A resource for new and existing CEOs in the disability services sector in WA.
This manual has been compiled by Executive Officers, working in regionally based organisations in Western Australia.
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Introduction

Welcome

This manual has been compiled by Executive Officers, working in regionally based organisations in Western Australia, in collaboration with the Disability Services Commission (Commission). We hope it provides you with some information and guidance as you navigate your way through what can be a very complex but extremely rewarding job.

Purpose of this resource manual

We identified, through personal experience, there was no singular place where written information related to managing an organisation working in the not-for-profit disability sector was located. People often needed to know where to source information and if it was not known, getting relevant information was time-consuming and an often frustrating task. This manual is a collection of information Executive Officers identified as relevant to the position when managing an organisation. The manual is not exhaustive and there will be some things not covered but it has been developed so more information can be added as identified or updates are required.

About CORDS

The Council of Regional Disability Services (CORDS) was established in 2004 for people in leadership roles in regionally-governed disability services to share information and address common challenges. This gave Executives support from their peers and greatly reduced isolation experienced due to distance. In 2010, CORDS membership voted to appoint a Chairperson and Vice-chairperson to ensure the group has a central contact to speak on behalf of the group and coordinate meetings.

CORDS Terms of Reference

1. To provide a strong coalition voice for regional organisations working in the disability field.
2. To provide collegial support to CORDS members.
3. To identify issues and concerns specific to regional service providers.
4. Provide feedback to funders, government and peak disability groups on issues and concerns as identified by CORDS.
5. To provide an opportunity to act as a regional network of service providers.
6. To advocate for equity of service provision for all people with disability regardless of geographical location.

7. To have a united voice in presenting ideas, solutions and issues to the broader sector.

8. To advocate for equity of support, including training, to regional service providers.

9. To promote partnerships and collaboration between regional service providers.

**About regionally-governed disability services**

The term, “regionally-governed disability services” refers to organisations that are:

- governed by a board drawn mostly from the local regional community where the organisation is based.
- Disability Services Commission-funded and not-for-profit.

Regionally-governed disability organisations are an important component of the disability sector in regional WA. They allow people with disability and their families to receive the support they need in their regional community, allowing them to continue living in their local community without needing to move to a major city to receive required support.

Regionally-governed services offer the following benefits:

- tend to know the community well and therefore can develop local responsive services
- are able to gain and mobilise local community support
- allow for local people to have a strong voice in the local services
- keep decision-making at a local level
- promote local employments and economic stimulus
- develop local capacity and expertise

**A note about language**

There are various terms organisations use to describe people who use services. Common terms are people with disability, consumer, client, and service user. This topic can be rigorously debated and it is important that, whatever language is used, is respectful to people who use the services provided by the organisation. For the purpose of this document, we have used the term service user to describe a person who may be accessing a service and the term people with disability when discussing things that may impact a person, whether related to a service or not.
Values and principles underpinning contemporary services

Count Me In

The Commission launched the Count Me In: Disability Future Directions strategy in 2009. The strategy is of critical importance to developing a WA that embraces and enacts the vision for all people to live in welcoming communities that facilitate citizenship, friendship, mutual support and a fair go for everyone.

Count Me In was developed because there was recognition that people with disability experience social exclusion. Count Me In is a strategy to increase inclusion of people with disability in social, economic and environmental life.

Resource


A number of Count Me In initiatives support the strategy’s vision, described below:

**Count Me In School Short Film Competition**—students are invited to create a two-minute multimedia presentation on their thoughts about disability in the community.

**Count Me In Awards** recognise the outstanding efforts of individuals, government, business and educational and training organisations on projects or initiatives that create more welcoming communities for people of all abilities.

**Count Me In Scholarships** represent an opportunity to examine the best of disability services practices in a worldwide arena for application in WA.

**Media Guide and designers/advertising guide** provides some useful information for designers and advertising people.
**Best practice principles**

KPMG’s 2009 report titled “The Contemporary Disability Services System” identifies elements of best practice in contemporary service provision. These are:

- The rights of people with disability are protected and promoted through legislation and policy. This includes contributing to community awareness and training staff, as well as ensuring information is readily available and people with disability are involved in decision-making.

- Services result in increased inclusion in social and economic life, including education, employment and participation in everyday community activities.

- Organisations respond to the needs of individuals ensuring they are sustainable into the longer term.

- Services are provided in a timely way with early intervention being provided where possible before people are in a crisis situation. This means positive outcomes and longer term planning can be more effective and includes linking people in with informal networks, as well as formal service provision.

- Services are responsive and flexible to changing needs, particularly during transition stages, using individualised person-centred planning. This also requires more effective collaboration between Commonwealth and State systems.

- Services are self-directed and individualised with individuals directing their own services and their families or carers providing support where necessary. This is done through informal, reciprocal relationships and formal supports, as well as using local area coordination.

- Services support social inclusion by focusing on families and informal networks so formal paid supports are just one part of the larger picture. Supports consider the person’s life and needs of the family members as a whole, not just needs specifically related to disability.

- People with disability are able to access services in an equitable and seamless way. Consideration of best practice principles for services for Aboriginal people, people from Culturally and Linguistically Diverse (CALD) backgrounds and people living in rural and remote locations should be considered.

- Inclusion of people with disability in social and economic activity is promoted by providing accessible information and communication to increase community awareness.

- Services at all levels, including individual, local, service and government levels, work effectively in a collaborative partnership to create seamless transitions.
• People with disability, their families and carers are involved in service development through participation on boards, reference groups, advisory councils, providing advocacy and other forms of direct involvement.

• Services have quality management practices in place to ensure consistency of high quality services and to continually improve. In particular, people with disability, their families and carers should be involved in evaluation and improvement processes and decision-making.

• Services are provided by an effective workforce with long-term planning in place to ensure the continuity of recruitment and training. The values base of the organisation should be embedded into the system and clearly interconnected to outcomes for people with disability, their families and carers.

• Services change in response to new research, to remain innovative and relevant. Research and evaluation focus on outcomes for people with disability, their families and carers, and that promote the most effective best practice.

(KPMG, 2009)
Social Role Valorisation (SRV)

Social Role Valorisation was developed by US academic Dr Wolf Wolfensberger in 1983 and is “the application of what science can tell us about the enablement, establishment, enhancement, maintenance, and/or defence of valued social roles for people” (Wolfensberger, 1995a, cited in Osburn, 1998). Wolfensberger was heavily involved in developing further understanding of the theory of normalisation and from this developed PASSING (Program Analysis of Service Systems), an evaluation tool that assesses the quality of a service in regards to SRV, although this was before the term SRV was actually used. This resulted in a move in thinking from normalisation to SRV (Osburn, 1998).

SRV is based on the belief a person’s social role impacts on the way that person is treated by others and the way they are viewed by others. Therefore, it is important to increase the value that others view the person to have (Armstrong, 2006). This involves encouraging and increasing socially valued roles for a person because this leads to the person being more likely to receive the positive aspects of society that valued roles bring (Osburn, 1998).

People are viewed by others as having certain roles. This is influenced by:

• the physical setting that someone is in
• the environmental context and who the person is with (whether with a group of peers, family, or group of people who also have disability)
• the activities the person is engaged in (such as age-appropriate activities)
• the person’s physical appearance (such as age-appropriate clothes)
• the way people communicate with the person or about the person (such as type of language used)
• other visible aspects (such as appearance of staff, staff vehicles or the organisation’s name)

(Armstrong, 2006)
Resources

Social Role Valorisation
Joe Osburn
On this website Joe Osburn describes Social Role Valorisation and its application at different levels, from individual to society level.

John Armstrong
http://www.socialrolevalorization.com
John Armstrong facilitates workshops regarding Social Role Valorisation and has written some useful papers on the subject, available on this website.

Person-centred

Person-centred is a concept increasingly heard in many human service settings over the past decade. Similar concepts exist under the banner of family-centred practice. It reflects a way of providing services. In the past, many services were provided in ways where everybody received the same support.

Person-centred practice involves listening and getting to know the individual, their families and carers and finding out what it takes to achieve a good life, as defined by the individual. It places the person at the centre of the planning process and empowers them to make decisions about the services they receive, pursue their own interests and goals and reach their full potential.

Example: some organisations provide training to senior staff (team leaders, coordinators) to demonstrate what person-centred practice looks like and how to incorporate it into practice. Some organisations also incorporate person-centred practice into supervision meetings with staff, using it as an opportunity to ask staff how they are working in person-centred ways and how they support other staff to do this.

A person-centred approach shares a number of key characteristics:

- The focus is on the person and their life.
- The person and the people who love and care for the person are the primary authority.
- The professionals are on tap but not on top. They are there to provide advice, knowledge support and services
• The control is with the individual and their advocates.
• Universal needs are as important as medical needs.
• The focus is on individual gifts and aspirations, not individual needs and deficiencies.
• There is a future orientation.
• There is a willingness to come up with non-traditional solutions.

When person-centred approaches work, they build a desirable future for the person and engages the energy, commitment and ingenuity of others to make that future happen. When used with integrity and an understanding of the values that underpin the process, person centeredness is a method of achieving inclusion.

Example: things to consider when developing a plan with a person:

1. Purpose: What would you like the plan/person-centred description to accomplish?

2. Gather information:
   • How can the person best participate?
   • Who is in the person’s life?
   • Who should you talk to? Who should you listen to? Who knows what?
   • What’s the most effective way to learn from those close to the person?
   • What is the best way to get their information?
   • How can you best support the person and those close to the person?

3. Develop a description of how the person wants to live/be supported.

4. What we are going to do to make it happen?

5. Use the description.

6. Record what you learn.

(Helen Sanderson Associates, 2008)

Resource

John O’Brien
http://www.inclusion.com/jobrien.html
John O’Brien has written several useful books on person centeredness and inclusion.
Resources

Helen Sanderson
http://www.helensandersonassociates.co.uk/
Helen Sanderson Associates provides training in person-centred approaches, thinking and planning and has a website containing relevant information and resources.

Ideas WA
Ideas WA has a useful resource that explains inclusion and the importance of valued roles.

Inclusion

A fundamental philosophy underpinning our work centres on the concept of inclusion. It is important people with disability are not only visible in the community but also active members of the many and varied facets that make up the broader community. Inclusion is a powerful driver towards having a good life.

It is important to ensure this message flows from senior management through to direct support staff. One way of doing this is by making inclusion a topic for new staff orientation. Case studies can be a useful way to explain inclusion, as well as asking staff to reflect on the impact this has on them.

You can demonstrate and promote inclusion by:

- identifying individual interests/goals
- finding out more about what is available in the community
- making first contacts
- attending a new activity
- building networks
- establishing and maintaining involvement
- encouraging independence

You can be active in demonstrating inclusion by developing an understanding of who the service user is. You will actively engage/connect the service user with the community where they live.
You can support inclusion by:

- encouraging and assisting an individual to participate. This builds confidence, capacity and ultimately independence
- assisting an individual to develop the necessary skills and abilities by breaking tasks into manageable chunks. This is more about helping people to do things for themselves (often the hard way), rather than doing things for them (the easy way)
- attention to an individual’s well-being. This includes physical (hygiene, health, nutrition, medical, lifestyle) and material (finances) wellbeing
- demonstrating through behaviours/actions. If you role model appropriate behaviour within the community it will provide less informed individuals with more awareness/knowledge. For example, if a shop attendant talks to you and not the service user, you may want to direct their question to the service user. This demonstrates the service user is capable of speaking for him or herself. Be an invisible support.
- Enhancing welcoming environments. This will reflect the service user’s personality, not your own. Remember to show the service user the courtesy and respect you would expect if someone came into your own home.

Inclusion: sense of belonging, friendship, freedom, sense of control and power, choice, acceptance, hope, enthusiasm, happiness, worth, value.

Exclusion: separate, isolated, lonely, restricted, left out, no control, a failure, no worth or value, sadness, anger, unhappy.

Marsha Forest, Jack Pearpoint and John O’Brien, with the support of the Scottish Human Services, wrote the Values of Inclusion in the 1990s, as described below:

Everybody has a right to be part of their community:

- To separate people considered different is not the best way of doing things.
- We are all part of the community when we are born; it is only later we are excluded.

Everybody should have the opportunity to live their own life:

- No one has to pass a test to meet a set of criteria to be eligible. Everyone is ready to be part of a community now and it is the community’s task to find ways of including them.
- If people are being physically excluded, then they have to be physically included.
• Being there is necessary, but being ‘with’ takes time and effort. A community is not just a locality, it is a network of connections and relationships. We have to help people be part of and belong to communities, not just be lonely residents within them or day visitors to them.

Everybody has a voice and right to be heard:

• Just because someone can not, or will not, use words to communicate does not mean they do not have anything to say. Everyone can communicate and we have to work harder at hearing, listening, seeing, understanding and feeling what people are communicating to us and communicating back.

Everybody should have the power to control their own life now and in the future:

• Everybody has dreams.

• Some people’s dreams may at first seem unobtainable. Some of these dreams may be things many people take for granted. If people cannot tell you themselves what their dreams are, the people who love and care for them will be able to tell you. It is okay to ‘best guess’ for that person.

Everybody has gifts and strengths:

• Each person has his or her own gifts and strengths and each person has a unique contribution to make. Our task is to recognise, encourage and value each person’s contribution, including our own.

• Everyone has the ability to learn, even if it is differing amounts and to different degrees. (It could be learning to recognise a new face or that the smell of food means it’s time to eat).

Everybody needs friendships and their own relationships.

• People need to develop real friendships and not just the friends of parents or carers or that of paid workers. It is important to offer them the opportunities to meet people and develop these relationships.

• No one is fully independent and independence isn’t our goal. We are working towards interdependence and differing degrees and kinds of support at different times.

Together we are better:

• We do not believe the world would be better if everyone was the same. We are not dreaming of a world where all differences are eradicated and all disabilities are cured. We believe diversity does bring strength and we can all learn and grow by knowing each other.
All means all.

- Everyone, who is capable of breathing, even if that breathing needs support, is entitled to be included. No one is too difficult, too old, too poor or too disabled to qualify.

**Self-directed supports and services**

Self-directed supports and services refer to people having a greater level of control over the design, planning and delivery of their supports and services. There is also a broad acknowledgment that better outcomes for people are achieved when they have genuine choice and the level of control they desire over their supports and services. The WA Government, in its report Putting the Public First outlines a commitment to developing self-directed service approaches across WA.

**Resources**

**Self-directed supports and services**


**Putting the Public First**


The Economic Audit Committee’s report – Putting the Public First: Partnering with the Community and Business to Deliver Outcomes – was released in October 2009.
Overview of Disability in WA

During the past 20 years the WA disability services system has undergone significant change, growth and development. The system has become more diverse and responsive to the support requirements of people with disability, families and carers. The progressive implementation of individualised funding and more personalised approaches have required disability sector organisations to focus more on the individual needs of the people using their services.

More than 115 disability service organisations are funded by the Commission to provide a wide range of services for people with disability, families and carers. The Australian Government also provides funding for a range of disability services. Other supports and services are provided by mainstream State Government agencies and community-based organisations.

The Commission has used a range of data and information sources to guide the growth and development of the sector during the past two decades. Future disability services development will be based on a comprehensive and detailed sector development plan developed in partnership between the Commission and sector organisations, based upon direct input from people using services.

The Commission will facilitate the development of this sector development plan. It will be regularly updated and available on the Commission’s website. It will guide the development of the sector into the future.

Purpose of the Sector Development Plan

The purpose of the Sector Development Plan is to guide the ongoing development of a viable disability services sector to:

- provide the capacity to meet the needs and requirements of people with disability, families and carers throughout WA
- ensure people with disability, families and carers have access to a range of supports and services
- promote the viability and sustainability of service provider organisations
- promote and foster the development of innovative and responsive models of support
- promote the further development of grass-roots, community-based informal support arrangements that contribute to the quality of life and community inclusion opportunities for people with disability.
The Sector Development Plan will be a dynamic document owned by, and accessible to, all key stakeholders in the disability services sector including public sector agencies, disability sector organisations and people who use disability services.

**Functions of the Sector Development Plan**

The Sector Development Plan will serve a range of functions and purposes. The overall intent will be to increase the capacity of the sector to respond to the needs and requirements of people with disability, families and carers regardless of where they are living in WA.

When complete, the Sector Development Plan will perform a range of functions. These will include:

- a planning and sector development resource for the Commission, other government agencies and other funding bodies
- a resource to be used by service provider organisations to assist with vision setting, strategic planning and business planning
- a resource to promote engagement and collaborative partnerships between disability service organisations
- a resource for people with disability, families and carers to assist with planning and developing individualised supports and services.

The Sector Development Plan will be a resource to guide contract negotiations between the Commission and disability sector organisations, consistent with the provisions of the State Government’s Delivering Community Services in Partnership Policy. The policy clearly states public authorities such as the Commission may only fund or purchase community services under the Policy if the desired impact or change is intended to improve social, cultural and/or economic outcomes for West Australians. In making decisions on services to be purchased for the WA community, it is essential the Commission consult and collaborate with relevant community sector organisations and prospective service users. The Sector Development Plan is a key resource tool for collaborative engagement and planning with the sector and the community.

**Scope of the plan**

The Sector Development Plan will provide:

- a status check on the current disability services sector
- an analysis of relevant population/demographic data and links to associated data sources
• an overview and relevant details of current and emerging demand for services
• a presentation of social, economic and environmental factors likely to impact on future service requirements
• an overview of the emerging trends in the demand for services and supports a presentation of the current and emerging gaps in services and supports.

Collectively, this data and presentations enable the Commission, the sector and wider community to plan and prepare for future service requirements. The plan is a valuable resource for the roll out of Component II of the State Government’s funding and procurement reforms.

The Sector Development Plan will have a State-wide focus with appropriate reference to the differing conditions and requirements of each region and district within the Perth metropolitan area. A key objective is to ensure people with disability, families and carers have access to a range of service and support options and models, regardless of where they are living in WA.

While the plan will focus primarily on the funded disability services sector, it will also contain data, trend analysis and directions for developing other important elements of the disability support system. Given the importance of grassroots, community-based supports for building good lives for people with disability and to support families and carers, the plan will provide the basis for understanding and future investment in this unfunded area. The Count Me In: Disability Future Directions plan will be a key complementary resource for this component of the Sector Development Plan.

The plan will contain information, references and links to broader trends and developments in the disability services field such as technology, contemporary service models, leadership and governance and self-directed services.

The Sector Development Plan will contain appropriate information, references and links to relevant associated inputs to the disability services sector. Key input areas will include the workforce, training and development, quality assurance and housing.

The plan will provide an important platform for the emergence of social innovation and social enterprise initiatives. The combination of demographic data, trend analysis, demand projections, preferred service and support models, system requirements and community expectations will provide a valuable resource to stimulate social innovation.
Foundations of the Sector Development Plan

The following are key reference points for the development and ongoing refinement of the Sector Development Plan:

- input from people with disability, families and carers
- State Government directions and priorities
- Count Me In: Disability Future Directions
- the Commission's Strategic Plan
- the Commission's Annual Report
- Annual Disability Sector Report
- input from funded disability service organisations
- input from unfunded community-based groups and advocacy organisations
- National Disability Agreement
- National Disability Strategy
- Delivering Community Services in Partnership Policy
- wide range of relevant data sources

The Sector Development Plan will help take disability services from where it is now to where it needs to be in the future for the benefit of the WA community. It is anticipated the Sector Development Plan will become a resource developed and valued by disability services sector and the wider community.

Resource

Peak disability bodies and advocacy services in WA

A peak body is an association that acts on behalf of, represents or advocates for an interest group in policy, research and other areas. A peak body consists of membership from multiple organisations but does not provide direct service provision itself. In WA there are various peak bodies including the following:

Association for Competitive Employment (ACE)
http://www.acewa.org.au/
Ph. 9300 2144

ACE supports organisations who provide Disability Employment Services (DES). It provides presentations, advocacy, networking opportunities and training. ACE is involved in various local committees and discussion groups relating to employment, as well as engaging Centrelink and educational and welfare bodies.

Carers WA
http://www.carerswa.asn.au/
Ph. 1300 227 377

Carers WA is a peak body for carers. Carers WA help people who provide unpaid care and support to a family member or friend who is frail and elderly, has dementia, a mental or chronic illness, a disability, or complex needs, or receives palliative care. It works in collaboration with carers, people with disability, health professionals, service providers, government and the community to work towards carers achieving a better quality of life.

Developmental Disability Council (DDC)
Ph. 9420 7203

Developmental Disability Council works for individuals who have intellectual or developmental disability and their families. This may be at an individual or community level or in providing policy analysis and development, research and training. DDC also runs a Politician Adoption Scheme to increase awareness and personal insight into a family’s life.
Ethnic Disability Advocacy Centre (EDAC)
Subiaco main office Ph. 9388 7455

EDAC works with people with disability who are from culturally and linguistically diverse backgrounds, providing individual and systemic services in various areas including the justice system, health care, education, child care, employment, housing and transport. EDAC works with people with all disability types including physical, sensory, intellectual and psychiatric conditions.

Headwest
http://www.headwest.asn.au/
Ph. 9330 6370

Headwest works with people living with acquired brain injury and their families. It is involved in community engagement and advocacy, working in legislation, policy, services and programs. Headwest provides services across WA, including metropolitan, regional and remote locations.

National Disability Services (NDS)
Ph. 9242 5544

NDS is the national industry association for disability services. It provides information, representation and policy advice, as well as promoting and advancing services that support people with all forms of disability to actively participate in all areas of life. NDS provides information and advice, networking opportunities and corporate support, as well as influencing governments at state/territory and Federal levels.

People With Disability Inc (PWD)
Ph. 9485 8900 (Perth) 1800 193 331

People With Disability is an advocacy service. It works with people with disability and organisations primarily constituted by people with disability, as well as other individuals and organisations who are committed to the disability rights movement. PWD provides rights-related information, advice and referral services, short term individual and group advocacy, advocacy for reform around systemic issues, disability rights-related research, training and education for people with disability, families, carers, service providers, government and the public.
WA’s Individualised Service (WAIS)
www.waindividualisedservices.org.au
Ph. 9420 7252

WA’s Individualised Services is an incorporated association committed to individualised, self-directed supports and services. WAIS is funded by the Commission to contribute to research into individualised services, develop resources and techniques to consolidate and enhance individualised service delivery, provide education, consultancy support and mentoring to agencies in relation to developing individualised services and facilitate the expansion of self-directed service capacity in the disability sector.

WAIS’ approach is to build a community of practice of providers delivering individualised supports and services. In doing so, it aims to support building relationships between providers to facilitate learning from each other. It also aims to support providers to build a shared repertoire of experiences, stories, learnings and resources. A key arm of WAIS is practice development and it will provide various opportunities to members and the wider sector. Organisations can apply for membership to WAIS. Members specialise in providing individualised services to people with disability or those committed to moving to individualised support and service delivery.

Other peak bodies

Western Australian Council of Social Services

Western Australian Council of Social Services is a not-for-profit, organisation and the peak body for the social service sector in WA. WACOSS provides a range of information including policy, advocacy and sector development.

Chamber of Commerce and Industry
http://www.cciwa.com/

The Chamber of Commerce and Industry is a not-for-profit organisation that provides information, professional services and support to businesses. CCI provides information on traineeships, business courses, visas, upcoming events, latest news and many other topics.
Key disability legislation

Disability Discrimination Act (1992)

The objects of this Act are:

(a) to eliminate, as far as possible, discrimination against persons on the ground of disability in the areas of:
   (i) work, accommodation, education, access to premises, clubs and sport; and
   (ii) the provision of goods, facilities, services and land; and
   (iii) existing laws; and
   (iv) the administration of Commonwealth laws and programs; and

(b) to ensure, as far as practicable, that persons with disabilities have the same rights to equality before the law as the rest of the community; and

(c) to promote recognition and acceptance within the community of the principle that persons with disabilities have the same fundamental rights as the rest of the community.

Equal Opportunities Act 1984

The objects of this Act are:

(a) to eliminate, so far as is possible, discrimination against persons on the ground of sex, marital status or pregnancy, family responsibility or family status, sexual orientation, race, religious or political conviction, impairment, age or, in certain cases, gender history in the areas of work, accommodation, education, the provision of goods, facilities and services and the activities of clubs; and

(b) to eliminate, so far as is possible, sexual harassment and racial harassment in the workplace and in educational institutions and sexual harassment and racial harassment related to accommodation; and

(c) to promote recognition and acceptance within the community of the equality of men and women; and

(d) to promote recognition and acceptance within the community of the equality of persons of all races and of all persons regardless of their sexual orientation, religious or political convictions or their impairments or ages.
Australian Human Rights Commission Act (Fed) 1986

An Act to establish the Australian Human Rights Commission, to make provision in relation to human rights and in relation to equal opportunity in employment, and for related purposes.

Disability Services Act 1986 (Federal)

An Act relating to the provision of services for persons with disability.

Disability Services Act 1993 (WA)

An act for the establishment of the Commission and the Advisory Council for Disability Services, for the furtherance of principles applicable to people with disability, for the funding and provision of services to such people that meet certain objectives, for the resolution of complaints by such people, and for related purposes.

Disability Access and Inclusion Plan (DAIP)

Under the Disability Services Act 1993 (amended 2004), the Commission is required to provide an annual Disability Access and Inclusion Plan (DAIP) progress report to the Minister who tables the report in Parliament. The report reflects the progress of State and local governments across WA in implementing DAIPs to ensure services, buildings and information are accessible and inclusive for people with disability, their families and carers. The data collated by the Commission extends to the progress made by disability service organisations (contractors) who report against the Commission’s six outcome areas.

Your service agreement with the Commission contains a clause referring to service reports. This requires your organisation to provide a report annually on activities undertaken to support the implementation of any of the six outcome areas in the Principal's (Commission's) DAIP. The Commission requires this information from your organisation by 31 July each year.
Resources


Additional information on DAIPs can be found on the Commission’s website. http://www.disability.wa.gov.au/aud/daip.html

If you have questions or concerns on your reporting requirements, please discuss with your Service Contract and Development Officer in the first instance.

The outcomes that need to be considered by public authorities when planning improved access for people with disability are:

1. People with disability have the same opportunities as other people to access the services of, and any events organised by, a public authority.

2. People with disability have the same opportunities as other people to access the buildings and other facilities of a public authority.

3. People with disability receive information from a public authority in a format that will enable them to access the information as readily as other people are able to access it.

4. People with disability receive the same level and quality of service from the staff of a public authority as other people receive from the staff of that public authority.

5. People with disability have the same opportunities as other people to make complaints to a public authority.

6. People with disability have the same opportunities as other people to participate in any public consultation by a public authority.

The plan outlines strategies to achieve each outcome and broad time-lines for their completion across the five years of the plan.

Resource

An accessible information training package can be obtained from the Access and Inclusion Branch of the Commission. This includes a training manual and CD that cover:

- legislation, codes and standards
- accessibility information
- good and bad examples
- accessibility websites
- customer service
- resources.

**United Nations Convention on the Rights of Persons with Disabilities (UNCRPD) (Australia is a signatory)**


The purpose of the convention is to promote, protect and ensure the full and equal enjoyment of all human rights and fundamental freedoms for all people with disability, and to promote respect for their inherent dignity.

**National Standards for Disability Services**


Regular bulletins are provided by the national project leader (Department of Human Services, Victoria) to inform all interested groups of the review’s progress. These are posted online.
An organisation (Synergistiq) was engaged to prepare a first draft of the revised standards, based on the UNSW report and endorsed response. Representative groups in all jurisdictions were consulted through a validation process to confirm the draft standards are a practical tool for improving service quality and to obtain feedback. Several formats were used to obtain feedback—focus groups, workshops, an online survey and written submissions—from people with disability, families, carers, service providers, advocacy groups, interested individuals and groups.

Synergistiq will use the feedback to prepare a final set of standards, together with a resource package to assist with implementation.


WA standards are in place until WA adopts the National Standards currently being finalised.

Disability Service Standards


A copy of the Disability Service Standards can be found at the above link, including a poster listing the nine standards.
Organisation governance and leadership

Size of organisation

These organisational structures are examples of the type of structure an organisation might have, depending on size.

Organisation about $1–$1.5 million per annum

Committee of management
Comprised of:
Chairperson
Deputy chair
Treasurer
Secretary
Not less than zero other persons

Executive Officer
1 FTE

Administration Financial Assistant
0.5 FTE

Service Coordinator
1 FTE

Individual Community Living Facilitators
All part-time = 9.8 FTE
Organisation about $1.5–$3 million per annum

- Board of Management
- Chief Executive Officer
  - Branch Manager
  - Corporate Services Manager
    - Branch Operations Manager
    - Administration Support Officer
    - Service Support Manager (Person Centred Planning)
    - Program Coordinator and Community Inclusion Officer
  - Administration Assistant
  - Support Assistants
  - Program Leaders
  - Branch Employees

Organisation approximately $3 - $5 million per annum

- Board of Directors
- Chief Executive Officer
  - Manager Business and Finance
  - Manager Service Operations
    - HR Officer
    - Finance Officer
    - Administration Officer
    - Coordinator ASF & ISF
    - Coordinator PSO/ATE/respite
    - Coordinator mobile respite
    - Coordinator region specific
    - Coordination: Service Enhancement Program/YIPRAC
    - Support Workers
Organisation approximately $4-$5 million per annum

- Patrons
- Board of Directors
- Chief Executive Officer
  - Operational Manager
  - Counsellor/Psychologist
  - Business Manager
    - Senior Service Coordinators
    - Project Coordinators
    - Research and Development
    - Office Manager
    - Community Development Coordinator
  - HR Officer
  - Finance Officer
- Team Leaders
- Support Workers
- Admin Assist
- Trainee
- Cleaner

Organisation approximately $6-$7 million per annum

- Patrons
- Board of Directors
- Service User Council
- Chief Executive Officer
  - Operational Manager
  - Senior Service Coordinator
  - Research and Development Coordinator
  - Business Manager
    - Senior Service Coordinator
    - Service Coordinators
    - Coordination Support
  - HR Officer
  - Finance Officer
- Support Workers
- Intervention Team
- Admin Support
- Project Officer
## Governance

### Board of Management or Board of Directors—Key difference

The table below explains the key differences between a Board of Directors and a Board of Management.

<table>
<thead>
<tr>
<th>Senior Staff Position</th>
<th>Board of Management</th>
<th>Board of Directors</th>
</tr>
</thead>
</table>
| CEO or EO              | • There may be no manager position or is referred to an Executive Officer  
                        • Takes operational decisions to the Board  
                        • Has limited delegated authority  
                        • Focus on the day-to-day  
                        • Briefs the Board on operational and strategic matters  
                        • Manages the budget | • Do not have to pay members of the Board to sit if not-for-profit  
                        • Is usually referred to as a CEO  
                        • Is responsible for all operational matters  
                        • Requires an instrument of delegation  
                        • Focuses on the long-term  
                        • Briefs the Board on strategic matters and informs the Board of operational issues  
                        • Focuses on the total financial strategy and cycle |

| The Board | • May not have a manager to whom to delegate  
           • Is responsible for operations and strategy  
           • Is active in operational matters eg designing Human Resource Policy  
           • Focuses on financial administration and resource management.  
           • Have detailed knowledge of finances  
           • Needs detailed knowledge of operations | • Concentrates on environmental changes, strategic matters and major decisions  
                                                                                                • Delegates operations to the CEO  
                                                                                                • Focuses on a resource governance matrix (monitoring resource management and ensuring financial systems are sound)  
                                                                                                • Monitors Agency performance against targets  
                                                                                                • Needs strategic awareness |

| The President or Chairperson | • Needs detailed knowledge of the operational situation, challenges and risks  
                                • Meets weekly with the staff to review important issues  
                                • Focuses on operational requirements as well as the future needs of the agency | • Needs a detailed understanding of the environment and strategic basis of the organisation  
                                                                                                • Meets as required with the CEO and is available for rare urgent matters  
                                                                                                • Focuses on attaining the vision  
                                                                                                • Uses stewardship to focus the Board |

| Board Members and Directors | • Concentrate on operational issues  
                            • Make many decisions  
                            • Require considerable operational and strategic information | • Concentrate on strategic issues  
                                                                                                • Make some critical decisions  
                                                                                                • Require strategic information and monitor major operational matters |
Chief Executive Officer and Board—Understanding the difference

The Board governs the organisation while the Chief Executive Officer’s (CEO) role is to action items. The following table provides an example to illustrate the difference between the role of the Board and CEO.

<table>
<thead>
<tr>
<th>Board</th>
<th>CEO</th>
</tr>
</thead>
<tbody>
<tr>
<td>Defines mission and values</td>
<td>Achieves mission and values</td>
</tr>
<tr>
<td>Supports organisational vision</td>
<td>Creates organisational vision</td>
</tr>
<tr>
<td>Supports development of policies</td>
<td>Leads development of policies</td>
</tr>
<tr>
<td>Identifies opportunities</td>
<td>Provides briefing to Board</td>
</tr>
<tr>
<td>Sets strategic direction</td>
<td>Briefs Board on strategies</td>
</tr>
<tr>
<td></td>
<td>Develops business plans</td>
</tr>
<tr>
<td></td>
<td>Implement policy requirements</td>
</tr>
<tr>
<td>Requests costs, budgets, plans</td>
<td>Prepares costs, budgets, plans</td>
</tr>
<tr>
<td>Identifies and monitor risks</td>
<td>Risk management</td>
</tr>
<tr>
<td>Ensures organisational obligations are met</td>
<td>Reports on outcomes achieved</td>
</tr>
</tbody>
</table>

Constitution

When an organisation makes changes to its constitution, these changes must be sent to:

Chamber of Commerce  
Locked Bag 14  
Cloisters Square  
WA 6850

Changes must be notified to all members—often this is ratified at the annual general meeting.

Resources

The Department of Commerce has an Incorporation Guide available at:  

Department of Commerce

The Department of Commerce has a frequently asked questions section about incorporated associations at:  
Board roles

Boards may have different roles depending on the size and functions of the organisation. The following are possible roles for a Board to consider.

Chairperson
- has a leadership role
- maintains a positive working relationship with the Chief Executive Officer
- oversees the performance of the CEO.

Secretary
- responsible for legal aspects of the Board’s role such as changes of directors, insurances, statutory reporting requirements and so on.

Treasurer (can also be finance committee)
- monitors the financial reporting and financial processes.

Executive support
The executive support person completes the following duties:
- minute taking
- notification of meetings
- General executive support.

Board members

Board members should:
- understand financial statements
- understand organisational goals
- serve on sub-committees
- read material to contribute to decision-making.
Board resources

- constitution
- Code of Conduct
- Annual Report
- providing information on funding bodies and what programs are funded
- organisational chart
- budgets
- policy and Procedures
  - operational issues by CEO
  - governance issues by the Board in consultation with stakeholders
- confidentiality agreement–balancing confidentiality with accountability and transparency.

Chief executive officer role

The role of the CEO may include:

- anticipating future operational needs of the organisation
- providing input into strategic and future directions
- developing ways to advance the mission and vision of the organisation
- supporting the Board in fulfilling its role
- managing external relationships
- acting in an open and transparent manner with the Board at all times
- timely reporting
- display leadership
- know when to seek advice
Professional development for chief executive officers (CEO)

CEOs may access professional development from a range of areas, including the following:

**Australian Institute of Management**


AIM provides management and leadership programs.

**Chamber of Commerce and Industry**


CCI provides business training courses such as project management, health and safety and frontline management.

**Western Australian Council of Social Service**


WACOSS offers training in areas such as leadership, governance, finance and many others.

**National Disability Services**


NDS provides information regarding various training opportunities.

**Disability Services Commission scholarships**


The Commission offers a Count Me In scholarship program to examine the best of disability services practices in a worldwide arena.
Managing the relationship between the chief executive officer and Board

The most significant influence on the effectiveness of the Board is how well it works with the senior staff position (Carson, 2003). The role of the Board is to provide leadership to the staff who operate the organisation. Generally, the Board works with the chief executive officer and the chief executive officer works with the staff. Board members should not approach staff directly.

Role of chief executive officer

- Must share positive and negative information with Board members in an open and transparent way.
- Working with the Board, the chief executive officer should establish clear guidelines on authority for decision-making. Should seek advice and support from the Board as necessary.
- Should value collaboration with the Board in terms of leadership.
- Should be clear with the Board about expectations and be realistic and positive about these.
- Provides support to the Board and prioritises the work of the Board.

(Carson, 2003)

Role of the Board

- Members understand their responsibilities with a good balance between being involved while not micro-managing.
- Members should be honest about what they expect from each other.
- Members must be clear with the senior staff position regarding realistic expectations of leadership style, communication and so on.
- Members should be aware of their strengths and use these effectively.
- Members must be given enough information to be able to contribute.
- Members and the senior staff position must share mutual valuing, trust and respect of each other.

(Carson, 2003)
Sub-committees of the Board

A subcommittee may have a defined timeline to work towards a specific goal, such as moving premises. The Board may have subcommittees for:

- marketing
- special events
- risk management
- finance committee—this may be the whole Board or a separate committee
- fundraising
- staff liaison—performance reviews, job descriptions.

Board meetings

- Board members should be given reasonable notice about meetings.
- Reading material should be sent out with sufficient time, such as one week before.
- Details about when meetings will be held should be provided to all members, such as monthly.
- Having a Chairperson that knows how to run a meeting, keeping people on task and on time is very important.
- The agenda and reports should, if possible, be out at least one week before the meeting.
- It helps to collect information between meetings to help when it comes to writing the report. One framework some people use is to focus one-third on what has happened and two thirds on what will happen in the future.
- Governance training has been provided by Professor David Gilchrist.
Resources

**Governance and Management**
www.governance.com.au or email boards@governance.com.au

The Governance and Management CEO Clippings is an interesting sheet providing summaries of publications deemed relevant for CEOs.

**Board matters**

The Governance and Management group also puts out a newsletter titled Board Matters, for non-profit Boards. The newsletter has topical articles, tips to improve Board functions and organisational culture and service delivery.

**Building Better Boards**
www.betterboards.com.au or email mez@betterboards.com.au

Building Better Boards has some excellent resources:
Board Policies for Australian non-profit Boards. It comes with a CD you can download that contains policy proformas you can modify for your organisation.
Strategic Planning for Non-profit Organisations. This is a practical guide and workbook. The book and CD show how to create and implement an effective strategic plan using a seven-phase process. This is helpful if you are unable to access a consultant to assist the Board and yourself develop a strategic plan.

**How to Help Your Board Govern More and Manage Less, by Richard Chait**
This booklet can help Board members distinguish between shaping policy and hands-on management to clarify and strengthen the Board’s role in shaping an organisation.
Models of governance

Broadly speaking, governance looks at:

- legal obligations
- board structure
- board operations
- business planning
- assessing business risks
- monitoring performance of the Board, the CEO and the organisation.

Much of the literature states some features of good Board governance are:

- Clear understanding for the vision of the organisation and a commitment to this.
- A clear understanding of Board responsibilities and prevention of anything that leads to micro-management.
- Group effectiveness.
- A structure that is flexible to meet changing needs.
- An understanding of, and role in shaping, the organisational culture.
- Being aware of positives, as well as negatives, with a view to resolving any issues.
- Each person must have clarity around the expectations and must be accountable, with an ability to self-reflect and evaluate.

(Carson, 2003)

Additionally, Boards with disability sector organisations can be enhanced by:

- having a mix of skills, such as people with disability, family members, accountants and human services staff.

It is important to have an induction process for new Board members. This may be undertaken by the CEO. One example: The CEO meets with the new board member and together they work through an induction folder. The folder is then kept by the Board member to add new policies and other relevant documentation distributed after the induction. Some areas covered include:

- vision, mission and philosophy
- constitution
- history of the organisation
• organisational structure
• strategic plan
• business plan
• conflict of interest
• office bearer roles and responsibilities
• annual report
• policies and procedures
• acts, legislation (such as the WA Disability Services Act)
• Disability Services Standards
• serious incident reports
• funding
• disability Services Commission
• emerging trends, developments (such as NDIS).

The Board will exercise its role with an emphasis on outward vision rather than inward concern; receptiveness to diverse opinions and views; strategic leadership rather than administrative detail; collective rather than individual decisions; future rather than present focus and a clear distinction between the Board and CEO roles.

Resources

Blue Zoo

For more information about governance models, risk, strategy, corporate advisory, professional conduct and technology advisory, see the website above.

National Disability Services–Governance Manager

NDS developed Governance Manager, a tool for CEOs and Boards of Management. This tool helps identify current and desired levels of maturity in various elements of governance including, but not limited to:

• boards and committees
• finances
• ethics
• social capital
• risk management.
Resource

It’s Your Business

It’s your Business is a governance resource for Boards. It provides downloadable chapters including:
• corporate governance
• legal issues
• strategic business planning
• financial management
• strategic human resources
• risk management
• fraud prevention and control
• probity in employment.

Annual general meeting

There are many ways to make the most of this annual event. Some examples from organisations about how to make AGMs interesting, engaging and relevant to those attending including:

• Hold the event at a local accessible venue, separate from the organisation, such as a cafe. The organisation may choose to provide a meal while people purchase their own drinks.
• Make the AGM a time of celebration (an attitudinal approach)-keep reports brief, have a good news story-and phone individual members who may be interested in joining in the celebration.
• Invite a guest speaker to talk on a topic of interest.
• Include an awards ceremony.
• Include information about upcoming events.
• Ensure the opening speech is strong and has a positive tone.

Constitution

Incorporated associations are required to hold an AGM every year, within four months after the end of the association’s financial year.
Annual reports

Annual reports are one of the major ways to look at the health of an organisation. Some parts of annual reports are different, based on whether they are specific purpose or general purpose reporting. All reports should include financial data and non-financial information.

Small organisations

Organisations receiving less than $1 million in funding from the Commission are considered small organisations.

Small organisations may consider the following for their annual report, including:

- chairperson’s report
- CEOs report
- manager’s report(s)
- Board of Directors/management report
- statement by the committee
- achievements
- strategic directions
- organisational restructure
- statement of Values
- key beliefs and principles
• annual service summary
• service user demographics
• profile of issues addressed.

**Medium organisations**

Organisations funded with between $1 million and $5 million by the Commission are considered medium organisations.

Medium organisations may consider the same as small organisations and additionally may also consider the following:

• discussion around board structure
• future directions
• challenges
• activity against strategic plans

**Large organisations**

Organisations receiving more than $5 million in funding from the Commission are considered large organisations.

Large organisation may consider the same information as small and medium-sized organisations, as well as the following information:

• sub-services and performance
• more detailed information in general

**Job description forms (JDF)**

The appendices section of this manual contains some examples of job description forms that may help to develop and define roles suitable for your organisation.

You may also like to look at the JDFs of other organisations.

**Resource**

**Chamber of Commerce and Industry**


This website provides information about recruitment and termination of staff.
Ranges of pay

Resource

Chamber of Commerce and Industry
http://www.cciwa.com/Employee_Relations/guides/Employers_Guide_to_the_Fair_Work_Act
This website provides up-to-date information about awards, wages, National Employment Standards, record-keeping and other topics relating to employee relations.

Policy

There are three levels of policy—critical, important and possible.

Critical policies are part of the service agreement between the organisation and the funding body. As an example, with Commission this is provided in the Standards 1-7.

Important policies are likely to lead to best practice. At the Commission, Quality Management Framework reports identify best practice and these are publicly available.

Possible policies are those that may be of benefit to the organisations. There examples of these on various websites such as those below.

Resources

Ideaswa

Our Communities

Community Door
http://www.communitydoor.org.au/
Budgets and business plans

Things to consider when setting budgets:

- Delegation of authority such as how the chief executive officer creates a log within budget, then reports to Board.
- Monthly report to Board such as profit/loss statement
- Examples of how this is managed.

Resources

Westpac

Westpac provides a range of free education guides for not-for-profit organisations as part of its Social Sector Banking initiative.

Resource-delegated authority
The Shire of Arnhemland website has a guide to delegated authority.

Lotterywest

Not-for-profit organisations and local government authorities may be able to access funding to help develop strategic and business plans from Lotterywest.

Our Community
http://www.ourcommunity.com.au/boards/boards_article.jsp?articleId=1795

Our Community provides information on business plans and reasons to write one, components you may want to add and where to go for more information.
Industrial relations

There are various sources that can provide advice and guidance on industrial relations matters. While not wishing to endorse any of the following organisations, you may find them useful in helping with industrial relations advice.

Chamber of Commerce and Industry Western Australia
http://www.cciwa.com/

The Chamber of Commerce and Industry WA represents a cross-section of businesses and provides influence on behalf of members to benefit the business community. CCI WA provides advocacy, business training, employee relations advice, industrial relations advice, occupational health and safety, human resources and other advice. Membership costs can be found on the website.

Occupational health and safety legislation

The Occupational Safety and Health Act 1984 provides for the promotion, co-ordination, administration and enforcement of occupational safety and health in WA.

The Act places certain duties on employers, employees, self-employed people, manufacturers, designers, importers and suppliers. It also places emphasis on the prevention of accidents and injury.

In addition to the broad duties established by the Act, the legislation is supported by a further tier of statute, commonly referred to as regulations, together with a lower tier of non-statutory codes of practice and guidance notes.

Note: there is a new Act being considered. Information about this can be found on the Department of Commerce website.

Resource

For more details about the Act, go to: http://www.commerce.wa.gov.au/worksafe/content/About_Us/Legislation/OSH_Act/index.htm.

Workwise


Workwise is based in Bunbury and provides advice regarding workplace legislation and risk management, including awards and conditions of employment, Representation for unfair dismissal or unlawful termination either in the State or Federal jurisdictions, time and wages compliance, policies and templates, alternative dispute resolution, human resources, occupational health and safety, as well as many others. Information about relevant fees can be found on the website.

AW Workwise


AW Workwise specialises in injury and safety management, psychological services and training designed to help employers and employees prevent and manage workplace injury. The aim is to assist employers and employees in fostering health, safety and well-being in the workplace and to ensure early return to work following an injury. In the event an injured worker is unable to return to their pre-injury employer, AW Workwise has expertise and resources to facilitate timely and appropriate redeployment.

AW Workwise is an accredited rehabilitation provider with WorkCover NSW, CTP and Comcare and is a preferred provider for claims agents/insurers that have a preferred provider panel in place. AW Workwise is the preferred OHS Provider for Clubs NSW and the preferred provider of Return to Work, OHS and EAP services for a large number of employers across a wide range of industries.

Resource

Harmonisation

Harmonisation of Occupational Health and Safety laws in Australia is designed to provide all States and Territories with a consistent set of Workplace Health and Safety (WHS) laws.

Information about harmonisation can be found at:

Reconciliation Action Plan (RAP)

Some organisations develop a Reconciliation Action Plan, which involves people who are Aboriginal or Torres Strait Islander.


Disability Services Commission

Risk Management

Resource
Risk Cover-WA Government Risk Management Guidelines
Risk Cover provides comprehensive risk management guidelines.

Insurances
Commission-required insurances are listed in your organisation’s service agreement.

Resource
Our Community
Our Community has information regarding workers’ compensation premiums.

Disability services in Australia

In 2009, the Australian Institute of Health and Welfare (AIHW) reported 18.5 per cent of Australia’s population had a disability. Of those, 5.8 per cent had severe or profound core activity limitation. 69 per cent of people of working age had some level of impact on their ability to work (AIHW, 2011).

The following are some policies that relate to people with disability in Australia.

National Disability Agreement

The National Disability Agreement aims to improve services for people with disability, their families and carers. The agreement stipulates the Australian Government holds responsibility for employment services for people with disability and the states and territories are responsible for all other disability services. This includes accommodation services, community access, community support services and respite services (COAG, 2008).
National Disability Strategy

The Commonwealth, state and territory governments signed the National Disability Strategy in 2008. The strategy is a 10-year plan (2010 to 2020) aimed at improving the lives of people with disability, their families and carers and is focused on six key areas:

1. inclusive and accessible communities
2. rights protection, justice and legislation
3. economic security
4. personal and community support
5. learning and skills
6. health and wellbeing.

National Disability Insurance Scheme

The Productivity Commission’s report on the Inquiry into Disability Care and Support was released by the Australian Government on 10 August 2011. The scheme will be rolled out in a staged process, beginning with four trial sites around 2013 (Commission, 2011).
The Commission website has a series of fact sheets about the NDIS.  

National Health Reform

The National Health Reform was signed by all states, territory and Australian governments on 2 August 2011. Under the agreement, responsibility for the aged care system is held by the Commonwealth from 1 July 2011. For people aged over 65, or indigenous Australians aged over 50, specialist disability services under the National Disability Agreement are also the responsibility of the Commonwealth. The regulation of services delivered under the NDA are the responsibility of the states and territories. For people aged under 65, responsibility for packaged and community residential care is held by the states and territories (AIHW, 2011).

Social Housing Initiative

A part of the Nation Building–Economic Stimulus Plan, the Government’s Social Housing initiative aims to provide universal design for more than 15,000 public and community houses to improve accessibility for people with disability (AIHW, 2011).

Employment services

People with disability can access mainstream employment services or if they wish, access Disability Employment Services (DES). People eligible for NDS services are able to access Australian Disability Enterprises (ADE) if they require ongoing supported employment (AIHW, 2011).

Resources

Disability Employment Services (DES)  

Australian Disability Enterprises (ADE)  
www.australiandisabilityenterprises.com.au
About disability services

History of the disability service sector in WA

In Australia, at the turn of the last century (1900), there were no formal services for people with disability. Many people were forced to live in large institutions in what would now be considered inhumane circumstances. Many people at the time labelled ‘insane’ were probably people with severe and multiple disabilities.

In the 1940s and 1950s, many families banded together to find alternatives to institutions for their sons or daughters. This period saw a range of parent-run community services developed with the aim of providing better environments for people with disability who needed care. Nulsen was then known as the Mentally Incurable Children’s Association and Activ was known as the Slow Learning Children’s Group. Locally, and around the world the push from families led to a breakthrough in attitudes towards the care of people with disability.

Initially, these supports were based on a medical or custodial model, involving segregations and institutionalisation and care provided by nursing staff. But parents began to challenge thinking that led to an emergence of parent groups, the development of new services and a growing demand for more services to be available. There were many improvements on the previous option, but people’s lives still revolved around their disability. For many, much of their time was spent with others who had disability and there was little opportunity to learn, develop skills or participate in ordinary community life.

In 1964 in WA, a separation between mental health and intellectual disability began when a separate Mental Health Division was created within the State Mental Health Services. This created a new direction for policy and service delivery in WA.

The 1970s and 1980s saw further shifts in thinking with a new belief all people with disability were able to learn and develop skills and should be encouraged to do so. Services began to be more focused on individuals and their learning. In WA, the role of social trainer replaced nurses. Many services emerged with the aim of moving people from segregated settings to less restrictive settings as they developed skills.

This period and wave of new thinking was mirrored around the world. There was strong interest and support for the theory of ‘normalisation’ that evolved to ‘social role valorisation (SRV)’. The theory of SRV continues to heavily influence services for people with disability and social policy around the world (Kendrick, 2010).
1981 was the International Year of Disabled Persons, which created greater awareness of disability in Australia and put disability on the agenda. In 1985, the Home and Community Care (HACC) Program was developed, which identified carers as a target group and community-based respite services were developed including in-home respite.

1991 saw the first Commonwealth State Disability Agreement, where the states assumed administrative responsibility for family support, recreation, community access, alternatives-to-employment and accommodation services. The Commonwealth took responsibility for employment services. Many agencies developed more flexible, family friendly options, vacation care, host family support, holiday camps and after school care.

In WA, new legislation was developed including the Equal Opportunity Act (1984), Authority for Intellectually Handicapped Persons Act (1985) and Equal Opportunity Amendment Act (1988), which provided for greater inclusion for people with disability.

The WA Government established the Authority for Intellectually Handicapped Persons (AIH) in 1986 and was responsible for advancing the rights, responsibility, dignity, development and community participation of people with intellectual disability in WA. In particular, it oversaw the development of local area coordination, initially designed to assist people with disability living in country areas. The program started in 1988 in Albany, expanding to other country areas in the following year. It was introduced to Perth in 1991 and reached full WA coverage in 2000.

AIH, together with the establishment of the Bureau for Disability Services, set the scene for the creation of the Commission. The Western Australian Disability Services Act, proclaimed in 1993, was the final step in this series of reforms. The Act amalgamated AIH and the Bureau to become the Commission to unify and streamline formal services for all West Australians with disability.

In the 21st century, there is a focus on supporting a good life for people with disability as part of their community. People with a strong commitment to this goal have campaigned for increased levels of funding to provide improved services. While funding is an important element of quality service, it is important to focus on nurturing informal supports, such as family and friends, to provide the rewarding elements of life that cannot be bought through a community service.
During the past 20 years the West Australian disability services system has undergone significant change, growth and development. The system has become more diverse and responsive to the support requirements of people with disability, families and carers. The progressive implementation of individualised funding and, more recently, the introduction of self-directed service models have required disability sector organisations to focus more on the individual needs of the people using their services.

Resource:

Under blue skies: The social construction of intellectual disability in Western Australia


http://www.activ.asn.au/2/2085/8/activ_library.pm
About the Disability Service Commission

The Commission is the WA State Government agency responsible for advancing opportunities, community participation and quality of life for people with disability. The Commission provides a range of direct services and support, as well as providing funding to disability sector organisations to provide services to people with disability, their families and carers.

The Commission has seven directorates that have responsibility for particular areas of operation.

The executive directors form a Corporate Executive headed by the Director General who reports to the Premier through Treasury and Parliament, the Commission Board and Commission Board. The Director General is appointed by the Public Sector Commission and Disability Services Minister. Board members are appointed through Cabinet.

Accommodation Services

The Accommodation Services Directorate provides accommodation support to people with disability primarily in Perth. The directorate tailors services to meet individual needs and supports people with disability to have a good life.

Services provided by the Accommodation Services Directorate:

• are individualised based on each person’s needs and goals
• enable each person to be involved in decision-making about how they spend their time
• ensure each person’s confidentiality is respected
• enable each person to achieve valued roles in the community by participation in activities that build and maintain skills
• ensure each person is able to resolve any disputes or complaints they may have about the service
• ensure that each person is safe from abuse and neglect and that legal and human rights are upheld.
Community and Sector Development

The Community and Sector Development Directorate is relatively new, created in 2011. This directorate has provided capacity for the Commission to:

- implement the sector’s 15-year plan–Count Me In: Disability Future Directions
- promote and influence the further development of the sector, in collaboration with stakeholders
- implement and shape new requirements emerging from the State Government Community Sector Partnership Forum
- utilise community education and Disability Access and Inclusion Plans to promote access and inclusion
- undertake various short to medium-term priority development projects.

Corporate Services

The Corporate Services Directorate undertakes various roles within Commission, including:

- financial services
- human Resources
- workforce planning strategies
- information
- communication
- technology services
- procurement and asset management services.

Local Area Coordination

The Local Area Coordination directorate supports individuals with disability, their families and carers to participate in and contribute to community life. The Local Area Coordination program also:

- implements the Commission’s Family Living Initiative and Community Living Initiative
- supports people with disability, their families and carers to exercise choice in their daily lives
- supports people with disability to have a good life by fostering independence and the development of skills and abilities
- work in a flexible and responsive way, tailored to each individual
• builds and maintains effective working relationships that help people with disability meet their needs and pursue their goals
• Builds inclusive communities through partnership and collaboration.

Policy and Strategy

The Policy and Strategy directorate:
• provides strategic policy, funding and planning advice to government
• promotes access and community awareness for people with disability
• coordinates the Commission's information and community education strategies
• manages the Commission’s external non-financial performance reporting requirements
• coordinates the evaluation of the Commission’s programs and policies.

Service Contracting and Development

The Service Contracting and Development directorate works in partnership with individuals, families, services providers and the community to support people with disability by distributing available funds through fair and transparent processes. This includes:
• undertaking the Combined Application Process and the Post-School-Options process to allocate funds to individuals
• purchasing quality disability-related services for people with disability, their families and carers
• ensuring services provided are of a high quality by engaging independent quality evaluators.

State-wide Specialist Services

The State-wide Specialist Services directorate provides therapy, psychology and social work support and consultancy to people with disability, their families, carers, agencies and the community. This involves:
• an understanding that individuals, and their families where necessary, are best placed to know what they need
• working closely with individuals and their families to ensure service delivery is relevant
• using up-to-date research and information to support each person’s independence, inclusion and participation.
Overview of disability service organisations in WA

In 2010–2011, the Commission:

- supported 22,207 Western Australians with disability
- provided funding to more than 115 disability sector organisations that provide services and supports directly to the community
- spent $541.1 million to advance the rights and support the needs of West Australians with disability—an 11 per cent increase on last year
- received revenues of $434.38 million from the State Government — 83 per cent of the Commission’s budget
- received Australian Government funding of $94.41 million under the National Disability Agreement and other agreements—17 per cent of the Commission’s budget
- allocated $348.2 million to external service providers for services and support for West Australians with disability and their carers.

(Disability Services Commission, 2012)
Contracting with the Commission

The following diagram explains the organisational structure of the Commission. The Commission is made up of seven directorates and each holds responsibility for a different area.
History of service contracting–Disability Services Commission

Overview of individual funding and the Business Rules Framework

The Commission generally contracts non-government organisations to provide services to people with disability in WA. While some services are still provided directly by the Commission, these have been reduced over time. Most funding in WA is allocated through individualised funding, which means a funding allocation is made to an individual based on their needs and consideration of available resources. Some funding is based on a plan that a person (or their family/carer) defines as the support required to achieve their goals. Other funding such as accommodation support funding and Intensive family support) is based on critical need and an allocation linked to an assessment of a person's functioning/support requirements. In the case of individualised funding, the resources allocated are linked to the individual who then chooses a service provider to give support. The Commission then has a contract with the service provider, defining what outcomes need to be achieved for each individual. Increasingly, organisations are offering shared management that allows people to manage various aspects of their funding.

The Commission also contracts some services such as equipment advice, family support services and therapy through block funding. In this case, a contract is allocated to a service provider based on a number of outcomes for a number of people.

Today there are more than 7,000 people with an individual funding package supported via disability service organisations. The proportion of funding is more than 80 per cent of the Commission’s total budget for all services.

Origins of individual funding

Individual funding began in WA in the late 1980s. With the lack of regional service providers, and insufficient numbers establishing economies of scale for service models operating at the time, funding was allocated directly to consumers to enable them to engage their own supports.

The benefits realised were:

- individual control over the timing and nature of the supports
- the ability to take funding with them when they had to move to another location within the State
- empowering the individual and providing an additional safeguard over the use of funds.
Individual funding was originally paired with self-management and this resulted in significant savings in administration costs. Individual funding is not confined to self-management and, in 2012, most people's funding is managed through organisations. Individualised funding has many benefits and is a key enabler for self-determination.

There were growing concerns over inequities in the amount of support people were receiving. In an attempt to strike a balance between meeting people's needs reasonably, and supporting as many people as possible within available resources, the Commission developed the Estimate of Required Staff Support Instrument (ERSSI) during the mid-1990s.

**Pricing**

Also in the 1990s, there was high variability in the pricing of services due to a range of factors including:

- some organisations were founded with voluntary bookkeepers and charged a flat rate of $500 per annum for administration
- some organisations were professionally structured with industrial awards, human resource and training divisions
- some organisations charged for pastoral services as an integral part of their service model.

Following the development of the ERSSI, a maximum pricing rate per hour was set and multiplied by the number of hours to arrive at a maximum funding limit for the person. The hours of support required is related to the current benchmark rate to estimate the maximum level of funding that could be provided. The actual funding provided is coupled to the model of support and is usually below the estimated maximum level of funding. This is confirmed by the average costs in the funded programs in the Annual Funded Sector Reports from 2006-2007 to 2009-2010.

People were free to choose any service model and prequalified service provider within the maximum funding limit.

The establishment of the pricing rate ($21 per hour, plus 6 per cent for administration) created much angst in the sector. But, for the first time, it established equity in what people were being allocated.

By the late 1990s, funding for existing accommodation support services was disaggregated to enable each person to have an assigned allocation. This allowed them to exercise their right to choose an alternative service provider/model if desired.
**Business rules**

In the early 2000s, the set price for accommodation support was formally reviewed. The review also revisited the pricing model and activities/items that should be covered.

The inaugural working party comprised nominees from disability sector organisations, the Commission and independent consultants. The key results/settings were:

- The funding allocation model should be equivalent to the costs of service provision, be consistent and equitable.
- Exceptions should be available for people with challenging behaviours.
- Capital (building) costs be excluded because these were already being funded by other sources such as Homeswest and Lotterywest.
- The rate for new services would be indexed annually by actual salary movements across the sector. The formal budgeted indexation rate is used as the base within the sector. The new rate provided each year has usually been above the budgeted indexation rate.

The benefits were seen to be:

- Individuals who have the same support requirements will be funded the same amount, regardless of the service provider, and will be in a stronger and more equitable position to transfer service providers, if desired, in the future.
- Service provider competition for future individuals would be based on comparative quality within the set amount and any value adding that may be provided by the service provider.
- The funding approval process, including the detail required in funding plans and time taken to justify and negotiate proposed expenditures, would be simplified, resulting in less resources tied up and less time taken to implement new services.
- Predictable costs to inform government budgeting.

According to the data provided by the sector at the time, the revised price was above the actual costs for all except three service providers. But, the price was based on historically-funded services that continued to be difficult for the sector to manage. The business rules rate has only been applied to the funding of new services.
Since the inception of the business rules framework, the issues of concern for pricing new services have been:

- The continued inadequacy of the budgeted indexation rate, controlled wages growth and in turn, limiting adjustments to the business rules rate.
- The higher costs of regional service provision, experienced more acutely as the organisations expanded and took on the role of employing support workers.
- The policy to not fund depreciation on major capital items (such as funding head office refurbishment).
- The capacity of the 15 per cent program support allocation to meet staff training and professional development costs as well as other head office costs.

**Resource**


**Contracting with Government**

The Delivering Community Services in Partnership Policy, July 2011, underpins government contracting with community not-for-profit organisations. The intent of this policy is to improve outcomes for all West Australians through a genuine partnership in policy planning and delivery of community services in WA.

The government established the Partnership Forum to oversee the Policy’s implementation and effectiveness. Its membership comprises senior representatives from State Government agencies and the not-for-profit sector. The forum reports to the Premier.

The Economic Audit Committee was established in October 2008 to conduct a wide-ranging review of the operational and financial performance of the WA public sector. The committee’s final report was released in October 2009. It contained 43 recommendations directed towards achieving a vision of a more collaborative and innovative public sector focused on Putting the Public First and giving greater attention to social outcomes.
The forum has provided input into two important government initiatives under the policy.

1. Improved sustainable funding and contracting.

**Component 1**

As part of the 2010-2011 State budget, additional funding of $600 million over four years was allocated to support a sustainable not-for-profit sector. Consequently, all disability services provided by the not-for profit sector as of 31 January 2011 received a 15 per cent ongoing funding increase. This was through what is known as Component 1 of the government’s sustainability package-$47.64 million inclusive of those services between 1 January and 1 July 2011.

**Component 2**

Component 2 will involve an injection of further funds over 2013-2015, totalling $67 million recurrent to the not-for-profit sector. The intent is to help historically underfunded, priority community services. To inform on the Commission’s investment in the disability sector’s development, the Commission (in partnership with the National Disability Services) has formed a cross sector working group to create an implementation plan which will be submitted to Treasury and seek the funding necessary to support the the subsequent roll-out of Component 2 through a staged review of existing service agreements with disability sector organisations.

2. Improving Procurement

A key component of the policy is streamlining administration and contracting arrangements between government agencies and the not-for-profit sector. This involves standardising contracting practices across the sector, minimising unnecessary monitoring and reporting with a clearly defined procurement process, essentially reducing the administrative burden. Within the disability sector, as part of the contractual renewal process it is also providing the opportunity to:

- consolidate outcomes for the Commission funding programs
- explore more flexible funding models, that are person-centred.

It should be noted this information is constantly evolving and regular updates are provided through the websites below.
Contemporary contracting practices—WA Government

The disability sector is currently going through a time of reform so this section will be updated as reforms roll out.

Outcomes-based contracting

While outcomes exist for current programs, existing contracts are overly specified in terms of funded activity. Other strategies could be adopted by the service provider to meet the intended outcomes. This has the potential to change current funding methodologies.

Consolidation of programs/outcomes

It is foreseeable the existing programs (silos) may be merged to enable greater flexibility in the use/intent of funding packages. This also has the potential to require changes to the existing funding allocation methodologies.

Summary

The key elements to consider in setting future funding allocation and contracting methodologies are:

- meeting people’s individual needs
- equity among consumers
- maximising self-determination and control for the consumer
- sustainability and a level playing field for disability sector organisations
- budgeting controls
- specificity in the purchased activity/outcomes.
Contractual obligations

From service prequalification process to a panel contract

The Commission regularly reviews the demand for services by people with disability supported by the Commission. This review is done in conjunction with disability sector organisations, as well as other consultation processes that inform the Commission on demand for services. The review is undertaken across all diagnostic groups and geographical areas.

Having assessed the demand, under the Delivering Community Services in Partnership Policy, the Commission is able to short-list potential organisations to provide the service by a tender process. Potential providers may include:

- non-government organisations (including not-for-profit and private enterprises)
- local government or government organisations
- individuals, families or small community groups.

The tender process firstly screens the viability of potential providers, if required. Only those assessed as viable proceed to the next stage. Secondly, the process assesses the capacity of potential providers to apply best practice principles of service delivery required for Commission-funded services to people with disability.

At the completion of the process, details of endorsed providers including name, address, contact numbers and programs offered will be made available to people with disability who gain individually-tied funding from the Commission. Disability sector organisations that are on the panel may also market themselves to attract people with disability who have acquired funding for specified services.

It should be noted elements within the panel process are changing. These include:

- consolidating of program outcomes which inform on best practice principles
- improving the contracting model for individual funding
- greater flexibility in how individual funding can be used and which is more person-centred
- the costing model for providing services, as the whole-of-government reforms move from price taking instead of price-setting.

The Commission’s Sector Development Plan will inform the Commission in its staged review of existing service agreements and the next round of tendering.
Service agreements

Each organisation funded by the Commission will have a service agreement. This is a contract between the Commission and the organisation for the provision of purchased disability services for people with disability across WA. A service agreement may include:

- the number and type of services funded
- amount and type of funding specified for each service
- a list of individuals where funding is individually-tied
- whether funding is ongoing or one-off
- the term of the agreement
- a description of the purpose of the funding and services
- expected outcomes and outputs of the services
- reporting of financial and non-financial data for output reconciliation
- any other purchasing conditions specific to the agreement.

Variation to service agreement (VSA)

A variation to service agreement is a document detailing any change to the original service agreement. For block funded programs, this may be additional hours, individuals and/or payment. For individually tied funding, a VSA will be used for every change in individual funding, such as increased funding and hours to an individual, a new person accessing services or a person leaving a service. The new VSA must be in place before the service starts, as payment cannot be backdated.

A VSA will detail each change and will be sent to the organisation to be signed so payment changes can be arranged. This process can take up to six weeks, so it is helpful if organisations sign and return the VSA as soon as possible. If there is an issue with a VSA, the organisation will be or may contact its Service Contract and Development Officer.

Renewal

The process where an organisation’s contract is renewed is usually every five years. The Service Contract and Development Officer will organise a meeting with the organisation to discuss the process. The meeting will usually involve the SCDO and the Chief Executive Officer of the organisation but may also involve managers.

During these meetings, any issues raised over the contract period will be discussed. The new procurement process will also be discussed in detail to ensure both parties agree to the terms.
Grants

Under the Delivering Community Services in Partnership Policy, grants are defined as a financial assistance arrangement for a specific purpose and distinct period. A defining characteristic of grants is there is generally less oversight, reporting and documentation.

The grant funding principles of the Commission are:

- Grants complement and enhance, rather than duplicate, core services funded by the Commission.
- Grants provide an opportunity to respond to the breadth of challenges facing people with disability where a one-off funding response is appropriate.
- Grants provide support for specific issues facing disability sector organisations that are one-off in nature or only arise once in a number of years for which an ongoing funding response would be inappropriate (such as the Quality Service Improvement Grants).
- The Commission can use grants to partner with generic organisations and other government departments to enable appropriate responses to ensure the inclusion of people with disability. An example are the recent Count Me In grants to local government.

Grants under the Delivering Community Services in Partnership Policy are at the absolute discretion of the Commission. For sector-wide issues, expressions-of-interest are sought directly from prequalified organisations or advertised by the Commission or partner organisations such as National Disability Services.

Service Contract and Development Officer

Each service provider has an assigned Service Contract and Development Officer (SCDO) at the Commission who is their key contact person. The SCDO is responsible for the development and management of any service agreements that service providers have with the Commission. The SCDO’s role is to communicate with providers to ensure adherence with all contractual requirements, as detailed in the service agreement. This will include working with service providers to ensure they:

- meet the identified service outputs (such as hours of service; number of clients)
- comply with all the Commission’s policies and procedures
- track and manage their service’s performance against the outcomes
- comply with the requirements of the Disability Services Standards
- continuously improve their services to better address the outcomes
- remain financially viable.
Your SCDO is there to help in any way possible and answer any questions during your contract period. Your SCDO will also provide all the information needed about Commission policies and procedures and help you deliver services within these parameters.

Depending on the size and nature of your service agreement, you may be assigned a team of SCDOs. If this happens, you will still have one main point of contact. A coordinating SCDO will be nominated to keep things simple.

These are the three main areas where your SCDO can help:

1. Your service agreement

Contracts are a necessary part of purchasing services and we try to make them as simple as possible. Your SCDO can clarify information in the contract and help you meet obligations under your agreement with the Commission. Depending on the type of service, SCDOs help with funding plans, obtaining funding approvals and the release of funds. They also make sure changes to your agreement are officially recorded and provide updated information on your contract.

2. Service development

A major part of a SCDO’s role is to respond to requests for help from service providers to ensure services offered are contemporary, viable and sustainable in the long-term.

Your SDCO can help by:

- providing information on different approaches to services
- giving examples of service innovation and putting you in touch with other providers who might be addressing similar challenge
- indicating how the Commission can help with service development initiatives.

Your SCDO can also advise on how growth funding is allocated and what types of one-off grants are available from the Commission to assist service development.

3. Quality Assurance

All service providers strive towards continuous quality improvement as an essential element of human services. This is particularly important in disability services and one of the key roles of your SCDO is to provide information on strategies and resources to help you meet the Disability Services Standards.

If you have any questions about your service agreement, service delivery or quality assurance, ask your SCDO.
Business Services Unit

This unit provides support to the Service Contracting and Development Directorate in the areas of budget management, accounting services and human resource management.

The main areas you may need to are:

- details of payments of funding made  Ph: 9426 9707
- replacement of modified vehicles   Ph: 9426 9363
- Schedule 5 acquittal reporting  Ph: 9426 9624

Local Area Coordination

The Commission’s Local Area Coordination program has been supporting West Australians with disability, their families and carers since 1988. Local Area Coordinators (LACs) support people with disability to plan, organise and access supports and services that enhance their participation in, and contribution to, their local community. LACs also engage with family members and others involved in supporting people with disability to strengthen and support them in their caring role.

LACs work with people with disability, their families and carers to make local communities more inclusive and welcoming through education, advocacy and the development of partnerships with local community members and organisations, government agencies and businesses.

LACs are located across the Perth metropolitan area and throughout all regional areas of WA. Each LAC provides personalised, flexible and responsive support to between 50 and 65 people with disability.

Engagement with LAC is voluntary. To Access LAC on an ongoing basis, a person must be eligible to receive Commission services. LAC also provides information and advisory services for people whose eligibility is still being determined.

The LAC role is to:

- build and maintain effective working relationships
- provide accurate and timely information
- provide support and assistance to identify goals, strengths and needs
- promote self-advocacy and provide advocacy support when necessary
help develop personal and local community networks that provide ways to meet goals and needs

assist in accessing supports and services required to meet goals and needs

build inclusive communities through partnerships and collaboration.

**The importance of planning**

Planning with individuals and families is an integral part of the LAC role. The planning provided is individualised and tailored to key transition points and long-term goals. Through considered and purposeful planning, LACs can support individuals and families to achieve their goals. LACs use a range of planning approaches—ranging from informal conversations with individuals and families about their goals and the actions to achieve these—to more formal and comprehensive person-centred planning techniques such as mapping and developing pathways. Planning involves working with the individual and their family, friends and support networks. It is also most effectively achieved within the context of an on-going, trusting and mutually respectful working relationship.

The key element of the LAC role in this area is to support individuals and/or families clarify their needs and goals and identify strategies and actions required to achieve their goals. Depending upon the individual and/or family’s situation, the focus of the planning may be on immediate, medium or longer term needs and goals.

In addition to supporting the planning process, LACs have an important role in providing information and practical assistance to individuals and families to enable them to achieve their goals. This necessarily involves discussion between the LAC, the individual and their family about their goals and the nature of the roles the LAC can undertake to help them. The LAC records this through the development of a shared agreement.

**Shared agreements**

LACs develop a shared agreement with each person they support. The agreement is a document that outlines the short, medium and long-term goals and aspirations an individual and their family would like to achieve with LAC support. It details the support LACs and other parties may provide to reach these goals.

An individual’s agreement should be discussed on a regular basis as a way of assessing progress or changes. It is also formally reviewed each year a new agreement is developed, taking into account achievements made and major developments or changes in the person’s life.
LAC relationship with disability sector organisations

LACs in the metropolitan and regional WA are familiar with, and have relationships with, disability sector organisations in their area through supporting individuals and families in developing service plans that best support their needs and goals. By engaging LACs in discussions about individual service plans, disability service organisations can enhance their relationship with an individual and develop a clearer understanding of the person’s needs, capacities and goals. The LAC could assist in initial conversations and steer discussion towards topics of importance. It should also be noted the LAC discusses their involvement with the person with disability before any meeting and would respect the individual’s confidentiality and privacy.

Agreed contact

LACs discuss and agree upon the frequency and mode of contact appropriate to each individual and their family. The level of agreed contact is documented in the individual’s shared agreement and is updated when required. LACs are required to meet with all individuals at least twice a year, regardless of the agreed contact recorded in the shared agreement.

LACs across WA in many instances work in partnership with disability sector organisations on community-based projects that aim to improve experiences, participation and contribution of people with disability in their community.

Regional LACs play a crucial role in the development of services in the community. LAC Area Managers are tasked with supporting local disability sector organisations, participating in strategic and business planning for these agencies and exploring strategies to address gaps in service. LAC Area Managers work in partnership with local agencies and form strong positive links with stakeholders across the community.

Organisations may want to hold regular meetings with their LAC Area Manager to build and maintain an effective working relationship. These meetings can provide an opportunity to discuss challenges, issues or concerns, develop regional planning, share resources and keep each other informed.

Eligibility

Local Area Coordination is available to people with intellectual, physical, sensory, neurological and/or cognitive disability who are under the age of 65 at the time they apply for LAC support.
Annual Client and Service Data Collection (ACDC)

The Annual Client and Service Data Collection (ACDC) Online is the Commission’s system of collecting and analysing important information concerning people with disability and the services they use. This information is collected on an ongoing basis by each service provider and submitted to the Commission annually.

Data from the ACDC is used:

• to meet accountability requirements via annual reporting to State Parliament including performance indicators required by the Auditor General

• in the Commission’s Annual Report to inform Parliament and the community on issues affecting people with disability, their families and carers

• to acquit funded organisations’ service agreements with the Commission

• in State Government Budget Statements (outlining the allocation of government funding to Departments)

• to meet the State’s obligations to provide nationally comparable data to the Australian Government as specified in the NDA, and is reported annually by the Australian Institute of Health and Welfare and the Productivity Commission

• to maintain a comprehensive database for research, policy, planning and service development purposes.

To access more information go to http://www.disability.wa.gov.au/serviceproviders/acdc.html

Contact Details:

ACDC Online Helpdesk
Email: acdc@dsc.wa.gov.au
(08) 9426 9213
(08) 9426 9295
(08) 9426 9373

Some organisations give their ACDC data to one or more staff members to enter, so it may be useful to have a checklist of what information this person will need. For example, hours provided include direct-care, first line supervision and indirect-care such as working with Department for Child Protection in complex cases.
Key reporting dates and timelines

Self-assessments

Each disability sector organisation completes a self-assessment on a yearly basis for the Commission. The due date for this varies each year but is around October. Before this, the required documents are emailed in Word format to the organisation for completion.

Independent evaluation reports

These reports occur about every three years and are completed by independent evaluators.

Serious incident reports

A serious incident is defined as:

• death of a person with disability
• serious physical injury or illness of a person with disability
• where a person with disability poses a serious risk to the health, safety or welfare of him/herself or others
• abuse, neglect or exploitation of a person with disability (includes inappropriate or unauthorised restrictive practices)
• the charging or conviction of any person of a sexual offence involving a person with disability
• the charging or conviction of any person of an offence involving a person with disability that may result in imprisonment of the person charged/convicted
• serious verbal or written complaints received in relation to the service or in relation to the service provider generally
• any matter regarding a person with disability where the service provider must inform its insurer
• any referral of any matter or complaint regarding any person with disability, the service or service provider generally to any statutory or investigative body.
Resources


Quality Management Framework

The Quality Management Framework (QMF) is a way of ensuring disability services continuously achieve positive outcomes for people with disability, their families and carers living in WA. Under the QMF, organisations recurrently funded by the Commission must demonstrate the services they provide continuously address the QMF quality requirements.

Consumer-focused outcomes and performance indicators have been developed for each service type and are one of the key features of the QMF. The outcomes identify what a person with disability, their family and carer can expect from a service. Outcomes are what the services are expected to achieve for the individual.

Service providers are expected to continuously strive towards the outcomes by constantly improving the way their services are delivered to people with disability, their families and carers. The outcomes are aspirational and service providers are expected to progressively implement service improvement strategies to help their consumers achieve outcomes.

As part of its commitment to providing and funding high quality disability services, the Commission will also evaluate all services for their compliance with the nine Disability Services Standards as part of the QMF.

As part of the service agreement service providers have with the Commission, service providers are required to participate in the QMF evaluation processes. This is the self-assessments and independent evaluation. Service providers can liaise with their Service Contract and Development Officer in relation to their performance across all aspects of the QMF, which will form a significant part of their service agreement.
The data collected through the QMF evaluation processes will give each service provider a clear indication of their performance against the outcomes, as well as the Disability Services Standards. Service providers will be able to more easily identify gaps in service delivery and improve services accordingly. Using this information, service providers can apply for grants from the Commission to help with research, development and the implementation or evaluation of service improvement initiatives.

Service providers will also be invited to take part in regular reviews of the QMF outcomes, performance indicators and the QMF evaluation processes to ensure the QMF remains relevant to people with disability, their families, carers and the service providers who support them.

The reference group is made up of consumers, carers, service providers, and Commission members. Its role is to advise the Commission on issues/concerns experienced by service providers and by people with disability, their families and carers in relation to the QMF. The reference group meets every two months.

**Self-assessments**

Every year disability sector organisations complete a self-assessment. Service providers are expected to provide information about their consumers’ progress against the QMF outcomes using information from individual plans or other means of recording the needs and progress of each person. Organisations are also expected to invite groups of consumers, their families and carers to have a say about different aspects of the service provided and include this feedback as part of the self-assessment report. This will include information about service improvements and what they plan to do over the next 12 months.

The Commission looks at the information from self-assessments and the provider’s previous Self-Assessment to identify strategies organisations have implemented to address any previously identified gaps in service delivery. This process forms part of the continuous service improvement cycle.
Block and individual funding

As of March 2012, more than 115 disability service organisations are funded by the Commission to provide a wide range of services for people with disability, families and carers. The Commission has various programs that provide different support to people with disability. Some programs are block funded while others are individually funded, or individually-tied.

Block funding

Block funding is where the Commission provides a certain amount of funding to an organisation to provide a particular service to a given target group under certain terms of agreement. Organisations obtain block funding through a tender process.

Individual funding

Individual funding is where the funding is allocated directly to an individual and that person then chooses where to use the funding. The individual can contact the organisation directly for services. This can occur in several ways:

- **Organisation managed**
  The funding is paid to an organisation, which then organises the service with input from the individual and/or their family or carer, in line with principles of self-directed services.

- **Shared management**
  The funding is paid to an organisation, but the individual and/or their family or carer chooses a level of involvement right for them. The level of involvement varies.

A person can apply for individual funding through the combined application process (CAP) or, if they are school leavers, alternatives-to-employment funding can be applied for through the Post-School Options process. There is a separate process for the Family and Community Living Initiatives, because these two programs do not involve the CAP process. Each of these processes are described in detail in the relevant sections.
Types of Commission funding

The Commission offers different types of funding that ranges from small, one-off grants provided as a flexible and responsive way to support a person's capacity and current needs, through to larger amounts provided to individuals and families on more of an on-going basis. All funding allocations are to be used within specific funding guidelines.

To apply for Alternatives to Employment, Post-School Options, Accommodation Support or Intensive Family Support, individuals and families must apply through the Combined Application Process (CAP).

Resource


Combined Application Process

The Combined Application Process (CAP) is the method currently used by the Commission to offer individualised funding. It provides an opportunity for a blended solution and a single application point.

A CAP can be completed by the applicant and their family or carer, with support from their Local Area Coordinator and/or disability sector organisation. It is then submitted to the Combined Application Process team, who will check all required information has been completed. If further information is needed, the team will discuss this with the contact person listed.

CAP applications are then assessed by a panel. The panel meetings occur three times a year. The outcome letter is then sent to applicants.

Resource

The application form and information regarding the Combined Application process can be downloaded from the link below.

**ERSSI**

The Commission currently uses a tool to determine the maximum funding benchmark of an individual (the maximum amount of funding that person can receive) called their nominal maximum resource. The tool used by the Commission is called an Estimate of Required Staff Support Instrument (ERSSI).

If a person is aged over 12 and allocated $60,000 or more, it is necessary to complete an ERSSI for them. This can be completed by the organisation or the LAC and submitted to the Service Contract and Development Officer. The SCDO will then have it scored to ensure the total funding does not go over the ERSSI amount.

The ERSSI can be completed by a person’s LAC or an organisation, in collaboration with the applicant and/or their family or carer.

Organisations and LACs can request an ERSSI form from SCDOs.

**Options exploration process**

The options exploration process is initiated by an Options Exploration Officer (OEO). Their role is to help develop a support service. The OEO visits individuals successful in their application for accommodation support funding or intensive family support funding more than $80,000 per annum, within six weeks of the person receiving the notification letter from the Combined Application Process.

This process starts with an initial meeting with the funded person, their family, LAC and representative from a disability sector organisation if they have already chosen one. In this meeting, the parameters of the funding are explained and policy documents are provided to the person, as noted below:

- purpose of funds
- funding portability
- determining a fair level of funding via the ERSSI
- board and lodging where appropriate
- family members as paid carers (where appropriate).

If the person has not decided on a particular organisation at this point, information is provided on organisations that may be able to meet their support needs.
As part of this process, people are engaged in a discussion on the different types of support model that can be explored for an individual, such as shared living, independent living, co-residency, alternate carer model. The OEO may also share information about opportunities currently available within disability sector organisations.

The OEO will meet as often as required with the person and/or their family, other interested parties and a disability sector organisation to ensure the support service meets the person’s needs.

For further information, contact 9426 9350.

**Vehicles**


**Local Area Coordinator funding**

**Local Area Coordinator Local Area Resource funding**

Each LAC has access to an amount of funding they can use to allocate small one-off grants to individuals and families for short-term strategies.

This one-off funding can be used for:

- personal support
- breaks for families and carers
- independent living support
- personal network and relationship building
- growth and development
- family support
- planning
- community and social participation.
Funding requirements

Once an individual obtains funding from the Commission, their ability to meet the requirements to self-manage the funding through the Local Area Coordination program is determined. After this, they are required to:

- develop an agreement with their LAC that identifies how the funds will be used
- sign an ‘Offer and acceptance of grant form’
- maintain regular contact with their LAC
- review the funding with their LAC annually
- keep records that show funds have been spent for the agreed purpose.

My Way

The My Way Project is a new project that will support people with disability, their families and carers to exercise genuine choice and control in regards to supports and services they use to have a good life in their community. The self-directed supports and services project is about the establishment of individualised, person-centred approaches involving exploring possibilities, planning and implementing strategies. This includes the flexible use of funding where required. The My Way project will work in partnership with the non-government sector to implement the project in four geographically-defined areas in WA.

My Way is a three-year project and started in 2012. Two sites will be in the metropolitan region and two will be in regional locations. Implementation will begin in late 2012 and represent a broad cross section of the population including Aboriginal people and people from Culturally and Linguistically Diverse backgrounds.

All people with disability who live in the identified areas, and are eligible for registration with the Commission, will be invited to participate. My Way Coordinators will provide information about the project to people with disability residing in the project areas and, where appropriate, their families and carers. People can choose whether or not they would like to participate in the project.
My Way will provide people with disability, families and carers with the following opportunities:

- early engagement in simple planning to identify individual needs
- more flexible, local and responsive access to supports and resources
- increased choice of supports and services
- creative solutions to individual needs
- collaborative decision-making and the opportunity for people to take control to the extent they desire
- ongoing support and planning that will evolve as individual needs change
- flexible, locally-allocated funding packages.

Resource


Family Living Support

Family Living Support is a new strategy that aims to support people with disability, their family and carers through a focus on planning. This funding complements informal supports provided to the individual from family, carers, friends and the broader community.

Family Living Support funding is discrete proactive funding which sets out to optimise family well-being and strengthen family/carer and community capacity to provide ongoing support. This support is intended to enhance opportunities rather than address critical support needs. Family Living Support is allocated to families in relatively small amounts of one-off or ongoing flexible funding to help them meet defined outcomes.

Family Living Support funding can be used by individuals and families to:

- build on and maintain healthy and stable relationships including developing and maintaining friendships and circles of support
- participate in typical family relationships
- be actively involved in community
- prepare for times of change
- create opportunities
- achieve individual goals.
Family Living Support arrangements are developed by the individual, their family and carer, in partnership with their LAC and other relevant people involved in their life. The LAC and/or Disability Sector Organisation (DSO) support people with disability, their family and carers through planning processes required to complete a Family Living Support plan. They can also play a role in drawing family, friends and supporters (including disability sector organisations) together to help the person explore their vision and create practical strategies for future living arrangements.

Individuals and families found eligible for Family Living Support funding can choose to self-manage through LAC, to share manage though a DSO or have their option fully managed though a DSO. The individual, family and LAC and/or DSO would discuss these options during the planning process.

**Resource**

For further information about Family Living Support follow this link to the Disability WA website.


**Community Living Support**

Community Living Support funding is a proactive form of funding that sets out to broaden the range of flexible and innovative community living options available to people with disability. Community Living arrangements are developed so supports are sustainable, culturally appropriate and outside the traditional models of accommodation. Each community living arrangement is person-centred and emphasises key elements of a home in the community and a good life such as valued relationships, choice, contribution, security for the future and challenge.

The funding is intended to:

- support people with disability to have their own home and life in the community
- enable the person with disability to have flexibility about who provides the support and how the support is provided
- build on the strengths and capacities of people with disability, their families/carers networks and local community partnerships.
Community Living Support arrangements are developed by the individual, their family and carer, in partnership with their LAC and/or DSO, and other relevant people involved in the person’s life. The LAC and/or DSO support people with disability, their family and carers through the planning processes required to complete a Community Living Support plan. They can also play a role in drawing family, friends and supporters (including disability sector organisations) together to help the person to explore their vision and create practical strategies for their future living arrangements.

Individuals and families found eligible for Community Living Support funding can choose to self-manage through LAC (if their package is under $20,000), to share management through a DSO or have their option fully managed by a DSO. The individual, family and LAC would discuss these options during the planning process.

Resource

Alternatives-to-Employment/Post-School-Options

The difference between Alternatives-to-Employment and Post-School-Options is only in the application process. Post-School-Options applies to people leaving school and Alternatives-to-Employment applies to people applying through the Combined Application Process. The Alternatives-to-Employment program aims to help people engage in social participation, increase their independence, enhance support networks and continue in lifelong learning and explore employment.

An individual needs assessment is a tool used to gather information about an individual’s life which enables the Commission to determine the amount of funding someone needs. There are two processes used to gain Alternatives-to-Employment funding. One is the Post-School-Options process, where the individual needs assessment occurs in the two years before an individual leaves school or within two years after the individual has left school.

The second process is the Alternatives-to-Employment process, which is when an individual applies through the Combined Application Process. In this case, the individual Needs Assessment is completed as soon as possible after the individual has been identified by the CAP team as having urgent and critical needs.
In some cases, an individual may request a review, if their needs have changed. In this case, the individual needs assessment will be completed as soon as possible.

The individual needs assessment involves the applicant and the Post-School-Options officer. It can also involve any other stakeholders the individual or their family choose to invite. This may include family members, the Local Area Coordinator, a teacher and/or person from an organisation providing support to the person.

For the Post-School-Options Process, outcomes will be decided early in the school leavers year. For the Alternatives-to-Employment Process, outcomes are decided as soon as practical after the assessment has been completed. There are no firm timelines for these to occur but officers keep in mind the needs of applicants are at a critical level.

The team is based in West Perth and complete individual needs assessments at all locations in WA. Where possible, the officers attend meetings in person, including travelling to rural and remote locations. Where this is not possible, other methods are used such as teleconferencing.

In some cases, officers also collect relevant information from other sources such as an employer. This only occurs with the consent of the individual.

After completing the individual needs assessment, officers type up the assessment and provide a copy to the individual. The application is then assessed by the team so a group consensus is gained on whether the application is successful and, if so, how much funding will be allocated. The manager then signs this for approval. A letter advising the outcome is sent to the family.

In the case of an applicant being successful in gaining funding, the individual and/or their family then complete a form, where they nominate the organisation to manage the funding. The officers then match the individuals to organisations in order of the preferences nominated on the form.

After this, the individual and/or their family or carer meet with the organisation to put together a funding plan, stating how the funding will be used. This is then signed by the individual and the organisation and sent to the Commission for approval. Funds are then provided to the organisation and support begins.

The Post-School-Options/Alternatives-to-Employment team holds an expo each year, which involves stalls from various organisations and the Commission, so that people can gain information about the program and organisations they may choose to use their funding with.
Intensive Family Support

The Intensive Family Support (IFS) Program provides support to help people continue live with their family. The funding can be used flexibly to support families to meet their needs. Support may include a support worker coming to the person's home to provide personal care and opportunities for community inclusion and socialisation.

IFS is individually tied funding and can be applied for through the Combined Application Process. The first step is to contact a Local Area Coordinator or one of the disability sector organisations funded by the Commission. They will help the person to clarify if they are eligible and need to sign any application forms.

Resource


If a person is successful in their application for individually tied funding, they are able to use the funding with any of the organisations prequalified by the Commission to provide Intensive Family Support.

Resource

Accommodation Support Program

For many people, support will come from family, friends, neighbours and other people. Sometimes people need more support and may apply for Accommodation Support Funding (ASF).

Funding is allocated to people who have been given the highest priority by an independent panel and it is allocated specifically to the person with disability.

Resource

The following link provides further information: http://www.disability.wa.gov.au/forindividuals/disabilityservices/ accommodationsupport.html

Disability Professional Services

The Disability Professional Services Program (DPS) provides people with disability and their families access to professional support and services that contribute to well-being, independence and positive relationships and helps people with disability develop skills and abilities to participate in community life. Services can include: physiotherapy, occupational therapy, psychology, social work and speech pathology. Services are block funded and are delivered by a number of disability sector organisations throughout Perth and surrounding regions.

Resource

To find out about eligibility and the organisations that provide DPS go to: http://www.disability.wa.gov.au/forindividuals/disabilityservices/professionalservices.html

Community Aids and Equipment Program

The Community Aids and Equipment Program (CAEP) aims to provide an equitable, accessible and consistent State-wide scheme for the equipment and home modifications for people with a long-term disability living at home in the community.

All equipment and home modifications funded by CAEP are provided to enhance function, independence and user safety and to assist carers in their caring role. A number of disability sector organisations and health services throughout WA are block funded to purchase equipment for people based on their individual needs.
Continence Management

The Commission funds the following two programs to provide subsidy funding for children and adults who experience problems with continence:

1. The Continence Management and Support Scheme (CMASS) for individuals aged 16 and over.
2. Children's Incontinence Pad Scheme (IPS) for children aged three to 16.

Respite program

The respite program is block funded. It can involve both residential and non-residential respite. Non-residential respite refers to a carer providing support in the family home or in the community while residential respite involves centre-based activities or overnight stays at a respite house. To access these services, the family, LAC or organisation can contact organisations that provide this program.

Both types of residential involve community-based activities where possible and involve support for several hours or several days.

To access this service, the individual, family, carer, LAC or an organisation can contact any organisation that provides respite services and make enquiries on whether they have vacancies. They may want to get information regarding several respite houses first to decide which are the most comfortable for them and which best meet their needs.
To find out which organisations have availability, the individual, family, LAC or organisation can contact each one. Currently there is no central database but it is being considered.

If a person has individually tied Intensive Family Support funding, they can use this to access a respite service even if the service is also block funded, as long as there is a vacancy.

If a person does not have individually tied funding they can still access respite. These services are block funded by the Commission so people can use them but there may be a waitlist. A person is able to use more than one respite service.

**Resources**


**School Holiday Support Program**

The School Holiday Support Program provides holiday activities for school-aged individuals during the school holidays. This is a block funded program. To access this program, contact the organisations providing this support.

**Resource**

Advocacy

The Commission block funds a number of organisations to provide individual advocacy services to people with disability and their families. This may include:

- assistance to people with disability to help them to act for themselves
- support for families, carers and members of the community act with, or for, people with disability
- acting with or for people with disability.

The Commission also funds some organisations to provide systemic advocacy services. These organisations work to produce change in areas such as:

- the attitudes and understanding of the general community
- government legislation, policies or services
- government and non-government policies, practices and services
- private sector policies, practices and services.

Resource


Positive Behaviour Strategy

The Positive Behaviour Strategy is an initiative to support families and carers, disability sector organisations and the wider community to develop effective responses when supporting a person with disability who may, at times, exhibit challenging behaviours.

This service is available through referral only and is made up of three teams:

1. positive behaviour teams
2. school-age and adult teams
3. accommodation behaviour support team.

The teams provide support to disability sector organisations funded by the Commission by working in collaborative partnerships.
The Positive Behaviour Strategy also has a guiding committee, made up of people with disability, their families and carers, representatives from Commission-funded disability sector organisations, and peak bodies.

Several projects have been developed with the aim of establishing an evidence base to identify and support individuals, families and carers, as well as encouraging disability sector organisations to increase responsiveness in services. The projects are:

- Building Sector Capacity
- Joined up Responses to People with Challenging Behaviour
- Family Support Through Mentoring.

Resource

For more information regarding these projects, please contact the Behaviour Support Consultation Manager on 9301 3841.

The Positive Behaviour Framework Disability Sector Update is designed to inform the sector of developments under way in the continued roll-out of the Positive Behaviour Framework.

Resource


**Early Years and Consultancy Team—Statewide Specialist Services**

The Early Years and Consultancy Team (EYCT) is a team of psychologists who have experience in the fields of behaviour, development and disability. They operate as part of the Statewide Specialist Services directorate at the Commission.

One of the services provided by the EYCT is psychology consultancy. This service offers psychological support and advice to families, agencies and others working with people with disability to address areas of specific concern. Being linked to a consultant psychologist allows families and their local support network to access information from a psychologist with expertise in disability.
A Local Area Coordinator works with the family to process the referral, detailing specific issues or problems where the family requires assistance. The EYCT psychologist then works with the family over a pre-determined period (to a maximum of four months) via videoconference consultations and/or face-to-face visits. After completing an assessment of the individual, the EYCT psychologist then works with the family to implement an appropriate intervention. A report detailing the consultation and recommended interventions is completed for the family. In some cases, the EYCT engages directly with local service providers to provide training, support and advice with disability-related issues.

Throughout their involvement with the EYCT psychologist, the goal is to empower the family and community by providing opportunities for them to learn and develop their knowledge and skills. In conjunction with the Local Area Coordinator, the EYCT encourages families to link in with local supports and services wherever possible, to foster independence, flexibility and self-determination. The EYCT aims to build on existing supports within the community and strengthen relationships between individuals, families and local service providers.

If you would like more information about the EYCT Psychology Consultancy services, go to: http://www.disability.wa.gov.au/forindividuals/disabilityservices/earlyyearsconsultancy.html.
The table below describes the various funding options and the way each is allocated.

**DSC Supports and Services - Funding Allocation Processes**

<table>
<thead>
<tr>
<th>Funding program</th>
<th>Description</th>
<th>Allocation method</th>
<th>Ongoing / one-off</th>
<th>Allocation criteria</th>
</tr>
</thead>
<tbody>
<tr>
<td>LAC</td>
<td>Discretionary Funding (DF)/ Local Area Resource Funding</td>
<td>One off allocation through LAC for support such as breaks for families and carers, independent living support or social participation.</td>
<td>Case by case LARF between $1,500 and $5,000 requires plan, Area Manager approval</td>
<td>One off</td>
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<tr>
<td>TBA</td>
<td>My Way</td>
<td>TBA</td>
<td>TBA</td>
<td>TBA</td>
</tr>
<tr>
<td>Plan &amp; Panel</td>
<td>Family Living Up to $20,000</td>
<td>This funding sets out to optimise family well-being.</td>
<td>Personalised plan outlining resources required, submitted and evaluated by a panel</td>
<td>Ongoing (annually reviewed) and one-off funding</td>
</tr>
<tr>
<td>Community Living Up to $20,000</td>
<td>This funding allows people to have support for a range of flexible and innovative community living options.</td>
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</tr>
<tr>
<td>SC&amp;D</td>
<td>Post-School Options (school leavers)</td>
<td>Provides support for school leavers with disability to pursue purposeful occupation following school.</td>
<td>Application and individual needs assessment (INA)</td>
<td>Ongoing (or one-off 3%)</td>
</tr>
<tr>
<td>Combined Application Process</td>
<td>Alternatives-to-employment</td>
<td>Provides support for school leavers with disability to pursue purposeful occupation following school.</td>
<td>Application, CAP panel and ERSSI or INA</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Intensive Family Support</td>
<td>Flexible assistance to families/carers to build and enhance family wellbeing</td>
<td></td>
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<tr>
<td>Accommodation Support</td>
<td>Support for people to live in their home, where a person is supported to live outside their family home.</td>
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<tr>
<td>Funding Program</td>
<td>Description</td>
<td>Allocation Method</td>
<td>Recurrent/One off</td>
<td>Allocation Criteria</td>
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<tr>
<td>Competitive Tender Disability Professional Services</td>
<td>• Early childhood intervention (ECI) • School-aged therapy • Adult intervention Case-by-case basis for all Referral made by LAC or in some cases, self-referral</td>
<td>Tender</td>
<td>Term automatic contract renewal</td>
<td>Place-based</td>
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<tr>
<td>comprehensive services</td>
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<tr>
<td></td>
<td>• Behaviour specialist interventions (positive behaviour) • Other targeted services (includes equipment display and consultancy, and consultancy and resource services)</td>
<td>Tender</td>
<td>Term automatic contract renewal</td>
<td>Place-based</td>
</tr>
<tr>
<td>Disability Professional Services - targeted services</td>
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<tr>
<td>Advocacy</td>
<td></td>
<td>Tender</td>
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<tr>
<td>Assistive Technology</td>
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<tr>
<td>Respite Services</td>
<td></td>
<td>Tender for places</td>
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</tbody>
</table>
Useful Links

Activ Library
http://www.activ.asn.au/2/2085/8/activ_library.pm

The Activ Library contains a range of resources on disability, with a focus on intellectual disability, developmental delay and learning difficulties. Members can borrow items, subscribe to online journal articles and assess computers at the library.

Continence management

The Commission provides continence services through the Continence Management and Support Scheme (CMASS). The Silver Chain Nursing Association delivers the service at clinics throughout WA. Its specialist nurses can assess the person’s needs and provide confidential advice on how to best manage and improve bladder or bowel conditions. The association also provides information about eligibility for continence products to the value of $490 per year. This service is for people aged 16 or older. For more information on the scheme, contact Silver Chain on 1300 787 055 or visit www.continenceandyou.org.au.

Information on Disability and Education Awareness Services–IDEAS
http://www.ideas.org.au/

National Disability Services

National Disability Services provides:

• policies
• support worker training packages
**Our Community**


Our Community provides a range of information and resources including:

- Insurance and risk management help sheets.
- Information on grants and fundraising.
- A wide range of example policies.
- Board Builder newsletter

**Pro Bono Australia – Source**


Source provides a list of suppliers for a wide range of resources that may be of use.

**Technology Assisting Disability WA-TADWA**


TADWA uses technology and the skills of volunteers and staff to improve the quality and enjoyment of life of people with disability, the frail-aged and those caring for them. They have three sections: community aids and equipment, computer services and basic computer training.

**Western Australian Council of Social Services (WACOSS)**


WACOSS provides a wealth of information regarding policy and advocacy and sector development. Further information can be obtained through membership.


WACOSS also provides a list of links for peak bodies in the following areas:

- Other council’s of social services
- WA peak bodies
- Care
- Children, young people and family
- Community
- Counselling services
• Crime prevention
• Disability
• Environment
• Health
• Housing
• Legal
• Local government and government
• Multicultural or culturally and linguistically diverse groups
• Professional associations
• Volunteers
• Welfare.

**Google non profits**

http://www.google.com/nonprofits/.

Google non-profits offers services that may be of use for not-for-profit organisations.

**Small Business Development Corporation**

# Acronyms

## Disability Sector

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<tr>
<th>Abbreviation</th>
<th>Description</th>
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<tbody>
<tr>
<td>ABI</td>
<td>Acquired Brain Injury</td>
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<tr>
<td>ADE</td>
<td>Australian Disability Enterprise</td>
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<tr>
<td>ASD</td>
<td>Autism Spectrum Disorder</td>
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<tr>
<td>CLO</td>
<td>Consumer Liaison Officer</td>
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<tr>
<td>CSTDA</td>
<td>Commonwealth, State and Territory Disability Agreement</td>
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<tr>
<td>DAIP</td>
<td>Disability Access &amp; Inclusion Plan</td>
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<tr>
<td>DES</td>
<td>Disability Employment Service</td>
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<tr>
<td>ECI</td>
<td>Early Childhood Intervention</td>
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<td>FLS</td>
<td>First Line Supervision</td>
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<tr>
<td>HACC</td>
<td>Home and Community Care</td>
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<tr>
<td>NDIS</td>
<td>National Disability Insurance Scheme</td>
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<tr>
<td>SCOA</td>
<td>Standard Chart of Accounts</td>
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</table>

## Commission Specific

<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Description</th>
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<tbody>
<tr>
<td>ACDC</td>
<td>Annual Client and Service Data Collection</td>
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<tr>
<td>ASD</td>
<td>Accommodation Services Directorate</td>
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<tr>
<td>ASF</td>
<td>Accommodation Support Funding</td>
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<tr>
<td>ATE</td>
<td>Alternatives-to-Employment</td>
</tr>
<tr>
<td>BSU</td>
<td>Business Services Unit</td>
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<tr>
<td>CAP</td>
<td>Combined Application Process</td>
</tr>
<tr>
<td>CAIB</td>
<td>Community Access and Information Branch</td>
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<tr>
<td>CAEP</td>
<td>Community Aids and Equipment Program</td>
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<tr>
<td>CLI</td>
<td>Community Living Initiative</td>
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<tr>
<td>CLP</td>
<td>Community Living Plan</td>
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<tr>
<td>CMASS</td>
<td>Continence Management and Support Scheme</td>
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<tr>
<td>CSP</td>
<td>Community Support Program</td>
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<tr>
<td>DG</td>
<td>Director General</td>
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<tr>
<td>DPS</td>
<td>Disability Professional Services</td>
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<tr>
<td>DSO</td>
<td>Disability Sector Organisation</td>
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<td>DSS</td>
<td>Disability Service Standards</td>
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<tr>
<td>Acronym</td>
<td>Description</td>
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<td>--------------------------------------------------</td>
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<tr>
<td>eCMAS</td>
<td>electronic Continence Management Scheme</td>
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<tr>
<td>FLI</td>
<td>Family Living Initiative</td>
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<tr>
<td>FLP</td>
<td>Family Living Plan</td>
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References


