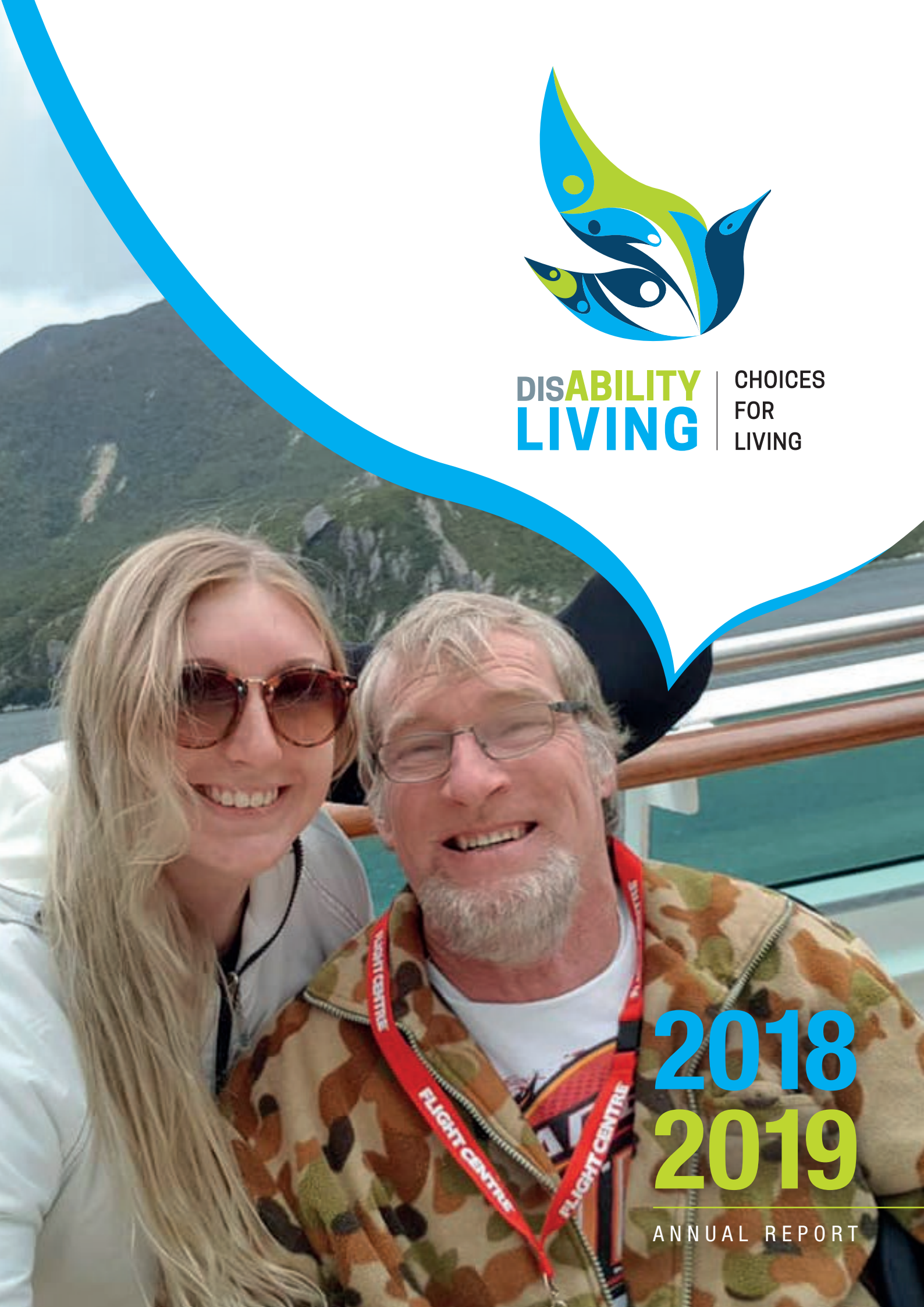




DISABILITY
LIVING

CHOICES
FOR
LIVING



2018
2019

ANNUAL REPORT

OUR VISION

Choices for Living

OUR MISSION

Fostering an inclusive community that supports people to make real choices about how they want their lives to be.

OUR COMMITMENT

We will ensure we always put people at the centre of everything we do and that our CREDIT Culture sets us apart from other service providers.



DISABILITY
LIVING | CHOICES
FOR
LIVING

2018
2019

ANNUAL REPORT

CONTENTS

Chairman's Report	4
CEO Annual Report	6
Chief Operating Officer's Report	8
Gene's Journey	12
Client Services	14
Corey's Story	18
DESS Annual Report	20
Consumer Reference Council	24
Community Visitors Scheme	26
Welcome to Community Engagement!	30
Craig's Journey	32
Staff Engagement Annual Report	34
Quality Report	40
Financial Services	42
Statement by the Board of Management	47
Independent Auditor's Report	48



CHAIRMAN'S REPORT



ONCE again disAbility Living Inc has faced a number of challenges during 2018 / 2019. Through them all the management and staff have risen to provide a standard of care and support of which the organisation can be proud. The merger with Interchange, a like-minded organisation, serving the needs of younger people with disabilities offers benefits for both organisations.

This year we have seen the transition of our clients to the NDIS. On the whole they have received better funding than previously experienced. This will ensure they are able to reach their full potential and goals.

The redevelopment of Tarcoma Avenue has finally been realised and I am sure the clients are enjoying the newest of our accommodation facilities. Well done Matt and the staff team for your input into the redevelopment of this site which will make life much better for the individuals who live there.

The Board continues its focus on governance and the strategic and operational plans for disAbility Living. With the implementation of a new Constitution I believe the Board and all members of the organisation will be better served. In this financial year the Board has seen a number of changes. The resignation of Lyndall Fahey and Jadyne Harvey, due to work and family commitments, was accepted with regret but I thank them for their input while with us.

The merger with Interchange has seen two members of their Board, Bianca Lewis and Ruth Davey, join us and with their experience and knowledge disAbility Living will remain a well governed organisation. I believe the newly restructured Board will continue to act in the best interests of the organisation and its actions maintain the Governance of disAbility Living.

While I personally have had a number of health concerns in past months, I wish to extend my thanks to Sandra DiBlasio for her commitment to filling many of the tasks more properly performed by my position.

The recently reconfigured management team continues to operate well and cohesively to deliver the best results for our clients. Once again I congratulate Matt Collins and his team on a job well done. The stress and ongoing pressure to adapt to an ever changing environment continues unabated and you have all been up to the challenge.

I thank the entire Board for their support in the past year and hope to continue to serve the organisation to the best of my ability in the future as we continue to address challenges in 2019 / 2020.

I commend the 2018 / 2019 Annual Report to you.

GEOFF EDWARDS
CHAIR

CEO ANNUAL REPORT

NDIS DARE TO DREAM

WELL we are now fully immersed within the NDIS and I am very happy to say it is beginning to work.

The NDIS early on was described as “building an airplane in mid-air” this was very true, yet now I can see that the plane is built and flying. What is left to do is to make sure everyone who needs a seat gets one and gets to choose where they are going. Our job is to improve the quality of the ride and to ensure they arrive safely and with their luggage.

What I have seen in the past year, with the roll-out of the NDIS are the most impressive changes that have occurred in my 25 years in this work. I am witnessing people living with disabilities, having genuine control and choice, whilst starting to learn what that means and continuing to expand their horizons. We have included a couple of stories in this annual report about personal journeys; I encourage you to read them.

As a provider we have had to begin reinventing ourselves to adjust to the operating, compliance and financial requirements of the NDIS. I would like to thank all of our staff and customers in enduring and supporting this process. Everyone has had to change and relearn, whilst still being expected to continue with all of the day to day business demands. Yes we have more to do, but I am very confident in the ability of our great people to achieve great things.

Gone is the focus of the Government being our customer, who would provide funds for us to assist clients living with a disability. Now our customers are the people living with a disability, we can no longer take the stance that we are a charitable organisation helping those who need help. We are in fact, like all providers, now in the business of paid personal services. The person we are supporting is our customer and not our thankful recipient of service, we provide our service on a per hour basis, paid for out of the customers funding.





It is a very new world of operating and a totally different business relationship that we find ourselves in. This has made our organisation realise that to truly remain the charitable organisation that it has always been we need to undertake charitable work. The way we can do this is to assist people where the NDIS is failing for them and support the journey of creating a society that is truly inclusive of people living with a disability.

To assist in achieving this, we have looked at partnering with like-minded organisations. During the year the Boards of disAbility Living and Interchange agreed the two organisations would merge. The decision was based upon our shared values, historical work together and the complementary strengths each organisation brings. Interchange has a strong voluntary history, something that is not accommodated under the NDIS, this and its small provider culture will assist disAbility Living to continue its charitable and person centred work. We are excited about our future together, we

have no aspiration to be the biggest provider but would rather focus on being one of the best. How we will grow is through the influence on supporting people with a disability to demand the best and have a genuine valued inclusive role in everyone's lives.

This is only possible through the hard work from our dedicated team and to this end I wish to thank everyone who is part of this journey. Our Board of voluntary Directors, the never tiring Management team, the dedicated support staff who make us who we are and our customers who choose us.

Watch this space, great things are coming.

MATT COLLINS

CEO



CHIEF OPERATING OFFICER'S REPORT

WITH the full implementation of the NDIS complete for our services, we have been given the extraordinary opportunity to ponder our vision, mission and purpose; who we are, what we would like to be known for and the services we offer. We have checked in with our clients and staff ensuring we are indeed aligning services to the needs of those who purchase them. No stone has been left unturned as we reshape ourselves and our processes to truly focus on expanding the horizons of the people we support, holding ourselves true to our core values whilst creating a resilient culture and an exciting, sustainable future.

Our vision 'Choices for Living' is front of mind as we evolve to meet changing market demand with an exceptional team of staff having shared values and embracing the outstanding privilege of working with people living with a disability. This journey has not been without challenge as we make adjustments imperative to ensuring we are equipped to deliver services. Our new structure has been established to take us through the ensuing years.

COMMUNITY ENGAGEMENT

Our Community Engagement team has a very exciting and unique portfolio including service access, volunteer engagement and communications; dedicated to cultivating strong relationships with all stakeholders with a target of exceptional customer satisfaction.

DEVELOPMENTAL EDUCATORS AND SPECIALIST SUPPORT (DESS)

Our DESS team have experienced substantial growth this year, positioning themselves as preferred providers in the industry in skills development and behaviour support and recognised as the 'go to' for students seeking industry experience.

STAFF ENGAGEMENT

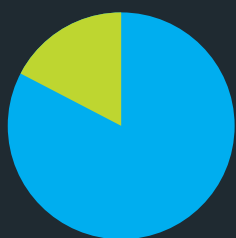
Our staff engagement team has been assiduous in undertaking considerable recruitment to increase our workforce by a massive 65%. We are again proud of maintaining excellent retention rates well above sector averages and exceeding expectations with such enormous opportunity now afforded in the sector. We have been fortuitous in welcoming some amazing, experienced and extremely professional new talent to the team.

SUPPORTED INDEPENDENT LIVING (SIL)



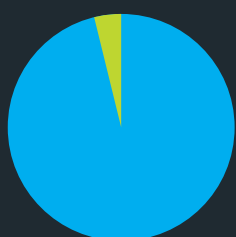
● 2017/18 ● GROWTH

CHILDREN'S SERVICES (EXPLOREABILITY)



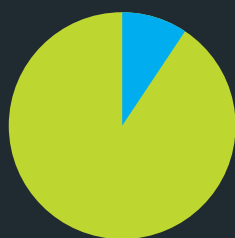
● 2017/18 ● GROWTH

ADULT SHORT TERM ACCOMMODATION & TRANSITION SERVICES



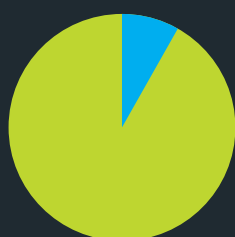
● 2017/18 ● GROWTH

SPECIALIST SUPPORT SERVICES



● 2017/18 ● GROWTH

IN HOME SUPPORT SERVICES



● 2017/18 ● GROWTH

CLIENT SERVICES

We have experienced 17% growth in services this year which is attributed to 3 key growth areas:

- 1 Clients receiving increased funding reasonable and necessary to meet their needs.
- 2 'In-Home support' service growth with clients choosing to remain in their own home.
- 3 Demand for Developmental Educators and Specialist Support services.

KEY ACHIEVEMENTS THIS YEAR:

- Establishing user-pay financial management enabling greater choice and flexibility.
- Transitioning leases to property managers enabling direct relationships between tenants and landlords.
- Developing services at Somerton Park 'Seaside' for young people taking their first steps towards independent living.
- Embedding 'Continuity of Support' for a small cohort of senior clients ineligible for NDIS funding.
- 18 clients exercising their right to explore housing options resulting in improved accommodation.
- Clients exercising choices for living by exploring housing options including moving overseas and exploring intrastate options.

SOME OF THE BIGGER CHALLENGES WE ARE LEARNING FROM INCLUDE:

- Unprecedented administrative hours necessary to manage services under the NDIS.
- Worker shortages with a balancing act to ensure a flexible and responsive workforce.
- Transport remaining high on the agenda with concerns of affordability and access.
- Supported Independent Living – delays in plan approvals leaving periods of void and complexities associated with filling vacancies.
- Positive behaviour support planning when funding isn't included in the participant's NDIS plan.
- Delays with clients receiving support co-ordination.
- Financial Intermediary role in supporting client choices.

We acknowledge and thank the Client Services Leadership Team for their determination, commitment and support to our team of support workers and our clients in ensuring quality service delivery.

JODY SACHS	JESS CHARMAN	LETITIA PEEK	GAIL PAGE	TRUDY HUBBARD	LINDA HOOD
MARK ACIERTO	EMILY ANDERSON	LEAH JOHNS	SANTOSH ADHIKARI	BRIONY DRAPALA	NATHAN OWNSWORTH
LIZ WALLACE	SUSAN CONNELL	DEE SINGLINE	KELLY BURFORD	ZENOBIA PEREIRA	SAM CHIUTALE
ALI BRADLEY	ZOE MESSENGER	CAROLINE BURTON	AYIBA-TARE RAINE	BROOKE ALLEN	ESTHER EVERS
	DEMI MARTIN	LISA BEAVEN	ADAM BRITTAIN	THAKUR KHATIWADA	

Over 300,000 Australians are now supported through the NDIS with an estimated 200,000 additional participants over the next 5 years. disAbility Living is honoured to play our small part in supporting some of these participants with our focus on quality services as opposed to quantity and remaining true to our vision in ensuring real 'choices for living'.

Whilst most of our clients have expanded their life and choices, we also sadly had to say a final farewell to a few.

Vale – Sean Ryan, Vanessa Robilliard-Davis and Susan Scales – remembered with love and affection.

ANITA BAYFORD
CHIEF OPERATIONS OFFICER

GENE'S JOURNEY

A**FTER** many years of living in group homes, due to a tragic accident, Gene never lost sight of his dream of one day once again, having a home of his own, to spread out and create a living environment to his personal liking.

On transitioning to the NDIS, Gene clearly voiced his goal to expand his horizons on the home front by exploring new housing options. He worked closely with his support staff, in particular his then Team Leader, to source housing opportunities where he would be able to live in his own personal space.

Whilst it wasn't a straightforward process, involving a great deal of patience to wait for just the right property to become available, he was committed to the mission. At one point, a potential house did present itself but following careful consideration, Gene made the difficult decision to let it go and hold out for a property that would better suit his lifestyle including an easier commute to work.

Shortly after, Gene hit the jackpot when another more favorable property emerged.

Gene is now a rent-paying tenant of his own unit, with a level of independence and control that he has not known for years. His team of staff offer support in line with Gene's needs and choice, but otherwise, he feels he is finally able to live the existence he has dreamt of, making the decisions about his days, his life.





CLIENT SERVICES

THE past year has been a time of abundant change in the way client services at disAbility Living operate. The Federal Government now having achieved the transition of some 6400 South Australians away from block funded services and into the NDIS, has had a major effect on both the way individuals and families interact with service providers as well as how organisations administer their business.

For many clients and families the introduction of the NDIS has opened the doors to obtaining more individualised services, however the onus is now on them to manage the funding themselves or engage a third party to undertake this role. For individuals, this means learning how their personal funding is allocated, knowing the different support budgets available for service purchases, and embracing a whole new language that is the NDIS. Due to the redirection of finances, many are for the first time taking on direct control over their own rent, utilities, transport costs and personal finances.

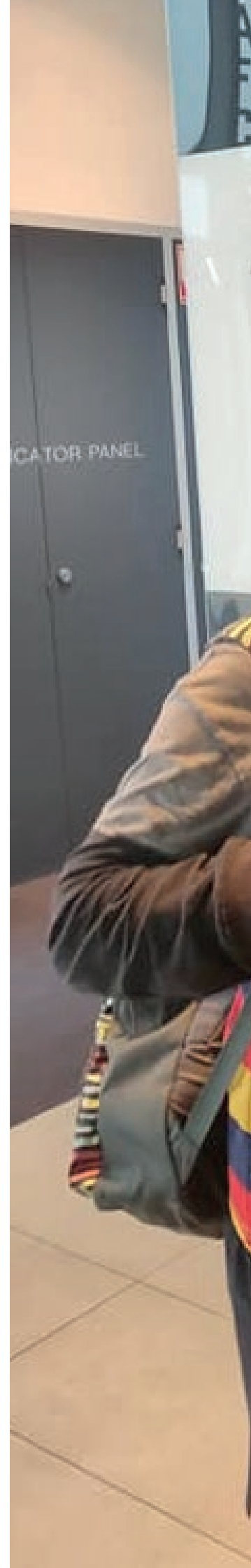
At disAbility Living we have worked hard to ensure clients and families have experienced the least impact possible during these inevitable changes. This has taken careful coordination behind the scenes between our client service and finance departments to ensure 'business as usual' for our number one priority, our clients!

disAbility Living's long history of providing person centered support has placed us in good stead for the NDIS transition but while we have always looked outside the square for individualised solutions, the new availability of individualised budgets to support our work has further broadened the life of many clients.

The move to the NDIS has enabled people with a disability to venture into all manner of housing options and still receive their daily support from their provider of choice. While options for housing has gradually been changing since the commencement of deinstitutionalisation in the 80's, disAbility Living have noticed that families are now thinking more broadly than group homes as being the only option. Now with individualised funding, a person's housing and disability support can be separated, allowing people to choose accommodation that meets their personal needs and not just where a vacancy is available. As such, disAbility Living has already started to provide teams of staff to support people in private rental accommodation, family homes, for those residing in community housing properties or public housing and people living in family investment properties as rent paying tenants.

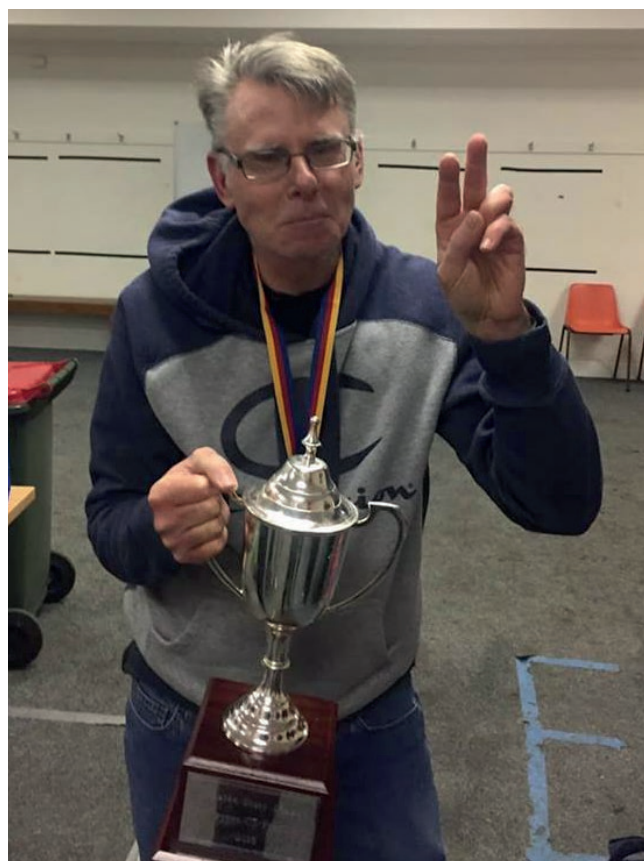
JODY SACHS

GENERAL MANAGER CLIENT SERVICES



ADELAIDE
FOOTBALL
CLUB
EST. 1890







A YEAR OF SPORT



COREY, a long term resident at DLI's Tarcoma site has been eagerly waiting for his new unit to be built and in the meantime is residing with his fellow housemates in temporary accommodation. During this two year wait, he has begun considering his options—whether moving back with his fellow housemates to their redeveloped homes, and in fact if living in Adelaide is something that he wants in his future. Corey, who has close family in Queensland, has been researching whether his options for housing could include moving

to the Sunshine State. Corey recently took a trip to Queensland to visit two potential properties close to his relatives and has settled on his favourite one. Whilst the disAbility Living family will be sad to see Corey leave, the interstate portability of his NDIS package means he may be barracking for his beloved Crows from Lions territory in the near future! We applaud Corey's drive and new found confidence in making this considerably important and life-changing decision.



COREY'S STORY



DESS ANNUAL REPORT

FOR many people both within and outside of the disability community, the title of DE is still unknown. So let us start by explaining what a DE or Developmental Educator is.

“Developmental Educators are multi-disciplinary disability specialists with expertise in fostering the skills, independence and quality of life of individuals with developmental and/or acquired disabilities. As allied health professionals, Developmental Educators (also referred to as DE’s) have a practical approach and work holistically across the life span to address issues which may affect the function, independence and social inclusion of individuals with disability, their families and carers.

Developmental Educators implement and develop methodologies that enable the application of effective strategies to support the individual developmental learning goals of people who experience challenges such as acquired brain injury, physical and neurological disabilities, autism spectrum disorders, intellectual disability, and other disabilities. Developmental Educators also work closely with families and caregivers, and other allied health professionals who may be involved in the support of an individual.”

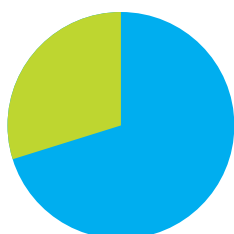
Having fought during their beginnings and over the past 20+ years to gain acknowledgement as professional therapists in their own right, the sector is now recognising the significant professional role a Developmental Educator can play. DE’s have established themselves to a point that the sector is now recognising their profession as a critical role and a very attractive career option.

DE’s are in high demand with a portfolio of services they offer having great potential with outstanding social impact. They require specific skills, experience and qualifications and ongoing development to be registered under the NDIS to enable them authority to develop, deliver and monitor behavioural support plans which are critical to a client’s social and personal development as well as capacity to engage in their community. Under capacity building within the NDIS for the first time ever in the industry, Developmental Educators are not only being valued but being recognized as a vital support of choice to assist client growth and development.

The Developmental Educators Specialist Support (DESS) team has been a particularly exciting space to observe as they transition into the NDIS space. We have watched the team shift from being embedded within the organisation providing support to enrich service delivery for our long term clients, to a stand-alone team supporting not only current disAbility Living clients but also external clientele.

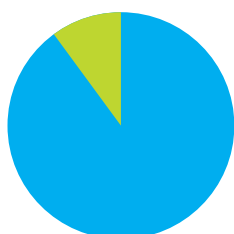
Emily Anderson was appointed to the management role and in less than six months we have observed over 100% growth in the team of Developmental Educators (DE’s). This expansion shows the rapidly growing recognition of their value and the impact that they bring to improving outcomes for people.

CONTRACT TYPE



- **SKILLS DEVELOPMENT**
- **BEHAVIOUR SUPPORT**

CONTRACT SOURCE



- **EXTERNAL**
- **INTERNAL**

ENGAGEMENT

The DESS team engaged 87 contracts with individuals through their NDIS funding. 90% of these were new clients and either self-referred or referred through their support coordinators, and the remaining 10% client contracts was through expanding opportunities for clients using another service type through disAbility Living. 70% of the support requests were for skill development to assist in improved daily living, while 30% were for behaviour support and emotional regulation with coinciding skill development.

The DESS team has also increased its engagement with individuals and families through the use of social media by creating its own Facebook page. The Facebook page not only allows for the DE's to share new and exciting things happening within the DESS team but also enables individuals' choice and control of the services they receive. This has been specifically evident in how clients are selecting their choice of DE to engage services. Furthermore the DESS Facebook experiences engagement from other DE's, industry relevant professionals and aspiring students.

OPPORTUNITY

The DESS team has supported four university students throughout the year with over 700 hours support and supervision provided. These valuable opportunities provide important insight for the team whilst playing an important role in producing the next generation of Developmental Educators. Demi, one of these students secured a position within the DESS team on completion of her placement.

Providing learning opportunities that facilitate growth has positioned disAbility Living as a 'placement of choice' for undergraduates at Flinders University as well as other universities and allied health professions. We anticipate these relationships with tertiary institutions will continue to enable us to support the future of the industry.



INNOVATION

All four DE's are registered and provisionally approved under the NDIS Commission to provide behavioural support services.

Additional to their core business, the team have been contracted to provide services to clients through Bedford Industries, Home Place and scosa. DESS acknowledges Total Support, the DHS In-Kind team, I Can Jump Puddles, Nextt and Uniting Communities for their collaboration in linking clients to services.

Industry appropriate clinical practices are also shifting. The DESS's strong team focus enables regular opportunity to share information and consult which in turn promotes learning from each other's practices and client experiences, as well as a holistic approach to expert support from a range of professionals at no additional cost to the client.



FROM THE MANAGER

This year has seen engagement of the DESS team at an all-time high, setting the scene for the year ahead for us to explore opportunities to be innovative in the way we deliver services. We remain committed to ensuring our clients continue to remain at the forefront of our purpose and look forward to the many lives that will be enhanced.

EMILY ANDERSON

MANAGER DEVELOPMENT AND
SPECIALIST SERVICES



CONSUMER REFERENCE COUNCIL



STEPHEN **JACKSON**
CHAIRPERSON

CLIVE **HILTON**
SECRETARY

ZOE **MESSINGER**
DESS SUPPORT

COUNCIL MEMBERS

CHLOE **RUSSELL**

COREY **HOOPER**

MARK **BARANOWSKI**

SIMON **MISIAJLO**

THE Consumer Reference Council (CRC) was formed in 2016 as a subcommittee to the board. The CRC is an important link between the people we support, the management team and the board. The CRC is supported and facilitated by the Developmental Educators Specialist Support Team. Throughout the year, the members have continued to improve their skills and both promote and uphold our CREDIT culture.

This year, the CRC (Consumer Reference Council) have focussed on disAbility Living's CREDIT culture, what Communication, Respect, Empowerment, Dignity, Insight and Trust means to, and for, our clients and brainstorming how we can truly live these values, regardless of our role or reason for choosing disAbility Living as a service provider or employer.

A focus for us was to increase communication between clients, management and the board. The CRC worked on improving their own advocacy and discussion skills to enable sharing of specific feedback to the board.

We welcomed a number of guest speakers from various advocacy agencies and the South Australian Council for Intellectual Disability. We also invited internal guest speakers including Emma, NDIS Project Officer who assisted to increase our knowledge of the NDIS. We were pleased also to be consulted for feedback to assist with conversation and direction for disAbility Living's strategic plan 2018-21.

The CRC was also pleased to be involved in organising and hosting disAbility Living's Christmas party this year. We are particularly interested in investing more time in organising more fun and inclusive events moving forwards.

OUR CULTURE IS CREDIT CULTURE

COMMUNICATION

"My manager listens to me and helps me fix the problems"

"My team leader and staff listen to what I tell them and try to apply it in our house"

"Use the appropriate communication method for me"

RESPECT

"Everyone is equal"

"Giving us time to do things the way we like to do them"

"Listen to different points of view"

EMPOWERMENT

"I make choices in what I want to do and where I want to go"

"People in my community have empowered me to find a job"

"Being listened to and knowing my opinion counts, makes me feel empowered"

"My support staff helping me out and supporting me to achieve my goals in life"

DIGNITY

"Give me time and wait for me to think about my reply to your questions"

"Encourage the staff to be patient and listen to us. If staff are unsure of our routines then just ask"

"We want to have a say in who our workers are and be involved in interviewing new staff members. Getting along with us is important in our care"

INSIGHT

"They tell me that I am funny and an easy going person"

"We share information together by talking about things"

"They help me to learn new things"

TRUST

"By communicating, verbally or by using a communication device or picture board"

"Training new staff to our individual situations"

"We have been living together for a long time so we know each other well"



COMMUNITY VISITORS SCHEME

MAURICE Corcoran, Principal Community Visitor and his team have been welcomed by clients receiving services. We have been particularly thankful for the wonderful advocacy and support provided to clients. Whilst this valuable service has now been defunded, we are exploring options on how to have this amazing work continued.

“Thank you very much for your extensive and considered response to the issues raised by the CVS. It is a sign of a very healthy and open organisation that welcomes constructive feedback. The key reflection I have from our visit was the amazing young people you have in leadership roles balanced by the mature-aged support workers who have been at this service for considerable time but who were really engaged with their clients/residents and all were person centred and promoting and encouraging active participation. Disability Living appears to have a really healthy recruitment and staff development program that has resulted in such a positive culture and/or feel that is very evident in my past two visits.”

MAURICE CORCORAN AM
PRINCIPAL COMMUNITY VISITOR

A YEAR OF ART





WELCOME TO COMMUNITY ENGAGEMENT!

LATER this year, we were thrilled to witness the establishment of our pioneering Community Engagement Team. With great enthusiasm, the groundwork has been laid to enable us to forge ahead with some exciting and innovative projects that will create a range of opportunities to engage our clients and the broader community.

As the NDIS has rapidly expanded, so too have our services. With the ever evolving number of clients accessing disAbility Living's service, emanates even greater responsibility to make certain we are providing a great customer experience.

The team has initiated strategies to communicate the complex language and terminology of the NDIS in a way that is understandable. Moving forward we will be continuing to make our services easier to navigate and, with the support of the new Service Access team, enable clients greater access to a wider range of services.

The team's primary focus is the customer service we provide to our clients. This goes further than simply delivering a service we initially agree to deliver. We aim to ensure that we are providing services that are responsive and flexible to each client's needs as they grow, or, when they change their mind in how they wish their services to be delivered. When a client embraces a new opportunity, an alternative service type or, through their personal goals, aim to reach for the stars, we plan to ensure they have the knowledge and support to do so.

One of the most innovative aspects of the Community Engagement team's work is looking at how volunteers

can enhance our services. Our Volunteer Co-ordinator's role is to talk to clients, staff and carers to gain increased insight into how we can truly deliver a person-centred program and how our volunteer program value adds to people's lives. One of the most ground breaking aspects of the process will be that the volunteer program will not be reliant entirely on NDIS funding to achieve its objectives, disAbility Living through its merger with Interchange will embrace the value that unpaid relationships and shared interests have in life and how volunteers bring this unique and invaluable resource. Therefore any client who uses our services will also have access to the volunteer service at no cost and whilst we cannot guarantee to find a volunteer for everyone we will do our absolute best, and the clients will drive that relationship once found. This will ensure that they have even greater choice and control over how their lives develop and their aspirations for the future. In short, if a client wants to experience sky-diving our first question will not be 'is it in their plan?' The question the volunteer team will pose is 'where would we find a volunteer that likes sky-diving?'

It's exciting! As a team we can only lay a concrete plan on what is possible as we excitedly await the direction on where our clients will lead us. As the team grows and develops new ideas, it's also inspiring to think that our destination will evolve alongside the lives of our future clients, some of whom we may not have even met yet!

OLIVER CARLTON
MANAGER COMMUNITY ENGAGEMENT






CRAIG'S JOURNEY

FROM a young teenager entering disAbility Living's services, Craig has literally grown up with disAbility Living at our Cressy site. Craig has always inspired people with his energy for life and fierce independence. However his move to the NDIS has been the making of this man. He has grasped every opportunity presented to him. With his strong desire to secure paid employment, Craig has pursued volunteer work and become the first individual with a disability to volunteer with the State Emergency Service. Through this pilot program, Craig not only educates SES personnel about aspects of disability inclusion, but he is also learning key IT and communications skills involved with crisis management. In addition to this amazing opportunity, Craig has also commenced a course at TAFE, started arranging his own transport around town and exploring more individualised housing options for the future. It's an absolute pleasure to see Craig embracing his aspirations and turning his existence into an enriched life of abundant experiences.



STAFF ENGAGEMENT ANNUAL REPORT



THIS year has seen a broadening in the scope of our team to encompass a more strategic focus and shift in emphasis to building 'staff engagement'.

Staff engagement is a measure of the degree to which an employee feels personally involved in the success of the organisation: eager and able to drive change, have a positive effect on those around them, and be the best version of themselves. When our staff are engaged, their performance and wellbeing increases, and this leads to better outcomes for our clients and success for our organisation.

Our staff are our "product" it is what we bring to the relationship with our clients, we don't manufacture toasters or cars, it is our role to manufacture the best support staff. We need to do that through finding the best people and then supporting them to realise their best, this can only be done through engaging them in the relationship fully.

We think that staff engagement is such an important factor having reflected this in a change of name for our team from Human Resources to Staff Engagement! But it's not just about a change of name. Everything the Staff Engagement team do is about helping each and every one of our staff feel a sense of connection, belonging, meaning and purpose in their work. This is what keeps us engaged in our work! Whilst the initial commitment and focus is in place, we still have lots of work to do to ensure all staff are engaged in providing the best service we can to our clients.

Another small but important shift in emphasis, is that the Staff Engagement team is now reporting into the Chief Operating Officer, working along-side the Client Services and Community Engagement teams to ensure our priorities are aligned with the core business of delivering great services.

We are still very much focused on delivering core human resources processes and functions, to attract, recruit and retain the workforce. This includes recruitment, on-boarding and induction; training, performance and development; industrial relations; employee benefits; and work health and safety.

As our organisation has grown in size and scope, it's become apparent we have outgrown many of the processes and systems that served us well when we were smaller. We look at the way we do things through the lens of continuous improvement. We have initiated a couple of projects to streamline our recruitment and induction processes with the aim of improving efficiency as well as staff experience.

A significant component of our focus has been supporting the HR elements of the merger between Interchange and disAbility Living. We have transitioned all permanent and casual Interchange staff to disAbility Living contracts under our Enterprise Bargaining Agreement, and worked with our Finance and ICT teams to align our supporting payroll and communications systems.

Staff engagement is built on a foundation of strong, positive and embedded values, and as a new Manager coming in to the organisation, it is pleasing to see how our six CREDIT values are being lived and breathed by our staff across all teams. I look forward to further developing our CREDIT education over the coming year in support of a positive, person-centred culture.

JO SAIES
MANAGER, STAFF ENGAGEMENT

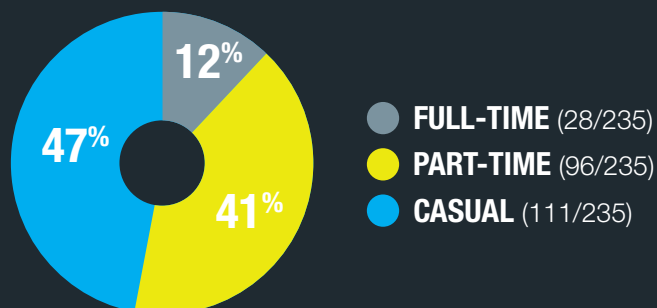
OUR STAFF PROFILE

TOTAL ACTIVE STAFF
NUMBERS **235**

The total workforce for FY18/19 increased to 281, however we unfortunately saw 46 employees leave by means of retirement or moving to new challenges. Therefore disAbility Living consists of a total of 235 active employees, resulting in an overall growth of 65% from the financial year of 2018-2019.

Previous year was 140 active employees (170 inclusive of retirees or employees whom moved on in this period) and now is 235 which is an increase of 65%. (Refer to appendix 1 for further details)

CURRENT ACTIVE STAFF RATIOS



TOTAL WORKFORCE GROWTH

0 50 100 150 200 250 300

FINANCIAL YEAR
2017-2018 (170)

FINANCIAL YEAR 2018-2019 (281)

NUMBER OF INTERCHANGE STAFF—43

POSITIONS INCREASE 2019 (%)

0 50 100 150 200 250

FULL-TIME (28, 33% increase)

PART-TIME (96, 10% increase)

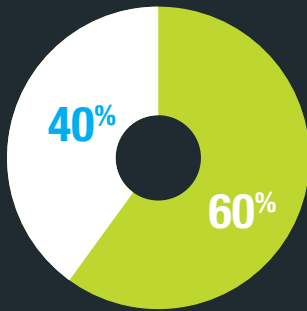
CASUAL (111, 246% increase) 35 Interchange Staff

2018

FULL-TIME 21 (Increase of 7)
PART-TIME 87 (Increase of 9)
CASUAL 32 (Increase in 79)

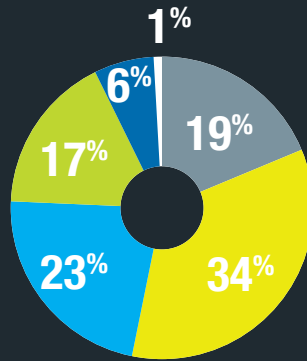
TOTAL 140

WORKFORCE GENDER DISTRIBUTION



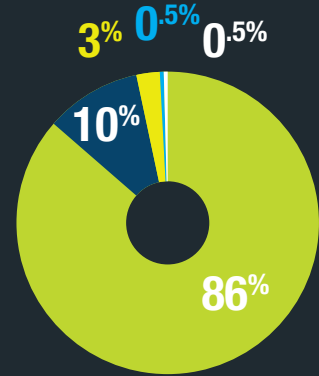
- **FEMALE** (141/235)
- **MALE** (94/235)

AGE PROFILE



- **UNDER 25** (44)
- **26 – 35** (81)
- **36 – 45** (53)
- **46 – 55** (40)
- **56 – 65** (15)
- **OVER 65** (2)

LENGTH OF SERVICE



- **0 – 5 YEARS** (203)
- **5 – 10 YEARS** (24)
- **10 – 15 YEARS** (6)
- **15 – 20 YEARS** (1)
- **20+ YEARS** (1)

TRAINING PROFILE

17 DIFFERENT TYPES OF TRAINING COURSES OFFERED **OVER 3600** HOURS OF TRAINING PROVIDED

APPENDIX 1

TOTAL STAFF FY18/19	281
ACTIVE	235
RESIGNED/TERMINATED	46
ACTIVE PFT	28
ACTIVE PPT	96
ACTIVE CASUAL	111
R/T PFT	8
R/T PPT:	10
R/T CASUAL	28

TOTAL STAFF FY17/18	167
ACTIVE	140
RESIGNED/TERMINATED	27
ACTIVE PFT	21
ACTIVE PPT	87
ACTIVE CASUAL	32
R/T PFT	3
R/T PPT	10
R/T CASUAL	13

10
YEARS

FAITH
CHEPNGETICH

LILY
BAJRACHARYA

NAWAPIT JEFFREY

5
YEARS

ALEXANDER
MAKAMI

PAUL MIACO

AMAL THOMAS

MANPREET KAUR

MARIA
KUMAKAUW

ELODIE
KHAMPHOUKEO

ANITA BAYFORD

BANDULA
PRIYANTHA

GRETCHEN
SAVONOFF

SAMANTHA
CHIUTALE

3
YEARS

SINNASAMY
GOUNDAR

CHRISTY
RICHARDSON

EMMA SMITH

VINOD JOSEPH

EMMA CIROCCO

SURINDER PUNIA

EMILY ANDERSON

SUSAN CONNELL

YASMIN CURRAN

AMANDA
RETALICK

WENDY SARANDIS

BHUWINDER
SINGH

DEEPTHI
ABEYKON

ZENOBIA PEREIRA

LANIL SEQUEIRA

ALAWOKI IBRAHIM
OLAREWAJU (RJ)

SHEPHERD
KAPOTA

DINESHKUMAR
PATEL

NARAYAN
KHATIWADA

JADE
UNDERWOOD

THAKUR
KHATIWADA

LEKH KHATIWADA

ROGELIO LIM

GAIL PAGE

KERRY MCCANN

DHANUSHKA
UDAWATTE

SANTOSH
ADHIKARI

KYM HUNT

TRUDY (DORAN)
HUBBARD

LYNETTE
DONOHUE



**MERRY
CHRISTMAS!**



FOCUSING ON QUALITY

THE NDIS Quality and Safeguards Commission (the NDIS Commission) is an independent government body that works to improve the quality and safety of NDIS services and supports.

These past 12 months have been committed to reviewing all of our internal systems and processes to ensure we meet our NDIS registration requirements. This has involved working with each operational area to review policies, procedures and validating work practices at each site. As always there is much work to be done and this will never cease as we continually strive to provide the best person centred support to all of our stakeholders.

COMPLIANCE WITH THE NDIS PRACTICE STANDARDS AND NDIS CODE OF PRACTICE

In February to March 2019 we completed an extensive Quality of Service and Gap Audit review which highlighted some opportunities for service improvements. This reflects the many changes that have been implemented within our organisational structure as well as the complexity of the NDIS Rules and Practice Standards. These areas are being systematically addressed as we prepare for our external NDIS Quality and Safeguards audit in October 2019.

EFFECTIVE MANAGEMENT AND REPORTING OF INCIDENTS INVOLVING NDIS PARTICIPANTS

We have reviewed our current processes to ensure alignment with NDIS requirements and have provided information and training to clients and staff regarding Reportable Incidents. As a result we have identified opportunities for continuous improvement that have enhanced the quality of the services we provide. Positive outcomes include the allocation of specialist behaviour support through our DESS Team, modifications to living arrangements and the home environment, additional training and support for staff as well as changes to operational processes.

Over the past 12 months we have lodged all Reportable Incidents with the NDIS Commission in accordance with the requirements of the NDIS (Incident Management and Reportable Incident) Rules 2018. All incidents have been closed by the Commission due to them being satisfied with our response.

EFFECTIVE MANAGEMENT OF COMPLAINTS

At disAbility Living, we value complaints, as we recognise that whilst we strive to always provide the highest quality of customer service to our families and clients, we do not always meet their expectations. We actively encourage our service users to voice any concerns and value this feedback as a critical component of our continuous improvement process. Without knowing what we can do better we cannot improve.

Whenever we receive a complaint, they are reported to the Board of Directors and fully investigated and attempted to be resolved by senior management.

MEETING REQUIREMENTS FOR BEHAVIOUR SUPPORT AND USE OF RESTRICTIVE PRACTICES.

We maintain a "Zero Tolerance" approach to the use of Restrictive Practices. Over the last 12 months we have developed and implemented improved processes for monitoring service support, monthly internal and external reporting and staff training. We have also established a Positive Behaviour Support and Restrictive Practices Advisory Committee which is responsible for ensuring positive outcomes for clients are achieved through the systematic reduction and elimination of restrictive practices across the organisation. Membership of this committee includes an external Senior Practitioner who also provides professional supervision for the DESS Team.

CAROL HAMMOND
MANAGER, QUALITY AND GOVERNANCE

QUALITY REPORT





FINANCIAL SERVICES

IT'S been an exciting year for the finance team with most clients now transitioned to the NDIS and disAbility Living's merger with Interchange well underway. Our CREDIT culture continues to guide our approach to the challenges and opportunities presented as disAbility Living grows. Key areas of focus during the financial year have been:

- A continued emphasis on our billing systems and procedures to reflect the various ways NDIS plans are managed and supports provided.
- Alignment of financial and payroll systems to ensure a smooth transition for Interchange staff and clients.
- Preparation for the rostering/timesheet component of our CRM ProSIMs rollout.

The finance team has undergone some significant changes in staffing this year. We shared a sad farewell to Joanne Mitchell after almost 9 years of service as the head of our finance team. Joanne was a vital member of the management team, supporting disAbility Living to face an array of challenges as well as building infrastructure to support the substantial growth we have experienced. We have welcomed Kirsty Darlaston to the finance team. Kirsty has been a valuable member of the Interchange team, coordinating NDIS claiming, accounts receivable and helping systemise finance related processes. Kirsty's technical skills and knowledge of the Interchange programs and services has been an important addition to the team being key in supporting the synthesis of services.

The continued efforts of our staff, volunteers, management and board have resulted in another great year. disAbility Living continues to remain in a strong financial position as shown by the accompanying financial graphs and report extracts.

Copies of the full set of audited financial reports will be available upon request by contacting our Head Office.

JENNIFER DOONAN
FINANCE MANAGER



STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

FOR THE YEAR ENDED 30 JUNE 2019

DISABILITY LIVING INCORPORATED

ABN 48 028 049 217

	NOTE	2019 (\$)	2018 (\$)
REVENUE AND OTHER INCOME			
Service revenue	5	16,855,815	13,756,682
Other revenue	5	551,982	914,761
Other income	5	600	3,065
		17,408,397	14,674,508
LESS: EXPENSES			
Administration expenses	6	(802,387)	(906,246)
Household expense		(742,593)	(755,182)
Capital expenditure—Minor		(65,138)	(72,100)
Depreciation expense	6	(88,205)	(144,327)
Employee benefits expense		(11,492,329)	(9,757,719)
Professional fees		(561,742)	(395,056)
Impairment of loan	9(b)	-	(2,055,770)
Bad Debts		(69,287)	(107,620)
Other expenses		(18,005)	(3,855)
		(13,839,686)	(14,197,875)
SURPLUS FOR THE YEAR		3,568,711	476,633
Other comprehensive income for the year		-	-
Total comprehensive income		3,568,711	476,633

The accompanying notes form part of these financial statements.

STATEMENT OF FINANCIAL POSITION

FOR THE YEAR ENDED 30 JUNE 2019

DISABILITY LIVING INCORPORATED

ABN 48 028 049 217

	NOTE	2019	2018
CURRENT ASSETS			
Cash and cash equivalents	8	6,114,703	4,198,763
Trade and other receivables	9	4,816,207	2,887,085
Other assets	11	35,652	36,395
Total current assets		10,966,562	7,122,243
NON-CURRENT ASSETS			
Property, plant and equipment	10	7,253,222	6,622,437
Total non-current assets		7,253,222	6,622,437
Total assets		18,219,784	13,744,680
CURRENT LIABILITIES			
Trade and other payables	12	509,306	522,894
Provisions	13	987,178	785,459
Revenue in advance		291,703	231,871
Total current liabilities		1,788,187	1,540,224
NON-CURRENT LIABILITIES			
Provisions	13	189,858	137,821
Total non-current liabilities		189,858	137,821
Total liabilities		1,978,045	1,678,045
NET ASSETS		16,241,739	12,066,635
MEMBERS FUNDS			
Reserves	14	5,268,314	4,661,921
Accumulated surplus	15	10,973,425	7,404,714
Total members funds		16,241,739	12,066,635

The accompanying notes form part of these financial statements.

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 30 JUNE 2019

DISABILITY LIVING INCORPORATED

ABN 48 028 049 217

	NOTE	2019	2018
CASH FLOW FROM OPERATING ACTIVITIES			
Receipts from clients and funding agencies		15,431,964	15,898,200
Donations received		-	11,142
Payments to suppliers and employees		(13,483,430)	(13,224,867)
Interest received		79,701	43,892
Membership		300	102
Net cash provided by operating activities	16(b)	2,028,535	2,728,469
CASH FLOW FROM INVESTING ACTIVITIES			
Proceeds from sale of property, plant and equipment		600	7,300
Payment for property, plant and equipment		(113,195)	(218,710)
Net cash provided by / (used in) investing activities		(112,595)	(211,410)
RECONCILIATION OF CASH			
Cash at beginning of the financial year		4,198,763	1,681,704
Net increase / (decrease) in cash held		1,915,940	2,517,059
Cash at end of financial year	16(a)	6,114,703	4,198,763

The accompanying notes form part of these financial statements.

STATEMENT BY BOARD OF MANAGEMENT

The Board of Management declare that:

- 1 there are reasonable grounds to believe that the registered entity is able to pay all of its debts, as and when they become due and payable; and
- 2 the financial statements and notes satisfy the requirements of the Australian Charities and Not-for-profits Commission Act 2012.

In accordance with section 35(5) of the Associations Incorporations Act 1985, as amended, the Board of Management of Disability Living Incorporated hereby states that during the financial year ended 30 June 2019:

- (a) no officer of the Association, no firm of which an officer is a member, and no body corporate in which an officer has a substantial financial interest, has received or become entitled to receive as a result of a contract between the officer, firm or corporate body and the Association.
- (b) no officer of the Association has received, directly or indirectly, from the Association any payment of other benefit of a pecuniary value except under normal employment contracts with the Association.

Signed in accordance with subsection 60.15(2) of the Australian Charities and Not-for-profit Commission Regulation 2013.

Member :



Geoffrey Edwards

Member :



Sandra Di Blasio

Dated this 22 day of Oct 2019



INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF DISABILITY LIVING INC.

Opinion

We have audited the financial report, being a general purpose financial report, of Disability Living Inc. ('the Association'), which comprises the statement of financial position as at 30 June 2019, the statement of profit or loss and other comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, a summary of significant accounting policies, other explanatory notes and the statement by Board of Management.

In our opinion, the accompanying financial report of Disability Living Inc. is in accordance with *Division 60 of the Australian Charities and Not-for-profits Commission Act 2012*, including:

- (a) giving a true and fair view of the Association's financial position as at 30 June 2019 and of its financial performance and cash flows for the year ended; and
- (b) complying with Australian Accounting Standards to the extent described in Note 1, and *Division 60 of the Australian Charities and Not-for-profits Commission Regulation 2013*.

Basis for Opinion

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Report section of our report. We are independent of the Association in accordance with the *Australian Charities and Not-for-profits Commission Act 2012* (ACNC Act) and the ethical requirements of the Accounting Professional and Ethical Standards Board's *APES 110 Code of Ethics for Professional Accountants* (the Code) that are relevant to our audit of the financial report in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Emphasis of Matter - Basis of Accounting

We draw attention to Note 1 to the financial report, which describes the basis of accounting. The financial report has been prepared for the purpose of fulfilling the Association's financial reporting responsibilities under the ACNC Act. As a result, the financial report may not be suitable for another purpose. Our opinion is not modified in respect of this matter.

Responsibility of the Responsible Entities for the Financial Report

The board members are responsible for the preparation of the financial report that gives a true and fair view and have determined that the basis of preparation described in Note 1 to the financial report is appropriate to meet the requirements of the ACNC Act and the needs of the members. The Association's responsibility also includes such internal control as the board determines is necessary to enable the preparation of a financial report that gives a true and fair view and is free from material misstatement, whether due to fraud or error.

In preparing the financial report, the board members are responsible for assessing the Association's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless the responsible entities either intend to liquidate the Association or to cease operations, or have no realistic alternative but to do so.

Auditor's Responsibilities for the Audit of the Financial Report

Our objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial report.



INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF DISABILITY LIVING INC. (CONT)

As part of an audit in accordance with Australian Auditing Standards, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the registered entity's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Association.
- Conclude on the appropriateness of the Association's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Association's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Association to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

PKF Adelaide

A handwritten signature in blue ink, appearing to read 'Steven A Russo', is positioned above the printed name.

Steven A Russo CA, RCA

Partner

Lvl 9, 81 Flinders Street, Adelaide SA

Dated this 22nd day of October 2019







**DISABILITY
LIVING**

CHOICES
FOR
LIVING

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