



**Family &
Community Services**
Ageing, Disability & Home Care

Stronger Together 2

Annual Report 2011–2012



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Minister's foreword

The O'Farrell Government is investing more than \$2 billion in growth funding for disability services from 2011/12 through to 2015/16 under *Stronger Together 2*.

This is the most significant investment in disability services in NSW history and the largest made by a State Government in Australia. It reflects the commitment of this government to improve the lives of people with disability, and to ensure that NSW is ready for the future.

In December 2012, NSW struck a historic agreement with the Australian Government to rollout the National Disability Insurance Scheme (NDIS) in NSW by 2018. The O'Farrell Government is proud to be the first state to sign on to the full scheme. This agreement will see a staggering 140,000 people with significant disability across NSW receive the right supports when they need them.

Stronger Together 2 and the shift to a person centred system in NSW will be fundamental to the success of that transition.

To get the design of the new disability service system right, it has been essential that we directly engage with people with disability, their families, and carers on how they want the system to work for them. Over the first year of *Stronger Together 2* we consulted with over 4,000 people across NSW. This is an amazing turnout, and demonstrates that people with disability want things to change, and want a say in the form that change takes.

The message from those consultations was clear – people with disability must have choice and control over their supports and resources, the system needs to respond to *their* needs, and better access to local community and mainstream services just like any other NSW resident is fundamental.

Over this first year we have injected over \$137 million in additional annual funding into the system.

In early 2013, we will recast *Stronger Together 2* to reflect the outcomes of those consultations, and to ensure our investment and system design are paving the way for the transition to the NDIS in NSW from 2016.

These are exciting times. As the Minister for Disability Services, I am proud to present the achievements of the first year of the NSW reforms, and look forward to working with people with disability, their families and carers, to ensure that they are in the best possible position to benefit from the NDIS, and have access to the supports that they need to live the life they choose.



The Honourable Andrew Constance MP
Minister for Disability Services

Chief Executive's foreword

Since taking up the Chief Executive role for Ageing Disability and Home Care in July 2012 I have seen first hand the commitment of our staff and community partners to work together to improve outcomes for people with disability, their families and carers.

The reform agenda is ambitious. *Stronger Together 2* is one of the most significant reforms in disability services this country has seen. I am confident the reforms are on their way to changing not only the way disability supports are delivered, but the way disability is perceived in the community.

The NDIS, so strongly advocated for in NSW, will be launched next year in the Hunter, and transition to the NDIS across the whole of NSW will start from 2016. These are exciting times and *Stronger Together 2* presents a unique opportunity for NSW to be ready to embrace all the opportunities and benefits of the full NDIS scheme.

The *Living Life My Way* consultations engaged with over 4000 people with disability, their families and carers, and service providers about what they think is important in moving the NSW disability system in a direction that embraces individualised budgets and person centred supports. This has been a major undertaking and a critical step in ensuring that the NSW Government has the information it needs to deliver a system that will deliver on the needs and choices of people with disability across the state.

In its first year *Stronger Together 2* has resulted in increased annual investment of over \$137 million. This funding has delivered improved capacity in respite, day programs, innovative accommodation models, and family support. Greater investment in early assistance and skill development, and stronger collaboration between government, the sector and the community is making a difference for thousands of people with disability at all stages of life.

This year one investment is a substantial step forward in addressing demand for disability services in NSW, and will serve us well as we begin a new phase in planning for reform of the disability service system in NSW to support the NDIS transition.

I commit this report to the Minister to enable his report to the people of NSW.



Jim Longley
Chief Executive

Ageing Disability and Home Care

Introduction

***Stronger Together 2* is the largest investment in disability services in NSW history. Over \$2 billion of new funding has been committed to deliver additional support to people with disability, their families and carers across NSW from 2011/12 to 2015/16.**

Funding for *Stronger Together 2* was confirmed as part of the 2011/12 budget, delivered in September 2011. It is the second phase of a 10-year plan to provide more services, and to offer those services in more flexible ways to better support people with disability within their communities.

Stronger Together 2 represents a 33 percent increase over the funding rolled out during the first phase, which in comparable dollar terms was \$1.5 billion.

The number of places planned for delivery under *Stronger Together 2* is 47,200, which is 63 percent more than the 29,000 places delivered in the first phase.

The NSW and Australian Governments have now agreed to a National Disability Insurance Scheme (NDIS) to be launched in the Hunter Local Government Areas of Newcastle, Lake Macquarie and Maitland in 2013/14, and across NSW by 2018. That agreement will see the NSW system grow to a staggering \$6.4 billion and deliver the right supports for every person with significant disability in NSW.

While work on the NDIS is progressing, the NSW Government will continue to implement *Stronger Together 2* to ensure that people with disability, their families and carers are well positioned to move seamlessly to the NDIS, meeting our NSW 2021 target for 100% of disability service users in NSW having access to individualised funding by 2019.

Ensuring that NSW is ready will involve a range of changes to the way in which the current system operates. Work is already underway to design, model or implement the necessary building blocks to support the NSW transition. This work is directly informed by the Government's extensive consultation with people with disability, their families, carers and providers.

Stronger Together 2 2011–2012 highlights

- Establishing new accommodation supports for 308 people. This is against a target of 300 packages and included 107 through the Supported Living Fund, exceeding the commitment for this fund by seven packages.
 - A major expansion of flexible respite with 1393 new places allocated against a target of 840.
 - A further 61 Attendant Care packages allocated to people with physical or sensory disability or acquired brain injury against a target of 50.
 - A \$5 million Consumer Development Fund expected to assist around 4000 people with disability to engage with the new system through forums, creating local groups or networks, training and other creative means. This fund will be administered by the NSW Council for Intellectual Disability.
 - Extensive consultation on how to place people at the centre of decision making in a disability services system. More than 4000 people with disability, their families, carers and other stakeholders attended the 550 *Living Life My Way* consultations held statewide.
 - Our Specialist Training and Resource Team delivered a new suite of innovative practice and training to families, carers and support staff, caring for people with complex needs.
 - Life Choices and Active Ageing programs were expanded and options introduced to enable people to use person centred supports and individualised budgets.
 - A new Funding Agreement was put in place with our funded non-government partners to support the transition required over the next three years to move to individualised budgets and person centred supports.
 - A disability payroll tax rebate was introduced as an incentive for businesses to employ people with disability looking for meaningful employment following completion of their Transition to Work placement.
 - Substantial investment in sector supports has seen expansion of the Good Governance program, Disability Safe, Aboriginal Pathways, workforce development and education activities.
 - The inaugural NSW Disability Industry Innovation Awards showcased individuals and service providers that are doing things differently to embed person centred supports for people with disability, their families and carers.
 - Expenditure and policy settings are being reviewed on an ongoing basis to support implementation of reform. This has led to some variations in expenditure and in the places delivered as people have made choices about the supports they want and where to get them.
- Stronger Together 2* expenditure is focused on delivering services directly to people, with a focus on expanding the supports offered by the non-government sector. 89 percent of recurrent *Stronger Together 2* funding in 2011/12 was directed to NGOs under Funding Agreements. Remaining recurrent expenditure was directed to deliver behaviour support and Aboriginal Family Intensive Support from specialist units within ADHC.

Stronger Together 2 reform themes

Under *Stronger Together 2* there are four main areas of effort:

Person centred approaches – giving people with disability, their families and carers, greater choice and control over their lives.

A lifespan approach – increasing certainty by building long-term pathways through the service system

Large Residential Centre redevelopment – redeveloping all centres by 2017/18

A service system with the right capacity – ensuring that the resources are available in ways that meet people's needs efficiently and at the right quality and time.

Highlights against each of these areas of reform during 2011/12 follow.

Person-centred approaches

People with disability should be at the very centre of decisions about their lives, their supports, and their aspirations. In preparation for transition to a full NDIS, NSW will be transforming the disability service system to deliver choice and control for people with disability.

2011/12 achievements include:

- Setting the foundations for improving decision support arrangements through the new Consumer Development Fund (CDF) to help people with disability build their capacity to participate in the new system and to build the skills they need to realise their goals and aspirations, and participate fully in their communities. It is expected to provide opportunities for up to 4000 people with disability over the next three years.
- Completing the final stage of the *Living Life My Way* consultations, providing 4000 people with disability, families, carers and service providers with the opportunity to learn about individualised budgets, share their ideas and views, and start preparing for their future. There was strong support for individualised budgets as a way for people with disability to have more control over the services they use, and to have more control over their lives.
- A further 550 Aboriginal people with disability, their families and carers and service providers participated in Aboriginal specific consultations delivered by Aboriginal Disability Network across NSW.
- 107 people were successful in accessing Supported Living Fund packages against a target of 100. The Supported Living Fund is a new accommodation support approach that delivers ongoing and portable funding to purchase a combination of disability supports and mainstream services that complement a person's existing support networks.
- Making individualised budgets available to people accessing Life Choices and Active Ageing, and the Community Participation program.
- Embedding the NSW Disability Service standards in line with the draft National Standards, and providing a new approach to quality based on the new standards that will be rolled out in 2012/13.

Ability Links, the NSW approach to local area coordination did not proceed in 2011/12 as planned. A tender process to establish Ability Links failed to identify appropriate organisations to take this critical model forward. The Minister for Disability Services established a taskforce with industry and business experts to advise on the optimal way to ensure full implementation of Ability Links across NSW by 1 July 2014. An earlier start in Hunter region will ensure that these key supports are available to people with disability participating in the NDIS launch from 1 July 2013.

Although there was a delay in establishing the Ability Links model in NSW, it has provided the opportunity to explore and invest in other innovative decision supports to enable people with disability and their families to prepare for the future.

Initiatives that have replaced the 2011/12 investment in Ability Links include the \$5 million invested with the NSW Council for Intellectual Disability to establish the Consumer Development Fund (CDF).

Where to from here?

The policy framework and main design components for the NSW person centred disability system are being developed based on the outcomes of the *Living Life My Way* consultations. Information on the main components of the NSW disability system will be released in 2013. This will include an implementation plan to meet the target date of 1 July 2014.

These reforms will work towards preparing NSW for the state-wide rollout of the National Disability Insurance Scheme by 2018, preceding the NSW Government's commitments for 100 percent of disability services users in NSW to have individualised budgets and person centred supports by 30 June 2019.

NSW will continue to work with the Australian Government to progress the NDIS, and ensure that NSW is ready to support the commencement of the Hunter launch in 2013/14.

The continued rollout of *Stronger Together 2* across the remainder of NSW will provide valuable lessons to contribute to the design of the national system.

The National Disability Strategy NSW implementation plan was launched in December 2012. From 2013, implementation and reporting will commence, with new guidelines on disability action planning to be available in early 2013. The actions encompassed in this Strategy are critical to ensuring that mainstream services such as education, health and transport are ready to support people with disability in a person centred service system.

Lifespan approach

Supports and services should be flexible and able to be adjusted to support people with disability to meet goals and milestones at key points in their life.

‘Pre-school years’ achievements

- The first six new Early Start Diagnosis Support workers are in place, supporting approximately 540 children and young people with disability, and their families.
- An additional 667 places are available following the expansion of the Early Childhood Assistance Program designed to support young children with disability in mainstream services, such as preschools and child care.

‘School years’ achievements

- 90 transition support places have been rolled out to support secondary students in schools to make the transition to post school settings.
- 60 young people with Autism Spectrum Disorder received support through the Autism Spectrum Australia (ASPECT) pilot program which will help these young people to continue in school and participate in other learning activities.
- 92 intensive family support packages have been allocated, including 34 delivered by Aboriginal service support teams specifically for Aboriginal families.
- A new approach to therapy in schools has been introduced in the Hunter Region in partnership with non-government organisations and local schools.

‘Leaving school and entering employment’ achievements

- *Stronger Together 2* supported 571 school leavers, through the Community Participation and Transition to Work programs, to develop the skills they need to increase their independence and participate as valued and active members of the community. The growth in demand for these post-school programs is beginning to slow, reflecting the success of the various programs that support young people with disability to move into employment and other training opportunities.
- 68 new Leaving Care places were allocated to support young people leaving the parental responsibility of the Minister for Community Services, to transition and live in the community as independently as possible.
- A new partnership was established with Arts NSW to increase participation, and support employment and professional development in the arts for people with disability.

‘Adult years’ achievements

- A major expansion of flexible respite, with 1,393 places delivered, exceeding the target of 840 by over 65 percent.
- A total of 308 new supported accommodation places.
- 61 new Attendant Care places for people with primary physical or sensory disability or acquired brain injury.
- A new range of innovative, specialist supports for the most complex clients in our service system and their families, carers and staff, through the Specialist Training and Resource Team.

Where to from here?

- Early years intervention supports will be strengthened to ensure children or young people and their families are holistically supported to develop their potential and participate in a broad range of developmental and life experiences.
- Key transitional supports for children and young people, in the early years, to help support key life events of change and development.
- Increased long term planning and guidance for young people as they prepare to transition from school to adult life.
- Supports that promote employment and social inclusion will be tailored to be flexible and personalised to allow adults of all ages to participate as valued members of the community.
- Increased focus on support for people who are ageing, to promote a healthy and active life in the community.

Large Residential Centre (LRC) redevelopment

The planned redevelopment of Large Residential Centres operated by both government and the non-government sectors is aimed at supporting 1200 residents to live in the wider community with access to a range of community based supports by 2018.

Achievements in 2011/12 include:

- The redevelopment of the 14 Large Residential Centres operated by non-government organisations has commenced. In 2011/12, funding of \$10.6 million was provided to McCall Gardens, Mai-Wel, Inala and the AFFORD Foundation to enable them to start the redevelopment of their centres.
- Consultations on the future support needs and preferred locations for 315 residents at Westmead and Rydalmere (Metro Residences) were completed and will inform the redevelopment approach for these centres.
- Land has been acquired across the Sydney metropolitan area to construct appropriate new accommodation in the local community for residents of centres who need ongoing specialist accommodation support.

Where to from here?

Work will commence in 2012/13 to redevelop another six of the 14 Large Residential Centres operated by non-government organisations. It is expected that redevelopment and relocation of residents will start by early 2014.

The redevelopment of the Westmead and Rydalmere Centres will provide community based accommodation places for at least 320 people at different locations across south western Sydney, southern Sydney, the Central Coast and the Illawarra regions.

A variety of supported accommodation models will be available, including a 35 place cluster model at Rydalmere, two or three 20 bed cluster models, up to seven co-located group homes (14 houses) and 31 five-bed group homes. This redevelopment is expected to be completed by the end of 2015.

The redevelopment of the Stockton Centre is scheduled to commence from 2015. Kanangra Centre is scheduled for redevelopment by 2018. Both of these centres are in the location to be covered by the NDIS Hunter launch.

Tomaree Centre will also be redeveloped by 2018.

A service system with the right capacity

The service system needs to have the capacity, structure, regulation and quality improvement focus to respond to the needs of people with disability and to be accountable to them.

Achievements in 2011/12 include:

- Significant investment in governance and leadership development through the Good Governance program.
- The NSW Disability Industry Innovation Awards Program was launched by the Minister for Disability Services in 2012 to showcase and reward individuals and service providers that are doing things differently to achieve real and lasting outcomes for people with disability, their families and carers.
- A new Service Portal was launched in June 2012 to streamline engagement with service providers, information and funding management and online reporting.
- The Sector Planning Framework is delivering a place based planning approach in partnership with 24 local communities so that they can plan for flexible, portable services and supports for people with disability.
- A new Funding Agreement has been developed to accommodate the shift to individualised budgets.
- \$1 million a year for four years has been committed to establish a National Disability Research Centre.

Where to from here?

Over the next three years we will focus on workforce and industry development initiatives to support and empower service providers to further transition to person centred supports, with priorities including:

- enhancing information management systems for funding and performance arrangements in non-government organisations.
- developing tools and resources to support non-government organisations to make the changes necessary to deliver individualised budgets and self directed supports for people with disability.
- developing guidelines and tools to enable self directed funding arrangements for people with disability.
- implementation of a Quality Framework for disability services over three years (2012–2015) with subsidies to support third party verification and the acquisition of quality systems to be available through the Industry Development Fund.

Measuring progress

As part of *Stronger Together 2*, the Government is committed to regular reporting and the improvement of disability data.

Achievements in 2011/12 include:

- A new Research and Evaluation: *Stronger Together 2* Strategic Plan was developed to enhance evaluation and research activities.
- NSW supported the enhancement of the Australian Bureau of Statistics Survey of Disability, Ageing and Carers which will provide more frequent and relevant disability population statistics to improve the evidence base.
- The NSW Government is enhancing actuarial modelling to predict and monitor need and supply for disability services. The annual update of *Stronger Together 2* modelling found that the improved data quality now available reinforces the assumptions of the original *Stronger Together 2* modelling. It also found that changes underway were consistent with the outcomes expected.

Where to from here?

- Ongoing evaluation and review, including a mid-term review of *Stronger Together 2*.
- Continue to work with other jurisdictions, agencies and research partners, to support innovations and improvements in disability research at a national level.
- Develop a communication strategy and change plan for *Stronger Together 2* to reflect the NDIS agreement and transition for all of NSW from 2016.
- Recast and strengthen the *Stronger Together 2* commitments to reflect the NDIS agreement and to ensure our investment and reforms are paving the way for the transition to the NDIS in NSW from 2016.

The following table shows a breakdown of the places delivered in 2011/12 against the five year 2015/16 targets.

	Places delivered 2011/12	5-year target
Supported Accommodation	308	1750
Supported Living Fund	107	300
Leaving Care	68	550
Community Justice Program	30	200
Other special support services	103	700
Flexible Respite Options	1393	4500
Day and Post School Programs	932	5370
Transition to Work Program	87	570
Community engagement for adults	361	2000
Community Participation Program	484	2800
Community and Family Support	2703	14,980
Intensive in home support	61	300
Autism flexible funding	187	1000
Enhanced therapy and behaviour support	942	4700
Skill development for children and young people	667	3700
Building support networks	74	600
Early start diagnosis support workers	540	3600
Aboriginal and family intensive support	92	380
Transition support for secondary students	90	700
Other	50	–
Decision support services/Ability Links*	–	20,600
Total	5336	47,200

* The Consumer Development Fund established in 2011/12 is expected to provide opportunities for up to 4000 people with disability over the next three years.

Measuring progress (continued)

The following table details the expenditure against each program for 2011/12, and the five-year budget.

Expenditure

Stronger Together 2 Program	2011/12 total \$m	5-year total
Person centred approaches	7.9	208.0
Decision support services	7.1	141.2
Training in person-centred approaches	0.1	6.8
Supported Living Fund	0.7	60.0
Life span approach	78.1	1464.1
Intensive in home support	3.9	62.4
Autism flexible funding	0.7	21.1
Enhanced therapy and behaviour support	1.7	63.1
Skill development for children and young people	5.3	77.6
Building support networks	0.1	5.3
Early start diagnosis support workers	0.1	10.6
Aboriginal and family intensive support	0.9	53.0
Flexible respite options	4.8	95.0
Transition to Work Program	1.4	23.0
Community Participation Program	15.5	248.4
Transition support for secondary students	0.1	5.4
Community engagement for adults	1.6	107.4
Interagency planning	0.9	9.0
Community groups	0.0	8.4
Payroll tax exemptions	0.0	10.0
Leaving Care	13.5	215.3
Community Justice Program	0.9	82.2
Other Specialist Support Services	26.8	366.8

Expenditure (continued)

	2011/12 total \$m	5-year total
Stronger Together 2 Program		
Large residential developments	43.7	255.4
Metro (Westmead and Rydalmere)	32.3	160.4
Stockton	0.3	17.4
Non-government organisations, large residential centres	11.1	77.6
A service with the right capacity	8.1	87.5
Research and Development	3.1	57.5
Social Impact Bonds	0.0	5.0
Workforce and Industry Development	5.0	25.0
Total	137.8	2015.0

* As implementation progresses, there is expected to be variations in expenditure between programs reflecting individual choice and portability.

The first part of the document discusses the importance of maintaining accurate records of all transactions. It emphasizes that every sale, purchase, and payment must be properly documented to ensure the integrity of the financial statements. This includes keeping receipts, invoices, and bank statements in a secure and organized manner.

Next, the document outlines the process of reconciling the company's books with the bank statements. This involves comparing the company's records of deposits and withdrawals with the actual bank activity. Any discrepancies should be investigated and resolved promptly to avoid errors in the financial reporting.

The document also covers the preparation of the income statement and balance sheet. It provides a step-by-step guide on how to calculate net income, total assets, and liabilities. The goal is to present a clear and accurate picture of the company's financial performance and position at the end of the reporting period.

Finally, the document discusses the importance of reviewing the financial statements for any errors or omissions. It suggests that the company should have a thorough audit of the records to ensure that all transactions have been properly recorded and that the financial statements are free from any material misstatements.



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