

ANNUAL REPORT 2015



Data used in the infographics in this report is drawn from the most accurate information available at the time the report was written. Some of the data comes from the NDS Business Confidence Survey and is based on the responses of 424 NDS members.

National Disability Services
Annual Report 2014-2015
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Produced by
National Disability Services

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MESSAGE FROM NDS PRESIDENT AND CHIEF EXECUTIVE

NDS's strength as a cohesive national organisation depends on its responsiveness to the concerns and priorities of members in every state and territory and across the diverse circumstances in which disability support is provided. Across NDS's eight offices, staff display great dedication, initiative and effort to ensure that this occurs.

VICKI O'HALLORAN AM
KEN BAKER AM

Although so far the National Disability Insurance Scheme (NDIS) has reached fewer than 5% of the eligible population of Australians with disability, its arrival looms large in thinking and activity across the disability sector. Influencing its design, working with the National Disability Insurance Agency to resolve problems and assisting providers to prepare for the NDIS were core activities for NDS last year. They will continue to be our key focus areas in the year ahead.

The vision of the NDIS is compelling and has broad support across the disability sector, but uncertainty about how that vision will be translated into reality has service providers feeling anxious and makes organisational planning difficult.

As the 2014-15 year closed, intergovernmental agreements specifying how the NDIS would phase in were yet to be finalised, and key pillars of the policy design – such as the regulation of quality and safeguarding – were unfinished.

During the year, NDS provided advice on many critical NDIS matters. We published papers on NDIS implementation, planning and the future market. We met with government officials and the Joint Parliamentary Standing Committee on the NDIS. We engaged in intense negotiations on pricing with some success but further increases are required before prices are adequate. We produced policy advice on the future disability workforce, large parts of which were reflected in the Council of Australian Governments (COAG) Integrated Market Sector and Workforce Strategy. We activated the Every Australian Counts campaign to get housing onto the agenda of the COAG Disability Reform Council.

We expanded access to practical resources and advice to assist members to prepare for the NDIS. Among these were the National Disability Workforce Innovation Networks established with funding from the Federal Department of Industry and Science. We also ran training workshops for employment service providers.

NDS hosted numerous local NDIS information forums and launched a successful one-day conference – the NDIS Essential Briefing – which travelled to every capital city. An NDIS members' bulletin was published monthly and we launched the NDIS Issues Register to enable members to track progress on resolving problems. A similar document was developed for employment services.

At the 2014 CEO Meeting, we released the first annual State of the Disability Sector Report, which received a positive response from media and members. The report published the first findings of an ongoing disability sector Business Confidence Survey. Respondents to the survey anticipated growth, reported high levels of uncertainty about the policy environment and were divided on the pace of change with the NDIS.

During the year, NDS lodged 39 national policy submissions to governmental and parliamentary inquiries. These submissions responded to issues as diverse as the National Oral Health Plan and the review of national competition policy. We supported the implementation of the Marrakesh Treaty, designed to facilitate access to published works by people with print disability, and also commented on the review of the Accessible Public Transport Standards on proposals to reform national training packages and on the Commonwealth Home Support Program, and responded to the Fair Work Commission's review of the Modern SCHADS Award and the Productivity Commission's inquiry into industrial relations regulations. Additionally, we made a submission to the Federal Government's tax review, arguing that charity tax concessions are essential in assisting disability service organisations to recruit and retain staff and we expressed views on the future of the Australian Charities and Not-for-profits Commission.

NDS was also active in helping to equip its members to prevent and respond to the abuse and neglect of people with disability through our Zero Tolerance project and online human rights training. We provided advice to the Senate inquiry into the abuse and neglect of people with disability and two Victorian-based inquiries.

NDS welcomed the Federal Government's intention to develop a new disability employment framework. For some time we have argued that employment support programs should align more closely with NDIS design principles such as choice, flexibility and early intervention. NDS helped modify the approach to reallocating market share for Disability Employment Services to reduce its disruptive impact.

NDS now hosts Ticket to Work, a national initiative aimed at improving the transition of young people with disability from school to work. The initiative achieved early success and has attracted philanthropic and government funding.

NDS continued to represent Australian Disability Enterprises (ADEs) in the long-running Business Services Wage Assessment Tool (BSWAT) matter, as debate shifted from the Australian Human Rights Commission to the Fair Work Commission. We believe that wage assessment for supported employees must be fair, financially viable and secure from legal challenge. NDS supported the passage of the BSWAT

NDS remains financially sound, with a strong balance sheet and a modest operating surplus in 2014-15. We anticipate that income from state governments will reduce as the NDIS expands. Rather than wait for this reduction to force us to react, NDS will commence expenditure reductions in 2015-16 and review our structure to ensure that it is fit for purpose.

We will continue to seek new sources of revenue and develop business enterprises that are consistent with NDS's purpose.

Payment Scheme Bill through Parliament. At the 2014 NDS Disability at Work conference, Assistant Minister for Social Services Mitch Fifield announced \$173M over four years to assist the development and implementation of a new wage assessment tool.

NDS persuaded government not to proceed with an open tender process for ADEs and negotiated sensible changes to proposed key performance indicators in the new ADE funding agreement.

Following a competitive tender process, NDS won a Federal Government contract to continue to be the Australian peak representative of disability service providers. We maintain good relations with peak bodies in other sectors and have an ongoing connection with Carers Australia and the Australian Federation of Disability Organisations in the form of the National Disability Carer Alliance.

Despite mergers in the disability sector, not-for-profit Organisational Members grew in number by 9% during the year. From a much lower base, Organisational Associates grew by 66%, indicating the rising interest of for-profit providers in the NDIS. The membership of National Disability Practitioners – which operates as a division of NDS – reached 8,000 individuals.

NDS appreciates its constructive relationship with governments around Australia and the funding they provide to assist our work.

We are grateful to the many members who through their involvement in NDS committees, ensure that NDS is well-governed, receives policy advice grounded in practice and is alert to issues as they arise around the country.

NDS's strength as a cohesive national organisation depends on its responsiveness to the concerns and priorities of members in every state and territory and across the diverse circumstances in which disability support is provided. Across NDS's eight offices, staff display great dedication, initiative and effort to ensure that this occurs.



Vicki O'Halloran AM



Ken Baker AM

PERFORMANCE OVERVIEW



For the financial year ending 30 June 2015, NDS achieved a net surplus after tax of \$950,827. Net assets remain strong, having increased to \$10,186,881 (2014: \$9,236,054).

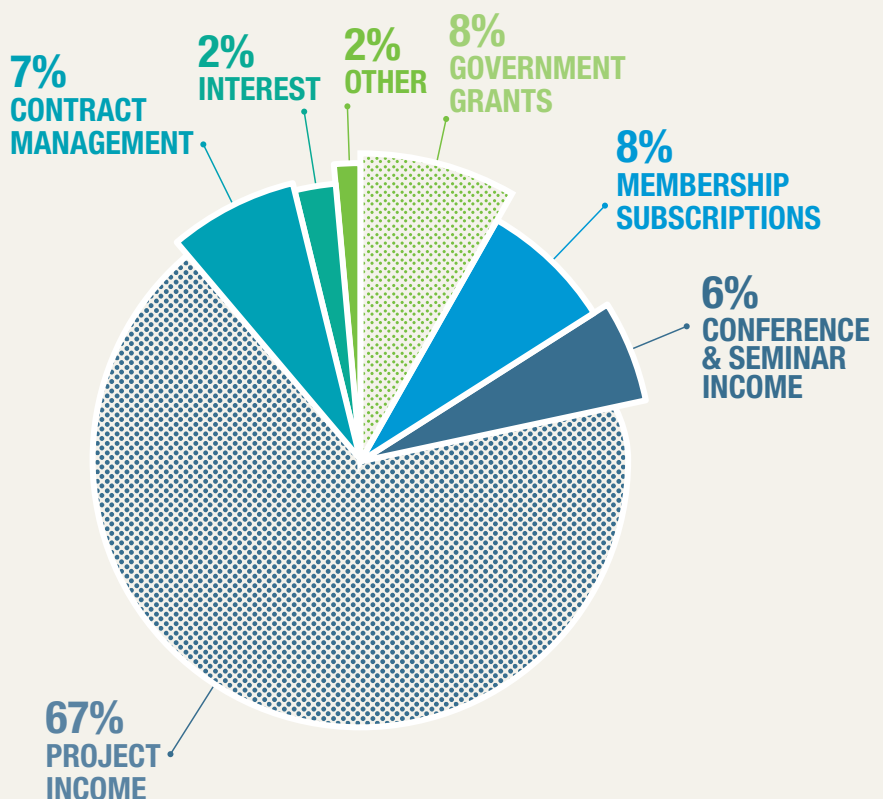
The current ratio (current assets: current liabilities) is 1.25 and continues to be well above the international benchmark of one.

NDS INCOME 2014-15

Total income received in 2014-15 was \$36.7M, a 21.4% increase on 2013-14 (\$30.2M). Just over 67% of NDS's revenue is related to projects being undertaken by NDS to support the sector. NDS acknowledges the support of the governments that provide funding for these initiatives.

The other major sources of income were: government grants (8%), membership (8%), conferences and seminars (6%) and the facilitation of NSW Government procurement of Australian Disability Enterprises services (7%).

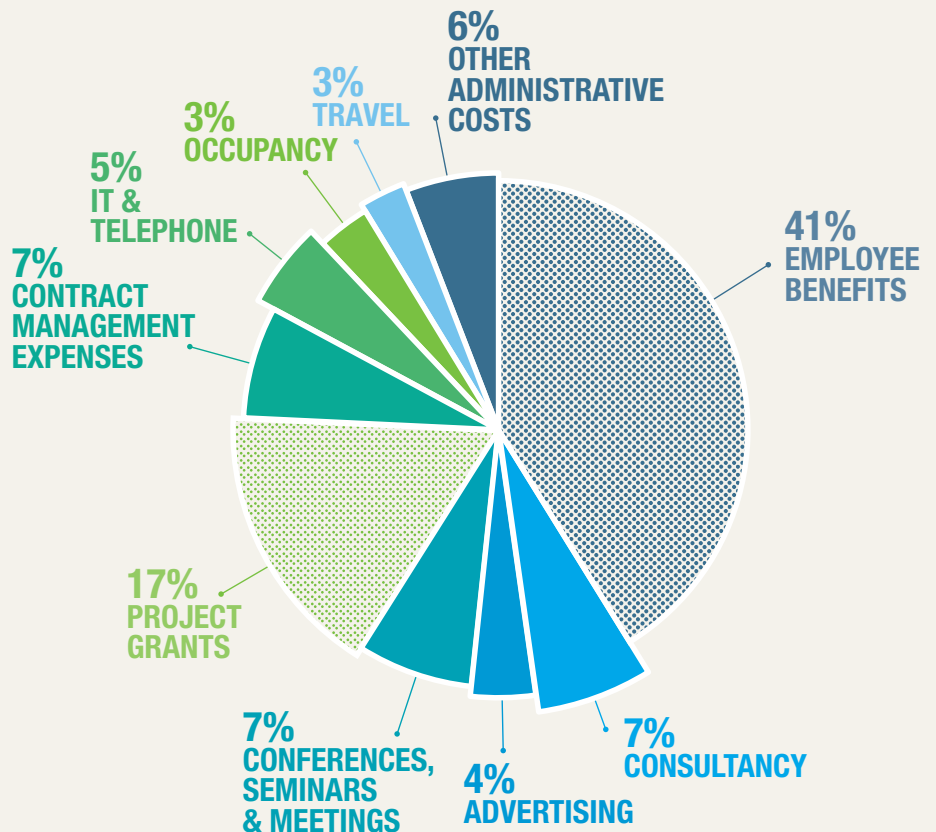
Income	2015	2014
	\$'000	\$'000
Government grants	3 050	3 604
Other grants	-	5
Membership subscriptions	2 872	2 472
Conference & seminar income	2 112	1 818
Project income	24 603	18 243
Contract management revenue	2 670	1 803
Rentals	48	29
Interest	831	688
NDIS campaign	-	443
Other	532	1 144
Total revenue	36 718	30 249



NDS EXPENDITURE 2014-15

Total expenditure for the year rose 20.9% to \$35.8M (2014: \$29.6M). Staff numbers increased year on year, and expenditure on staff rose by 17.6% to \$14.7M, with a large proportion of staff members employed to complete project activities. Employment costs are the largest area of expense incurred by the organisation (41%). Project grants issued to service providers (17%), consultancy (7%), contract management expenses (7%) and conference/meeting expenses (7%) are the other principal expenses.

Expenses	2015	2014
	\$'000	\$'000
Employee benefits	14 731	12 527
Consultancy	2 349	3 068
Advertising	1 403	1 988
Conference, seminars & meetings	2 605	1 984
Project grants	6 006	1 896
Contract management expenses	2 538	1 712
IT & telephony	1 829	1 402
Occupancy	1 189	1 053
Travel	1 018	1 076
Other administrative costs	2 099	2 888
Total expenditure	35 767	29 594
Total surplus/(deficit) for the year	951	655




Statement of Financial Position	2015	2014
	\$'000	\$'000
Assets		
Current assets		
Cash & cash equivalents	39 401	53 322
Other current assets	1 669	1 979
Total current assets	41 070	55 301
Non-current assets		
Property, plant & equipment	2 130	1 769
Total non-current assets	2 130	1 769
Total assets	43 200	57 070

Liabilities	2015	2014
	\$'000	\$'000
Current liabilities		
Trade & other payables	2 445	4 010
Provisions	336	185
Employee benefit liabilities	1 555	1 423
Interest bearing loans and borrowings	40	73
Unearned revenue	28 263	41 810
Total current liabilities	32 639	47 501
Non-current liabilities		
Provisions	65	59
Employee benefit liabilities	286	231
Interest bearing loans and borrowings	23	43
Total non-current liabilities	374	333
Total liabilities	33 013	47 834
Net assets	10 187	9 236
Funds		
Retained earnings	9 726	8 775
Reserves	461	461
Total funds	10 187	9 236



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

NDS understands that influence is part of our core product. It's how we achieve positive outcomes for our members and the community. In running the campaign for the National Disability Insurance Scheme (NDIS) we took responsibility for changing the way people with disability are supported in Australia. We won agreement from the community and our governments that change is needed. NDS is now focused on using our influence to ensure the NDIS delivers real choice, high-quality services and improved life outcomes for people with disability. To achieve this, we need vibrant, innovative and sustainable not-for-profit organisations in the disability market.


94%
OF NDIS
APPLICATIONS HAVE
BEEN DEEMED ELIGIBLE
 YET ONLY 57% OF PARTICIPANTS
 HAVE HAD THEIR PLANS
 APPROVED WITHIN 90 DAYS



THE AVERAGE ANNUAL
 NDIS PACKAGE IS
 APPROXIMATELY
\$39,000

TO MEET ROLL OUT TARGETS,
 NDIS PLAN APPROVALS MUST
 JUMP FROM
700 TO 12,000
 PER MONTH FROM JULY 2016

ADVOCATING FOR CHANGE

For the NDIS to succeed, disability service providers must be well-supported. To date, the National Disability Insurance Agency (NDIA) has been slow to address the many challenges facing organisations as they transition to the NDIS. As the voice for the sector, NDS is working hard to influence the design of the scheme to ensure that our members are not just prepared for the future – but able to prosper. In line with this, in January 2015 NDS launched an online register highlighting 21 unresolved NDIS issues facing our members. Regularly updated, this register enables our members to access short explanations of key NDIS issues, understand what NDS is seeking from the NDIA and track our progress as we campaign for change.

OVER THE LAST YEAR NDS WAS
QUOTED ON



SEPARATE OCCASIONS IN MAJOR
AUSTRALIAN NEWSPAPERS
 SPEAKING OUT ON KEY ISSUES
 RELATING TO THE NDIS

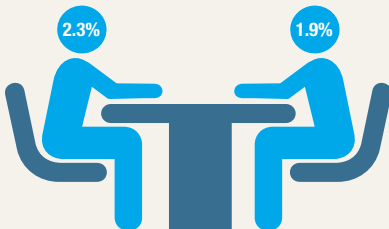
SOLUTIONS FOR REGIONAL AND REMOTE COMMUNITIES

The NDIS is designed to benefit all people with disability, their families and carers, regardless of where they are located. But without detailed plans, the promise of the NDIS to deliver greater support to people with disability may never be realised in remote and regional communities. To tackle this, NDS partnered with the Northern Territory Government to research and report on implications for the NDIS in remote areas. Among a range of issues, our research has shed light on the challenges of remote service delivery and how to respond to cultural barriers. This data will also be used to shape the design of the full NDIS roll out across the Northern Territory.

IN THE BARKLY NDIS TRIAL SITE
IN THE NORTHERN TERRITORY,
100 PEOPLE
WITH DISABILITY NOW HAVE
APPROVED PLANS IN PLACE WITH
27 PROVIDERS
REGISTERED TO DELIVER SERVICES



NDIS PRICES WERE
INDEXED BY 2.3%
FOLLOWING NEGOTIATIONS
WITH NDS AND THE 1.9% EQUAL
REMUNERATION ORDER WAS
BROUGHT FORWARD
FROM 1 AUGUST 2015



FIGHTING FOR FAIR PRICING

It's critical that a diverse, purpose-driven, high-quality and financially-sustainable disability services sector is supported into the future. Step one to achieving this is to ensure that prices for supports are fair for both NDIS providers and participants. At the moment, some of the prices for services are less than the cost of providing them. Until these prices are brought into line, the sector runs the risk of market failure. NDS has negotiated with the NDIA to get higher prices for some supports such as one-to-one support for personal care and community participation. NDS believes that NDIS pricing should be based on the cost of delivering high-quality and innovative services.

**IN WESTERN AUSTRALIA
WHERE BOTH THE NDIS AND
THE WA MY WAY MODELS ARE
BEING TRIALLED,
NDS HAS RUN
25 FORUMS AND
WORKSHOPS
TO SUPPORT SECTOR
READINESS**



SUPPORTING MEMBERS IN THE TRIAL SITES

Across Australia, NDS has intensified our support for disability services operating in the NDIS trial sites. Our regular provider meetings in the Hunter and Barwon regions have enabled us to hear directly from members on emerging issues affecting the quality and viability of service delivery. In South Australia, a working group of members has been established to identify potential concerns and provide advice as the scheme rolls out to the 6-13 year old cohort. Similarly in Tasmania, we've focused on industry collaboration by hosting workshops and seminars to assist members with their transition to the NDIS.

**EACH MONTH THE NDS
WEBSITE HAS MORE THAN
14,000 UNIQUE
VISITORS**



SHARING KNOWLEDGE AND PRACTICAL RESOURCES

NDS understands that service providers need accurate and timely information to prepare their organisations for the NDIS. To date, the NDIA and all levels of government have failed to provide the detail service providers need to strategically plan for the future. To address this information shortfall, NDS has launched 'Inside the NDIS', a monthly e-newsletter designed to provide members with the latest information and analysis on the NDIS. Additionally, we have held a national NDIS roadshow as well as specialised training sessions across all states and territories on NDIS readiness.



KAREN STACE

SENIOR SECTOR SUPPORT CONSULTANT

Since joining NDS in February 2013, I've been based primarily in the Hunter NDIS trial site in NSW. My key responsibility is to help providers understand their organisational and development needs in light of the NDIS, and work with them one-on-one to tackle their challenges. One of the highlights of my job so far has been seeing the NDIS become a reality – from witnessing all the uncertainty at the beginning to the excitement surrounding kick off. It's also been great to witness – and be a part of – change in the sector.

'NDS AT WORK'

I recently worked with an organisation that was worried about how its current programs might work under the NDIS. There was a sense of uncertainty around whether its supports would continue to have a role, and if so, what this would look like. To tackle this, I worked with the organisation on some financial mapping to find out what its NDIS income might look like. This involved working with the organisation's Board and senior management team to take stock of its existing supports, explore what participants might purchase under the NDIS and identify any gaps in supports and the potential to enter new markets. The result was confidence-building, and led the organisation to explore ways to collaborate with other providers in the area. The organisation moved from feeling uncertain to being open to new opportunities for the future.



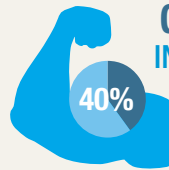


**GIVING
MEMBERS
THE
CAPACITY
TO MEET
FUTURE
CHALLENGES**

Disability service organisations, regardless of whether they are currently operating under the National Disability Insurance Scheme (NDIS), face large challenges ahead. Fuelled by growing market competition, the shift towards individualised funding and service models, growing accountability requirements and greater potential for growth, the ability to manage future risk is becoming increasingly important. NDS is providing advice, practical resources and professional development to assist members prepare for this new environment. We are also a strong voice urging governments to invest in sector development.

SERVICE PROVIDERS IN THE
NDIS TRIAL SITES
REPORT EXPERIENCING
**GREATER LEVELS
OF COMPETITION** 

AT JUST OVER 100,000 IN 2013 THE
PAID DISABILITY WORKFORCE HAS
GROWN BY 40%
IN THE LAST DECADE



 **APPROXIMATELY
20%**
OF DISABILITY
SERVICE PROVIDERS
MADE A LOSS
IN THE LAST TWO
FINANCIAL YEARS

 **192**
**ORGANISATIONS USED
THE NDIS PROVIDER TOOLKIT
IN THE LAST FINANCIAL YEAR**

PROVIDING BUSINESS TOOLS

The challenge of preparing for the NDIS is front of mind for disability service organisations. Understanding this, the NDIS Provider Toolkit gives organisations a framework to self-assess their business practices against seven main 'domains'. The toolkit is the only organisational self-assessment tool that covers the wide range of disability services provided around Australia. Through using the toolkit, providers can gain valuable insights into their organisation's current disability revenue, liquidity, debt and sustainability. In addition to helping providers respond to the NDIS, data collected through the toolkit will be used by NDS to advise the National Disability Insurance Agency and government on trends and issues facing providers under the scheme.

SAFEGUARDING PEOPLE WITH DISABILITY

Improving quality and safeguarding practices is an ongoing challenge for disability services. To assist, NDS has launched the national Zero Tolerance project. This project offers a framework with practical tools and resources for disability service providers to improve the prevention, early intervention and response to abuse, neglect and violence towards people

with disability. To support this, NDS will play an active role in influencing the new quality and safeguarding strategy under the NDIS by calling for a fit-for-purpose quality and safeguards framework developed in consultation with the sector.

THE AUDIT OF DISABILITY RESEARCH IN AUSTRALIA FOUND THAT THE CURRENT DISABILITY RESEARCH BASE IS NOT 'FIT FOR PURPOSE' TO THE REFORM AGENDA



ACCESS TO INTERNATIONAL EXPERTS

In March 2015, NDS invited US-based academic Peter Brinckerhoff to speak with members across Australia. Known for taking a commercial approach to disability service provision without compromising values of a not-for-profit organisation, Peter was able to offer members some unique insights into planning organisational missions and goals. Key themes covered included risk analysis, picking the right opportunities, how to use a decision tree, aligning opportunities to your organisation's core competencies, researching and writing feasibility studies and business plans, and marketing your organisation. As part of this tour, NDS organised masterclasses in Brisbane covering mission-based marketing and best practices in not-for-profit governance.

PEOPLE WITH DISABILITY ARE MORE LIKELY TO EXPERIENCE POVERTY, LIVE IN POOR QUALITY OR INSECURE HOUSING AND HAVE LOW LEVELS OF EDUCATION



REDUCING COMPENSATION PREMIUMS

Across Australia, workers' compensation and return to work programs are a major cost and administrative burden on service providers. To compete in the new market providers need to reduce their costs. In NSW, the NDS-run Disability Safe program delivers a range of resources such as e-learning, sample policies, procedures and informational materials to help the sector improve its WHS and Injury Management approach so services can be safely delivered to people with disability. It also provides services such as a Shared Return to Work (RTW) Coordinator and training in manual handling, WHS Committees and RTW Coordinator roles. Through Disability Safe, providers have been able to reduce workers' compensation premiums across the sector and benefit from more sustainable operating costs.



35%
OF REGISTERED
PROVIDERS IN
NDIS TRIAL
SITES ARE SOLE
TRADERS

MEASURING PROVIDER IMPACT

Measuring the social impact of disability services is critical to understanding their social and economic value. In consultation with the sector, NDS developed the Social Impact Measurement Tool, a product designed to help disability service providers measure whether – and how – their organisation has had an impact on people with disability. This process of evaluation can also help organisations better support people with disability to lead fuller lives, become more engaged in their communities by identifying what matters most to them, and in turn, encouraging providers to reflect on the impact of their team practice.



LIZ NEVILLE
NATIONAL MANAGER, SECTOR DEVELOPMENT

My role is to understand how transition to the NDIS will affect disability service providers. In other words, we speak to providers around the country to find out what their concerns are on the ground. We then go back to governments to bring these issues to light, while developing tools and resources to support them through the transition process. Our priorities are to ensure providers continue to work in a financially sustainable and technologically capable sector that has adequate investment in quality and safeguards.

‘NDS AT WORK’

One resource we recently developed is the Costing and Pricing Learning Program in association with Curtin University. After using the program, one provider CEO commented that the materials were invaluable for introducing his staff to the concepts of costing and pricing. He liked that the information was consistent with the principles of management accounting while at the same time, reflective of the history, culture and context of not-for-profit organisations. This is a positive example which proves that thoughtfully designed resources can be used by mission-driven providers to invest in their own profitability and sustainability.



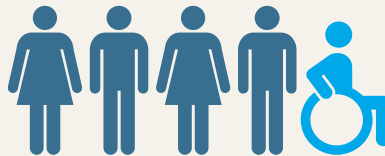
**INFLUENCING
POLICY TO
BENEFIT
PEOPLE WITH
DISABILITY**

In order for people with disability to experience improved social and economic participation, current approaches across governments and the community need to change. One area where government policy can have a major impact is through developing improved pathways to employment options. Allowing people with disability better access to supported and open employment and on-the-job support. To drive the social change needed to make this happen, NDS works with governments, businesses and the community sector to reduce the many environmental, attitudinal and systemic barriers to social and economic inclusion for people with disability.

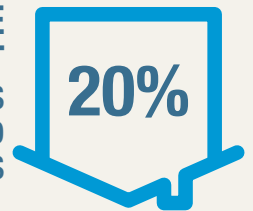
38% OF COMPLAINTS
LODGED WITH THE AUSTRALIAN
HUMAN RIGHTS
COMMISSION
ARE AGAINST
BUSINESSES
AND RELATED TO
DISABILITY



1.4 MILLION
PEOPLE IN AUSTRALIA HAVE
SEVERE OR PROFOUND
DISABILITY



PEOPLE WITH DISABILITY
ARE TWICE AS LIKELY TO BE
IN THE
LOWEST
OF GROSS
HOUSEHOLD
INCOMES



THE NDS CAMPAIGN
AND WEBSITE INSPIRED



SUBMISSIONS TO THE WA STATE
TREASURER AND INSURANCE
COMMISSION IN SUPPORT OF A
NO FAULT INSURANCE SCHEME

A VOICE FOR THE CATASTROPHICALLY INJURED

Western Australia's fault based motor vehicle accident insurance scheme left many profoundly injured people with disability without access to insurance-funded supports. For several years, NDS campaigned against the injustices of this system, calling for the introduction of a no fault scheme for people catastrophically injured in motor vehicle accidents. In October 2014 the Western Australian Government released a paper outlining options for a new scheme. Subsequently, NDS in WA invited members to respond and launched a website and media campaign. This public campaign was critical in the decision to implement a no fault scheme from 1 July 2016, a major win for NDS.

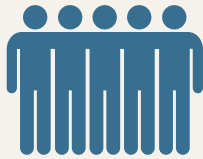
SINCE THE BEGINNING OF 2014



LOCAL TICKET TO WORK NETWORKS HAVE BEEN ESTABLISHED AND ARE ACHIEVING EXCELLENT RESULTS

PROVIDING A TICKET TO WORK

In Australia, young people with disability are more likely to drop out of school early, be excluded from the labour force, have fewer educational qualifications, experience poverty and be socially isolated. Ticket to Work was set up nationally in 2013 after a successful pilot and was designed as a landmark project to establish a best practice model for providing young people with disability pathways to employment. To achieve this, Ticket to Work draws on local networks which implement a number of good practices in school-to-work transition for young people. Based on the success of the project, NDS received funding last year to support the Ticket to Work program and expand its reach to support more people with disability.



SOCIAL PARTICIPATION IS THE MOST COMMON SUPPORT FUNDED UNDER THE NDIS

MAKING COMMUNITY INCLUSION MORE EFFECTIVE

Despite being a key concern for both providers and people with disability, there remains very little practical information to help organisations deliver community participation support. To tackle this, NDS invited day service providers throughout Australia to be part of a community of practice to find ways to help people with disability become active participants in their community. As a direct result of establishing this group, NDS produced a series of free, accessible, and easy-to-read advice guides on community inclusion. This project led to government funding for 11 pilot projects to create evidence-based practical guides on how governments can work with service providers to deliver outcomes-driven community participation support.



“These networks provide an important forum for service providers and the Aboriginal community to find local solutions to local issues.”

Wayne Nagel, Northcott Centre Manager, Moree

CONNECTING ABORIGINAL COMMUNITIES TO THE DISABILITY SECTOR

A significant amount of policy work has been conducted by governments across Australia to identify the barriers facing Aboriginal people when accessing community services. Through the Aboriginal Resources and Pathways project, NDS has established networks in 22 Aboriginal communities across NSW. These networks move beyond simply identifying barriers – they propose solutions. They bring together service providers, government agencies and Aboriginal communities to develop local strategies to offer culturally appropriate and safe services for Aboriginal people with disability.



**AS PART OF THE CAMPAIGN
OVER 650
PEOPLE WITH DISABILITY,
THEIR FAMILIES AND CARERS
SHARED THEIR
HOUSING STORIES
DETAILING THEIR CHALLENGES AND
FEARS WITH INADEQUATE HOUSING**

PRIORITISING ACCESSIBLE HOUSING

Without a clear policy and practical solution to the disability housing crisis, over 122,000 Australians with disability could be left without appropriate housing by 2020. Faced with these alarming odds, NDS joined forces with the Every Australian Counts campaign to launch a national political campaign demanding that affordable and accessible housing become a priority for governments. Initially, the campaign directly challenged the CEO of the National Disability Insurance Agency (NDIA), along with every state and territory disability minister to propose a viable solution to the housing crisis. The campaign then culminated in a housing policy paper titled ‘A place to call home’. Through putting disability housing onto the political agenda, the campaign led the NDIA and disability ministers to release an action plan. Despite this, the crisis is far from resolved. More needs to be done to ensure people with disability will be able to live in their own home in safety, with freedom and choice over who they live with and where.



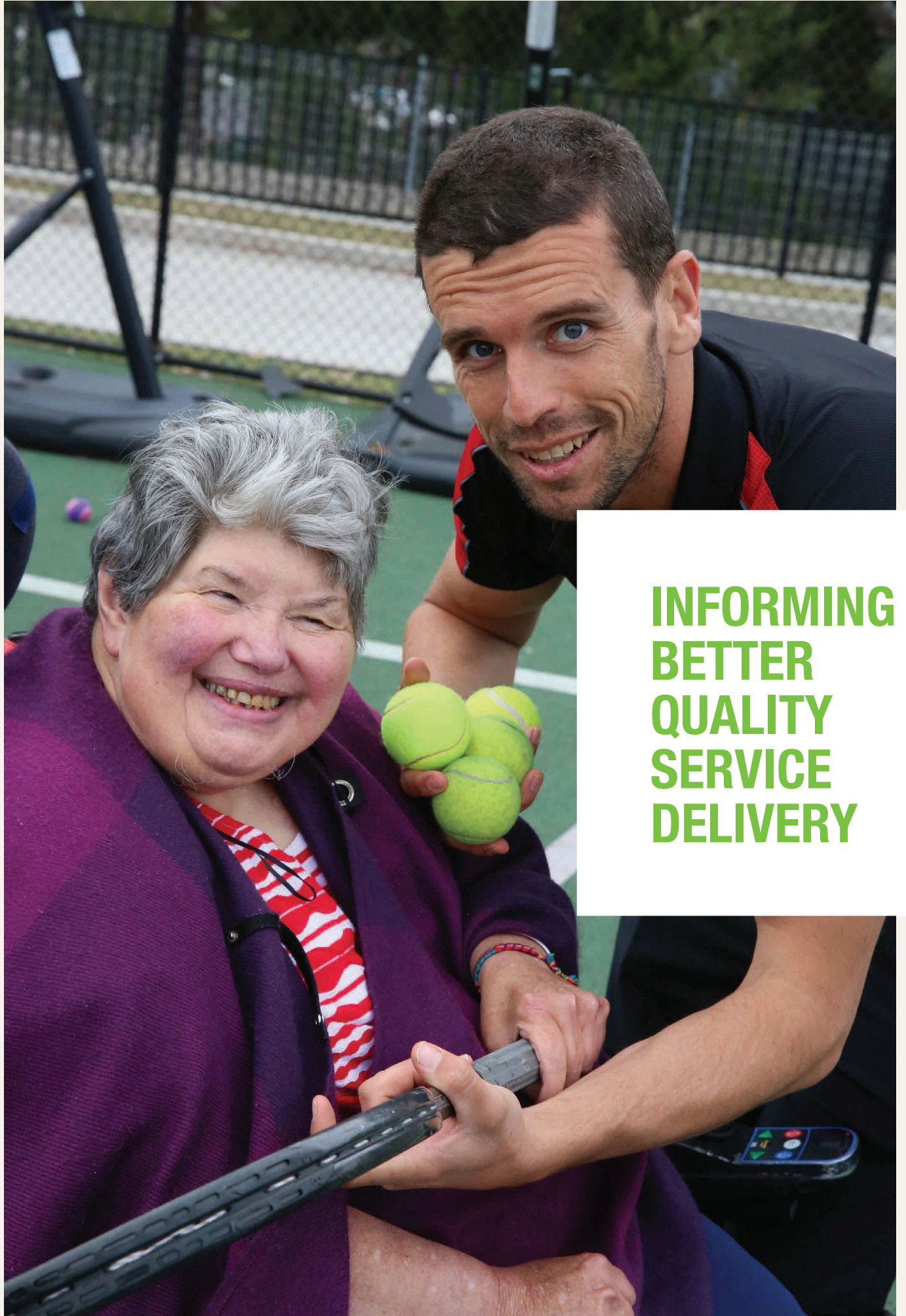
PETER DARCH

**SENIOR PROJECT OFFICER (SCHOOL TO EMPLOYMENT
TRANSITION) WESTERN AUSTRALIA**

Since joining NDS last year, a big part of my role has been to work with the Disability Services Commission (DSC) to ensure the NDIS My Way model supports school to work transition. As part of that, I’ve been involved in creating a framework for the DSC to help people with disability achieve their employment goals. I’ve also been involved in developing training for service providers to enable them to better support their clients through this process.

‘NDS AT WORK’

What I enjoy most about my job is being able to build on my own experiences as a person with disability to make an active difference to the sector. I’ve been told in the past that I would never work – but I’ve now been working full time for 12 years. Early on, I found ways to use my supports to find employment, and I want to incorporate this learning into the NDIS and My Way to benefit others in the same situation. I believe that the greatest form of social participation is to work, so I want to help people with disability become active participants in the workforce. That’s my mission at NDS.



**INFORMING
BETTER
QUALITY
SERVICE
DELIVERY**

Reliable, evidence-based research is essential to informing disability service development, planning and innovation. However, investment in research that is relevant to disability services remains low and disconnected from the needs of the sector. Government interest in research is growing, but the sector has a long way to go to establishing a solid research base. In a bid to start building this evidence base, NDS has made it a priority to commission and disseminate research that is directly relevant to disability policy, practice and service innovation.

55.160.090
THE ESTIMATED TOTAL HOURS OF
DISABILITY SUPPORT PROVIDED
ACROSS AUSTRALIA IN 2014

IN 2014 THERE WERE
2,151 **DISABILITY**
SUPPORT 
ORGANISATIONS OPERATING
ACROSS AUSTRALIA

 **\$3.3M**
THE AVERAGE ANNUAL
EXPENDITURE ON
DISABILITY SUPPORT
SERVICES BY
NDS MEMBERS

IN QUEENSLAND 80%
OF PROVIDERS HAVE
TURNOVER OF LESS THAN

\$2M

DEVELOPING BUSINESS-READY SERVICES

Across Australia disability service providers are preparing their organisations to successfully operate in a competitive market. NDS continues to provide training from industry experts to assist our members to become business-ready. In Queensland, through a government funded project, NDS delivered one-on-one consultations to over 60 disability service providers. These consultations were across a range of business areas including financial structures and viability, asset utilisation and funding reviews. This project, along with similar work in other states, assisted NDS members to improve their financial outcomes, use of business assets, funding allocations and understanding of electronic data systems.

DURING 2014-15, CADR
WON A
COMPETITIVE
RESEARCH GRANT
TO WORK WITH CURTIN
UNIVERSITY TO MONITOR THE
SUPPLY OF SUPPORTS IN THE
AUSTRALIAN DISABILITY MARKET



BUILDING AN EVIDENCE BASE

According to the University of Sydney's Audit of Disability Research in Australia, there is an absence of 'fit for purpose' research focused on disability policy. To address this information gap, NDS's Centre for Applied Disability Research (CADR) has created a clearinghouse to house current disability research. CADR not only collects the latest evidence, but it is assessed, analysed and translated into products that NDS members and the wider community will understand and benefit from.



**NDS BOOKLETS
PROVIDING
ACCOMMODATION
OPTIONS TO PEOPLE WITH
DISABILITY HAVE BEEN
PRINTED AND DISTRIBUTED
ACROSS THE ACT**

HELPING PROVIDERS REMAIN COMPETITIVE

A growing challenge for service providers is to establish brand recognition and attract people with disability to their service. In the ACT, not-for-profit services are working with NDS to promote their supported accommodation and in-home support services for the National Disability Insurance Scheme (NDIS) roll out. While there is significant demand in this area with the transition of 160 people to 60 homes already underway, many of these residents have little knowledge of service providers in the non-government sector. To improve awareness, build consumer confidence and bridge the gap between service providers and NDIS participants, a special members' working group has been established by NDS in the ACT. An in-home support information booklet has also been created, to provide information to the wider disability community on key information gaps identified by the working group.



**26%
OF SERVICE PROVIDERS
HAVE MERGED OR
ENTERED INTO CONSORTIA
OR OTHER FORMAL PARTNERSHIPS
IN THE PAST SIX MONTHS
*NDS BUSINESS
CONFIDENCE SURVEY**

ADVOCATING FOR A FAIR MARKET

Through its National Policy Research Unit, NDS undertakes and disseminates research that has direct relevance to disability policy and practice. NDS also actively advocates in national policy debates for reforms that will improve service delivery. One such example is the Commonwealth Government's Competition Policy Review. In our submission, NDS advocated for government support of a market regulator rather than relying solely on market forces. The final report both adopted and referenced several NDS suggestions.

**HALF OF ALL DISABILITY
SERVICE PROVIDERS**

**LACK THE
INTERNAL
CAPACITY
TO IMPROVE
SERVICES**



**OR INNOVATE
*NDS BUSINESS
CONFIDENCE SURVEY**

SHARING KNOWLEDGE

This year NDS held a number of conferences and events covering a range of issues currently facing our members. These events were focused on everything from research, disability employment, workforce innovation, diversity, staff development, good governance and business development to all aspects of the NDIS. The aim of NDS events is to connect experts with disability sector leaders to share knowledge, best practices and network. NDS is focused on running high-quality events at an affordable price for our members. Our conferences are designed to equip service providers with actionable information that will improve their organisations, the quality of their services and lead to better outcomes for people with disability.



TESSA THOMPSON
NATIONAL POLICY MANAGER

My role is divided into two main components – the first is around policy development in disability support services, while the second is focused on achieving our mission of building a better community for people with disability and their families.

One of the most exciting aspects of my job is being able to give our members a voice. They have an incredible amount of knowledge, experience and innovative ideas from working directly with participants – but they don't often get their views heard. We provide a platform for sharing their concerns across a wide range of issues from accessible buildings and health issues to transport or education. Through this, we're able to keep disability issues on the agenda of governments and agencies at all levels.

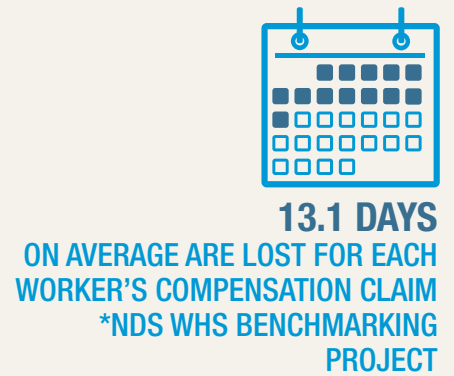
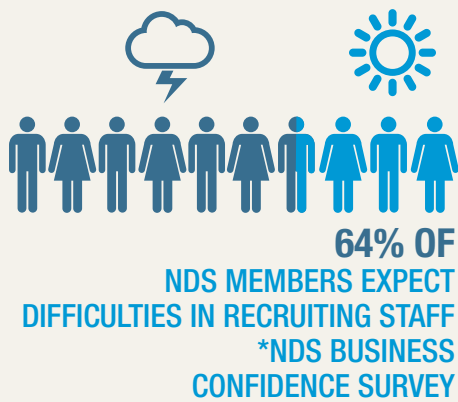
'NDS AT WORK'

I recently heard from a provider who works in early intervention services. It currently runs several programs which are block funded under Information, Linkages and Capacity building (ILC), and is worried about losing that funding despite continuing to be passionate about their services. We were able to listen to their concerns and integrate them into an ILC policy submission to the National Disability Insurance Agency. By combining our policy knowledge with provider experience, we were able to put the key concerns facing operators in the sector in front of decision makers.



**ASSISTING
THE
SECTOR TO
OVERCOME
WORKFORCE
CHALLENGES**

The impact of the National Disability Insurance Scheme (NDIS) on the disability workforce will be significant, with some estimates suggesting more than 50,000 full time jobs will be created by 2020. Without detailed planning and investment we risk workforce shortages, deskilling the industry or developing jobs that fail to attract high-calibre candidates. NDS has been a strong voice for the need for the National Disability Insurance Agency and Commonwealth Government to invest in a National Workforce Strategy. To pave the way, we have spent the last 12 months promoting workforce innovation and collaboration. NDS remains focused on supporting our members to prosper under the NDIS, particularly when it comes to meeting workforce challenges. To achieve this, we have committed resources to assist service providers to attract, recruit, retain, develop and engage their staff.



**THE NUMBER OF CARECAREERS
 JOB APPLICATIONS AND NEW
 CANDIDATE REGISTRATIONS ARE UP
 25% YEAR ON YEAR**



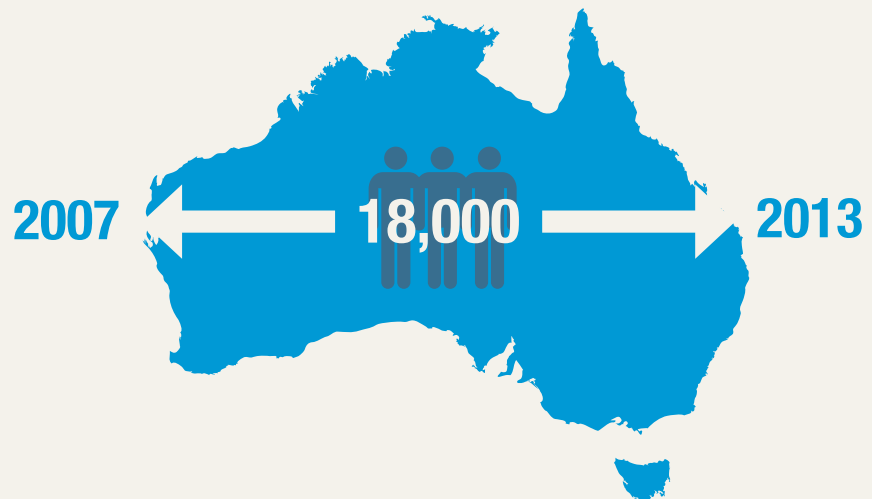
HELPING OUR MEMBERS RECRUIT

Recruiting the right staff is an increasingly tough challenge for NDS members. To assist, the NDS program carecareers was launched to attract talented and passionate staff from a range of backgrounds to work in the community care and disability sectors. In 2015, a carecareers campaign was created to showcase the benefits of working in the sector. After airing on Channel Seven's The Morning Show, the ad triggered a huge number of phone calls and emails to the carecareers Career Centre from viewers contemplating a career change.

DRIVING WORKFORCE INNOVATION

One thing we know for sure is the NDIS will trigger a more diverse and competitive market. This will place added pressure on service providers to rethink how they work and come up with a plan for long-term viability. To assist providers on this journey, NDS established the Disability Workforce Innovation Network (DWIN) to strengthen workforce planning capability in disability service organisations and stimulate workforce innovation. The DWIN has established one advisory network in each state and territory which collectively work to find the best solutions to workforce challenges.

OVER 18,000
PEOPLE ACROSS AUSTRALIA
COMPLETED CERTIFICATE
IV IN DISABILITY BETWEEN
2007 AND 2013



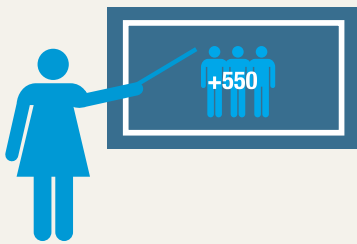
**THE TOTAL NUMBER
OF INFORMAL CARERS
GREW BY 15 PERCENT TO
NEARLY 140,500
PEOPLE AUSTRALIA-WIDE IN 2015**



ENSURING TRAINEES ARE JOB READY

Across Australia, NDS members face the challenge of recruiting – and retaining – a skilled workforce. To improve employment pathways for disability support workers, NDS in Tasmania carried out detailed analysis on how to improve policy makers' understanding of training needs in the sector. As a result of this project, NDS co-created the Tasmanian Disability Sector Best Practice Vocational Placement Guidelines. Already this document has led to a better understanding of workplace expectations for employers, trainers and trainees.

MORE THAN 550
INDIVIDUALS FROM OVER 400
DISABILITY ORGANISATIONS HAVE
RECEIVED CAREER PLANNING
ADVICE NATIONALLY
SINCE OCTOBER 2014



CHANGING DISABILITY JOBS INTO DISABILITY CAREERS

Across Australia disability services are reviewing their staff skills and retention strategies to prepare their organisation for the NDIS. A number of NDS members reported a lack of information on the wide range of jobs, including the required skill sets, needed for the new disability market. In response to this gap in knowledge in NSW and then nationally, NDS developed an industry endorsed career planning and capability framework including a web based visual career map. This has been complimented with best practice guidelines to successfully implement the framework across the disability sector.

ONE NDS MEMBER IN SOUTH
AUSTRALIA REPORTED THAT WHILE
WAITING FOR SEVEN STAFF TO BE
SCREENED THEY INCURRED OVER
\$40,000 IN
OVERTIME COSTS



FIGHTING WORKPLACE RED TAPE

NDS understands that across Australia government compliance requirements can prevent organisations from supporting people with disability in the most efficient and effective way. For example in South Australia, it became compulsory for all government funded disability services to undertake staff employment screening through a government department. Many disability services facing a lack of resources and planning were left with severe workforce issues. Informed by our members NDS actively campaigned for changes to this system, making significant headway.



CAROLINE ALCORSO

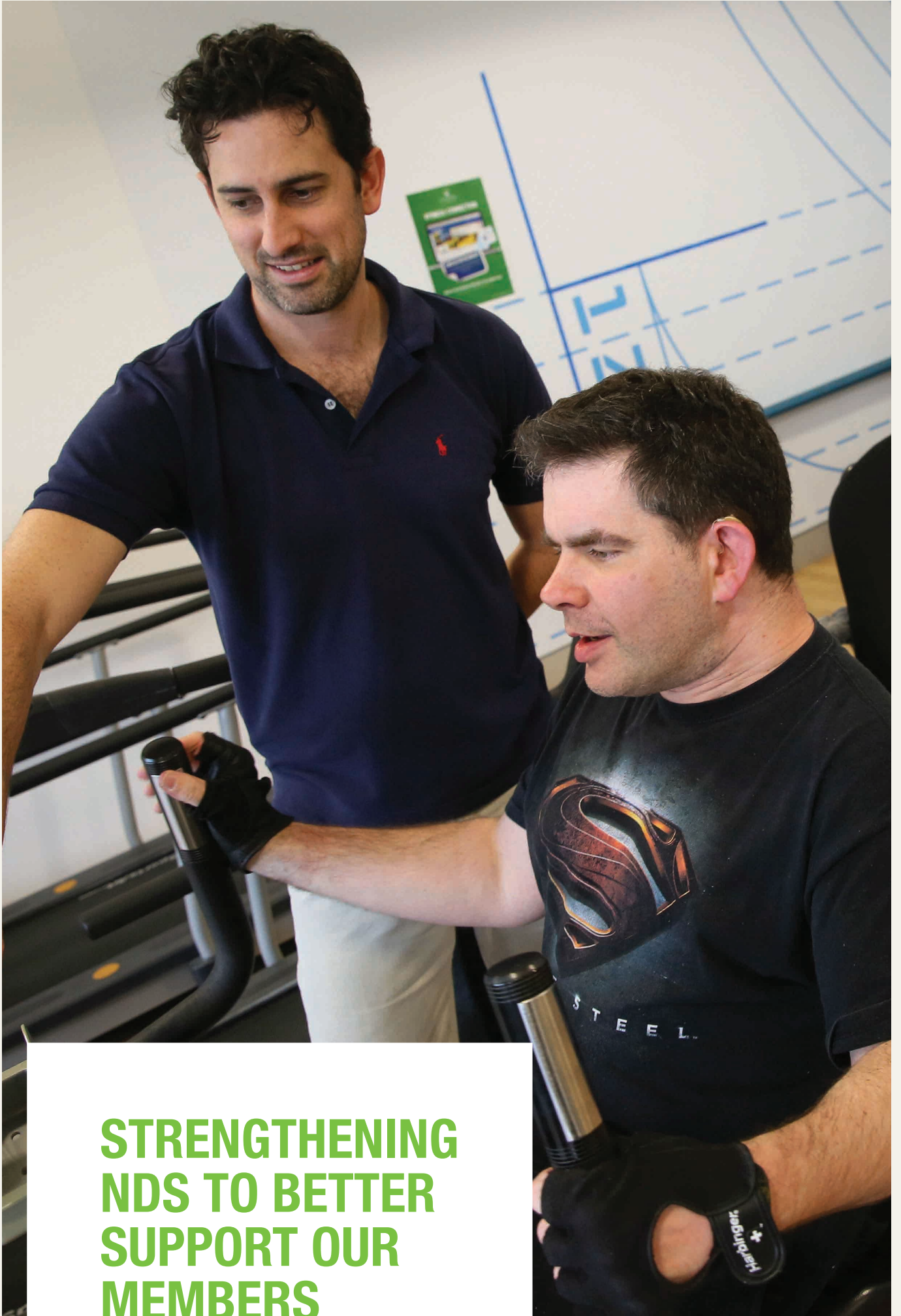
NATIONAL MANAGER WORKFORCE DEVELOPMENT

My role is to manage the various workforce activities of NDS. In everything we do, we are focused on supporting organisations in their workforce strategy – this can be anything from recruitment and staff development to helping providers understand how the NDIS will affect their staff. One of our biggest projects at the moment is the DWIN, which is run by staff in each state and territory who help local service providers carry out their workforce activities. At the same time, we also run other advocacy and policy initiatives on workforce issues. Our mission is to give service providers the ability to predict what may happen in the future. This isn't easy, but learning to anticipate challenges is the key to good planning and making better choices.

'NDS AT WORK'

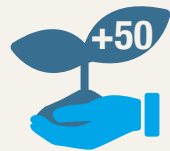
A recent highlight is the success of our workforce planning training workshops. These workshops provided organisations with the chance to share and exchange knowledge, and were incredibly well-received. This is because all of the information shared during the sessions featured positive examples of how organisations were operating their services. As a result, providers were given a unique opportunity to think about workforce challenges in a confidence-building, thought-provoking and innovative way.



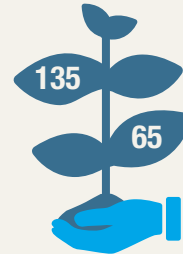


STRENGTHENING NDS TO BETTER SUPPORT OUR MEMBERS

The future uncertainty facing many disability service providers also confronts NDS. The National Disability Insurance Scheme (NDIS) is expected to transform the disability system, and with this, the relationships NDS has with governments. NDS's growth over recent years has hinged heavily on procuring and successfully delivering sector development projects, funded largely by state governments. As the NDIS develops and the role of the National Disability Insurance Agency expands, the willingness of state and territory governments to invest in sector development through NDS may diminish. In light of this, NDS is working to strengthen the organisation's financial sustainability by broadening and diversifying our funding base. As part of this effort, we have been developing new services and products, and considering new business ventures consistent with our organisational mission.



**NDS HAS GROWN
BY OVER
50 NEW
MEMBERS EACH
YEAR SINCE 2011**



**IN 2014
NDS HAS GROWN
FROM 65
EMPLOYEES IN
2009 TO 135
EMPLOYEES IN 2014**



**NDS'S MEMBERSHIP PROGRAM
GREW BY 8%
LAST YEAR TO 1,213 MEMBERS
NDS HAS 996 ORGANISATIONAL
MEMBERS AND 6 LIFE MEMBERS**

MEMBER RECOGNITION

Launched in 2012, the NDS Member Recognition Awards recognise the loyalty, support and contributions of organisational members that have reached 20-50 years of NDS membership. In 2014, 30 organisations were recognised for their long-term partnership with NDS. Also presented last year was the President's Award. This award celebrates the significant contribution an individual has made to the disability sector over an extended period. In 2014 it was presented to Robert Styling, who has been involved with NDS in South Australia and nationally for over 20 years.



**IN 2015 NDS
CELEBRATES 70
YEARS AS THE PEAK
REPRESENTATIVE VOICE FOR
AUSTRALIAN DISABILITY SERVICE
PROVIDERS**

A VOICE FOR SERVICE PROVIDERS

In October 2015, the Australian Government established a new disability peaks funding model to represent the interests and views of all people with disability. Designed to provide advice to the government on breaking down barriers and improving the social and economic participation of people with disability, five national disability organisations are now funded to represent various disability issues. This includes cross-disability concerns, women with disability, children and young people with disability, Aboriginal and Torres Strait Islander people with disability, and people with disability from culturally and linguistically diverse backgrounds. NDS was funded under this reform to represent service providers.



**SINCE LAUNCHING IN 2011
THE NDS PROCUREMENT
PROGRAM HAS GENERATED
MORE THAN \$14M
IN NEW CONTRACTS**

DEVELOPING OUR BUSINESS ARM

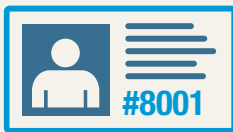
This year, NDS took on a number of initiatives to grow as a business. One example was the launch of iplanit, the online person-centred planning and support tool. iplanit enables client involvement in planning through a cloud-based application. The system offers both providers and clients an engaging and accessible way to improve customer service and track individual achievements. Another highlight is the growth of the NDS procurement program which aims to generate new contracts for Australian Disability Enterprises (ADEs). The program, which now partners with 48 ADEs, works with governments and large corporations to promote supplier diversity and create meaningful employment for people with disability.



**MORE THAN 360
ORGANISATIONAL MEMBERS HAVE
ACCESSED NDS'S DISCOUNTED
JOURNAL SUBSCRIPTIONS TO DATE**

SAVING MEMBERS MONEY

NDS continued to expand on the benefits available to members throughout the year. Through the business support program, members can now access a variety of practical resources, services and products. This includes a legal helpline, discounted industrial relations service, access to sector-specific insurance, discounts on office products, salary packaging discounts and more. Earlier this year, NDS launched discounted subscriptions to the NDS Management Support Online and NDS Quality Portals, providing tools and advice to support a range of organisational needs from governance to human resources and quality. NDS also began offering discounted research journal subscription to two leading Australian research journals published by Taylor & Francis.



**NATIONAL DISABILITY
PRACTITIONERS NOW HAS
MORE THAN 8000
INDIVIDUAL MEMBERS**

EXPANDING OUR MEMBERSHIP

NDS has expanded our membership program to include new subscriber categories for Industry Supporters and Research Affiliates. Industry Supporters are non-disability service providers including consultants and accredited training organisations. Research Affiliates include individuals with a research or evaluation focus, or students engaged in full or part-time study on the delivery of disability services. We have significantly grown our new division, National Disability Practitioners (NDP). NDP is a new membership association that will take the lead in strengthening occupational standards, building sector networks and creating professional development opportunities for those working to support people with disability.



KATHERINE MCLELLAN

INTERNATIONAL ENGAGEMENT OFFICER AND GENERAL SECRETARY OF WORKABILITY INTERNATIONAL

As the International Engagement Officer at NDS, part of my role is to facilitate relationships and partnerships with NDS members and disability organisations abroad. A lot of these opportunities come through the Australian Disability and Development Consortium (ADDC), of which NDS sits on the Executive Committee and Workability International, an international disability employment peak body. Through working with ADDC, our goal is to further the inclusion, education, training and employment opportunities and human rights of people with disability in developing countries. We recognise Australia's leadership role in international disability development however, it's important that we become the right kind of leader – one that supports and enables organisations to have a well-functioning and self-sufficient system not reliant on ongoing support.

'NDS AT WORK'

Following the April 2015 Nepal earthquake, NDS made contact with NRCN Nepal, a member organisation of Workability International. After learning that countless people in Nepal – including employees of NRCN – had been displaced by the disaster, we were involved in a fundraising drive to help the Nepalese community get back on their feet. Our next step is to work with NRCN Nepal and other local organisations to find better ways for people with disability to be included in disaster preparedness strategies.



MEMBERSHIP AWARDS



Launched in 2012, the 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 2014 30 organisations received a Membership Recognition Plaque to commemorate their long-standing partnership with NDS and shared commitment to providing quality services and life opportunities to people with disability:

50 YEARS OF NDS MEMBERSHIP

Good Samaritan Industries

40 YEARS OF NDS MEMBERSHIP

Multicap Limited

Orana Incorporated

The Paraplegic and

Quadriplegic Association of
NSW

30 YEARS OF NDS MEMBERSHIP

A.Q.A. Victoria Ltd

Aware Industries Ltd

Canberra Blind Society

Independent Living Centre WA

20 YEARS OF NDS MEMBERSHIP

Access Recreation Inc

ALARA QLD Limited

Caringa Enterprises Ltd

Coastal Residential Service Inc

Community Living Association
Inc

EDGE Employment Solutions

Gladstone Community Linking
Agency Inc

Home Support Association Inc

Independent Living Centre

Tasmania

Interact Australia

Kimberley Personnel Inc

Nexus Human Services

North West Residential

Support Services

Nova Employment

Outlook (Vic) Inc

RISC Association Inc

St John of God Accord

Star Tasmania Inc

Step Out Community Access
Service Inc

Total Recreation NT Inc

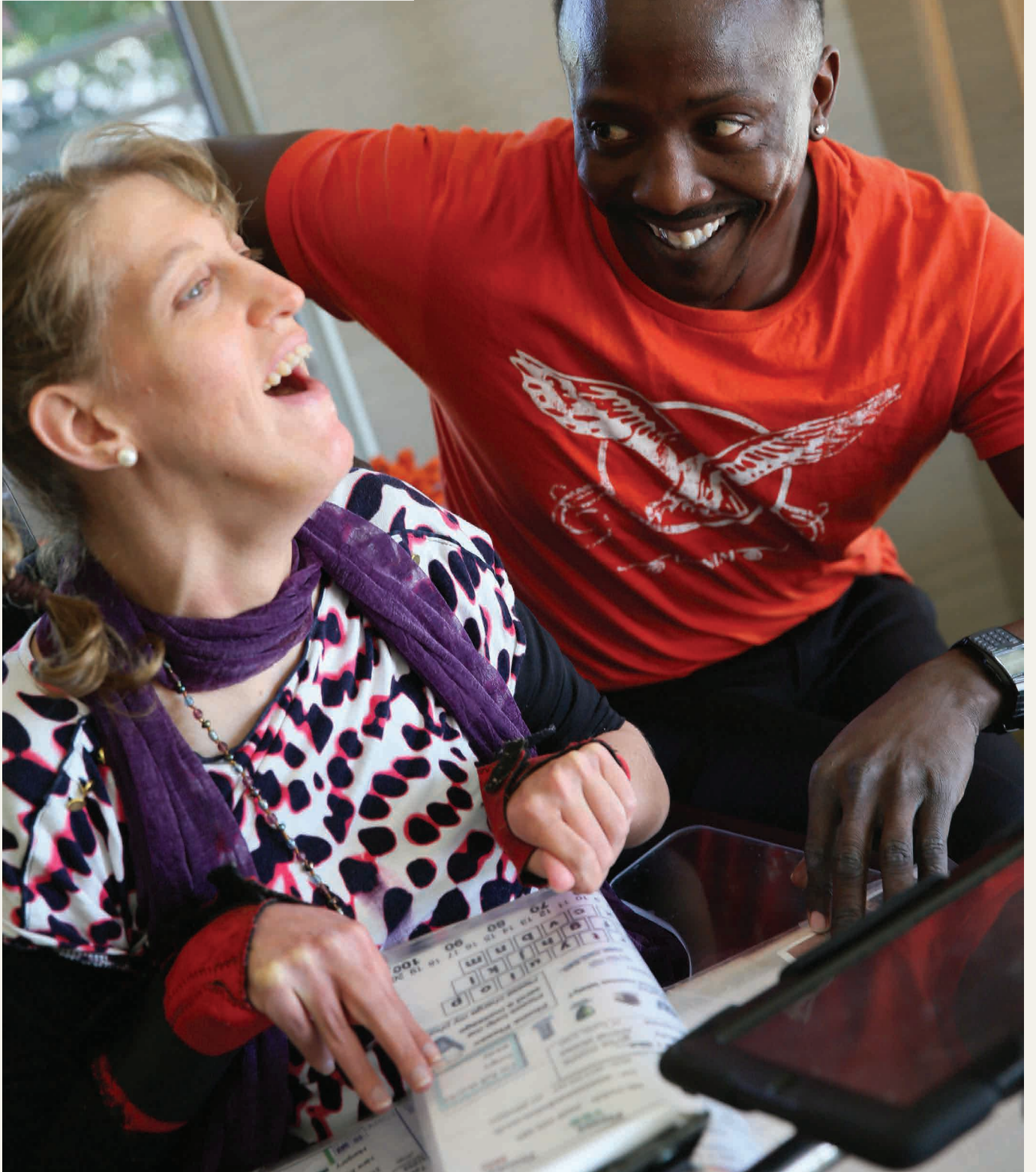
Western District Supported

Employment Service Inc

YFS Ltd

NDS BOARD AND COMMITTEES

42





PRESIDENT:

VICKI O'HALLORAN AM

Chairperson NT Division
Chief Executive Officer
Somerville Community
Services Inc



VICE-PRESIDENT:

ANDREW RICHARDSON

Elected Member
Chief Executive Officer
House With No Steps



CRAIG BLACKMAN

Chairperson QLD Division
(from December 2014
to June 2015)
Executive Manager
Share Bayside Inc



ROHAN BRADDY

Elected Member
Chief Executive Officer
Mambourin Enterprises Ltd



ANNE BRYCE

Elected Member
(to December 2014)
Chief Executive Officer
Achieve Australia



PAUL BYRNE

Chairperson TAS Division
Chief Executive Officer
Veranto



ESTELLE FYFFE

Chairperson VIC Division
Chief Executive Officer
annecto: the people network



JO JESSOP

Chairperson QLD Division
(from July 2015)
Chief Executive Officer
Multicap



JON MARTIN

Chairperson SA Division
(to December 2014)
Chief Executive Officer
Autism SA



JOAN MCKENNA KERR

Elected Member
(from December 2014)
Chief Executive Officer
Autism Association of
Western Australia



CHERYL POLLARD

Chairperson ACT Division
Chief Executive Officer
Duo Services Australia Ltd



SANJIB ROY

Elected Member
(to November 2014)
Chief Executive Officer
Yooralla



GLENN RAPPENBERG

Chairperson SA Division
(from December 2014)
Chief Executive
Novita Children's Services



ANGELA TILLMANNS

Chairperson QLD Division
(to December 2014)
Chief Executive Officer
CPL



GORDON TREWERN

Elected Member
Chief Executive Officer
Nulsen



TIM WALTON

Elected Member
(to November 2014)
Chief Executive Officer
Australian Foundation
for Disability



ROB WHITE

Chairperson NSW Division
Chief Executive Officer
Cerebral Palsy Alliance



TONY VIS

Chairperson WA Division
(from December 2014)
Chief Executive Officer
Activ Foundation Inc



KEN BAKER

Company Secretary
Chief Executive, NDS

AUDITOR

Ernst & Young

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 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.

ACCOMMODATION

Committee Chair

Adam Carrozza
General Manager
annecto: the people network

WORK, HEALTH AND SAFETY

Committee Chair

Phil Farrow
General Manager, Government
and Sector Relations
Bedford Industries Inc

AGEING AND DISABILITY

Committee Chair

Kerry Stubbs
Chief Executive Officer
Northcott Disability Services

OPEN EMPLOYMENT

Committee Chair

Jason McKey
Managing Director
Job Placement Limited

**AUSTRALIAN DISABILITY
ENTERPRISES**

Committee Chair

Andrew Richardson
Chief Executive Officer
House with No Steps

SOCIAL PARTICIPATION

Committee Chair

Grant Vukasinovic
Programs Manager
Greenacres Disability Services

**CHILDREN, YOUNG PEOPLE
AND THEIR FAMILIES**

Committee Chair

Glenn Rappensberg
Chief Executive
Novita Children's Services

WORKFORCE

Committee Chair

Paul Byrne
Chief Executive Officer
Veranto

STATE AND 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 the Strategic Directions. They provide advice to the State Manager in key areas of policy and represent the views of members. Please note that this list is current at time of printing.

NEW SOUTH WALES

Committee Chair

Rob White

Committee Vice Chair

Anne Bryce

Committee Members

Chris Campbell
Adrian Ford
Chris Gration (to June 2015)
Pennie Kearney
Fiona Miller
Hugh Packard
Andrew Richardson
Claire Robbs
Kerry Stubbs
Tim Walton
(to November 2014)

NSW Manager

Scott Holz (to July 2015)

Senior Manager

State Operations

Tony Pooley (from July 2015)

NORTHERN TERRITORY

Committee Chair

Vicki O'Halloran AM

Committee Vice Chair

Kim McRae

Committee Members

Pat Brahim
Tony Burns (from August 2015)
Ian Campbell
Terry Cleary
Helen Egan
Eileen Farrell
Narelle Higginson
(to August 2015)
Greg McMahon
Sue Shearer (from August 2015)
Joe Smith (to August 2015)
Steve Vitone

NT Manager

Jenny Upton (to March 2015)
John Trezise (from March 2015)

AUSTRALIAN CAPITAL TERRITORY

Committee Chair

Cheryl Pollard

Committee Vice Chair

Susan Healy

Committee Members

Paula Chemello (to July 2015)
Miranda Garnett
Lynne Harwood
Torrien Lau
Lisa McPherson
Hugh Packard (from July 2015)
Chris Redmond

Ian Ross
Tina Siver (to July 2015)
Eric Thauvette
Amanda Tobler

ACT Manager

Stephen Fox

SOUTH AUSTRALIA

Committee Chair

Glenn Rappensberg

Committee Vice Chair

Cathy Miller

Committee Members

Geoff Blackwood
Andrew Daly (to August 2015)
Aileen Dawson (to July 2015)
Michael Forwood
Josie Kitch (from August 2015)
Mark Kulinski
Janine Lenigas
Jon Martin
Nick Mihalaras
Sally Powell
Peter Stewart (to August 2015)
Margaret Watson-England

SA Manager

Noelene Wadham
(to August 2015)
John Trezise
(from August 2015)

QUEENSLAND

Committee Chair

Joanne Jessop (from July 2015)

Committee Vice Chair

Robert Evelyn
Elisabeth Sutton

Committee Members

Craig Blackman (to June 2015)
Judy Dickson
Robert Evelyn
Ann Greer (from August 2015)
Angela Tillmanns
Tracey Shaw
Scott Sheppard
(from October 2015)
Elizabeth Sutton

QLD Manager

Richard Nelson
(from March 2015)

TASMANIA

Committee Chair

Paul Byrne

Committee Vice Chair

Janette Martin

Committee Members

Donna Bain
Deborah Byrne
Glenn Campbell
Mandy Clarke
Steve Daley
Karen Frost
Dale Luttrell
John Paton

TAS Manager

David Clements

VICTORIA

Committee Chair

Estelle Fyffe

Committee Vice Chair

Jennifer Fitzgerald

Committee Members

Rohan Braddy
Terri Carroll
Warwick Cavanagh
Glenn Foard
Bruce Giovanetti
Daniel Leighton
Christine Mathieson
Kerry Nelson
Daryl Starkey (to August 2015)
Di Winkler

VIC Manager

James O'Brien (to June 2015)
David Moody (from June 2015)

WESTERN AUSTRALIA

Committee Chair

Tony Vis

Committee Vice Chair

Joan McKenna Kerr
Gordon Trewern

Committee

Sue Ash
Fiona Beermier
(from July 2015)
Matt Burrows (from July 2015)
Gerri Clay (to July 2015)
Justine Colyer (from July 2015)
Judy Hogben (to July 2015)
Robert Holmes
Debbie Karasinski
Marina Re
Ron Regan (to July 2015)
Marcus Stafford
Michael Tait

WA Manager

Julie Waylen





