

Annual Report 2018



INDEPENDENT
DISABILITY SERVICES

IDS Board



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IDS Board and Management

IDS Board

Left to right:

Jed Macartney OAM - CEO, Secretary
Tricia Malowney OAM - Chair,
Geoff Schomburgk,
Richard Lee - Treasurer,
John Baker AM.

Insert left to right:

Doug Hughes,
Tully Zygier.

Audit & Risk Committee

Richard Lee - Chair, Geoff Schomburgk, Michael Royal
(independent Member).

Business Development Committee

Tully Zygier, John Baker AM, Geoff Schomburgk, Doug
Hughes.

IDS Leadership Team

Jed Macartney OAM - CEO,
David Ng - Finance Manager,
Janelle Summers - Operations Manager,
Dallas Beeston - Manager IDS Business Services,
Ian Payne - Marketing & Communications Manager.

Message from our Chair, Tricia Malowney

This will be my final year as chair as I will be standing down at the annual general meeting. I believe that refreshment is essential for the wellbeing of all organisations.

As my appointment ends at the 2019 AGM, it is timely that we elect a new Chair which will provide an opportunity to support the new chair as they take on a very important role of guiding the organisation, setting the values framework and providing support, advice and a sounding board for the CEO, Jed McCartney.

In my many years working with Independent Disability Services, working collaboratively with Jed, I have ensured that the needs of people with disabilities have remained at the forefront of who we are and that all we do is squarely place within a human rights framework.

I have seen many changes to Independent Disability Services over that time, the not least of which has been a name change from Housing Resource and Support Service. This has reflected a significant shift to a focus which more broadly reflects the range of services we provide.

The introduction of the National Disability Insurance Scheme placed enormous pressure on all organisations to change how we do business.

I am pleased to report that by changing our model, selecting staff who better meet the changing workplace, and indeed changing our board structure and our constitution, we have been able to remain a viable business.

The biggest change has been in how we are funded. No longer do we get block funding from DHHS. We have to seek out clients, make sure we can provide the services they need on a fee for service basis and ensure that we keep them as clients. It does not matter to us whether our clients have NDIS, TAC, WorkCover funding, or are indeed, are self-funded. It is the services we provide which is important.

We have had to change where we get our clients, doing cross referrals by engaging with organisations which meet our values, but who don't do what we do, and where we don't do what they do.

We have to recognise that people with disabilities are becoming much more empowered and will seek out another business if they want to try something new or they have a perception that the grass is greener.

People with disabilities talk to each other and use closed groups on social media to discuss good, and not so good service providers. We need to have positive voices and provide a space where our clients will tell us where we can do better, not each other.

I believe we now have the right mix of services we provide to our clients. But we must continue to watch what is happening in the sector and to be able to anticipate changes before they occur and recognise that responses may need to be reactive.

Independent Disability Services remains committed to the development of a social enterprise which reflects our values, and which will provide opportunities for employment for people with disabilities but which will enhance our capacity to remain a viable business, and indeed, grow the business. Due to a number of factors, we have not quite found the business model we need, but we have a board subcommittee which has a focus on business development. This works in concert with the audit and risk committee to assist the Board to meet our fiduciary obligations.

I would like to thank my fellow Board members past and present who have supported me in responding appropriately during this most interesting, challenging and fun indeed stressful period in our history.

My thanks to Jed for his support to me as Chair, and for his willingness to listen to me when I have challenged a proposal. And I thank and acknowledge the commitment and professionalism of our staff.

Message from our CEO, Jed McCartney

2018 has been another good year for IDS. We continue to improve services to our clients and are now operating successfully in the NDIS. Our thinking is always based on the needs of our clients and how we can improve the way we meet these needs. We have refined our team structure to efficiently deliver the highest possible quality of service. Our response to new enquiries is faster and more thorough, as is our response to our client's changing needs and we seek to be consistently aligned to our their wishes as we make their support our highest priority.

Our Staff and Services

We have made the transition to the NDIS and have been concentrating on further improving our marketing to compete on the "open market". We recognise our best marketers are satisfied clients and engaged staff. Our small, dedicated team of highly engaged staff who do their absolute best to satisfy our client's needs. We have refined our services to more closely align with the NDIS and have also realised that we cannot be "all things to all people" so we have critically reviewed and rationalised our services.

Where we found that others can do something better we have partnered with them to ensure our clients are provided the best possible service. An example of this is our partnering with Support Coordinators to jointly ensure clients needs are met and goals achieved.

The organisation is committed to the health and safety of our clients and workforce. We continue to focus on developing and delivering policies, procedures and programs that ensure we do not place our clients or staff in a situation where their safety and well-being is compromised.

Thank you

None of the above would be possible without the wise counsel from our Board members who have been fully involved in our journey towards the NDIS and have contributed their time and intellect to setting the future direction of IDS. I would also like to think our Chair, Tricia Malowney OAM, for her outstanding contribution over many years. Tricia will step back from the Chair role next year. She has been a steady hand and has educated me in the nuances of the disability sector and guided the organisation to always put people (our clients) first and foremost. I would like to personally thank her for being available when I needed her and for always providing honest, forthright and excellent counsel. We will miss having her as Chair, but be comforted that she will remain on the board to continue ensuring we maintain our focus the vision.

I would like to thank my staff for their continuing hard work and support through a period of significant change and growth. In many cases, they have gone "above and beyond" to ensure a great outcome for our clients and this is what differentiates IDS from other service providers.

Mostly, I would also like to thank all of our clients for their continuing support and custom.





A year in review

Financial overview

Following the successful results of the previous year, FY17/18 has seen a significant improvement in financial standing of IDS. Decisions made to rationalised our services will further improve our overheads. IDS' net result is a surplus of \$305,618

At 30 June 2018, our Current Ratio was 2.49 and Net Worth was \$777,285.

	2018 \$	2017 \$	2016 \$
Income	3,298,086	3,043,313	2,127,551
Expenses	2,992,468	2,735,643	2,301,684
Net Surplus	305,618	307,670	-174,133
Total Assets	1,268,851	1,148,113	564,639
Total Liability	509,093	676,496	400,692
Net Worth	777,285	471,617	163,947

Our people

We continue to focus on recruiting disability support staff to meet the growth in new clients. Demand for support workers is an ongoing problem across the disability sector. This is compounded by an increase in people requiring support during the roll-out of the NDIS and a high level of employee turnover. Despite this, IDS has maintained a rigorous employee engagement program that is designed to ensure new employees are appropriately qualified, experienced and can meet the personal preferences of our clients.

The number of staff employed at IDS has increased by 9.7%

New employees are required to complete a comprehensive induction program and demonstrate an understanding of IDS' policies and procedures. Candidates who are successful are introduced to the clients they will support and the IDS team, ensuring they are aligned with our culture and values.

IDS had no WorkSafe claims during the year, an outstanding achievement given the nature of the business we are in.

The Board and Chief Executive are committed to offering equality in areas of recruitment and selection - embracing people with a disability, learning and development, pay equity and flexible working arrangements.

Individualised Support

The National Disability Insurance Scheme (NDIS) continued the roll-out of the program across regional Victoria and metropolitan Melbourne during the year. The NDIS commenced in inner and outer east Melbourne, inner Gippsland, Ovens Murray, Bayside Peninsula and Hume Moreland.

IDS Individualised Support has seen a year of significant growth as the scheme rolls out. Individuals and other disability support agencies are increasingly looking to our services to provide support with:

- Their application for personal support,
- Domestic support,
- Transport, and
- Community engagement.

IDS provides support services to a range of clients, across Melbourne including:

- Clients with complex support needs,
- Clients with psychosocial disability,
- Clients with requiring ad-hoc and short shifts,
- Clients across a broad age spectrum.

Initially, clients referred to IDS were from small independent support co-ordinators. However, we have seen a significant increase in referrals from larger established providers who are struggling to provide a level of service that meets the demands of their clients.

The IDS team of Client Relationship Officers have been committed to providing consistency in who provides support where a client has indicated a preference and greater choice on how their support is provided. This has led to positive interaction and a service that exceeds expectations.

We have focussed on improving the continuity of support for our clients and have significantly reduced the number of hours outsourced to agency staff. This provides greater control over the support provided to clients with almost all hours worked by IDS employees.

To ensure our existing clients and their families are prepared for NDIS planning, we provide NDIS preparation sessions.

IDS has developed a number of relationships with Support Coordinators, Financial Intermediaries and other service providers throughout the year.

Housing Support

DHHS continues to provide funding towards the services we provide in Housing Support. Under the NDIS the support IDS has traditionally provided will be funded via Improved Living Arrangements or Supported Independent Living and will need to be included in the clients NDIS plan.

The issue for many people will be that their housing situation may change between plans, resulting in a need to have their plan reviewed. This may take a considerable amount of time in what for many is an urgent problem.

The year has been challenging for people with a disability seeking accommodation. There are ongoing challenges associated with housing affordability and lack of supply of accessible accommodation. Despite this our Housing Case Management Team has continued to provide support to new and existing clients, identifying housing solutions that meet their individual needs and providing guidance for people experiencing tenancy problems.

We continue to partner with government agencies, community housing providers and real estate agents to source appropriate, affordable accommodation on our clients' behalf.

The IDS Housing Case Management team:

- Provides advice about housing options;
- Assists with the completion of applications and associated paperwork;
- Develop life skills, capabilities and confidence;
- Establishes community links for clients in areas of interest;
- Connects clients to support agencies and health providers.



Quality Assurance

During the year, IDS was audited to ensure the service we provide meet the required National Standards for Disability Services and DHSS department of Human Services Standards.

There were no areas of non-compliance revealed in the Audit, an outstanding achievement.

The standards are based on two principles:

- Human Rights – to promote respect, dignity and opportunity and advance human rights, well-being and interests of people with a disability.
- Quality Management – a focus on the standards as fundamental to quality service delivery

Following these audits IDS was certified by DHHS, NDIS, TAC and WorkSafe.

The reports from this comprehensive recertification process noted that “client feedback in all areas was very positive and that our clients were happy with the support and services provided by IDS.

Compliance

In January 2018, the Department of Health and Human Services introduced a new incident monitoring system. IDS adjusted its existing system and processes to comply with the new definitions and regulations

Registration

DHHS, NDIS, TAC and WorkSafe registrations were renewed during the year.

Marketing & Communications

IDS has been successful in promoting our services to Support Coordinators across Melbourne providing information on our points of difference to other support providers and a background to the services we provide.

As the NDIS roll-out continues it will be important we continue to focus our marketing efforts in this area to continue to expand our client base.

To meet increased demand for services we will continue to invest in recruitment and service development.

We know that our best marketers are satisfied clients, increasingly they, their families and friends are recommending our services within their networks. Our staff selection and recruitment process is key to the success in this area.

Our online media presence continued to grow across the IDS website, Facebook and Twitter with an increase in focus on client stories and IDS activities.

IDS Business Services, social enterprise

IDS established IDS Business Services in July 2014 recognising that there was a shortage of opportunities for people with a disability in roles that provided meaningful, challenging and rewarding careers. The social enterprise was designed to provide training in bookkeeping for people with a disability that ultimately lead to a meaningful career as a bookkeeper.

Since then, IDS made a considerable investment establishing this enterprise. While we were successful in bringing a base of clients to the program, it has proved to be challenging to convert businesses to this service, resulting in continued subsidisation.

The Board and Management team felt it was time to take stock of the likely financial cost, including the use of other IDS resources apropos the social benefits.

To this end and following the resignation of the IDS Business Services Manager, the decision was made to cease providing this service.



Snapshot of our services



Individualised Support

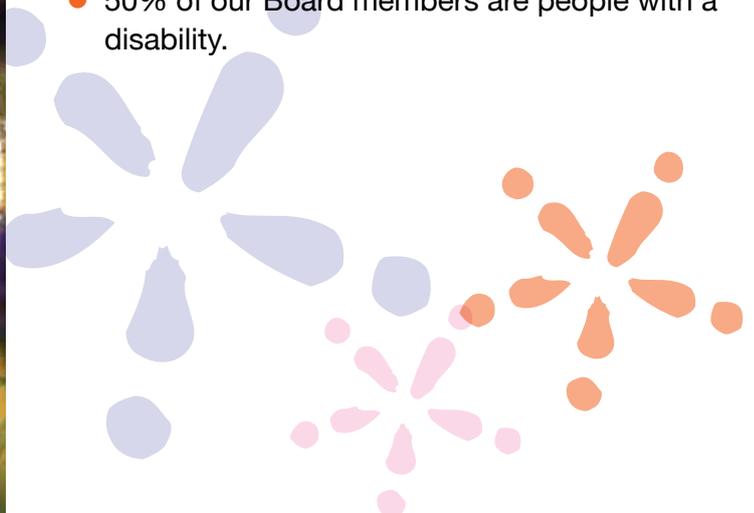
- Providing qualified and experienced support staff,
- Enabling clients to select their support worker,
- Enabling clients to select the level and type of support offered and the way it is delivered,
- Coordinating support staff, ensuring they are aware of clients needs and goals.
- Responding to clients changing needs, monitoring shifts, allocating staff, sourcing services and supports as and when they are required,
- Providing an on-call/back up service,
- Ensuring financial statements accurately reflect the services and supports used,
- Taking responsibility for the contract arrangement and termination of our client's support worker.

Housing Support

- Providing access to an extensive network of community housing providers across Melbourne and affordable/modified accommodation as it becomes available,
- Supporting clients with their application for accommodation,
- Ensuring clients understand leasing arrangements, their rights and responsibilities,
- Liaising between client, landlord or housing provider,
- Offering mediation.

Snapshot of our year

- We grew our client base by 23%,
- The number of direct support staff increased by 9.7%,
- 58.8% of our clients are registered with the NDIS,
- 32.3% of our clients are registered with DHHS,
- 4.4% of our clients are registered with TAC/Funds in Court,
- 4.47% of our clients are self-funded,
- 50% of our Board members are people with a disability.



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Our Vision

People with disabilities have the support they require to live the life they want.

Our Values

Independent Disability Services client centred values:

- Respecting people,
- Providing opportunities,
- Individualising control,
- Maximising choices.

Independent Disability Services performance centred values:

- Leadership,
- Performance,
- Innovation,
- Accountability.



IDS is a registered provider with:

Victorian Department of Health and Human Services;

National Disability Insurance Agency;

Transport Accident Commission; and

WorkSafe.

**INDEPENDENT
DISABILITY SERVICES**

Changing lives, empowering people