disability services. We were pleased to see some positive results and to receive feedback about how we can improve.

In this survey, 24 per cent of our contacts responded. We believe we can increase this number next year with improvements to our survey process.

The Results

What we do well:

Credible information and advice

A high percentage of members agreed that NDS staff are friendly and helpful (89 per cent), give credible information and advice (82 per cent), and are responsive (78 per cent).

NDS support to members

79 per cent of members that responded told us they are satisfied with the service received from NDS staff.

Communication to our members

NDS's news updates were seen by members as extremely or very relevant and 74 per cent rated our communications at above-average quality.

National conferences and events

85 per cent of members attended an NDS conference or event in the last year, with 88 per cent saying they would recommend them to a colleague.

NDS's priorities are aligned with members

Three quarters of NDS members believe that the priorities of NDS are aligned with their own organisation's priorities.

Quality and safeguards

A majority of members felt NDS was successfully developing effective quality standards and safeguards solutions for people with disability as well as indicating that the Quality and Safeguards Hub was the most important NDS initiative, product or service.

Our opportunities to improve:

- Stronger advocacy
- Expand member engagement
- Influence policy, legislation and funding
- A more relevant CEOs' Meeting
- Address more non-NDIS issues
- Enhance the NDS website
- Show stability, strong governance and leadership
- Provide high-quality, concise data

Thank you to those who took the time to respond to the member survey. The results have confirmed the areas NDS needs to focus on and will direct the development of our advocacy, information and new practical resources to support the sector.

74% 

of respondents say they are extremely or somewhat satisfied with their membership. While this is a good result, we would love to see more members telling us they are extremely satisfied.

24% response rate

This was a low response rate. We recognised we need greater engagement. We're looking to improve this with shorter surveys and better timing to avoid survey fatigue.

What are we doing well?



Credible information and advice



NDS support to members



Communication to our members



National conferences and events



NDS's priorities are aligned with members



Quality and safeguards

How you want us to improve



Stronger advocacy



Expand member engagement



Influence policy, legislation and funding



A more relevant CEOs' Meeting



Address more non-NDIS issues



Enhance the NDS website



Show stability, strong governance & leadership



Provide high-quality, concise data

Members are encouraged to continue providing feedback on NDS's activities and services. Please forward your comments to membership@nds.org.au



The Year in Review

Advocacy and Policy Influence

Federal Election campaign delivers

In the lead-up to the May 2019 election, NDS launched the ‘Deliver the Promise: Get the NDIS on track’ campaign. President Joan McKenna Kerr, along with NDS Board members, ACT service providers and Acting CEO David Moody stood on the steps of the Australian Parliament and put forward five policy priorities for the next government of Australia.

Our proudest achievement during this campaign was to bring the issues facing the sector into the public domain. For the first time, all four major parties addressed these issues in their policy position documents.

The campaign culminated in 2,000 people with disability, their families and carers, and service providers, gathering for a National Day of Action on 3 May 2019 in 12 different events throughout Australia. Coming together with the Every Australian Counts team, key politicians and candidates heard directly from the people and organisations about the challenges they face.

Since the election, Prime Minister Scott Morrison has committed to prioritising the NDIS, and appointed Stuart Robert as the Minister for the NDIS, in Cabinet. NDS is continuing this advocacy in meetings with the Minister, the Shadow Minister, Bill Shorten, and the Agency, to ensure the NDIS gets on track.

“Top of the list for improving services will be ensuring we deliver on the **National Disability Insurance Scheme**, working to our goal of the NDIS supporting 500,000 Australians by 2024-25...The NDIS is a major social reform and there is much work to do to improve the delivery of these services on the ground.”

– Scott Morrison, *The Australian*, 27 May 2019

Influencing NDIS policy

The acceleration of the transition to the NDIS over the past year put a spotlight on weaknesses with NDIS systems and processes. As a result, NDS has been actively working with the NDIA to resolve payment issues arising from a range of system problems—such as plan gaps, providers not being informed about plan reviews, providers having no knowledge of when people had transitioned to the Scheme, and delays in approvals of quotes for Supported Independent Living.

Based on a survey of NDS members, we provided a priority list of portal improvements to the Agency and urged it to make changes to quote approval processes—for Assistive Technology and Supported Independent Living—to speed up decision-making.

NDS has focused on keeping providers well-informed about NDIS issues, and anticipating and rectifying issues as quickly as possible for members. To achieve this, NDS identifies key staff within the NDIA and works to establish strong, productive working relationships with them.

Negotiations on NDIS pricing were intense over the past year, with some good gains being made on prices for in-home and community participation supports. Pricing will continue to be a strong focus of our work over the next 12 months. NDS's Helpdesk enables us to respond to member concerns, with the aim of answering most questions within a day or so. To date, more than 1,200 answers have been provided to questions posed by members. We urge members to inform their staff of the availability of this member benefit. A side benefit of the Helpdesk is the information it provides on issues causing concern or confusion. We use this information in our advocacy on behalf of members and the sector.

Developing Senior Practitioner legislation

In September 2018, the Senior Practitioner Act came into effect in the ACT, providing a formal framework for the reduction and elimination of restrictive practices by service providers in the territory. During its development, NDS advocated for important changes to be made to the Act. The impact of this early advocacy is clear in the legislation, which will ensure that service providers can be confident in taking emergency actions to prevent imminent harm for people with disability, and that the timeframe for transitioning to the new requirements is more achievable.

Navigating transition in disability employment

This has been a significant year for disability employment, with many important policy and program challenges. DES reforms were introduced, providing greater choice and control for participants, but creating uncertainty for providers, with a crowded market and an untested funding model. NDS has been working closely with members to understand the impact of the reforms and advocate on their behalf, particularly on the subject of eligible school leavers and the impacts of the risk-adjusted funding model. The full effects of the DES reforms are still to be realised, and we are continuing to monitor what is proving to be a highly-competitive operating environment.

Australian Disability Enterprises (ADEs) continue to operate in an uncertain environment. The Full Bench of the Fair Work Commission undertaking the review of the SES Award has been adjourned since December 2018. This continues to create uncertainty around wage determination mechanisms for supported employees. As at June 2019, there was no clarity on future pricing of employment support (however a proposed model has since been announced in October 2019). Access to supported employment for people with disability remains difficult to navigate. NDS continues to work closely with members, DSS and the NDIA to resolve these matters.

Workforce challenges continue to concern

Attracting, retaining and building the capacity of the workforce also remains a significant issue for members. The Fair Work Commission review of the SCHADS Awards progressed, and will likely continue well into 2020. We anticipate that a number of reforms will be made and we will follow this review closely to keep members informed and consulted.

Achieving policy wins during WA transition

NDS advocated strongly for sector transition funding in WA, and was pleased when the WA Government committed \$20.3 million to support the sector to transition to the NDIS in 2018. In late 2018, the Government also announced it would begin work on a 10-year State Disability Plan to build an inclusive community. This was something NDS had advocated for over many years. NDS also established and supported an NDIA WA Advisory Group—which provided detailed information to inform the NDIS WA Market Review of pricing and rules—and an NDIS Provider Support Network to support service providers with the NDIS transition.

Reinstating the taxi subsidy

NDS spoke out against the termination of the taxi subsidy for people with disability in Tasmania, which the state government was planning to remove in the lead-up to the state election in 2018. NDS lobbied on this issue into early 2019, including in the Tasmanian media. The state government extended the taxi subsidy for three years to 2023 in April 2019, but capped the yearly spend in years two and three. NDS will continue to lobby the government, to bring the currently capped levels into line with the needs of participants.

BuyAbility secures more jobs for people with disability

NDS's BuyAbility initiative has given Disability Enterprises more opportunities to participate in whole of government contracts by working with Property NSW for the past two years. Property NSW awarded the NSW Whole of Government Cleaning Contract to suppliers that agreed to employ people with disability through ADEs for roles such as cleaning, administration and call centre work. The contracts took effect on 1 March 2019.

Ticket to Work launches After-School Jobs Pilot

Young people with disability often don't get the support they need to participate in a job while at school, further disadvantaging them when trying to find employment after school. NDS's Ticket to Work initiative this year embarked on an after-school jobs pilot, advocating for young people with disability to get the opportunity to participate in after-school work. The project is working with La Trobe University to evaluate the experiences of students participating in after-school jobs. NDS also commissioned an independent study which found that students with disability that have three or more career development activities in school are 130 per cent more likely to gain employment when they finish school.



Mapping services and their gaps

NDS launched Project ECHO in Tasmania in 2019 with the aim of creating a resource for people with disability to more easily access mainstream services. As part of the project, NDS sent out a survey to the sector to gather data that will map mainstream services across Tasmania. The project identifies service gaps for the NDIS and state government, pinpointing where there are services that don't exist or that are under extreme stress, and spans multiple service areas including education, justice, health and transport.

Launching new disability advocacy initiatives

NDS is continuing to lobby for better support for service providers transitioning to the NDIS in the NT. We designed and developed the NT Disability Advocacy Collective, where all NT advocacy and statutory bodies meet every second month to discuss disability issues. NDS is transferring leadership of the collective to the sector in 2019. NDS in the NT has also been working with the broader human services sector to design a 10-year Human Services Industry Plan that unites and connects the sector.

BuyAbility recognised at 2018 NSW Premier's Awards

NDS's BuyAbility program was recognised at the NSW Premier's Awards with the NSW Department of Industry, for partnering to create jobs through social procurement. The Department of Industry committed to increasing work participation of people with disability and signed a Head Agreement with NDS in 2014 to broker services with ADEs in NSW. This partnership has provided long-term employment for over 200 supported workers, with a total contract value of nearly \$12 million!



NSW Premier, Gladys Berejiklian, with the BuyAbility and NSW Department of Industry teams

Celebrating 10 years with NDS

Gordon Duff

Diverse, challenging, rewarding



Gordon describes NDS as a place where, if you have the ideas and energy, there are great opportunities to explore new things, and to work with talented and committed people to make them happen.

How did you come to work here?

I was working for Ageing, Disability and Home Care (ADHC) NSW in 2008, managing program evaluation and sector development, and I met Patrick Maher (ex-NDS Chief Operating Officer) when NDS in NSW received a large multi-million dollar grant to support training for boards and good governance. I made some suggestions about how NDS should approach industry development and more progressive policy positions based on my UK experience, and went back to my office at ADHC. As I sat down, the phone rang—it was Patrick.

What has been your proudest achievement at NDS?

Being part of the team that supported the Every Australian Counts campaign—behind the scenes with facts and figures and policy arguments and seeing an idea become reality. Watching the sector's support for the State of the Disability Sector reports, Zero Tolerance and the Centre for Applied Disability Research grow to become impactful initiatives. I led the establishment of national functions for research, sector and workforce development, and this has enabled NDS to develop a data-informed focus to sector and workforce sustainability issues, and raise the profile of translational research evidence as important contributing factors to the quality of life outcomes of people with disability.

You've been committed to NDS for 10 years. What do you like most about the organisation?

I'm always astounded by the generosity of NDS members, especially CEOs, for their willingness to share their insights, data, and practical wisdom. NDS couldn't function without this collective intelligence, we need to use this and look for new ways to stimulate and celebrate innovation, promote the spread and sustainability of new ideas, and collaborate on problems that governments and people with disability need solving.

What have you been working on lately?

I had the opportunity this year to spend three months in the US thinking about what we can do to stimulate innovation, having been awarded the 2018 Fulbright Scholarship in Non-Profit Leadership. I represented NDS, and more broadly Australian disability reforms to US officials, policy-makers, consumer advocates, academics and legislators. Almost universally, the response to what we are trying to do is one of amazement and support. Sometimes you don't realise what progress is being made until you pause for reflection and see developments from the perspectives of those who are not part of the change.

Resourcing and Informing the Sector

Comprehensive support on quality and safeguarding

The NDIS Quality and Safeguards Framework began rolling out in New South Wales and South Australia in July 2018 and extended to most other states and territories in July 2019 (it will commence in Western Australia in July 2020). The framework introduces a new, nationally consistent approach to quality and safeguarding for NDIS participants, service providers and workers.

NDS's state and territory teams have been working with the NDIS Commission and other agencies to support the roll out, assisting members to understand what these changes mean for them.

NDS invested heavily in identifying the key issues and informing the sector about the new quality and safeguarding system during this transition period. We held a range of forums, workshops, presentations, roundtables, information sessions, webinars, communities of practice, podcasts and a Virtual Conference on quality and safeguards.

A collection of tailored resources has been created by NDS's Quality and Safeguards team, and more is available from our Zero Tolerance initiative to assist providers to understand, implement and improve practices that safeguard the human rights of the people they support.

NDP launches professional development program and extends free membership to NDS members

National Disability Practitioners (NDP) has grown to be a leading association for disability practitioners, with a community of more than 10,000 members—ranging from disability support workers to allied health practitioners, leaders, educators, business support staff, advocates, students, and volunteers.

In the 2018–19 year, NDP continued to provide tailored supports through which individuals can access information—including the NDP Learning Hub—as well as developing a new Continuing Professional Development (CPD) program. The CPD program included more than 1,100 participants across Australia, who gathered learning points through bite-sized online learning, networking events and NDP's popular virtual conferences. NDP is thrilled to continue the CPD program throughout 2019 following the success of the pilot program. Since 1 July 2019, all NDS members can provide access to NDP for their staff free-of-charge.



NDP's Quality and Safeguarding virtual conference in June 2019 boasted 15 hours of presentations, more than 1200 registrants, 1002 virtual exhibitor visitors, and 2200 webinar views.

Resources for Indigenous communities

With input from six disability service organisations in WA and an Aboriginal Advisory Network, NDS created an Aboriginal and Torres Strait Islander Employment Guide and Toolkit. In the development of these resources, connections with Indigenous communities were established or expanded for participating organisations, and 15 Indigenous community members were employed. Investing in more culturally secure and responsive workplaces, and showing a commitment to increasing the number of Indigenous employees in disability service organisations, will build our capacity to meet the needs of Indigenous people with disability.

Disability awareness and support programs going strong

In 2018–19, NDS's Let's Talk Disability program expanded NDS's disability awareness focus to corporate organisations interested in learning more about disability and educating their staff.

In the meantime, our in-school disability awareness and career program, projectABLE, continued to deliver its popular workshops to students in Victoria and the NT. The projectABLE team worked with Indigenous students from rural and remote areas as part of the program in the NT, supported by the Pupils Industry Pathway.

NDS staff in SA presented disability awareness classes at TAFE, which also explored career options in the sector. These classes are geared to migrant students whose primary language is not English, as part of the Adult Migrant English Program (AMEP).

ProjectABLE highlights:

Delivered **65 workshops**

Presented to **1,872 students**

Engaged with **100 teachers**

Traveled **7,286 kilometres**

Stayed in **12 motels**

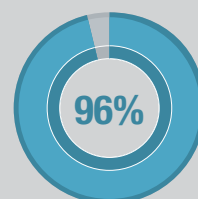
Used **2 vans**

Worked with **8 support workers**

100% of teachers said they would recommend projectABLE to other schools.



96% of students would recommend a projectABLE workshop to their peers.



WorkAbility Queensland continues to support a transitioning sector

It has been estimated that Queensland's disability workforce must double if it is to meet anticipated NDIS demand. To do this, WorkAbility Queensland—a consortium of industry bodies that includes NDS—has worked in collaboration with government agencies to support disability service providers to retain their existing workforce and attract new employees. We also ran local employment forums, undertook a 'regional town hall tour', developed resources to assist the sector to recruit staff, provided support to established workforce networks (typically regionally based), and worked with the Jobactive network to build their capability to engage with disability service providers.

Queensland's third year of NDIS transition was its largest, with highly populated regions rolled out across the year. NDS succeeded in supporting providers at this time of massive structural change while still achieving outcomes for the Queensland sector.

Improving connections with allied health across Australia

Through the Allied Health Workforce Project, NDS in WA consulted with allied health clinicians in the sector and developed resources including skills and knowledge benchmarks; models and strategies for student supervision; strategies for supervision and support of professionals and therapy assistants working remotely; and the development of an online discussion group.

In Tasmania, Project Momentum's targeted events for the allied health sector—presented with the NDIA—have brought together allied health professionals to discuss barriers to joining the disability sector, and to workshop ways to overcome these barriers.

On a national level, allied health practitioners were enthusiastic participants in the NDP Continuing Professional Development program, with approximately 20 percent of the 1,100 registrants belonging to this group. As part of the CPD program, these practitioners attended evening networking events, undertook online independent learning and attended two NDP virtual conferences.

Allied health professionals also came together as a part of the Disability Workforce Education Reference Group to help NDP create a Student Placement Hub that supports allied health students experience industry placements in the disability sector.

Training projects providing better opportunities in SA

NDS has been co-designing and implementing a Continuing Professional Development Program for VET Trainers and Assessors who deliver qualifications in the South Australian disability services sector. We have since developed several professional development sessions and other activities, including an industry placement program, to be delivered in the 2019–20 financial year. NDS has also been funded by the SA Department for Innovation and Skills to deliver the Disability Sector Traineeship Pilot Project. Through a group training model, the project aims to promote the use of traineeships in the disability sector and increase awareness of opportunities to meet workforce needs through traineeship arrangements.

Sector Engagement Team prepares Victoria

In the 2018-19 year, the Sector Engagement Team provided practical NDIS support across Victoria. It held popular NDIS Readiness and Implementation workshops, CEO, Board, and Senior Management Forums; and one-to-one tailored support on operating in an NDIS environment. The team also made podcasts, created the Fundamentals for Boards resource, and wrote articles and practical guides for service providers.

The Sector Engagement Team delivered 65 sessions to service providers across Victoria during the year focusing on leaders at all levels in organisations. Sessions included updates from the NDIA, and opportunities to ask questions of the Agency and Partners in Community, the NDIS Quality and Safeguards Commission, and the Victorian Department of Health and Human Services. The team's Sector Support Consultants worked individually with over 180 service providers, and, during the year, 2,356 people registered to attend one or more of the workshops and forums that were held across the state.

Using research to enable a well-informed sector

Alongside our workforce data collection exercises with Workforce Wizard, NDS continued its important work in the research space with the Annual Market Survey in 2018. The results of the survey were released in our flagship report, the State of the Disability Sector Report, in November. Our 2018 report was widely read by the Australian media and governments, and continues to be a core reference point for service providers, whose data informs the survey.





Celebrating 10 years with NDS

Julie Walton

After a chance encounter, Julie came to work for NDS.

Julie met the person who would become her first boss at NDS at an event industry cocktail party. Now, after 10 years, Julie is still enjoying the challenge of managing NDS's well-known and well-regarded conferences and events.

What have you enjoyed most about your 10 years at NDS?

It's been a delight to watch the organisation grow and mature both internally and externally by responding to sector developments. It's been interesting to be involved in the journey from the government funding model, to the campaign for the NDIS, and now the implementation of the NDIS and how it changes the lives of people with disability and their families.

What has been your biggest achievement?

Organising two international conferences in conjunction with Workability International. They were held in 2008 in Sydney and 2012 on the Gold Coast. The conferences were incredibly challenging, rewarding and logistical events. My greatest strengths are my organisational skills, event operations, and logistics. During the three-and-a-half days of these international conferences, these skills were certainly put to use. We organised four social functions, 600 delegates, international speakers, corporate sponsors, supported employment site tours, AusAID funding, travel for 20 delegates from developing countries, and participation supports.

I had no previous experience in organising accessible events when I started at NDS, and have learned most of it on the job. I did this by speaking to people with disability, who have individual requirements. There were very limited industry references and checklists about accessible events so there was a lot of trial and error. I now consider myself to be confident and capable in organising accessible events and have written a manual and checklist for NDS staff to reference.

How did you feel when you reached the 10-year milestone?

I couldn't believe that the time had passed so quickly! It was a reminder that I have enjoyed my challenging role and the organisation so much over the years. Otherwise, it probably would have felt like a really long time. I also love the people who work at NDS, the support they give you, and their passion to make a difference in the sector. I've made some great friends here.

In your experience, what value does NDS bring to the disability services sector?

NDS is a great source of information about what's happening in the sector—via communications or by attending conferences or events. It's beneficial for the sector to rally together as a group to be able to influence and make policy changes.

Connecting the Sector

Workforce initiatives gaining momentum in Tasmania

NDS's JobsAbility project was created to enhance the professionalism and connectivity of DES networks in Tasmania. In 2018–19, JobsAbility rolled out free and heavily-discounted employment engagement training sessions, to which every DES in Tasmania sent delegates. At the same time, Project Momentum—a new project targeting the next generation of disability professionals—was developed in Tasmania. At the end of 2018, NDS also launched the Join the Disability Support Crew initiative, a workforce attraction program creating pathways for disability support workers. We have seen an increase in enrolments for support workers since launching the program, and we have now presented to over 2,000 students around the state.

Support for remote delivery

In the NT, a major area of work in the 2018–19 year was the remote delivery of the NDIS and other services. NDS in the NT has been working with other jurisdictions facing similar challenges about remote delivery in order to collate information, suggestions and potential solutions to improve the current remote delivery model. The NT team is meeting regularly with the National Remote Branch Manager for the NDIA on this issue.

Jobs Fairs in Victoria connect job seekers with the sector

With the disability workforce predicted to grow by 40 per cent by the end of 2019, a key concern for disability service providers is to attract and retain good staff. Funded by the Department of Education and Training Victoria, the Jobs Fairs brought together potential employers with local students and people looking to make a career in disability services, and provided a platform for organisations to promote employment opportunities in their local community. Feedback from attendees was universally positive, with students remarking that the events complemented their theoretical knowledge, and exhibitors appreciating the networking opportunities.

Senior Executives respond to issues at NDIS leaders event



NDS took part in eight Disability Jobs Fairs throughout Victoria which attracted over **1200 job seekers and 211 exhibitors.**

In March 2019, NDS hosted the NDIS Leaders' Breakfast in Sydney. We engaged with members in NSW to articulate their current top issues before the event to ensure these were addressed during a question-and-answer session with the then CEO of the NDIA, Rob De Luca, and NDS Acting CEO, David Moody. Top issues identified by members included pricing and the cost of doing business with the NDIA, clearer communication channels for providers to resolve issues, timely approval of quotes (SIL, AT), and changes to the portal to allow providers to be notified of changes in participant plans.

Attendees also heard from NDIA Board Chair, Dr Helen Nugent AO, who presented her vision for 'the way forward' for the Scheme and the Agency.

Workforce Impact Collective clarifies vision for ACT community

In April 2017, a collective of stakeholders from the ACT disability sector came together to form the Workforce Impact Collective (WIC) with funding from the ACT Government. Managed by NDS, the WIC connects people and organisations from diverse experiences, perspectives and ideas to develop innovative workplace reforms. Its vision is to achieve a community with a sustainable, high-quality frontline disability workforce that enables greater choice and control for people with disability. In 2018–19, the WIC facilitated implementation of a number of pilots, including a Mature Aged Workers pilot that encourages people over the age of 55 to consider frontline disability support work; a partnership with service users run by Sharing Places Inc to find ways to optimise communication between support workers and people with disability and their families and carers; and a Roles-Based Recruitment pilot focused on recruiting disability support workers using the theory of social role valorisation (SRV).

Carecareers makes a change

In 2019, the carecareers website transitioned to focus on being a talent attraction resource for the sector. The website will maintain successful workforce attraction campaigns through to 2020 as we prepare for the next stage of evolution with companion project, National Disability Practitioners. This change means that the carecareers jobs board has been replaced, and that members are now able to access ethicaljobs.com.au as an alternative. The Ethical Jobs website is Australia's top job search site for the not-for-profit sector.

Celebrating our sector's contributions

We recognise how important it is to celebrate the great achievements in our sector, especially during those times when day-to-day work can be challenging. An example of NDS's commitment to doing this was our 2018 NT conference 'Big Thinking on Inclusion and Disability'. This event was designed not only to engage the sector, but also to focus attention on the exciting and important work that NDS's members are involved in. The event attracted the highest ever number of attendees for the NT sector awards, and featured a range of sessions focused on diversity and inclusion. NDS also held 'Celebrating 40 Years of All Abilities in the NT', a festival in Darwin city celebrating 40 years of all abilities and supports in the Territory.



Disability Royal Commission

The Royal Commission into Violence, Abuse, Neglect and Exploitation of People with Disability was established on 4 April 2019 with the signing of the Letters Patent by the Governor-General.

The Royal Commission's terms of reference cover what should be done to:

- prevent, and better protect, people with disability from experiencing violence, abuse, neglect and exploitation;
- achieve best practice in reporting, investigation of, and responding to violence, abuse, neglect and exploitation; and
- promote a more inclusive society that supports the independence of people with disability and their right to live free from violence, abuse, neglect and exploitation.

The Commission's inquiry will cover all forms of violence against, and abuse, neglect and exploitation of people with disability, in all settings and contexts. The Federal Government has committed \$527.9 million for the Disability Royal Commission, which includes funding to support people with disability to participate.

The Commissioners will provide an interim report by 30 October 2020 and a final report by 29 April 2022.

NDS supports the Disability Royal Commission.

We do so because we believe that people with disability, like everyone else in our community, have the right to live free of abuse, neglect or exploitation.

NDS promotes human rights and zero tolerance approaches to violence, abuse, neglect or exploitation in all disability service organisations. All Australians should have confidence in the quality and safety of supports provided for people with disability.

The Commissioners are:

- The Hon Ronald Sackville AC QC as Chair
- The Hon Roslyn Atkinson AO
- Ms. Barbara Bennett PSM
- Dr. Rhonda Galbally AC
- Ms. Andrea Mason OAM
- Alastair McEwin AM
- The Hon John Ryan



Zero Tolerance: *Positive Cultures*

NDIS released eight short films on Positive Cultures in May 2019. The films are part of a wide range of resources that can be used to support the implementation of the Zero Tolerance Framework.

Conversations about safety and rights too often take place separately between different groups in organisations, and this disconnection can make it hard to create real change. In the Positive Cultures films, we see a conversation between nine people with different perspectives on what makes a positive culture. These include peer workers, an advocate, a support worker, a manager, a Chief Operating Officer and a representative from the NDIS Commission.

A positive culture is one where people feel valued, safe to speak up, and confident that action will be taken when they do. We hope that this approach will help organisations think about how to have conversations about quality and safety differently, to start to shift some of the power imbalances that contribute to people with disability experiencing inequality and violence. As we seek to empower people with disability and support workers to speak up, we must also make sure we are receptive and ready to listen. The films can be used to help every person in an organisation reflect on their role in creating a positive culture.

Interview with Rob and Jen from the Positive Cultures films

What was your experience of working on the Positive Cultures films?

Rob – I really enjoyed being part of the filming and working together. I felt connected and part of something important... I had a lot on my mind that I wanted to share. Some of it was angry—I am fed up with people not talking to me like a man. I am fed up with people not respecting my choices. This was a chance to have a voice and have my say. I wanted my words to be strong and powerful. It was a chance for people to get to know me and the things that are important to me. At the moment, I live in a large residential centre. I have been there since I was a kid. I am planning on moving into my own place—I want to be independent. Making films like this one, and being part of the Zero Tolerance team, has helped me to be more confident and feel stronger.

What did you feel was the most important discussion for you?

Rob – Listening. The most important thing you can do is to listen. Listen properly. You can't get to know me unless you listen to me.

Jen – The discussion about power was important for me—How does a positive culture build 'power *with*', not 'power *over*'? Positive cultures are cultures that know really clearly who holds power and that work towards how everyone can be powerful, to bring about human rights. I know how I feel when I have power, and I know how I feel when someone has power over me. I think it's when we understand these things that we work better with people and make more meaningful connections.



What did you value most about being part of this project?

Rob – The best thing about this project was all of us coming together to have these conversations. It was great to hear things from different angles. It was great to come up with our answers together as a team. We were all treated the same and we felt like our opinions really mattered.

What would you most like to see more of in the disability sector?

Jen – I think the best comments in the film are the ones about equality... "We share the same cups, we share the same toilets, we have lunch together, we share everything." In a workplace that has a positive culture, there is no room for 'othering'—It's not about 'us and them'. Because if one person's individuality is diminished, then all of us are diminished. We can't hold our heads up high as citizens if it is not for everyone. That is why building an equal, positive workplace culture is so important.

What do you hope people watching these films get out of them?

Jen – I hope the films help people to take some time to reflect on what is happening in their own workplace. Change doesn't happen unless you take some time to notice what needs changing.

Rob – I hope these films help others to learn how to be more respectful.

Membership Recognition 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 November 2018, 11 members were recognised for their long-standing partnership with NDS.

50 years of Membership

Flourish Australia

40 years of Membership

Epilepsy ACT

30 years of Membership

Community Connections Australia
Montrose Therapy and Respite Services
Valley Industries Ltd
Waverley Helpmates

20 years of Membership

Carers NT Limited
Community Connections
Community Living Australia
Interchange Loddon-Mallee Region Inc
Knoxbrooke Incorporated

President's Service Award:

Paul Byrne, CEO of Li-Ve Tasmania

The 2018 President's Service Award was presented to Paul Byrne. Paul is well-respected in the disability sector and has a long record of service to NDS.

Serving on both the NDS Board and the Tasmanian State Committee, Paul's advice on workforce, as well as ageing disability issues, has been invaluable. His expertise led to him becoming a founding member of the National Workforce Committee.

Paul was convenor of the National Ageing and Disability Conference held in Hobart in 2004 and was key to bringing together the National Workforce Conference held in Hobart in 2009.





Life Member:

Dr Ken Baker AM

Ken first joined ACROD—re-branded as National Disability Services in 2007—as Chief Executive in January 2000. With a long involvement in social policy, including three years as Chief of Staff to a Community Services Minister, Ken brought an unparalleled understanding of the public policy process and an insider’s knowledge of government to NDS.

During his time at NDS, Ken took the organisation from being 30 staff supporting 580 members in 2000, to 160 staff supporting 1,100 members in 2018.

Ken is considered one of the driving forces behind the implementation of the National Disability Insurance Scheme, the most significant reform to happen to the disability sector.

In addition to representing NDS, Ken has also driven change through his role on various committees including the National Disability and Carer Alliance; the NDIS Independent Advisory Council; and the NDIS Industry Reference Group.

Disability advocacy is a cause that has always been close to Ken’s heart. His dedication goes above and beyond just a ‘job’, and has seen him awarded a Centenary Medal for his commitment to reforming and improving employment services for people with disability, and a Member of the Order of Australia for his significant service to people with disability through executive and advocacy roles, and to national policy design and implementation.

Ken has garnered enormous respect from NDS staff, our members and the wider community services sector. He joins Jean Garside MBE OBE, Jason McKey, Ted Petersen AM, Felicity Purdy, Michael Sumner, Joan Tuxen MBE, and Bryan Woodford OAM as Life Members.

Remembering *Jean Garside*



Jean Hazel Garside MBE OBE passed away in April 2019, at the age of 99. Jean's contribution to the Australian disability services sector, and to NDS, was immense and pioneering.

Jean started her career as a young woman with The NSW Society for Crippled Children (now Northcott Disability Services) as Placement Officer in 1940. She was just 20 years old.

A newspaper story in the Daily Telegraph from February 1946 reported on a 26-year-old Jean Garside traveling to the US and Canada as a representative of Northcott, now in the role of Secretary. On her trip, Jean examined the latest techniques in assessing physical disabilities, methods of support and artificial aids. In the newspaper interview, she spoke of her intent to bring supported employment workshops back to Australia, and was also looking for ideas to assist the development of a new wing for adolescents in the Margaret Reid Orthopaedic Hospital in St Ives, Sydney.

Jean ran Northcott's Orana Club in Sydney, which was formed by parents and friends of children with disability in 1944, to provide social and educational opportunities for young people. The club aimed to provide a welcoming environment to support children to adjust to everyday life after living in the hospital for long periods. She is also credited with developing Northcott's first 'Doorknock Appeal'.

After leaving Northcott, Jean became the Honorary Secretary of the Australian Advisory Council for the Physically Handicapped (a former name of NDS) from the beginning of NDS's records in 1959. She became our first staff member when she was appointed Executive Director of the organisation—a position that she held for 17 years from 1962 until 1979, when she retired. At the same time, Jean was the National Secretary of the International Society for Rehabilitation of the Disabled, as well as working for a time as Regional Secretary to the East Asian and Pacific Area of Rehabilitation International. She became one of NDS's first Life Members in 1965.

On 1 January 1968, Jean was awarded The Order of the British Empire - Member (Civil) (Imperial), "in recognition of service to the handicapped". She was later awarded The Order of the British Empire - Officer (Civil) (Imperial) in 1981, "in recognition of service to the disabled".

Jean played a significant role in making NDS what it is today, and more importantly, she affected the lives of many people with disability at a time when disability rights was not a mainstream concept or concern. We thank Jean for her contributions, and remember her life with happiness.

*NDS thanks Northcott Disability Services for their assistance sourcing and providing information about Jean Garside's life and work.



Board and Committees

the NDS Board



Joan McKenna Kerr

President, WA Chair
Chief Executive Officer
Autism Association of WA



Rohan Braddy

Vice-President, Elected Member
Chief Executive Officer
Mambourin Enterprises Ltd



Tony Burns

NT Chair
Chief Executive Officer
HPA Helping People Achieve



Donna Bain

Tasmania Chair
General Manager
Self Help Workplace



Chris Campbell

NSW Chair (*from Feb 2019*)
Chief Executive Officer
The Junction Works



Chris Christodoulou

Elected Member (*from Nov 2018*)
Chief Executive Officer
Greenacres Disability Services



Joanne Jessop

Queensland Chair
Chief Executive Officer
Multicap



Mark Kulinski

Elected Member
Chief Executive Officer
Community Living Australia



Christine Mathieson

Victoria Chair (*from Oct 2018*)
Chief Executive Officer
Expression Australia



Gordon Trewern

Elected Member
Chief Executive Officer
Nulsen Group



Cathy Miller

South Australia Chair
Chief Executive Officer
Access4U



Danielle Newport

Elected Member
Chief Executive Officer
Activ Foundation



Eric Thauvette

ACT Chair
Chief Executive Officer
Hartley Lifecare



Anne Bryce

NSW Chair (*to Feb 2019*)
Chief Executive Officer
Achieve Australia



Warwick Cavanagh

Elected Member (*to Nov 2018*)
Chair
Active Inclusive Community Housing



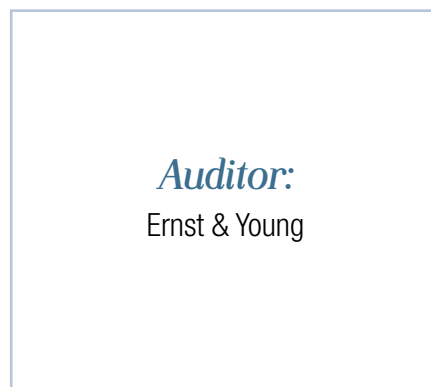
Jennifer Fitzgerald

Victoria Chair (*to Oct 2018*)
Chief Executive Officer
SCOPE (Aust) Ltd



David Moody

Company Secretary (*from Feb 2019*)
Acting Chief Executive Officer
National Disability Services



Auditor:
Ernst & Young



Board Committees

Governance Committee

The Governance Committee assists the Board to fulfill its obligation of ensuring that NDS is governed by its legal, constitutional and ethical obligations as well as assisting the Board to establish and maintain its governance processes.

Chair: Gordon Trewern

Joanne Jessop

Chris Christodoulou

Mark Kulinski

Danielle Newport

Ex Officio - Joan McKenna Kerr & David Moody

Audit, Risk & Investment Committee

The Audit, Risk and Investment Committee assists the Board in managing organisational risk, compliance and overseeing NDS's financial reporting, internal control, audit processes as well as the implementation and review of the Investments and Reserves Policy.

Chair: Danielle Newport

Rohan Braddy

Cathy Miller

Gordon Trewern

Financial Controller

Chief Financial Officer

Ex Officio - Joan McKenna Kerr & David Moody

Auditor - Ernst & Young

Communications Committee

This Committee provides advice to the Board on specific communications campaigns and strategies: for example, the Federal Election Campaign.

Chair: Gordon Trewern

Rohan Braddy

Joanne Jessop

Mark Kulinski

Prof David Gilchrist, University of WA (Independent Advisor)

Head of Communications

Ex Officio - Joan McKenna Kerr & David Moody



National Committees

NDS's National Committees provide advice to the Chief Executive Officer on relevant policy matters. This information is then channelled through the Chief Executive Officer to the NDS Board. These Committees also facilitate information exchange among NDS's members and monitor developments in states and territories to identify common trends, service innovation, and nationally significant issues. The committees are:

*National Committee on
Accommodation, Housing & Support*

*National Committee on
NDIS Operations*

*National Committee on
Open Employment*

*National Committee on
Children, Young People & their Families*

*National Committee on
Supported Employment*

*National Committee on
Workforce*



State & Territory Committees

ACT

Chair:

Eric Thauvette

Vice-chairs:

Hugh Packard & Nadine Stephen

Members:

Anne Kirwan
 Kylie Stokes
 Lisa McPherson
 Torrien Lau *(to Dec 2018)*
 Chris Redmond *(to Dec 2018)*
 Marco Xuereb
 Lisa Kelly
 Tracey Hall *(from Aug 2018)*
 Kate West *(to May 2019)*

Territory Manager:

Rey Reodica

NSW

Chair:

Chris Campbell *(from Feb 2019)*
 Anne Bryce *(to Feb 2019)*

Vice-chair:

David Carey *(from Feb 2019)*
 Chris Campbell *(to Feb 2019)*

Members:

Margaret Bowen
 Caroline Cuddihy
 Adrian Ford *(to Aug 2018)*
 Pennie Kearney *(to Oct 2018)*
 Philip Petrie
 Andrew Richardson
 Claire Robbs
 Deb Sazdanoff
 Kerry Stubbs
 Rob White
 Brian Yates *(to Apr 2019)*

State Manager:

Karen Stace

NT

Chair:

Tony Burns

Vice-chair:

Nadia Lindop

Members:

Robyn BurrIDGE
 Terry Cleary
 Helen Egan *(to Aug 2018)*
 Peter Kay
 Kim McRae
 Stephanie Ransome
 Annie Rily
 Steve Vitone
 Lawson Broad *(from Mar 2019)*

Territory Manager:

Susan Burns *(from Feb 2019)*
 Helen Egan *(Oct 2018 to Feb 2019)*
 Noelene Swanson *(to Oct 2018)*

QLD**Chair:**

Joanne Jessop

Vice-chair:

Elizabeth Sutton

Members:

Brett Casey
 Judy Dickson
 Robert Evelyn
 Ann Greer
 Russell Mason
 Evan Munroe *(to Apr 2019)*
 Peter Tully
 Stuart Coward

State Manager:

Ian Montague *(from Aug 2018)*
 Richard Nelson *(to Aug 2018)*

VIC**Chair:**

Christine Mathieson *(from Oct 18)*

Vice-chair:

Terri Carroll

Members:

Rohan Braddy
 Warwick Cavanagh
 Elizabeth Crowther
 Glenn Foard *(to Oct 2018)*
 Kerry Uren *(from Oct 2018)*
 Estelle Fyffe
 Julie Graham
 Daniel Leighton *(to Jan 2019)*
 Kerry Nelson
 Dr Jennifer Fitzgerald *(Chair to Oct 18)*

State Manager:

David Moody *(to Feb 2019)*
 Tony Pooley *(from Feb 2019)*

SA**Chair:**

Cathy Miller

Vice-chair:

Janine Lenigas

Members:

Liz Cohen
 Matt Collins
 Marjorie Ellis
 Michael Forwood *(to Jul 2018)*
 Maggie Dowling
 Emma Hinchey
 Sue Horsnell
 Fiona Kelly
 Mark Kulinski
 Andrew Ramsey
 Peter Stewart
 Wendy Warren
 Jenny Karavolos

State Manager:

Peter Hoppo

TAS**Chair:**

Donna Bain

Vice-chair:

Mark Jessop

Members:

Drew Beswick
 Deborah Byrne
 Murray Coates
 Steve Daley
 Kathryn Ellston *(to Oct 2018)*
 Nigel Hill
 Paul Mayne
 Rebecca Moles
 Russell Penman

State Manager:

Will Kestin

WA**Chair:**

Joan McKenna Kerr

Vice-chairs:

Marina Re & Rose Lawn

Members:

Gordon Trewern
 Justine Colyer
 Matt Burrows *(to Jan 2019)*
 Darren Ginnelly
 Robert Hicks
 Rob Holmes
 Debra Zanella *(from Sep 2018)*
 Francis Buchanan *(from Sep 2018)*
 Justin O'Meara Smith *(from Sep 2018)*

State Manager:

Julie Waylen



Celebrating 10 years with NDS

Frances Thomas

10 years of change and reform

Over 10 years working at NDS, Frances has seen a lot of change—from the harmonisation of disability parking across Australia, Procurement Reforms and then, of course, the NDIS.

How and why did you begin your career here?

I came to work in the disability sector from the racing industry. In racing, we organised fundraising race nights to purchase Hart Walkers for children with cerebral palsy. It was through my involvement in that that I was offered a Community Relations and Marketing position at The Cerebral Palsy Association of WA (now Ability Centre). I was there for five years before an opportunity came up to broaden my disability sector knowledge and experience by moving across to NDS in WA. I love working in the disability sector. I have learned so much about disability and life in general, and enjoy using my marketing and communication skills for the greater good.

Looking back, what have been the significant moments of your career?

Building and establishing a Marketing and Communications function in the WA office from scratch has been my proudest achievement working at NDS. I feel that, together with the State Manager and other members of the WA Leadership team, I have contributed to developing a strong brand for NDS in WA and strong engagement with our local members.

I am immensely proud of our events in WA, particularly the Disability Support Awards and the NDS WA Lunch in celebration of the International Day of People with Disability. These unique, high-profile events are the public face of our organisation and provide rare opportunities to bring together our members, people with disability, government representatives and the community. The buzz in the room at these events is something I cannot describe.

What do you like most about working at NDS?

I have learned so much and I find the work of NDS and the sector very interesting. I like that the organisation has a strong commitment to people with disability and leads by example by employing high numbers of staff with disability and ensuring everything we do meets accessibility standards. I love the challenge of not-for-profit marketing and creating documents and events that not only look great from a marketing perspective but are also accessible to everyone. It also helps to work with a great bunch of committed and professional people!

What do you think the future holds for NDS?

More change and reform! The NDIS is driving significant growth and change across the sector. This is creating a new strategic landscape for our members and NDS. And there is still a long way to go to get the NDIS on track and deliver on the promise of the NDIS for people with disability.



Performance Overview



Performance overview

Summary

For the financial year ending 30 June 2019, NDS achieved a net surplus of \$1,177,025.

Net assets remain strong, having increased to \$15,539,556 (2018: \$14,362,531). The current ratio (current assets: current liabilities) was 1.53 (2018: 1.36).

NDS income 2018–19

Total income received in 2018–19 was \$27.35M, compared to 2017–18 total income of \$34.48M. 59 per cent of revenue for the organisation is related to projects being undertaken by NDS to support the sector (2018: 59 per cent). NDS acknowledges the support of the federal, state and territory governments that provide funding for these initiatives.

The other major sources of income were: government grants (12 per cent); NDS and NDP membership subscriptions (13 per cent); and conference and seminars (7 per cent).

NDS expenditure 2018–19

Total expenditure for the year decreased by 22 per cent to \$26.2M (2018: \$33.5M).

Employment costs make up the largest area of expense incurred by the organisation (54 per cent; 2018: 46 per cent). Other principal expenses are: related to grants and other activities issued to service providers (9 per cent), consultancy (9 per cent), and IT and telephony (5 per cent).

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

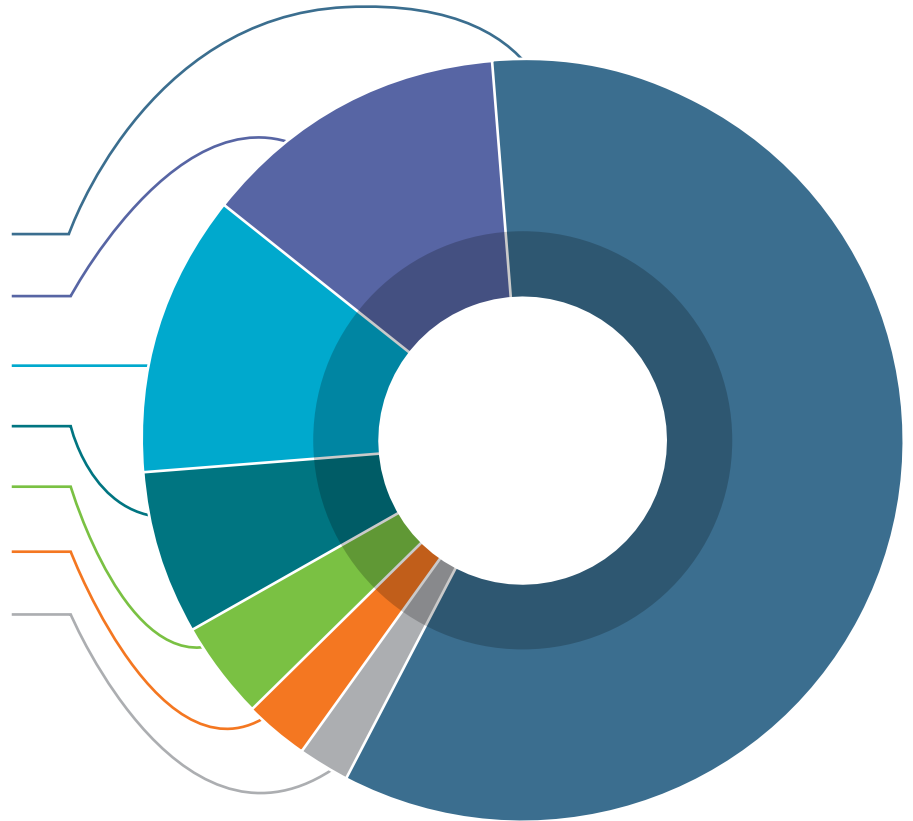
Income	2019 \$'000	2018 \$'000
Government grants	3,385	4,641
Other grants	-	-
Membership subscriptions	3,645	3,735
Conference & seminar income	1,756	2,144
Project income	16,070	20,405
Contract management revenue	662	232
Business enterprise revenue	92	1,320
Rentals	94	139
Interest	461	529
Other	1,184	1,339
Total revenue	27,349	34,484

Expenses	2019 \$'000	2018 \$'000
Employee benefits	14,047	15,303
Consultancy	2,396	3,092
Advertising	84	95
Conference, seminars and meetings	1,716	2,055
Project grants	2,266	5,791
IT & telephony	1,425	1,825
Occupancy	1,359	1,323
Travel	1,007	1,014
Other administrative costs	1,872	2,964
Total expenditure	26,172	33,462



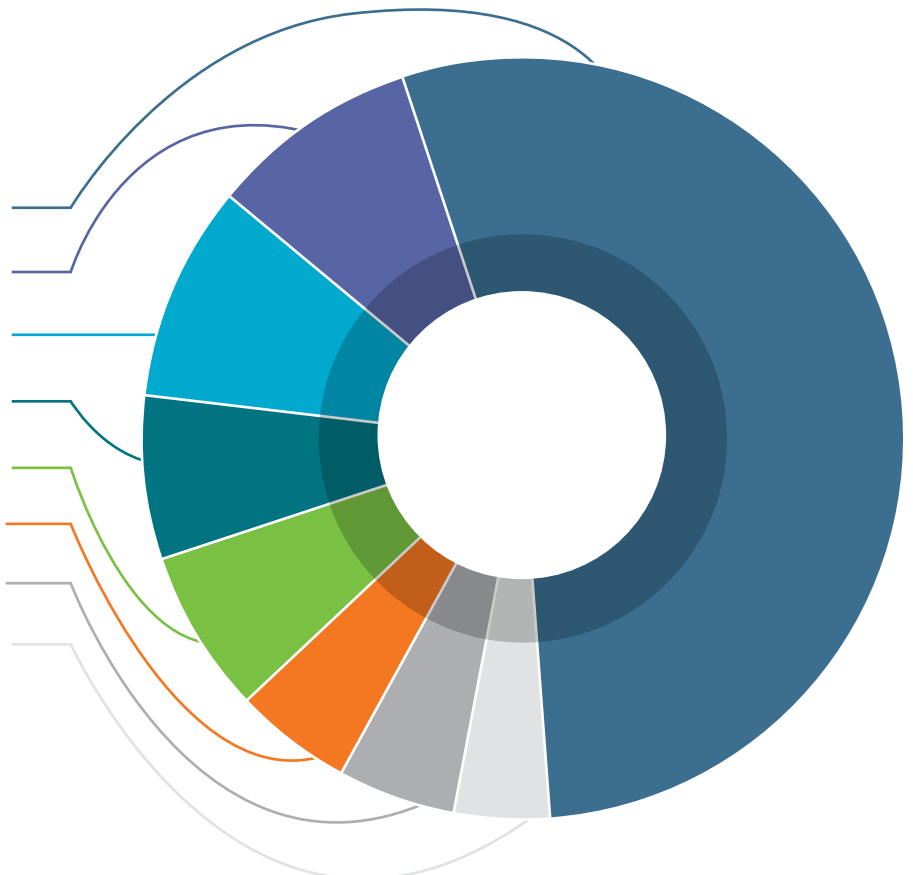
Income 2018-19

Project Income	59%
Membership subscriptions	13%
Government grants	12%
Conference & seminar income	7%
Other	4%
Contract management revenue	3%
Interest	2%

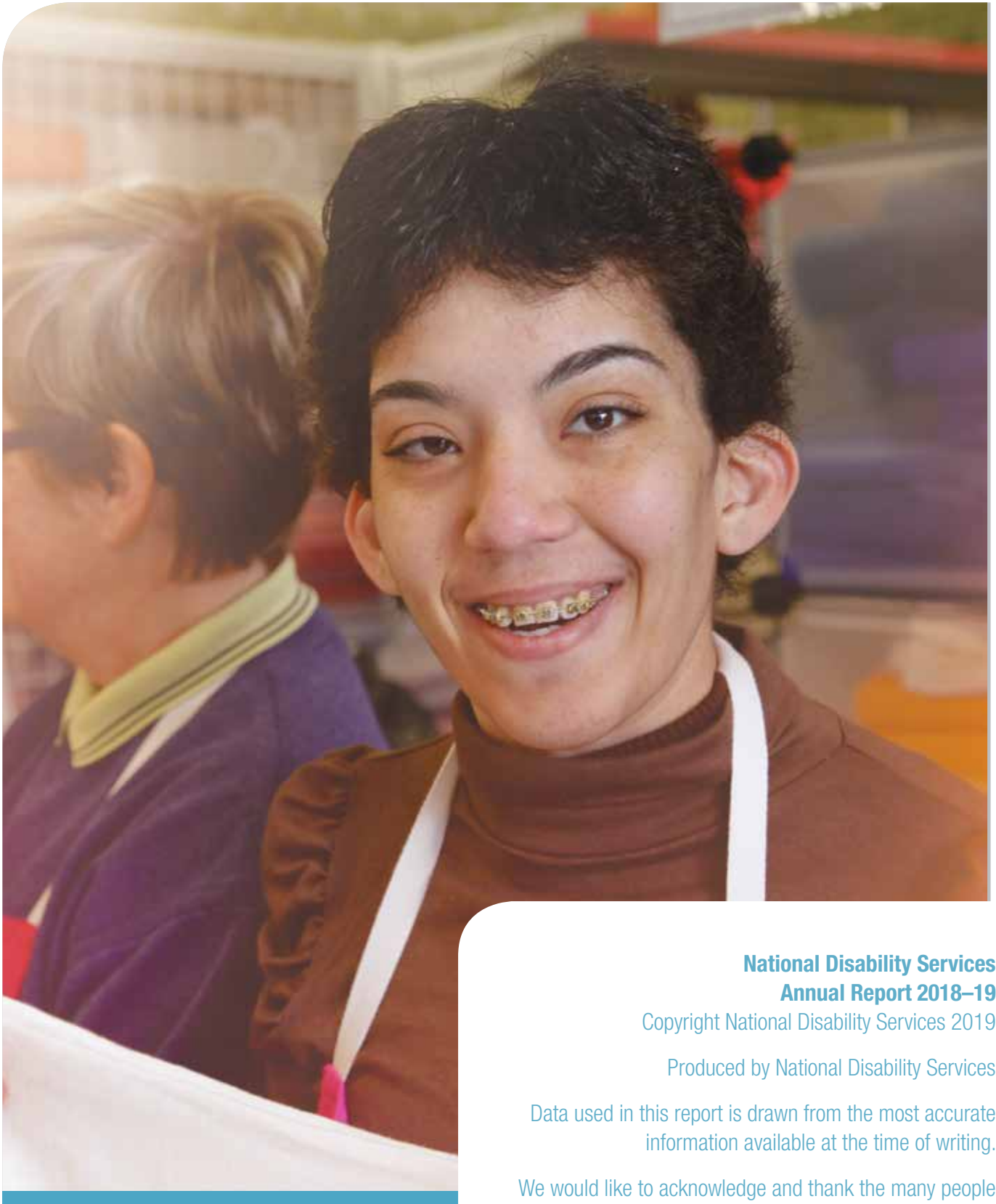


Expenditure 2018-19

Employee benefits	54%
Consultancy	9%
Project grants	9%
Conference, seminars & meetings	7%
Other administrative costs	7%
IT & telephony	5%
Occupancy	5%
Travel	4%



Assets	2019	2018
	\$'000	\$'000
Current assets		
Cash & cash equivalents	28,589	32,256
Other current assets	3,400	3,331
Total current assets	31,989	35,587
Non-current assets		
Property, plant & equipment	4,699	5,230
Total non-current assets	4,699	5,230
Total assets	36,688	40,817
Liabilities	2019	2018
	\$'000	\$'000
Current liabilities		
Trade & other payables	2,389	2,641
Provisions	18	249
Employee benefit liabilities	909	1,174
Interest bearing loans and borrowings	81	83
Unearned revenue	17,472	21,965
Total current liabilities	20,869	26,111
Non-current liabilities		
Provisions	32	32
Employee benefit liabilities	247	293
Interest bearing loans and borrowings	-	18
Total non-current liabilities	279	343
Total liabilities	21,148	26,454
Net assets	15,540	14,363



**National Disability Services
Annual Report 2018–19**

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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: comms@nds.org.au

nds.org.au

