



2017 Annual Report



**INDEPENDENT
DISABILITY SERVICES**

Changing lives, empowering people

Individualised Support DHHS

- ISP Financial Administration;
- Service Coordination;
- Case Management;
- Personal Support;
- Domestic Support;
- Transport.

Our Vision

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

Individualised Support NDIS

- Support Coordination;
- Domestic Support;
- Personal Support;
- Transport.

Our Values

- Leadership;
- Performance;
- Innovation;
- Accountability.

Housing Services

- Housing Case Management;
- Assistance to find and keep accommodation;
- Transition to independent living;
- Supported long-term accommodation;
- HomeShare.

Our Culture

Independent Disability Services client centred values:

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

Social Enterprise - IDS Business Services

- Bookkeeping;
- Marketing Services;
- Quality Assurance.



IDS Board and Management

IDS Board

Left to right:
 Tricia Malowney OAM - Chair,
 Richard Lee - Treasurer,
 Geoff Schomburgk,
 John Baker AM.

Insert left to right:
 Doug Hughes,
 Tully Zygier.

IDS Leadership Team

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

Audit & Risk Committee

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

Business Development Committee

Tully Zygier - Chair, John Baker AM, Doug Hughes.

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Message from our Chair Tricia Malowney OAM

Board

The board welcomes two new board members, John Baker AM and Doug Hughes. Both bring a wealth of corporate and professional experience and will be a great asset to the organisation in coming years. I would also like to thank my fellow long-standing Board members for their ongoing support, vision and diligence.

The Board and Management team participated in a strategic planning day to ensure we remain on track for continued growth in our businesses and the promotion of a positive culture within the organisation which is evident to the wider community

Individualised Support

With the transition to the NDIS, the disability sector continues to be highly competitive. The pressures on our business include: an increasingly crowded marketplace, uncertainty in pricing and ensuring the employment and retention of appropriately qualified staff. Understanding the Disability sector has enabled IDS to work effectively to attain long-term financial sustainability. The steps taken have included sound operational management, streamlining internal processes and ensuring that

we obtain client referrals as people transition to the NDIS. We also have new clients who have never received disability services. The work of IDS staff has seen a significant increase in the number client enquiries who subsequently decide to use our services.

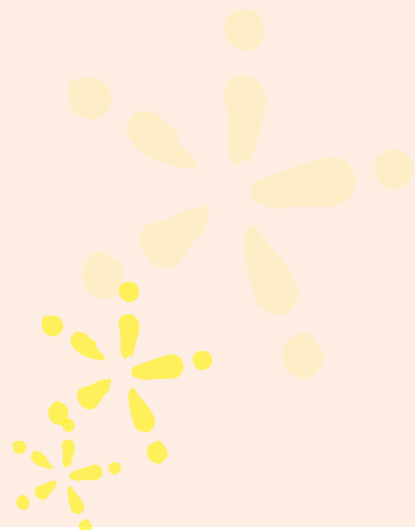
IDS recognises that to ensure the viability of the business we need to provide high quality, individualised services to our clients. The change in the business model and the increase in the number of clients affects how we ensure we have the staff available to provide the required number of service hours to provide a high-quality service.

Our solution has been to implement a rigorous employment and induction program, supported by a restructure of our internal operations. The change to the NDIS funding model has been managed through changes to our financial modelling for service delivery into the future.

IDS Business Services, social enterprise

IDS Business Services, our a social enterprise, continues to work towards becoming an entity that provides: education, training and employment opportunities for people with disabilities. The bookkeeping business has grown in the past year under the guidance of the Business Services Manager, increasing our clients considerably. We are currently recruiting a trainee bookkeeper to assist in the day to day activities of the business, freeing the manager to seek more opportunities.

Finally, on behalf of the Board, I would like to thank Jed Macartney and the dedicated team at IDS who continue to deliver outstanding services to our clients.





Message from our CEO Jed Macartney OAM

2017 has been a good year for IDS. We have changed our business model to improve services to our clients and to allow us to operate in the NDIS. All of our thinking has been based on the needs of our clients and how we can improve the way we meet these needs. We have re-modelled our team 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. Our thinking is consistently aligned to our client's wishes and we make their support our highest priority.

We are responsive and flexible in the design of our support packages, ensuring they meet our client's needs. We recognise that the old "one size fits all" model is not relevant especially as we move towards the NDIS.

Our staff and services

In the changing landscape we realised we needed to improve our marketing to compete on the "open market". We recognise our best marketers are satisfied clients and engaged staff. We have a 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. We have also realised that we cannot be "all things to all people" so we have critically reviewed our services. Where we found that others can do something better we have partnered with them to ensure our clients are offered the best possible service. An example of this is our partnering with Plan Management

Partners to deliver Support Coordination and Financial Intermediary services under the NDIS.

While we continue to pursue innovative housing options such as independent living and transitional programs, we have realised that our previous model of leasing a property and then finding tenants is not optimal. Instead we will now work with our clients to define their needs and then find the best available solution for them. We have also continued to work with EACH Housing to deliver an independent living model at Greenwood Avenue in Ringwood. This allows six people to live independently who otherwise would have been at home with family or institutionalised. We have also supported our clients at Greenwood to transition to the NDIS.

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 situation where their safety and wellbeing is compromised.

Financial overview

FY16/17 has seen a significant financial turnaround for IDS. As our Initiatives have started to deliver results, the organisation is in a much better position than a year ago. Our net result is a turnaround of \$481, 803 from a deficit of \$174,133 to a surplus of \$307,670. At 30 June 17, our Current Ratio was 1.67 and Net Worth \$471,617.

	2017 \$	2016 \$	2015 \$	2014 \$
Income	3,043,313	2,127,551	2,740,302	4,075,128
Expenses	2,735,643	2,301,684	893,165	959,591
Net Surplus	307,670	-174,133	-132,364	28,745
Total Assets	1,148,113	564,639	956,042	1,335,236
Total Liability	676,496	400,692	617,962	864,792
Net Worth	471,617	163,947	338,080	470,444

Thank you

None of the above would be possible without the wise counsel from our Board and the dedication of our staff. I would like to thank my staff for their continuing hard work and support through a period of significant change and our Board for their support and guidance. Mostly, I would also like to thank all of our clients for their continuing support and custom.

Individualised support

Independent Disability Services (IDS) provides individualised support for people with a disability and their families living across Melbourne. The team at IDS work with our clients to ensure they maintain their independence and actively participate in the community.

Our individualised support services include:

- Case Management;
- Personal Support;
- Domestic Support;
- ISP Financial Administration;
- Support/Service Coordination;
- Transport.

There has been a revolution in client expectations, the nature of the services delivered and the shape of the sector since the introduction of the NDIS.

IDS has responded to the changing landscape and expectations of our clients by transforming the way our support is provided from brokered (contracting out support to third-party agencies) to direct (individualised) support. This transition has enabled greater flexibility in the delivery of our services and programs, along with increased client and client support participation.

The number of people supported through our individualised support program continued to grow throughout 2016/17.

There have also been a number new NDIS clients who have taken up our services, following a drought of referrals from agencies appointed under DHHS. Geographically our services are provided to clients from Pakenham to Melton and Brighton to Ringwood. Increasingly clients are finding out about IDS and the services we provide through our website. Other channels include direct referrals from existing clients and the take-up of clients from agencies who are transferring out of the disability sector.

Reflecting the growing demand for our Individualised Support services, we have expanded the services offered by our Individualised Support Staff. The IDS workforce now includes nursing staff and staff with a with experience of working with people with intellectual and behavioural disabilities.

IDS is moving away from a model where disability support workers are engaged as casuals and now offers full and part-time permanent positions. The roll-out of the NDIS has placed additional demands on staff resources, as systems and procedures are developed within the NDIS. Many of the learnings gained throughout this initial transition have informed our strategy and financial modelling for the future, this will place IDS on a secure financial footing going forward.

Support staff are required to report their activities following each shift. We hold weekly meetings with our disability support staff and clients. Monitoring and reviewing our service delivery is a key element of our client safety and risk management system. We ensure the appropriate support is always provided and reflects our clients changing needs.

IDS staff continue to assist clients with their application for NDIS supports, working with them as they prepare for the NDIS planning sessions and making representation on their behalf where required.



Sam's Story

Always look on the bright side of life

Sam has lived with a disability since the age of 17 following an accident. After three months in a coma, she had to learn how to walk, talk and undertake the other basic functions of life again. She spent nearly two years in hospital and rehabilitation. Sam described this process as a fight, and it's a battle that Sam has continued to face throughout her life.

As a mother, Sam has struggled through difficult relationships and circumstances to raise her children, facing challenges within the family, the community and government agencies. Her eldest, Justin no longer lives at home and has children of his own. He has a close relationship with his mother and regularly visits. Sam's daughter Megan attends the local school, similar to many girls approaching adolescence she is older than her years: Sam describes her as a ten-year-old approaching 37.

The difficulties in Sam's earlier life were compounded by being trapped in an abusive relationship. Sam faced a number of barriers trying to escape because it was difficult for her to speak out and her disability made it virtually impossible to organise a move. It is often harder for women with a disability to get away, or to get support. Escaping an abuser means leaving home, and refuges are not always accessible or able to meet needs.

Sam first came in contact with IDS, over twelve years ago. She was living in a women's refuge and was desperate to have some stability in her life. IDS helped Sam find a house in Reservoir where she lived before moving to her current house in Fawkner. It was only then Sam found out she was eligible for a disability support pension that would give her access to Case Management and personal support.

Sam hates the judgments people make. As a parent with a disability she regularly has to challenge the perception that she does not have the capability to raise Megan. She has to work much harder to be accepted by society. 'Because you have a disability other people consider that your children are their business' Sam said.

They say that through adversity comes strength. Sam has a positive outlook on life. She uses a sense of humour as a shield to get her through the tough times. I asked Sam how she felt about her situation. 'That I'm 49, and still feel like I'm 20 years old. I have an ABI, but that is only a label – I want to keep challenging myself by taking up new interests, I love quizzes and puzzles and keeping my mind active. I am keen to take up cooking or a computer course'. As for the long term, Sam says her desire is to live quietly and independently, with less outside interference.

When I asked what the next five years will bring, she hopes to take a holiday "There is so much of Australia I have not seen, but first I am going to celebrate my 50th birthday with friends and family. I am keen to see Megan do well in school and that she goes on to make a success of her life".



Housing Services

Independent Disability Services (IDS) Housing Services supports clients with their search for safe and affordable housing for people with a disability who are struggling to find a home.

The IDS Housing team provide:

- Housing Case Management;
- Assistance to find and keep accommodation;
- Transition to independent living;
- HomeShare.

Issues surrounding housing affordability regularly make the news, the obvious ramifications of this are that for people seeking social housing the task is becoming increasingly difficult. Nationally there are currently over 122,000 people with a disability who will need housing in the next five years. In addition to the 220,000 people who are waiting for public housing nationwide.

On a brighter note, the introduction of the Victorian Housing Register has streamlined the registration process for housing applications. The register provides a common housing application process and one register to allocate vacant properties.

Throughout the year IDS staff have continued to provide support to clients living in **Greenwood Avenue, Ringwood**. This is a purpose built development, providing independent living for six residents with physical or intellectual disabilities. Clients live in individual apartments with lounge, kitchen and bathroom facilities.

The development is a significant part of the IDS housing program and provides a cost-effective approach to our client's housing and support requirements by offering independent living while sharing support. This means clients can maximise the hours of support they receive while retaining a high degree of independence and a flexible living style. Throughout the year IDS provided 24-hour support to clients living in Greenwood - most requiring high support/complex care.

Over the last three years, IDS has provided people with a disability transitional and long-term independent living accommodation at **Para Road, Montmorency**. Residents have been supported by IDS staff with their personal and domestic requirements.

It has proved difficult to maintain full occupancy. Therefore we have therefore made the decision that we will no longer continue with the Independent and Transitional Living at this location. We will, however, continue with this program on an individual basis, where we can tailor the accommodation to our client's needs.

IDS continues to offer **HomeShare**; the program is designed to promote the well-being and independence of people with disabilities by matching them with a live-in HomeSharer who offers support and companionship.



Sophia's Story

A light at the end of the tunnel

"You will need to write a book" – these were the first words Sophia said to me when I asked if she would be happy for me to meet with her and tell her story.

"If you had come to see me this time last year you would not have made it through the door." She was depressed, her situation grim. Sophia is fiercely independent, the school of hard knocks tends to make it hard to let people into your life.

The daughter of Macedonian parents, Sophia holds the traditional values dear. "I wanted to be a nurse before I left school, I also knew that with hard work I would be able to carve out a career for myself".

Sophia did exactly that, working in various roles. Initially training on the wards at Larundel Hospital with people with a range of psychological and intellectual disabilities. "In those days it was called an asylum and people tended to stay". Sophia moved on to another psychiatric institution Janefield where she worked with children with intellectual disabilities, particularly children whose disability was severe. Following her time there Sophia went on to St Vincent's where she worked as a ward sister.

During this time Sophia had married and started her family, life was good, she had built her dream home in St Andrews along with a holiday home Flowerdale. Unfortunately, this was all to come crashing down around her. Sophia was involved in a workplace accident that resulted in the loss of the use of her legs.

From living a life that was rewarding at a personal and professional level, Sophia was plunged into a downward spiral. Sophia's husband who could not cope with her disability, resulting in Sophia moving into the holiday home and then into another house in Flowerdale.

Hammerfall number three. Saturday, 7 February 2009 – Black Saturday.

"It could have been worse if her son Alex had not called her about a dream he had, and said we should go and stay with him." Sophie was living with Jesse (her youngest son), when the fires came through, she would not be here now if she had not taken Alex's prediction seriously. Twelve people died on Black Saturday in Flowerdale and neighbouring Hazeldene. Just what happened when the fires hit Flowerdale on that weekend remains a mystery. But it must have been horrific.

It had been 24 years since Sophia accident. She had lost her homes, her partner and all her possessions. Housing was the priority; the Government found an apartment in Thornbury. "I was happy to move there as I had grown up locally, but the place was an absolute dump, the water ran down the inside of the window when it rained. I was not receiving the support I needed, furniture and other items that had been promised did not turn up. I was at rock bottom".

Sitting with Sophia, it was hard to imagine her as a defeated woman. She has a strong and vibrant personality, certainly not someone who would not stand up for her rights. Finding the right home was vital, giving her the confidence to go out into the community the icing on the cake. "Janelle (IDS Individualised Support Manager) Corinne (IDS Support Staff) have been wonderful, getting to the core of my problems and providing me with solutions".

Sophia has seen a lot in the 33 years she has lived as someone living with a disability many of the barriers and attitudes towards people with disabilities persist. However, there also seen many positive changes, promoting community activities and inclusion.

Sophia's confidence has soared, as she welcomes visitors to her home, she is also actively involved in the community, regularly attending art and other classes. She put a smile on my face, and I felt humbled by her story and determination.

IDS Business Services - social enterprise

IDS Business Services are different

All surpluses made by IDS Business Services contribute to the ongoing support of people with a disability. The team at IDS Business Services provide a range of services, including:

- Bookkeeping and financial control;
- Marketing and social media;
- Quality assurance, systems and process reviews.

Our team is dedicated to providing timely and proactive solutions for your business. We help you navigate the bookkeeping, internal accounting and compliance responsibilities that come with running a business.

The business services industry has experienced remarkable evolution. It began as secretarial services, with companies outsourcing their typing, filing, etc. Much of this work has changed following the computer and internet revolution. In addition, there has been a substantial growth in the area. The support provided by business services providers now encompasses a range of services and skills from bookkeeping to web design.

The business landscape has also changed. Corporate organisations are looking for ways to streamline their operations by outsourcing peripheral jobs, while small companies want to stay lean, as they do not necessarily have the resources or skills to undertake many of the tasks required. By engaging a service, partner businesses can focus on their core business.

Recognising the potential to establish an innovative business service, IDS established a social enterprise - IDS Business Services, providing bookkeeping, marketing and quality assurance services to businesses across Melbourne. The enterprise has one key point of difference, all profits made are used to support people with a disability, providing an opportunity for training and employment with IDS Business Services.

Now in its third year of operation, IDS Business Services has been engaged by ten new business in the past year, taking the number of clients regularly using our services to 12. To meet the growing demand, we have engaged a new bookkeeper and will be seeking to place a person with a disability into a study and training program.

Throughout the year IDS Business Services hosted monthly breakfasts for business leaders. These have proved to be very effective in promoting the services of the program and have provided an ideal platform for idea sharing and supporting each others business.

During 2017/18, IDS Business Services will focus on expanding our offering in Bookkeeping, Marketing and Quality Assurance. We now offer support across a range of services including marketing and communications and QA management.

IDS Business Services would like to thank the following clients for their support of people with a disability:

BPS Reconstruction & Recovery;
Catal Hair Concepts;
Eastside Barber Shop;
Ethical Properties Australia;
Johnny Toga Civil Earthworks;
Leadership Victoria;
M & M Garma Builders;
Money Memes Pty Ltd;
Peasant Cafe;
The Australian Institute of Occupational Hygienists Inc;
Your Virtual Team;
Zoke.



Ethical Property Services and IDS

It was over three years ago that we set up IDS Business Services. Since then the venture has established a strong foundation, providing bookkeeping services to clients across Melbourne. IDS Business Services is a social enterprise that provides training and genuine employment opportunities for people with a disability.

Key to the success of IDS Business Services has been the support of our clients. One of the first to come on board was Ethical Property Australia, a partnership between Melbourne-based Donkey Wheel trust and a leading UK social enterprise, The Ethical Property Company. Headed up by Peter Allen, who had previously worked for Ethical Property in the UK, the new company's vision is to provide affordable rental accommodation to socially and environmentally driven organisations throughout Australia.

Ethical Property Australia was supported and incubated by Donkey Wheel, which in 2008 had made a significant investment purchasing and restoring the Melbourne Tramway and Omnibus Company building, situated in the heart of Melbourne. Donkey Wheel's purchase was driven by a vision of filling the five-storey heritage building with social enterprises and values-aligned tenant organisations to create a different kind of office building. They saw Ethical Property Australia as a way of continuing and extending the vision beyond just one property. In 2014, Peter and the team at Ethical Property Australia took over the management of the building (now named Donkey Wheel House), and in 2016 the property was sold to the Ethical Property Commercial Fund – a fund created with the sole purpose of enabling further investment to build a portfolio of social impact properties.

A key role for the team at Ethical Property is to ensure the tenants share a common vision so that different businesses can exchange ideas and develop opportunities. The synergies between Ethical Property Australia and IDS Business Services are clear to see; both organisations are committed to the delivery of equitable and efficient service and helping to build a strong civil society with inclusive communities. "IDS Business Services provides an excellent service. However it was the work IDS do on behalf of people with a disability that opened the door for our first meeting" said Yvette Duncan, Operations Manager, Ethical Property Australia.

IDS recognises that shared values, and common goals are not enough if we are going to retain the support of our customers. We need to provide excellent customer service – that exceeds our customers' expectations and outshines our competitors. In the service industry, it is important that people get along with each other. Research has shown that 43 percent of clients abandoned a provider to which they declared themselves loyal because of a negative experience with a member of staff.

Dallas Beeston, Business Services Manager, firmly believes we need to provide a service that understands the business of our clients. Not only does this ensure we offer a service that supports their immediate needs it also opens the door for developing the partnership in other areas. It is not just about price, as Dallas says "Lower prices are not service; they are just lower prices. IDS Business Services wants to be known for the quality of the support we provide and the extra value we can bring to business".





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

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