

ANNUAL REPORT 2017

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Disability
Services
Australia

your life. your future. your choice.

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Disability Services Australia Limited is a company limited by guarantee duly registered under the Corporations Act 2001 and holding NSW authority to fundraise CFN 12222 and ACT Charitable Collection Licence L19000764.

REGISTERED OFFICE

76 Harley Crescent
Condell Park NSW 2200
ABN 35 002 507 655
Banker Commonwealth Bank, Westpac
Auditor Grant Thornton Audit Pty Ltd
Chartered Accountants
Website www.dsa.org.au
Email corporateoffice@dsa.org.au
Phone 1300 372 121
Fax (02) 9796 3101

ANNUAL GENERAL MEETING

The Annual General Meeting will be held at
76 Harley Crescent, Condell Park
on 30th November 2017 at 2pm.



Disability Services Australia is proud to display the Tick of Charity Registration from the Australian Charities and Not-For-Profit Commission. It is a visual representation that we are registered, transparent and accountable which can give you peace of mind when you donate.

In an effort to reduce our impact on the environment, limited copies of this Annual Report have been printed. Contact the Community Connections team on 1300 372 121 to request a copy or visit our website www.dsa.org.au and download a copy from the About DSA - Publications section

Cover: This year marks the 60th Anniversary of the founding of the organisation that became Disability Services Australia. Mr Norm Anderton, MBE OAM, the sole surviving foundation member, is pictured with current CEO Mark Spurr at the launch of DSA's Diamond Jubilee celebrations.



OUR COMMITMENT IS TO DELIGHT YOU BY

- Delivering** a great service every time
- Treating** you with warmth, respect and dignity
- Listening** intently to what is important to you
- Providing **flexible** and **innovative** options
- Responding** to you in a **timely** manner
- Providing a **safe, supportive** and **inclusive** environment
- Informing** you about changes and challenges in delivering your service
- Welcoming and acting on your **feedback** and complaints to enhance your experience with us

DSA CUSTOMER SERVICE CHARTER

At DSA we work hard every day to uphold our Customer Service Charter. This is a promise made without compromise, to each and every one of our customers.

WHO WE ARE & WHAT WE DO

Disability Services Australia (DSA) was started in 1957 by a group of parents to create employment opportunities for their sons and daughters with a disability. This year we are celebrating our diamond jubilee, marking 60 years of service.

We started off in rented premises in Camperdown supporting a handful of young people with a disability. Fast forward 60 years and we now employ more than 500 people with a disability and provide a range of supports for more than 2500 people each year.

From these very humble beginnings we have grown into a values based social enterprise employing over 1,400 people in key regions of New South Wales including the Hunter, the Illawarra, Metropolitan Sydney, the Southern Highlands and the Southern Ranges.

Our purpose is to enhance the lives of people with a disability by enabling opportunities for choice, inclusion and achievement at home, in the community, through education and training, and in employment.

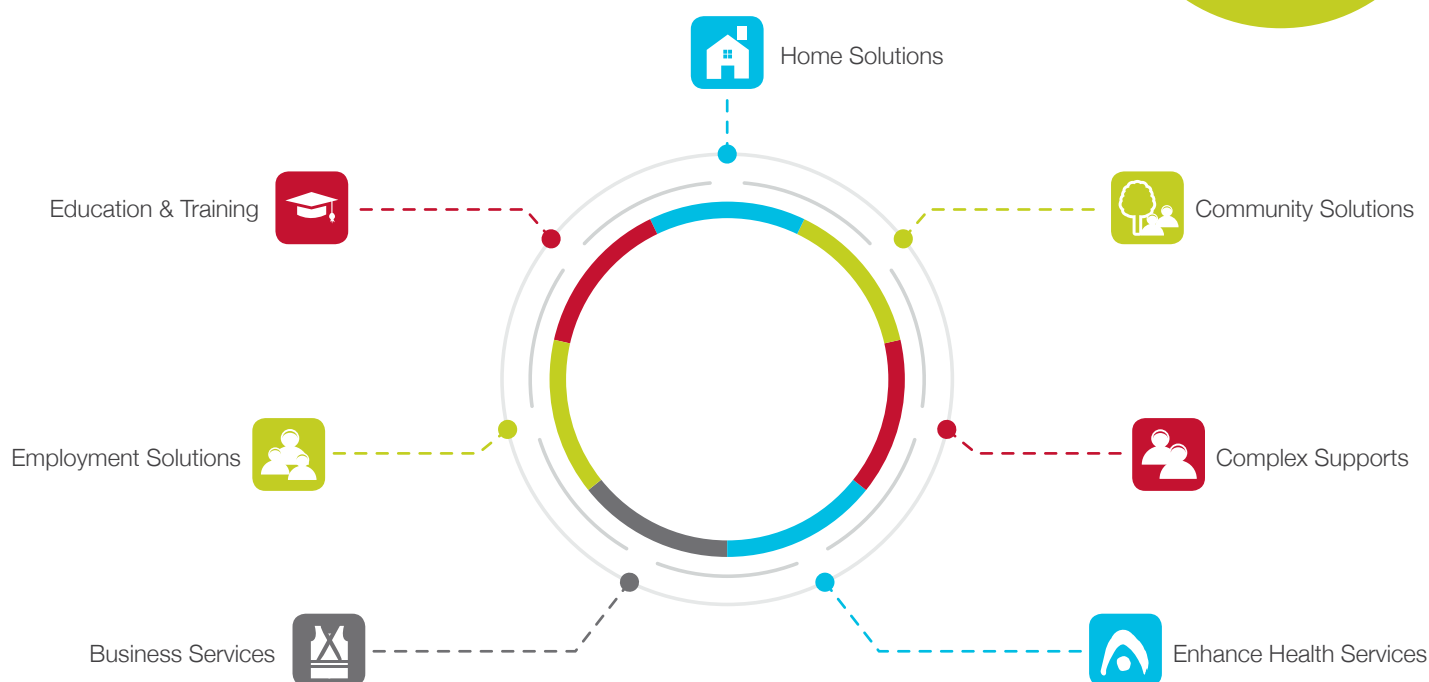
We are a registered National Disability Insurance Scheme (NDIS) provider continuously developing to ensure we offer individualised, personalised services that can best meet the changing needs of our customers without ever losing sight of our mission.

We empower people to live the life they choose.

We recognise that not everyone's journey will be the same and the support required with daily life at home, at work, whilst studying or out in the community will be different for each person, changing as their skills develop and circumstances change.

What has remained unchanged for us is our commitment to supporting people to build and maintain the skills they need to maximise their potential in life.

OUR SEVEN SERVICE STREAMS



CHAIRMAN'S REPORT



I am pleased to present the Disability Services Australia (DSA) Annual Report for the 2016-17 financial year.

Sixty years ago our organisation was born from the determination of a group of parents to improve the employment opportunities of their children. Whilst the provision of employment remains a cornerstone for us, over the years it has been joined by others – from support in the home and in accessing the community to allied health, education and training services.

The range of services we now offer reflects the evolution of DSA as it has adapted to meet new opportunities and expectations and we will continue to change as our customers and their families embrace the opportunities for self-determination implicit in the National Disability Insurance Scheme (NDIS). No doubt, as further years pass, DSA will evolve in ways we cannot now imagine. New services will be created to replace others no longer needed.

But no matter what the future holds for us, one thing will remain unchanged – our commitment to facilitate choice, inclusion and achievement for people with a disability in accord with our founders' vision of a more inclusive society in which all may live fulfilling and dignified lives.

The celebration of our Diamond Jubilee year has prompted reflection on a proud history but also on the capacity that exists within DSA to make an even greater contribution into the future. Despite a level of instability and funding uncertainty which the implementation of the NDIS has brought to the disability sector, its potential to transform for the better the lives of people with a disability is enormous. So we have embraced and will continue to embrace the opportunities the NDIS provides, assured that through our heritage, experience and commitment we are well placed to meet the challenges that will come our way.

I am pleased to report that 2016-17 was another solid year of growth. DSA returned a net profit of \$4.6 million for the year. Revenue of \$69 million was 18% higher than in the 2015/16 financial year and Government funding increased to \$58 million. Financially, DSA remains in a strong and stable position with Net Assets of \$27.7 million

Even more important has been the contribution of the people who are the essence of DSA and what it represents. I want to pay particular tribute to our staff members who have given so much of their time and of themselves in developing and implementing a range of new measures to facilitate the implementation of the NDIS. Your board is proud of you and grateful to you for your efforts. My sincere thanks to our CEO Mark Spurr, the Senior Leadership Team and all DSA staff members.

On behalf of my fellow directors allow me to thank our external stakeholders for their generous support. Our volunteers, community partners, pro bono service providers and individual donors – all make it possible for DSA to better fulfil our purpose.

We also benefit from the research and advocacy of our sector body, National Disability Services, and the funding and advice we receive from government, Commonwealth and State.

Allow me also to thank Sally Porteous Spurr for providing us with such a wonderful chronicle of DSA's story, "Sixty years of service", to mark our Diamond Jubilee. I congratulate Sally on her well written book and thank her for the painstaking research that made the book such a delight to read.

As always my thanks go to my fellow board members for their support. Their generosity in providing their expertise and experience throughout the year has ensured the board played its part in a successful year.

Ken Gabb | Chairman

CEO'S REPORT



The 2016/17 reporting year has been a successful year for DSA, particularly in terms of growth, sustainability and culture as we continue to navigate the challenging environment of the NDIS transition.

Our customer satisfaction scores have been maintained at very high levels as the number of people we support has grown through new NDIS customers and also through tendering success. Five new Complex Support sites became operational this past year in Fairfield, Minto, Rutherford, Smithfield and Villawood. Our customer revenue increased by \$8m (16%) to \$58m.

Our customers, their families and our stakeholders joyfully celebrated our Diamond Jubilee recognising our proud journey over the past 60 years from our humble beginnings in 1957.

We officially opened The Centre at Mascot. It is a leading edge facility providing pathways to employment and represents a \$7m investment in disability support into the future. Given the current uncertainties around funding it is somewhat of a leap of faith but it is what we do, we do it well and it is the right thing to do in maintaining productive employment for people with a disability.

We are also proud to be involved in the Buyability Campaign to highlight the benefits of supported employment for people and for the economy. DSA's Business Services activities contribute \$19.8m to the economy with a \$3 return for every \$1 invested.

Our safety improvement strategy continues to deliver excellent results. DSA's Lost Time Injury Frequency Rate remains well below the sector average, ensuring a safe and supportive environment for our customers and staff, and delivering a financial benefit through continuing reductions in our workers compensation costs.

Our financial results were very pleasing in a turbulent environment. Total revenue grew to \$69 million. Overall we achieved an operational surplus of \$4.6 million compared to \$2.1 million in 2015/16. Net assets increased by \$4.9 million to \$27.7 million reflecting our surplus and prudent asset management.

Our commitment to quality, continuous improvement and excellence is unwavering. Our Quality Management System was certified to ISO9001:2015, fully aligned to the National Disability Service Standards 2013 and reflects best practice.

Good progress was made this year on the implementation of VisiCase, our NDIS operating system and the launch of 'Howie?', a system which ensures that all staff have ready access to the business processes that guide 'how we do things around here'.

Our joint venture trial with McMillan Shakespeare Limited, Plan Management Partners, was successful and the business venture has proceeded with outcomes to date exceeding expectations.

We are fully committed to the success of the NDIS Scheme due to the benefits it promises for people with a disability however the roll-out has presented many challenges for the sector and frankly has not gone as well as intended by the government agencies.

In short, it has been a painful process for many stakeholders but we are working to ensure that we are in the best possible position to support the people who choose DSA to deliver services under their NDIS plans.

We continue to collaboratively express our concerns regarding the NDIS directly to the Minister for Social Services, to the National Disability Insurance Agency (NDIA) and also through our peak body National Disability Services (NDS).

Our supported employment activities continue with uncertainty due to the ongoing development of a new supported employment wage tool. We have actively participated in the Fair Work Commission, and with the Federal Government and NDS to progress the issue.

Our Senior Leadership team has a diverse range of skills and experience which is navigating DSA through this period of change.

Sincere thanks to all our staff for their commitment in the transition to the NDIS. Their customer advocacy, resilience and efforts in meeting the external challenges are highly valued and appreciated. The benefits for our customers and their families when the NDIS is fully functioning will be worth the implementation pain.

I would like to thank the Board of Directors for their guidance and acknowledge their commitment to DSA's mission of enabling opportunities for people to experience choice, inclusion and achievement.

Mark Spurr | CEO

STRATEGIC PLAN KPI PROGRESS

ASPIRATION	GOAL	KPI	FY17 TARGET	FY17 ACTUAL	COMMENT
 <p>Deliver great customer solutions – Strong reputation and brand</p> <p>Widely recognised as a provider of choice placing the people we support at the centre of all we do. An integral part of the communities in which we operate</p>	Empowered and satisfied customers	<p>Maintain customer survey results</p> <p>Customer growth</p>	<p>>80%</p> <p>10%</p>	<p>Achieved</p> <p>Exceeded</p>	<p>Community Support Services customers 84%</p> <p>Supported Employees 82%</p> <p>18%</p>
 <p>Navigate a changing Environment - Operational Excellence</p> <p>Renowned for service excellence; operating effectively in the NDIS environment, growing services, sharing skills, knowledge and ideas with our stakeholders</p>	Thriving in the NDIS world	<p>Implement NDIS transition plan</p> <p>Operational excellence</p>	<p>100%</p> <p>June 2017</p>	<p>In progress</p> <p>Ongoing</p>	<p>DSA implementation on track. External NDIS systems and processes hinder progression</p> <p>VisiCase CRM implementation</p> <p>Launched new business process system - Howie?</p> <p>Quality system certified to new ISO9001:2015 standard</p> <p>Leading edge employment and training facility opened</p>
 <p>Attract & retain the best staff and volunteers</p> <p>Considered an employer of choice with a reputation for innovation, safe work and for developing the skills and creativity of our staff</p>	Inspired and committed staff	<p>Gold standard staff satisfaction survey</p> <p>Reduce incidents and LTIFR</p>	<p>75%</p> <p>≤10</p>	<p>71%</p> <p>11</p>	<p>Slippage mainly due to the challenges of NDIS transition</p> <p>Best practice result maintained</p>
 <p>Maintain financial and mission discipline – double bottom line</p> <p>Financially sustainable in all areas of operation with the capabilities and infrastructure to meet our customer needs and growth opportunities</p>	Financially sustainable with managed growth	Achieve budget	100%	Exceeded	<p>Operational surplus of \$4.6m achieved</p> <p>All service groups exceeded budget</p> <p>Continued savings on Worker's Compensation premium</p>

HIGHLIGHTS OF THE YEAR



Hours of volunteer time & talent



Training Hours



148
Volunteers



522 students studying through METS



59 Learning Hub students



Achieved customer satisfaction

84%

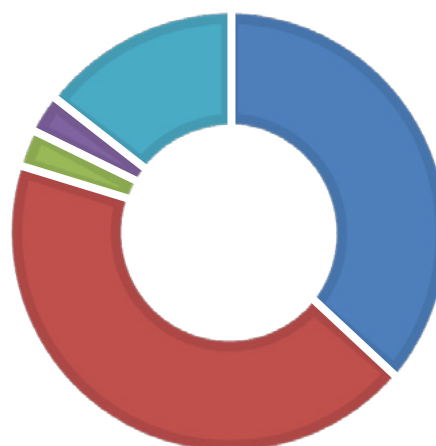
for Community Support Services customers

SCHOOL LEAVER EMPLOYMENT SUPPORT OUTCOMES



- Work experience - 55%
- Currently engaged in training - 25%
- Paid employment - 20%

DSA EMPLOYED 1,403 PEOPLE



- People with a disability in Supported Employment - 36%
- Service delivery & support in Community Support Services - 44%
- Service delivery & support in Employment & Training Services - 3%
- Service delivery & support in Business Services - 2%
- Support roles including Executive, Organisational Development, Operational Management & Shared Services staff - 15%



Celebrated outstanding employee and jobseeker outcomes at the 2017 Achievement Awards

Total revenue rose to
\$69million

An increase of \$9.5m or 18% over last year



Achieved revenue growth in Complex Supports offering of \$4m or 30%



Plan Management Partners joint venture with McMillan Shakespeare Group has proceeded with outcomes exceeding expectations

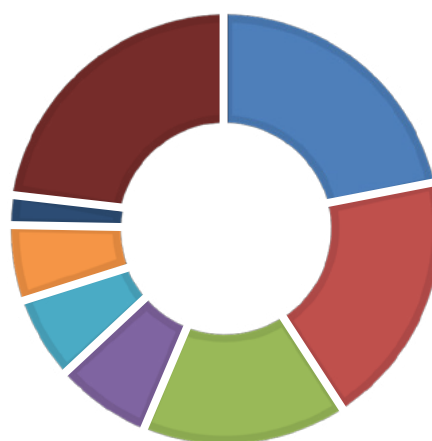


Maintained best practice WHS result with LTIFR of 11 and continued savings on Workers Compensation premium



Our Business Services activities contributed \$19.8m to the economy with a \$3 return for every \$1 invested

OUR CUSTOMERS



- Supported employees - 22%
- Accessing Enhance Allied Health Services - 19%
- Receiving support to access the community - 16%
- Accessing work readiness support - 7%
- With Complex Needs receiving in-home & mentoring supports - 6%
- Receiving in-home support - 6%
- Learning Hub students - 2%
- METS students - 22%

Thank you.

We greatly appreciate the generosity of our dedicated volunteers, individual donors and community partners, organisational supporters and government funders.

Thank you for helping us to meet our mission!

You all play an essential role in the life of DSA.

We are a not for profit social enterprise committed to promoting the rights of people with a disability, maximising the potential of individuals and enhancing the communities in which we live.

Donations of dollars, time and talent help us to improve the services we offer and the facilities and amenities available for our customers and supported employees.

With your help we have been able to grow the opportunities we offer for people to make their own choices, be included and experience the joys of achievement.

Our special thanks to The Clubs Community who are consistent supporters of the work we do.

In particular we would like to thank:

- Bankstown Sports Club
- Blacktown Workers Club
- Club Condell Park
- Goulburn Workers Club
- Goulburn Soldiers Club
- Tradies Caringbah & Gymea
- Seven Hills Toongabbie RSL
- St Georges Basin Country Club
- Warilla Bowls



Support from the Cunningham family has greatly assisted with the establishment of The Centre, our new facility in King Street, Mascot. We were pleased to publicly recognise their support at the recent unveiling of the John Cunningham Enhance Centre.



L-R CEO Mark Spurr with John & Margaret Cunningham and Assistant Minister The Hon Jane Prentice MP.

We are also sincerely grateful to those who have provided pro bono services during the year including Tress Cox Lawyers, Sally Porteous Spurr and Executive Mandala.

OUR VOLUNTEERS

Volunteers can play a vital and much valued role in the provision of our services and everyone has something to offer. We thank the many volunteers who have assisted DSA in the past year and who have collectively provided more than 13,100 hours of their time and talent.

We especially value the enthusiasm and ideas that come from our Student Placement volunteers and the fantastic contribution they make to improve the lives of the people who choose DSA as their provider.

148

Volunteers

30

Student
Placements

13101

Volunteers
Hour

One of our much loved volunteers is Helen Ferrari who is a regular at our Condell Park Business Services site and who was a finalist in this year's NSW Volunteer of the Year Awards. Rather than attend the presentation ceremony, Helen elected to help out and join in our 60th Birthday celebrations – what a champion!

There are so many ways that you can get involved and help us improve the services and equipment that can enhance the lives of people with a disability. You can make a one-off or regular donation, leave a bequest, make a donation through your business, fundraise for us through a major public event like the City2Surf, hold an event or volunteer your time and talents.

For more information visit www.dsa.org.au, email community@dsa.org.au or give us a call on 1300 372 121.



CELEBRATING 60 YEARS



We are a proud organisation with a long history of enabling opportunities for choice, inclusion and achievement for people with a disability, their families and carers.

This year we celebrated the past 60 years of service with the launch of Sally Porteus Spurr's book which chronicles the history of the organisation from the pioneering provision of a work choice for young people with a disability in 1957, through to the rich diversity of service that we now provide.

Sixty Years of Service: Celebrating the Diamond Jubilee of Disability Services Australia was launched at Bankstown Sports Club on 28th April.

The Sports Club was a fitting venue for the celebration as their Board and management have been staunch and valued supporters of DSA for many years. Almost 200 guests attended the event including our sole surviving founding member and past Chair Mr Norm Anderton, MBE OAM.



Norm shared his recollections of those early years and had the opportunity to catch up with some of our long serving employees who had worked side by side with his late daughter Lorraine.

We continued celebrating our 60th birthday throughout the year with a series of local events and lots of birthday cakes!



"When I think of where DSA is today and how far DSA has come, I am in awe of our pioneers, whose vision, initiative and commitment created something of immense worth from nothing – an organisation devoted to assisting people with disability achieve their potential.

But I am equally in awe of those who continued that vision to develop DSA into a caring, professional and efficient company that is moving confidently to embrace the exciting new era of the National Disability Insurance Scheme (NDIS)."

Ken Gabb, Chairman

OUR SERVICES IN REVIEW

Customer and community focus is a defining feature of DSA where everything is oriented to achieving the outcomes people want in their lives. This translates into personalised, local service and honest, open communication with our customers, their families and carers.

Our major strategic priorities are firmly focused on ensuring our organisation has the capability and capacity to support people who select DSA as their provider of choice.

The significant sector wide changes that come with the NDIS have also brought many challenges and we are firmly committed to supporting our customers, their families and carers and our staff through this transitional period and into the future.

We have a sustained focus on strengthening our organisational capability, and this year we have continued to optimise our systems and processes with a goal of increased efficiency and ease of service delivery for our customers.

The demand for workers willing and capable of supporting people with a disability continues to grow. The DSA workforce is made up of people with diverse values, backgrounds, skills and experiences. We value this diversity and recognise the many benefits that this brings to DSA and our customers.

We measure our business performance not only against our strategic KPIs but also by our customers' achievements.

WE TAKE CUSTOMER SERVICE SERIOUSLY

Our Customer Connections team continues to represent DSA and our services through network meetings, school visits and community events, engaging with the wider community to inform people about our programs and services.

As the first point of contact for many people connecting with DSA, they also operate as our intake and referral service fielding calls and enquiries from people seeking general and NDIS specific information, community support services, employment or assistance to transition from school to work.

By July 2017 the team was fielding on average more than 600 phone enquiries each month. They attended 50 community expos across the Sydney metropolitan area, the Hunter & Central Coast and southern regions. The focus of these expos has ranged from post school options & employment through to mental health, careers, and community and disability expos.

600+

Calls answered
each month

50

Community
expos

We understand that managing all the supports in an NDIS plan can be a challenge and that's why we have key personnel who are here to help.

The NDIS transition can be a confusing time and our Customer Relationship Managers are here to help our customers and their families to understand their plan and assist with any required changes. We also offer Support Coordination and time limited Specialist Support Coordination through our Enhance Health Services team.



HOME SOLUTIONS



DSA's Home Solutions are so much more than the in-home supports and assistance with self-care that might be necessary for a person to live independently, either on their own or in a shared living arrangement.

We empower people to explore opportunities to live the life they choose. This might include learning daily living skills and new life skills, developing social relationships or improving health and wellbeing.

We support people with the tasks of daily living in the home, with social and recreational activities in the community or while engaging in everyday activities like shopping, going to the bank or getting a haircut.

With the changing landscape of disability housing under the NDIS, we are exploring opportunities for innovation in our service offerings.



130

Customers supported

98

Of these customers have transitioned to the NDIS

23

Home Solutions sites

COMMUNITY SOLUTIONS



Feeling that you are a part of the community where you live is important, so we are continually developing our range of socially inclusive day services. Our Community Solutions are all about supporting people independently or as part of a group to increase their community participation through social and recreational activities focusing on life skill development and living active and enjoyable lives.

We are developing a mobile service in the Shoalhaven's Bay and Basin area and look forward to kicking off the program in earnest over the coming months. We've received great support from the local community with funding from a number of local Clubs and through the Department of Health's 'Make Healthy Normal' initiative.

We've hosted a range of social events over the past year including Halloween Discos and Christmas parties, and our community events celebrating International Day of People with Disability are growing each year. The Mittagong Ability Walk and Blacktown Picnic in the Park are now firm fixtures on the International Day calendar with community groups, service providers schools and the wider community coming together to celebrate inclusiveness.



366

Customers
supported

289

of these Customers
have transitioned
to the NDIS

13

Community
Solutions sites

ENHANCE HEALTH SERVICES



Enhance is a multi-clinic psychology and allied health care practice. With an experienced team of consultants; psychologists, speech pathologists and behaviour therapists, Enhance provides clinic-based as well as outreach interventions to people and their support networks.

In the past year the team has provided specialist therapy and training services for more than 450 people including early intervention, behavioural intervention, mental health training, occupational therapy and speech therapy.

Enhance is also working with businesses, community groups, schools and other disability services to broaden their understanding around working with individuals with a disability.

The team are highly skilled in delivering individualised services to assist people to learn skills to deal positively with life experiences and situations through psychological support and intervention strategies, resilience programs and incidental crisis support.

Enhance has been added to the iCare panel for Case Management and a number of staff are now part of the referral network for Lifetime Care.



Our operations in Redfern relocated to The Centre in Mascot earlier in the year where we were proud to unveil the John Cunningham Enhance Centre in recognition of the wonderful support of the Cunningham family.

ENHANCE

HEALTH SERVICES

A division of Disability Services Australia

453

Customers

160

Of these are funded
under the NDIS

5

The number of clinic
sites we operate from
in NSW

COMPLEX SUPPORTS



DSA's Complex Supports service provides a safe and stable transition to the community for people with complex support needs. It has a growing reputation for the provision of supports in a model that enables opportunities for choice, inclusion and achievement.

Using an evidence based framework designed by our highly experienced clinicians, customers are supported in managing complex trauma, behaviours of concern and communication needs to effectively transition out of a range of care and crisis situations with a goal of safely re-entering the community.

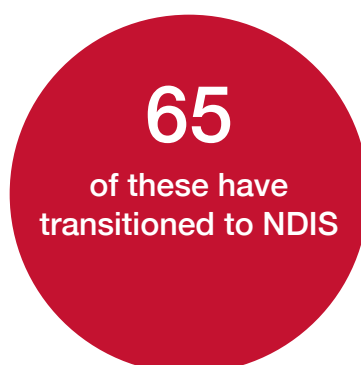
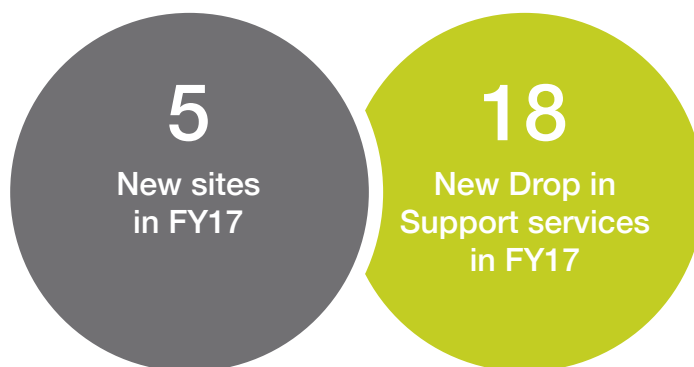
The service focuses on enhancing overall quality of life, responsible community participation and reducing re-offending behaviours. Our positive working relationships with primary medical and mental health services in a number of key locations ensure that effective streamlined processes are in place that enable people to access the services they need, when they need them.

Staff are committed to supporting people to live their lives in a safe and inclusive environment which enables them to expand their horizons and explore opportunities to learn new skills, develop social relationships, improve their health and wellbeing and make the choices that will allow them to live the life they choose, safely.

The past year has seen significant growth in our complex support service with new sites in Minto, Rutherford, Villawood, Fairfield and Smithfield becoming operational.



The phrase “Give a man a fish and you feed him for a day. Teach him how to fish and you feed him for a lifetime” is a great way to think of what we do in complex supports – we support people to develop the skills they need to navigate the complexities of life in the community.



TRAINING SOLUTIONS



For many people, gaining new skills through accredited training is a key life goal.

Our Supported Learning Hubs are a place for people to engage in training in a supported environment. The Hubs are a great concept which offer the opportunity to be supported by qualified staff to complete both accredited and foundation skill courses. Students can learn new skills and gain qualifications that will help empower them to take that next step in life, and in the process grow in confidence and independence.

Our trainers are highly skilled professionals who have a passion for the subjects that they teach and extensive experience training people with barriers to learning.

The Hubs now have 7 courses on scope, and a new Employment Solutions site opening soon in Rooty Hill will also include a Learning Hub to meet increasing demand.

Our registered training organisation METS is an approved Smart & Skilled provider delivering Nationally Recognised and ASQA accredited qualifications. METS has an expanding scope, delivering innovative training tailored for the individual or the organisation. Our METS trainers are recruited for their industry expertise, practical hands on experience and adult learning capabilities. METS currently specialises in Community Services Training including Children's Services, Disability Services and Aged Care and we're exploring opportunities for METS to further diversify to meet emerging needs.



Support from the Clubs community has allowed us to install Smartboards in our Hubs, providing opportunities for a more interactive learning experience.

522

METS students

59

**Students currently
completing training
through the
Learning Hubs**

3

Hub Sites

7

**Courses on scope
through the
Learning Hubs**

EMPLOYMENT SOLUTIONS



For many people with a disability, employment is so much more than just a job. It is an opportunity to feel that you are contributing and being a productive member of your community. It can boost confidence and help build independence as well as provide additional income to allow you to live life the way you choose.

Whether it's a job you're looking for, or an opportunity to build your skills, we can help you to find the path that's right for you. Services include individual employment support in our Supported Employment

Enterprises, school leaver employment support and personalised work readiness support for jobseekers with open employment goals.

We are proud of our reputation for providing individualised and person centred support in either a group situation or tailored 1:1 support. We get to know you – not just your barriers, but also your strengths, skills and interests.

166

Jobseekers

84

of these have
transitioned to NDIS

7

Sites

A crucial element in our work readiness programs is the opportunity for jobseekers to obtain work experience.

Urban Maintenance Systems (UMS) provides facilities and infrastructure management services. Contract Manager Dominic Walsh has employed four jobseekers from our Mascot program, and offered work placement for another two in their graffiti and poster removal department.

When DSA staff first approached Dominic about hosting some jobseekers in work experience, Dominic was quick to offer work placements. Within a few months this had grown to work experience for five jobseekers, offering paid employment to three.

The team at UMS are incredibly inclusive, particularly Dominic. He was patient and understanding, allowing for some days off due to anxiety, and offered slower start for those who required it.

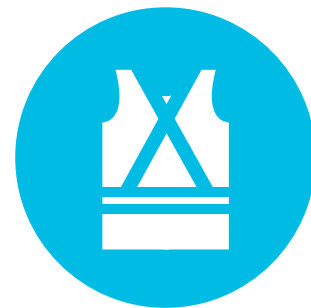
Once they had worked for a few weeks he was conscious to expect exactly what he would of anyone else.

Dominic and the team at UMS are empowering our jobseekers to become independent workers. Their thoughtfulness, patience and inclusive approach make them worthy winners of this year's TTW Employer of the Year award.



CEO Mark Spurr and Assistant Minister Jane Prentice MP present Dominic Walsh with the TTW Employer of the Year award for 2017.

BUSINESS SERVICES



DSA operates four Supported Employment Enterprise facilities providing third party supply chain solutions for local, national and international businesses and Assetcare, a property maintenance division. Our facilities in the Greater Sydney area are located in Mascot, Bankstown, Seven Hills and Glendenning. Our Southern Highlands facility is located in Braemar.

We are proud to be associated with the Buyability campaign, an initiative of National Disability Services which highlights the social and economic benefits of Australian Disability Enterprises and supported employment.

Supported employment is an important employment option for people with a disability which not only provides a job and a wage but it also enables people to learn and develop new skills, improve their health and wellbeing and provides lots of opportunities to meet new people and make new friends.

Our Business Services activities contributed \$19.8m to the economy this past year with a \$3 return for every \$1 invested.

Last year saw a strengthening in the relationships we have with key customers and an increase in our sales revenue of \$1.8m to \$8.2m.

Earlier in the year our Mascot supported employment enterprise moved into new and improved premises in King Street to meet the growing demand from key customers in the airline supply chain. The Centre will not only facilitate growth in the business, it is also accommodating an exciting development in our employment solutions. The relocation of our operations was practically seamless and a fantastic achievement for all involved.

507

**Supported
Employees**

190

**Transitioned
to the NDIS**

5

sites

70

**Business
Customers**

One of our key customers is Costco, a membership warehouse club which opened its first Australian store less than 10 years ago. DSA began providing a service to Costco in November 2013, re-labelling a small amount of their food products and our commitment to service and quality has seen a valued relationship form over the past 4 years. DSA now labels an entire range of Costco products including packaged food, books, laundry products as well as wines and spirits. In just a few short years Costco has become one of our most valued business customers receiving the 2017 Business Services Customer of the Year award.



GM Business Services Darrell O'Loughlin, Awards Day special guest Peter Sterling, National Distribution Manager (Costco) Mark Taylor and CEO Mark Spurr

THE CENTRE AT MASCOT

The Centre represents a significant shift in the way we offer employment support for people with a disability. It promotes skill-building opportunities and career pathways for young job seekers and existing supported employees.

Our vision for The Centre is to assist people with a disability to achieve their employment aspirations by providing support which caters to each person's individual preferences, needs and circumstances.





Special thanks must go to the band of dedicated tradespeople who believed in our vision and worked tirelessly to have the project completed on time. Due to a number of reasons we had a very small timeframe to complete the construction of the entire factory area and refurbish three administration floors.

Relocating a large supported employment facility is a huge undertaking. The refit of the building commenced on 6 December 2016, and to everyone's credit, 59 working days later the building was ready for business.

That same day we relocated all our staff and supported employees along with the furniture and equipment from the Church Avenue site. We were operational that same afternoon, and did not miss a single delivery for our airline customers.

The relocation of our Transition to Work, Supported Learning Hub and Enhance Health Services from our old Redfern office a few days later brought more than 60 additional staff and customers to The Centre.

Onsite service offerings include:

-  Supported Employment Services
-  Employment Solutions
-  Learning Hub
-  Enhance Allied Health Services

The substantial fitout and relocation cost of the site was predominantly covered by donations to DSA. These funds included a very generous contribution from the Cunningham family, and a grant from the Federal government.

The recent official opening saw the unveiling of the plaque by the Hon Jane Prentice MP and included a celebration of our 60th birthday as well as a tour of the entire facility.



For more photos of the day visit our [Instagram](#) and [facebook](#) pages

CORPORATE GOVERNANCE AND QUALITY

DSA is a not-for-profit social enterprise operating as a company limited by guarantee. We are committed to the delivery of high-quality, ethical services through independent assurance, governance and risk management frameworks.

DSA is governed by a Board of Directors who represent the mission and vision of our company. The Board has strict governance protocols to ensure accountability of the organisation at all levels which ensure that the interests of the Company and Customers in quality service delivery are paramount. All Board Members are volunteer non-executive Directors.

The Board has overall responsibility for ensuring that the organisation remains focused on its mission. Our approach to corporate governance is based on a set of core values that underpin our day to day activities and which we consider fundamental to the sustainability of our business.

Our core values are

- We put people first
- We are one team
- We are all accountable
- We strive to always do it better
- We are inspired by challenges
- We make ethical and sustainable decisions

ETHICAL STANDARDS

The Board conforms to the highest ethical standards and recognises the need for Directors and employees to observe the highest standards of corporate, business and service provider ethics when engaged in activities on behalf of DSA.

Under the Constitution, the Directors have developed a Board Charter, Code of Conduct and Delegations of Authority and Responsibility.

The Delegations of Authority and Responsibility Policy defines the delegated authorities that are applied throughout DSA to control risks in all parts of our business – from strategic control exercised by the Board of Directors through to divisional and operational actions by our management team.

Risk is an inherent part of any organisation's operations and whilst it is impossible to operate in a risk free environment, the understanding and co-operative application of these policies will manage and mitigate our risk and ensure that DSA is perceived as:

- a valued and trusted service provider
- an organisation with sound governance policies and procedures
- the service provider of choice for those we support and an employer of choice for those we employ.

MANAGEMENT RESPONSIBILITY

The Board has delegated authority for the management of the company to the Chief Executive Officer. Accordingly, the Chief Executive Officer has been charged with implementing the Board directives and the day-to-day management and reporting of activities.

ACCOUNTABILITY

DSA is accountable to its members, to customers accessing its services and their families and carers, employees, donors, funders and supporters. DSA is also accountable to Ageing, Disability and Home Care, an agency of the NSW Department of Family and Community Services, the New South Wales Department of Education and the Federal Department of Social Services.

COMPANY POLICIES AND QUALITY MANAGEMENT

The company has policies and procedures for each division which aim to ensure assets are used to achieve the company's mission and are protected from loss, damage, theft and fraud. They aim to ensure the company remains financially viable and best practice focuses on customer requirements and outcomes.

DSA recognises the importance of the health and safety of our customers and staff and are committed to a no-harm policy. We want every one, every day to be injury free.

DSA maintains a zero tolerance to any form of customer abuse and our Customer Service Charter and policies drive a safe and supportive environment for the people we support.

DSA's Whistle Blower policy sets out the company's commitment to the highest standards of conduct and ethical behaviour in all areas of operations.

This year DSA successfully transitioned to ISO 9001:2015, the Quality Management System Standard. DSA has also been re-certified against HACCP:2003 – Food Safety Management System for our operations in Business Services and maintained certification against the National Standards for Disability Services 2013 (Employment).



The Quality team manages an internal audit process which provides objective independent assurance to the Board and Senior Leadership Team on the management and mitigation of business risk in all areas. All managers are responsible for quality assurance and staff and employees form an integral part in this process by implementing policies and procedures.

As a registered charity, DSA adheres to requirements under the Charitable Fundraising Act 1991 and Lotteries and Art Unions Act 1901 in New South Wales and The Charitable Collections Act (2003) in the Australian Capital Territory.

Independent Auditors SAI Global currently audit a sample of areas of DSA each year regarding compliance and every three years they conduct a more in-depth audit called a recertification audit.

DSA's corporate governance framework, policies and procedures are regularly reviewed as expectations and requirements develop to ensure that DSA not only continues to comply with relevant sector legislation, standards and practices but also provides easy access for employees to the processes that guide their day to day work.

PRIVACY

DSA is committed to protecting an individual's right to privacy. We do not sell, rent or trade the information we collect. We maintain the necessary internal control systems to ensure that all information is secure.

This statement and DSA policies covering the Disability Service Standards are available on our website www.dsa.org.au

FEEDBACK

Quality service and a commitment to continuous improvement are fundamental to our operations here at DSA. If you would like to let us know about something we have done well, or that we could do better, then please let us know. You can do that via our website www.dsa.org.au, by calling our Customer Connections team on 1300 372 121 or send an email to customerconnections@dsa.org.au



OUR PEOPLE

BOARD OF DIRECTORS



Ken Gabb
Chairman

Chair of Board Nomination and
Remuneration Committee
Member of Finance and
Risk Committee



Thomas (Tom) Leahy
Vice Chairman

Chair of Finance and
Risk Committee
Member of Board Nomination and
Remuneration Committee



Gary Bailey
Director

Member of Finance and
Risk Committee



Vik Bansal
Director



Maryann Dalton
Director

Chair of Fundraising Committee
Member of Board Nomination and
Remuneration Committee



Barbara Jones
Director

Member of
Fundraising Committee
Member of Board Nomination
and Remuneration Committee



**Bernhard (Bernie)
Liebmann**
Director

Member of Fundraising
Committee



Margaret Palmer
Director

Member Finance and
Risk Committee



Matthew Payne
Director

Member of Board Nomination
and Remuneration Committee

OUR PEOPLE

SENIOR LEADERSHIP TEAM



Mark Spurr

**Chief Executive
Officer & Company
Secretary**



Frank Levin

Chief Financial Officer



Fiona Coluccio

**General Manager
Community
Support Services**

Community Solutions, Home
Solutions, Complex Supports
and Enhance Health Services



Darrell O'Loughlin

**General Manager
Business Services**

Business Services
and Assetcare



Louise Mooney

**General Manager
Employment & Training**

Employment Services, Supported
Learning Hubs and METS (RTO)



Caron Rooks

**General Manager
Organisational
Development**

Practice Team, Learning and
Development and Quality

OUR PEOPLE

SENIOR LEADERSHIP TEAM



Simon Blumenthal
**General Manager IT
and Facilities**

Information & Communication
Technology and Facilities
Management



Gordon Wilkins
**General Manager
Human Resources**



**Debbie
Eisenhauer-Rodney**
**Executive Leader
Business Development**



Heather Macrae
**Manager Marketing and
Communications**

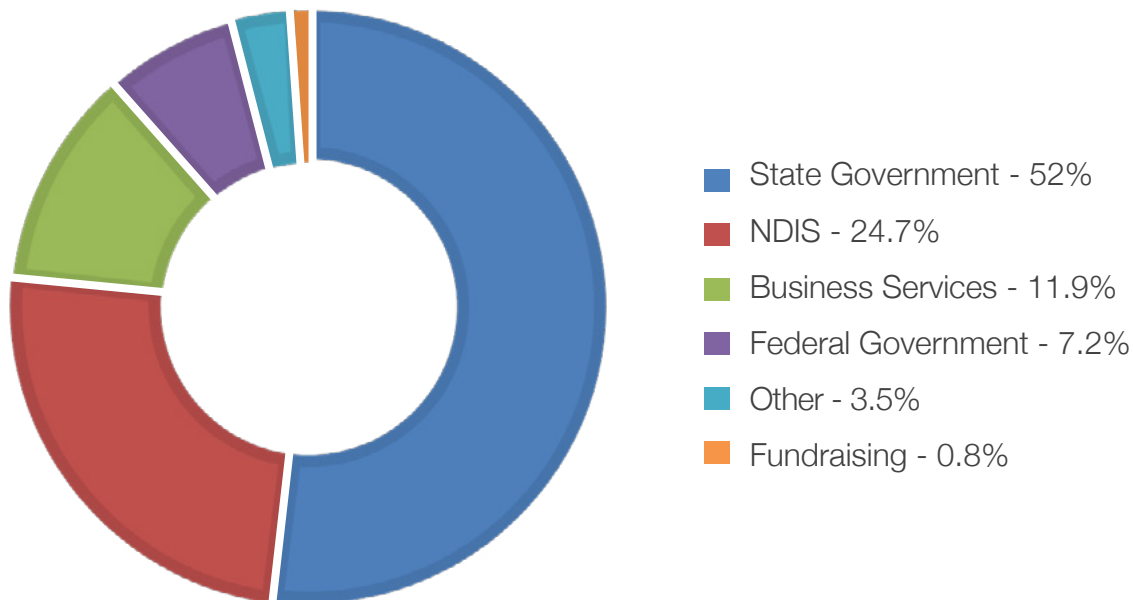
Marketing, Communications,
Community Connections &
Fundraising

The bios of our Board of Directors and Senior Leadership team members can be viewed on our website www.dsa.org.au

FINANCIALS

\$ MILLION	2016 - 17	2015 - 16	2014 - 15
Government Funding	57.6	49.4	43.3
Sale of goods	8.2	6.4	6.3
Fundraising	0.5	0.5	0.6
Other revenue	1.9	2.4	1.9
Total Income	68.2	58.7	52.1
Employee expenses	45.5	38.5	34.2
Cost of sale of goods	7.8	5.9	5.6
Administration	6.0	6.7	5.7
Occupancy	3.5	3.9	3.7
Other expenses	1.2	2.1	2.4
Total Expenses	64.0	57.1	51.6
Surplus before Other Income	4.2	1.6	0.5
Interest received	0.4	0.5	0.5
Net Surplus	4.6	2.1	1.0
Net Assets	27.7	22.8	18.6

REVENUE BY SOURCE



The Annual Financial Report of Disability Services Australia Ltd ABN 35 002 507 655 for the year ended 30 June 2017 can be viewed on our website www.dsa.org.au or you can call our Customer Connections team on 1300 372 121 and request a copy be posted to you.

OUR HISTORY

A group of parents formed a charitable society called Aid Retarded Persons NSW to provide employment for people with a disability who had limited work opportunities.

The organisation renamed itself Amaroo Industries Limited, a company limited by the guarantee of its members. Amaroo had factories at Redfern and Condell Park employing a total of 200 people.

Amaroo Support Service started with 10 employees and supported 14 service users.

Amaroo Industries changed its name to Disability Services Australia to better reflect the growing range of services offered.

Acquired the Registered Training Organisation, Macquarie Employment Training Services (METS).

Opened a regional hub in Charlestown in the heart of the NDIS precinct.

Launched Supported Learning Hubs in Bankstown, Redfern and Blacktown

Celebrated 60 years of service. Opened new complex support sites in Rutherford, Villawood, Fairfield, Minto and Smithfield. Relocated Mascot & Redfern operations to a leading edge facility - The Centre at Mascot.

1957

1958

Aid Retarded Persons established a workplace at Camperdown with seven employees working on very basic tasks.

1982

1986

Amforce – Labour Solutions was established to take employees out to customer's premises to work.

1992

1994

Amaroo established 121 Employment. Amaroo achieved quality certification to Australian Standard AS3902 (now recognised as ISO9001:2008).

1998

2002

DSA established a Specialist Intervention Service to provide support to people with complex and challenging behaviours.

2006

2011

Appointed DSA's first Aboriginal Community Liaison Officer.

2013

2014

Established a social enterprise, DSA Assetcare. Opened a new day options centre in Blacktown, new TTW services outlets in Mt Druitt and Campbelltown, a new mentoring facility in Rossmore and 2 new accommodation services in Goulburn

2015

2016

Opened new mentoring facilities in Tamworth and Cabramatta.

2017



Disability
Services
Australia

your life. your future. your choice.

dsa.org.au

