ANNUAL REPORT 2014
CONTENTS

Customer Service Charter 1
Who we are 2
Chairman’s Report 3
CEO’s Report 4
Changes in the disability sector 5
Highlights of the year 6
Progress on our strategic plan 8
Real Life Stories 10
Support from the community 12
Our Services in Review 14
Corporate Governance & Quality 24
Senior Leadership Team 26
Board of Directors 28
Concise Financial Report 30

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.

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 (02) 9791 6599
Fax (02) 9796 3101

ANNUAL GENERAL MEETING
The Annual General Meeting will be held at 76 Harley Crescent Condell Park on 27th November 2014 at 2pm.

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.
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
Disability Services Australia (DSA) is a professional and flexible not-for-profit organisation employing more than 1,100 people. We offer a range of community support, employment and training services which provide opportunities for people with a disability to discover and explore, develop new skills and achieve their goals at home, at work and in their community life.

DSA is an integral part of the many communities in which we operate. We have a strong presence in key regions of New South Wales and the ACT including the Hunter, the Illawarra, Metropolitan Sydney, the Southern Highlands and Southern Ranges.

Our Business Services division continues to offer meaningful employment through our Australian Disability Enterprise (ADE), as it has since the 1950s, whilst our Transition to Work program provides personalised work readiness support for young jobseekers who aim to find employment in the open market.

Our Community Support Services division, which has grown to become our largest division, provides opportunities for people to move towards greater independence. It does this through a range of in-home and lifestyle mentoring supports, day programs for those for whom paid employment may not be an option, psychological support and intervention strategies, resilience programs and incidental crisis support.

METS, our registered training organisation, provides courses and recognised qualifications for those who wish to work in the disability, aged and child care sectors.

Our Community Connections team promotes our services through network meetings, school visits and community events.

We are firmly committed to the principles and full implementation of the National Disability Insurance Scheme and continue to develop the range and quality of our service offerings to meet the challenges and opportunities that come with the change to an individualised funding model.

WE EMPOWER PEOPLE WITH A DISABILITY TO MAKE THEIR OWN DECISIONS

As we prepare for the full rollout of the National Disability Insurance Scheme we remain firmly committed to the original purpose and vision of our founding families.

We focus on providing innovative, person centred support options so that people have greater opportunities to take an active role in their own decision making.

We work together with people with a disability, their families and carers to design the combination of services they need to live a full life.

WE HAVE STRONG RELATIONSHIPS WITH BOTH THE FEDERAL AND STATE GOVERNMENTS.

In New South Wales, we are funded by the Department of Family and Community Services (Ageing, Disability and Home Care - ADHC) and the Department of Education and Communities (DEC). At the federal level we receive funding from the Department of Social Services (DSS) and we are accredited providers of a range of services available in the Hunter and ACT National Disability Insurance Scheme trial sites.

WHAT WE DO IS IMPORTANT, BUT EVEN MORE IMPORTANT IS HOW WE DO IT.

Customer and community focus is a defining feature of DSA. This translates into personalised, local service and honest, open communication with our customers.

Our commitment to quality, continuous improvement and excellence is strengthened year on year. We have developed a new Customer Communication and Participation Policy and six new and improved policies aligned to the updated Disability Service Standards.

Our Quality system is certified to ISO9001:2008 and reflects best practice in everything we do.

WE ARE BUILDING OUR ORGANISATIONAL CAPACITY

We are focused not only on growing the number of people we support but also on building stronger and deeper relationships with all our stakeholders.

New programs, new facilities and innovation in our service delivery ensures that we continue to offer individualised, personalised services that can better meet changing customer needs and individual aspirations.

Each year, we reaffirm our commitment to our purpose of enhancing the lives of people with a disability.

Our Vision is to provide maximum opportunities for people to experience:

CHOICE
INCLUSION
ACHIEVEMENT
At DSA we have been championing the rights of people with a disability since 1957 when a group of parents decided to create a safe, supportive and inclusive environment where their family members could go to work, learn new skills and make a contribution to their community.

In 2014 we are in the midst of an era of unprecedented change. The National Disability Insurance Scheme (NDIS) is now becoming a reality and its impact is being felt by many thousands of people in trial sites across the country. This is a significant milestone for people with a disability, their families and carers, and for not for profit service providers such as DSA.

At the heart of the NDIS is the issue of equity. Its vision to maximise people’s independence and social and economic participation is both simple and powerful. The benefits for people with a disability, their families and carers are huge if we get it right.

The increasing impacts of the person centred approach and portable funding are significant catalysts for service model, technology and marketing development. We face an exciting and challenging future as we adapt to the new realities of a rapidly changing sector.

The DSA Board firmly believes in the importance of investing in our people, our programs and our systems to ensure DSA has the organisational capability to make a real difference in the lives of people who chose us as their service provider.

This year we embarked on a program of market research to better understand how we can ensure DSA continues to meet the needs of customers and their families in this developing landscape. Listening to, and learning from, our stakeholders will underpin our success as an organisation.

We have invested in business development with additional staff across key programs including a Personalisation Coordinator who specifically focuses on NDIS readiness. With our investment in the Hunter pilot site and the greater understanding we take from our experience there, I am confident DSA can be a leader in the provision of personalised services.

We have made a significant investment in growing our Fundraising program. The new fundraising strategy commenced in October 2013 with the objective of raising additional discretionary income through mail acquisition, telemarketing and submission based fundraising. The net investment to 30 June 2014 was $397k.

I am pleased to report that 2013-14 was a year of growth for DSA with the acquisition of new accommodation and lifestyle mentoring services and the transition of the Property Maintenance Services division of Business Services to a new social firm model under the DSA Assetcare banner.

Continued growth opportunities are expected as a result of the progressive transfer to non-government organisations of services currently delivered by the NSW Government Agency Ageing Disability and Home Care.

DSA returned a surplus of $313k for the year in review after deducting the net investment in fundraising. Revenue from Business Services was 19% higher than in the previous year and Government funding increased by 2.4% to $39.1m.

Financially, DSA remains in a strong and stable position with Net Assets of $17.4 million. We are well placed to continue to invest in building our organisational capabilities in preparation for the continued rollout of the NDIS.

We highly value our partnerships with government and particularly thank the Australian Government’s Department of Social Services and the NSW State Government’s Department of Family Services and Department of Education and Communities.

Special acknowledgement must go to the wonderful support we receive from our many stakeholders – from our dedicated volunteers to individual donors, community partners and organisational supporters; from those who have provided pro bono professional services to our industry body, National Disability Services. All play an essential role in the life of DSA and in promoting the rights of people with a disability.

I express my sincere thanks to my fellow Board members for their significant contribution and support during the year and welcome Barbara Jones to the Board.

Finally, and on behalf of all members of your Board, I would like to thank our CEO Mark Spurr, the DSA senior leadership team and all DSA staff members for their commitment to the vision of the organisation and their adaptability in facing the inevitable challenges that come with change and growth.

Ken Gabb | Chairman
DSA has a proud history of providing services and programs that enhance the lives of people with a disability. At a time when the disability sector is undergoing major and exciting changes there are many opportunities and much to do.

This report celebrates another year of consolidation, renewal and growth for DSA. We are focusing our energies on building our capability and embedding personalisation culture, practices and systems across all areas of the organisation. In March we launched our new Customer Service Charter, a key initiative of the personalisation culture change framework.

We know that our work can provide the platform for people with a disability to achieve what they want in life. This is their right and we are committed to extending opportunities for people with a disability and their families to be meaningfully engaged in directing their own future and living a good life.

Great customer service is about listening intently to our customers, treating them with warmth and respect and delivering the service that meets their expectations. While we have always valued customer service, delighting our customers is critical as we transition towards the full rollout of the NDIS.

We are investing in our staff to enrich and transform our organisation. Over the past year we have delivered more than 11,000 hours of training and staff development for DSA employees including a rollout of Customer Service training to all employees, a major revamp of our Induction Program for new starters and a new Developing Excellence program.

Increasing the skills and knowledge of our employees so they can work effectively and safely in a personalised environment is crucial to our future. We have successfully implemented a safety improvement strategy. Our Lost Time Injury Frequency Rate has improved by more than 80% over the past three years and our results are now better than sector averages.

Our program of IT infrastructure and system upgrades will ensure that our internal operations and processes are fit for the new world. We are building capability and capacity to meet the ever changing needs of our customers through our Operational Excellence project, new intranet and customer relationship management (CRM) system.

Our presence in the NDIS trial site in the Hunter Region positions us well to learn first hand as the transition to the new model unfolds and impacts are identified for people with a disability, their families and carers and for service providers like DSA. It also gives us greater insight into the real costs associated with delivering services and programs.

Negotiations between Government, unions and other interested parties regarding the development of a new wage assessment tool for supported employees continues following the discrediting of the Business Services Wage Assessment Tool (BSWAT) by the Federal Court and the Australian Human Rights Commission.

DSA has been running a successful ADE for more than fifty years providing meaningful and productive jobs for people with a disability and allowing them to experience the dignity of work. Our customer survey ratings confirm the high value that our supported employees place on their work in Business Services which encourages us to continue to invest in developing and growing our ADE. DSA is transitioning to a new wage assessment tool consistent with our continuing principle of paying fair wages. I thank all our ADE employees for their outstanding commitment to our commercial customers.

Over the past year we have grown the number of people we support through tendering success with two new accommodation sites in Goulburn, a Community Justice Program (CJP) site in Rossmore and five additional CJP drop in support packages. We also successfully tendered to provide Restrictive Practices Panels training across NSW in partnership with National Disability Services and Ageing Disability and Home Care.

Our financial results were pleasing with all areas of operations achieving break even or better and reflect a comprehensive sustainability review that was implemented last year. There were significant operational and financial improvements in the results for both Business Services and Community Support Services.

We achieved an operational surplus of $710k compared to a loss of $471k for the 2012/13 financial year. The financial surplus of $313k was achieved after deducting the net investment in Fundraising of $397k. This is a reflection of our improved productivity and growth.

I thank all staff for their continued commitment to our core values and to delivering on our purpose of enhancing the lives of people with a disability. I look forward with confidence to the year ahead.

Mark Spurr | CEO
CHANGES IN THE DISABILITY SECTOR

There are a number of key drivers of change in the sector, impacting the way we operate and respond to our customers’ needs now and into the future.

The NDIS presents an unprecedented opportunity for Australians with permanent and significant disability to receive the lifelong support they need to pursue their goals and participate in their communities.

The NSW trial of the NDIS started in the Hunter Region on 1st July 2013. It involves a staged rollout with the Newcastle Local Government Area transitioning in 2013-14, Lake Macquarie in 2014-15 and the final area, Maitland in 2015-16.

The Hunter trial is open to all people with a disability under 65 years who meet the eligibility criteria and it is expected to have 10,000 participants by mid-2016. From July 2016 the NDIS will then progressively roll out across the rest of NSW to cover an estimated 140,000 people by mid-2018.

NATIONAL DISABILITY SERVICE STANDARDS

At a meeting of the Standing Council on Disability Reform in December 2013 Ministers from all jurisdictions endorsed the revised National Standards for Disability Services.

These new standards are seen as a transitional reform enabling nationally consistent quality standards to apply for the sector. They have a greater focus on person centred approaches, promote choice and control by people with disability and are considered critical under the NDIS.

They are:

- Rights
- Participation and Inclusion
- Individual Outcomes
- Feedback and Complaints
- Service Access
- Service Management

Providers in NSW are required to have independent verification that they meet the new Disability Service Standards (DSS) by 30 June 2015. DSA has completed a self-assessment using the Quality Framework tool developed by the NSW Government agency Ageing, Disability and Home Care (ADHC) and in July 2014 our external auditor SAI Global commenced DSA’s formal verification program.

Personalisation is at the heart of our organisational transformation and a critical factor in achieving verification. We have engaged with customers’ families and advocates through a series of Parent Carer Focus groups. Their feedback has contributed to the development of our new Customer Communication and Participation Policy and six new Disability Policies which are aligned to both the DSS and our Customer Service Charter.

BUSINESS SERVICES WAGE ASSESSMENT TOOL

The Government endorsed Business Services Wage Assessment Tool (BSWAT) for determining supported employees’ wages was judged by the Federal Court to be discriminatory late in 2012.

In August 2014 the Australian Government announced $173 million to help the sector work towards new wage arrangements for supported employees. The funding will be used in part to develop and implement a new productivity based wage tool. The funding will also assist ADEs with any additional wage costs associated with the suspension of the current tool. The development of the new tool will lead to the phasing out of BSWAT.

There are some vocal interest groups that do not believe in the ADE model and feel that open employment is the only employment solution for people with a disability.

For most of our supported employees, open employment is not a viable option and if ADEs disappear they will no longer have the choice to experience the dignity of work, the associated social inclusion benefits and the sense of achievement of a day’s work well done.

We are currently transitioning to a new wage assessment tool consistent with our continuing principle of paying fair wages. We are proud of our ADE business, our customer service ethic and the important role we play in providing a unique opportunity for people to experience the dignity of work.

DSA is supporting a sector campaign called ‘ADEs WORK FOR ME’ with the objective of informing the politicians and the community of the many benefits of ADE. For more information or to get involved please visit www.ade.org.au

ADEs fulfil a social mission of meaningful employment and social inclusion in a caring and supportive environment
HIGHLIGHTS OF THE YEAR

BUSINESS SERVICES
• supported 589 employees in employment across our 4 Business Services locations
• conducted 685 group and 494 individual training sessions
• worked closely with Community Support Services to support 6 employees through the Supported Living Fund application process
• supported 40 employees in their studies towards a Certificate III in Warehouse and Storage Operations
• delivered a program of regular Carer Information & Support events and Saturday Social activities
• maintained high customer and employee satisfaction
• maintained significant workplace health and safety culture improvements
• rebranded the new Asset Maintenance social firm to DSA Assetcare and grew the business
• signed a Distribution Agreement with Axess Trading for the sale and installation of mobility aids
• continued implementation of the personalisation readiness training program with staff now undertaking Certificate III or IV in Disability
• improved sales by $914k (19.2%) over last year through the acquisition of new customers and increased volume from existing customers

COMMUNITY SUPPORT SERVICES
• provided lifestyle support for 135 people, including 53 young people in the Lifestyle Mentoring Program
• supported 321 people from 16 different day options centres, including 21 people under the Self Managed Model
• provided Specialist Intervention Services for 456 people
• continued growth in services through tendering success with 2 new accommodation sites in Goulburn, a Community Justice Program (CJP) site in Rossmore and 5 additional CJP drop in support packages
• successfully tendered to provide Restrictive Practices Panels training across NSW - delivered to 260 non-government organisation staff
• grew revenues by $2.6million (9%) over the previous year
• joined the Illawarra Disability Alliance with 12 other disability organisations promoting shared resources and understanding in the Illawarra region

TRANSITION TO WORK
• increased overall number of job seeker participants and also the number of service outlets
• provided work readiness support for 125 young people

• 35 people graduated from the program, 77% of program participants achieved an employment outcome
• recognised for our Innovative Partnership with the Goodwill Freelancers (GWF Creative)
• awarded the Minister’s Award for Organisational Excellence at the NDS Awards
• recognition for the work completed by jobseekers as part of The Portfolio Project with their work winning silver and bronze at the International Summit Creative Awards
• supported 12 jobseekers to attain their Senior First Aid Certificate and their Certificate II in Business through our new Supported Learning Hubs

TTW PROGRAM OUTCOMES

HUNTER TEAM
• establishment of the Hunter Region as a pilot separate from Community Support Services
• commenced service delivery to our first NDIS customers
• increased awareness of DSA with agencies and service users in the Hunter through relationship building, expos and events

METS TRAINING SERVICES
• successfully bid for 3 Strategic Skills Programs
• 610 current students including 451 trainees and 159 fee for service students
• commenced delivery of Certificate II in Warehouse Operations to non-DSA supported employees
• developed the Supported Learning Hub concept with Employment Services
• compliance with Standards for Registered Training Organisations independently confirmed by the Australian Skills Quality Authority
COMMUNICATIONS AND FUNDRAISING
- increased brand awareness through consistent presentation of marketing materials, advertising and community engagement activities
- increased brand pride with workforce
- implemented stage one of the new fundraising strategy

COMMUNITY CONNECTIONS
- conducted 167 site tours in Business Services facilities and 135 interviews with potential employees
- answered an average of 343 calls per month
- increased community engagement and profiling activities
- commenced Carer Engagement project
- nominated for a Zest award for community work with disengaged youth

HUMAN RESOURCES
- continued workplace safety culture improvements with a reduction in the Lost Time Injury Frequency Rate and also in Workers Compensation premiums
- maintained high satisfaction scores in employee opinion surveys
- received almost 5,000 hours of volunteer time and talent
- facilitated or delivered more than 11,400 training hours including the implementation of a new Induction program
- planned and implemented a significant program of transformational change aimed at developing our work environment (culture) to align itself with the needs of our customers
- finalist in the NSW Business Chamber Business Awards and the Australian Human Resources Institute Excellence Awards for our Culture Change Program

IT, SYSTEMS AND FACILITIES
- continued the development of IT infrastructure including the platforms for the intranet and Customer Relationship Management tool and rollout of new hardware
- maintained companywide ISO9001:2008 certification
- alignment of DSA’s policies, procedures and practices with the six new NSW Disability Service Standards and the National Quality Framework
- continued our program of facility renovations and upgrades across our more than 50 sites including the development of a new Day Options facility in Blacktown

INCOME (‘000S)

INCOME SPLIT

AS OF 30TH JUNE 2014,
DSA EMPLOYED 1,174 PEOPLE
Each year the Senior Leadership Team and Board of Directors review and endorse DSA’s Strategic Direction which outlines how we plan to build a strong and sustainable future for the organisation.

We have implemented a significant program of transformational change aimed at developing our work environment to more closely align itself with the needs of our customers. We are developing a culture where excellent customer service is the foundation of our reputation and success.

CULTURAL CHANGE PROGRAM

To deliver flexible and innovative services we need to have the right culture with the right staff who live and breathe our Customer Service Charter. This charter demonstrates our commitment to enhancing the customer experience and holding us accountable while driving consistency across all teams.

Our Cultural Change Program promotes and encourages the development of individual behaviours and its implementation has been built around each of the critical components of the employment lifecycle from the time a person first commences their employment with DSA.

Initiatives developed to encourage changes to the work environment include:

- a customer service charter which provides clear guidance on the ways staff can delight our customers
- new job branding with advertisements that highlight our personalised approach
- a new induction program that ensures all new DSA employees feel properly welcomed and valued
- new training and development programs providing skill development in delighting customers
- a reward and recognition process aimed at highlighting customer service excellence
- a performance management process called Developing Excellence
- a high potential program for staff who demonstrate the capacity to reach the next level of their career ladder

A year on, we can report that our work environment is evolving along the planned course and the culture change program has positively contributed towards:

- halving our staff turnover rate
- significantly reducing our safety and workers compensation rates
- improving our customer satisfaction levels, and
- greatly increasing employee engagement levels toward best practice levels

For DSA to be innovative and meet the needs of people and their families it is just as much about attitude, values, behaviour and culture as it is about new products and new services.

Recently we entered our Cultural Change Program into two external award programs, the NSW Business Chamber Business Awards and the Australian Human Resources Institute Excellence Awards in categories which demonstrate innovation and creativity and being regarded as an employer of choice. DSA has been nominated as a finalist in both awards and we are awaiting the outcome of the judging processes.

DSA’s Customer Service Charter represents our vision and values and sets out what a customer can expect from DSA. To deliver on the intent and principles of our Charter we are committed to actively seeking our customers’ participation in the strategic design and delivery of DSA service options.

Great customer service is about listening intently, treating our customers and their families with warmth and respect and consistently delivering the service that meets their expectations.

“We aim to delight our customers at every site, on every shift, and in every contact.”
Our strategic plan aims to ensure that we have the capacity and capabilities to take on both the opportunities and the challenges brought by the significant, fundamental changes occurring in the Australian disability sector.

DSA aspires to be:

- Widely recognised as a provider of choice who places the people we support at the centre of all we do and is an integral part of the communities in which we operate
- Renowned for service excellence; operating effectively in the NDIS environment, growing services and sharing skills, knowledge and ideas with all our stakeholders
- Considered an employer of choice with a reputation for innovation, safe work and for developing the skills and creativity of our staff
- Financially sustainable in all areas of operation with the capabilities and infrastructure to meet our customer needs and growth opportunities

We are asking our customers to provide constructive suggestions and share their ideas on what is working well, what is not working and what we could do better. We do this in a number of ways including:
- at review meetings
- in regular customer surveys
- at focus group events

Many of our parents and carers look to us for guidance in this rapidly changing environment so we need to be able to provide information that will support their decision making, particularly around times of major life transitions. One of the ways we do this is through a series of Parent Carer Social and Information events that provide:
- updates on the National Disability Insurance Scheme
- an overview of Wills and Trusts from a specialist Lawyer, and
- an opportunity to meet others with similar life experiences as parents/carers of a person with a disability

Feedback from these events has been positive with many of the parent carers who attended telling us that they felt informed and much of their fear had been dispelled.

“I am so pleased we can walk through this process with you”

Effectively communicating with our large, diverse workforce about the changes in the sector and the potential impacts for the people we support and also for staff is another key focus for us.

Delighting our customers was the theme for the recent DSA Conference which once again provided a forum for more than 200 staff to come together with colleagues from across the organisation. They heard from a number of key people in the sector including Deborah Hoffman, National NDIS Trial Coordinator for National Disability Services and Cain Beckett, Chair of the NSW Disability Council.

“In the NDIS environment our customers will rightly have more say in their service design.”

Our presence in the NDIS trial site in the Hunter Region positions us well to learn first hand as the transition to the new model unfolds and impacts are identified for people with a disability, their families and carers and for service providers like DSA.

We are committed to a flexible approach in the Hunter trial site as a key initiative for this region is the development of an operating model that can be effective and sustainable and which can inform the organisational change required across the rest of DSA.
It’s your life and with support from DSA you can discover, explore and realise your dreams. We work in partnership with people, their families and the community to create opportunities for people to move towards greater independence.

STEVEN

“Coming to Disability Services Australia lets me do things for myself – don’t tell mum I vacuum the floor there and pack the dishwasher, because she’d never let me hear the end of it!”

Steven is not so different from any other young man. He loves going to the speedway to watch his brothers race. He is a loving uncle who has a lot of fun with his niece and nephew and he’s quick to crack a joke. He doesn’t mind giving a hand with the chores although he certainly doesn’t want his mum Samantha to know about it!

Steven is a lively presence at our Southern Highlands Day Options Centre, his sense of humour keeps all our staff on their toes. “He could be feeling down,” says his mum Samantha, “but he’ll still have fun; he still enjoys what he is doing.” Samantha has trouble letting herself think of the horrible accident that happened when Steven was a livewire of six years old.

In a fall from his quad bike Steven suffered a closed head injury. He was in a coma for five months and in hospital for ten. The Steven who returned home to his family could speak just a few words but gradually regained his ability to talk. He can only move one hand and needs a wheelchair to get around. But Samantha says his quirky personality hasn’t changed. And with our assistance there is a lot he can do!

Kylie is very proud of the support she provides to Steven who is similar in age to her own son. She delights in supporting him to pursue his interests and passions as much as possible, following a support plan that combines activities in the centre and in the community, based on his preferences and goals along with those of his parents.

“He is working on communicating with other people, speaking loudly and clearly, and on his health and fitness – Playing Wii tennis or bowling, or spending time out of his wheelchair on the floor when he can move freely and build some strength,” says Kylie.

“Community access is another goal. We go shopping. He likes to choose things himself so it’s a matter of supporting him to find which shops are accessible and have wide doors and aisles for his wheelchair.”

Of course there’s much more to Steven’s time at DSA than fun. He will need support for the rest of his life. At the Centre he has a chance to make decisions, socialise, build independence and broaden his horizons with experiences he enjoys. He is also learning to do some basic jobs like vacuuming or loading the dishwasher.

Getting out and about is very important too. “As he gets to know people in shops and on the street he will become part of the community and will be included,” says Kylie. “This is an essential step to independence and also feeling that sense of belonging and control.”

For Steven himself, it’s the friendships he is making that he values most. “The best thing about DSA is the people – the staff and the guys I spend time with,” he says. “It’s really good to have a laugh and be in a different space.”

“Our greatest achievement will not be what DSA does or what we become in the future – it will be what our customers achieve with our support. How they develop, participate in and contribute to the communities in which they live.”
Brett teases his sisters as much as any brother. And he enjoys watching his nephews playing footy on the weekend. Before he turned 18 Brett had already endured 24 brain operations. He has two shunts in his brain to drain excess cerebrospinal fluid. Brett has hydrocephalus as well as cerebral palsy and epilepsy. His mother Janet’s ongoing illness meant the childhood she calls “isolated” was an even bumpier road. Brett was only 11 years old when he was taken from his family and placed in care because Janet had to spend an extended period of time in hospital. Once Janet was well again, she and Brett’s dad John were determined but faced a very tough fight to get their boy home again.

Brett’s own determination has had an outlet since he began attending DSA’s Day Options Centre at Albion Park Rail in 2002. John and Janet have been delighted to see his vocabulary and social skills continually improving with support from our staff that is personalised to Brett’s particular abilities. He has also made some great friends at the centre. On his ‘days off’, his parents say he really misses them along with the stimulation of taking part in activities such as physical movement and fitness classes which he attends at the local neighbourhood centre. This is a fantastic opportunity for Brett and others from the Albion Park Rail Day Options program to learn from a local fitness trainer and dance teacher, and improve their flexibility and co-ordination in an accessible environment.

Singing and dancing also bring a big smile to Brett’s face, and his dad says he knows all the tunes although he prefers to make up his own lyrics! Both of Brett’s parents are full of praise and thankfulness for the difference in their son that they believe is due to his time in our day program.

Brett is now 43 years old. As he, John and Janet get older, it is peace of mind for them to know that not only is Brett getting the most from his life, but he’ll receive this level of support as long as Disability Services Australia is there to assist.

Support from generous members of the community has helped DSA to raise vital funds to ensure that the people we support have every possible opportunity to live a good life and to reach their personal goals now and into the future.
We are thankful for the wonderful support we receive from our many stakeholders – from our dedicated volunteers, individual donors and community partners to our organisational supporters and government funders. All play an essential role in the life of DSA and in promoting the rights of people with a disability, maximising the potential of individuals and enhancing communities.

DONATIONS

The generosity of our many donors and supporters make it possible for us to continue to support people to reach their fullest potential both at work and in their community life.

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

We appreciate your generosity and would like to thank all our community supporters. Your commitment to our work is inspiring.

OUR SIGNIFICANT INDIVIDUAL DONORS

<table>
<thead>
<tr>
<th>F Bailey</th>
<th>M Henderson</th>
<th>P Porteous</th>
</tr>
</thead>
<tbody>
<tr>
<td>S Barone</td>
<td>K Hocking</td>
<td>RGH Prince</td>
</tr>
<tr>
<td>A Batterby</td>
<td>C Jones</td>
<td>G Reeves</td>
</tr>
<tr>
<td>M Bestic</td>
<td>P Jones</td>
<td>L Robberds</td>
</tr>
<tr>
<td>M Carpenter</td>
<td>P Kattrak</td>
<td>P Rosser</td>
</tr>
<tr>
<td>N Chowdhury</td>
<td>W Knight</td>
<td>M Spurr</td>
</tr>
<tr>
<td>I Christ</td>
<td>M &amp; S Lawrence</td>
<td>V Steward</td>
</tr>
<tr>
<td>J Cunningham</td>
<td>F Levin</td>
<td>J Taylor</td>
</tr>
<tr>
<td>W Dohan</td>
<td>C Liang</td>
<td>P Taylor</td>
</tr>
<tr>
<td>P Evans</td>
<td>T Lin</td>
<td>C Thom</td>
</tr>
<tr>
<td>N Eyles</td>
<td>A Macgibbon</td>
<td>T Thomas</td>
</tr>
<tr>
<td>B Fairlie</td>
<td>P McAlary</td>
<td>E van Berkel</td>
</tr>
<tr>
<td>F Gill</td>
<td>A McKenzie</td>
<td>G &amp; M Vaughan</td>
</tr>
<tr>
<td>C Harris</td>
<td>A Millar</td>
<td>J Wright</td>
</tr>
<tr>
<td>M Harvey</td>
<td>E Phillips</td>
<td>R Yabsley</td>
</tr>
</tbody>
</table>

A MAJOR GIFT FROM THE CUNNINGHAM FAMILY

The Cunningham’s son Sean has worked with DSA for more than 30 years.

The family has been a regular donor to our fundraising efforts over many years but recently decided to make a major gift for the benefit of Sean and his workmates at Mascot.

With the Cunningham family’s generous gift we have been able to make modifications to training rooms and the kitchen area as well as purchase new ergonomic chairs and tables for the airline section and we sincerely thank them for their ongoing support.

OUR ORGANISATIONAL SUPPORTERS:

Access Vehicles Australia  Macquarie Telecom
Carers NSW  Marbo Smash Repairs
Digital Armour  NSW Mental Health Corporation  Office of Communities
Corporation  Sport & Recreation
FE Moody & Co  Warren Mercedes
Fleet Plus  Warren Saunders
Glencore Coal  Insurance Brokers
Goulburn Mulwaree Council  Wollondilly Shire Council
Jenway Industries  

THE CLUBS COMMUNITY

ACT & Southern Tablelands Goldwing  Kahibah Sports Club
Motor Cycle Club  Mittagong RSL
Bankstown Sports Club  Raymond Terrace Bowling Club
Corrimal Marlins Winter  Shellharbour Workers Club
Swimming Club  Tilligerry RSL Sports Club
Goulburn Workers Club  Towradgi Park Bowls & Recreation Club
Illawarra Master Builders Club  

VOLUNTEERING

We thank the many volunteers who have assisted DSA in the past year and who have collectively provided almost 5,000 hours of their time and talent.

PROBONO

We are also sincerely grateful to those organisations who have provided pro bono services during the year including Executive Mandala, GWF Creative, Not For Profit Leader, Norton White, SAGe Consulting Pty Ltd and Tress Cox Lawyers.

In May we celebrated the official launch of a new Liberty Swing in Goulburn’s Victoria Park. This installation came about through a joint project with the Goulburn Workers Club, Goulburn Mulwaree Council and DSA.

The swing is an Australian innovation which enables people of all ages who use wheelchairs the opportunity to experience the joy of having a swing in the park.
2013 NSW DISABILITY INDUSTRY INNOVATION AWARDS

DSA was proud to have finalists in the 2013 NSW Disability Industry Innovation Awards; the Redfern Transition to Work team took out the “Excellence in promoting community engagement and employment opportunities” category and Ewa Geba, Manager of DSA’s Specialist Intervention Services was a finalist in the Distinguished Service Award.

Ewa Geba has been with DSA for more than 16 years. She has developed many new ideas and services with a focus on the autism spectrum and developmental disability. Ewa’s commitment to staff development and service improvement has resulted in Practice Guidelines for Supporting Adults with Autism for DSA Specialist Day Options.

Katrina Barber from the Redfern Transition to Work team noticed that many young people engaged in TTW have amazing work skills but find it difficult to communicate with others. She set about developing a program focusing on why communication skills are important and providing opportunities for practicing them.

The result is a program known as SoCS (Social, occupational Communication Skills), which explores the benefits of communication and how communication impacts others. The program works with groups and responds flexibly toward individual needs.

SoCS is now being used in all DSA’s TTW outlets. At Redfern, 100% of those who engaged in the program have achieved employment outcomes. Participants say that the program increases their enthusiasm to engage in the community. “We have watched the formation of friendships, the expression of feelings and an increase of self-esteem directly related to attendance and achievement through SoCS” say TTW Redfern staff.

We were proud to accept the Minister’s Award for Excellence in Organisational Development for our innovative programming in TTW.

THE AWARDS JUST KEEP ROLLING IN FOR THE PORTFOLIO PROJECT

The Portfolio Project, an innovative partnership between DSA’s Transition to Work team and the Goodwill Freelancers (GWF Creative) is a fantastic example of our commitment to flexibility and innovation.

At the 2014 International Summit Creative Awards the Portfolio Project and GWF Creative were awarded Silver for their Kidsafe Victoria animated public service video, which warns children of common dangers around the home. The team were also awarded Bronze for their Angels4Olivia multiple media and television commercial campaign which raises awareness around the issue of bullying.

The Portfolio Project competed against more than 5,000 entries from 24 countries to win the prestigious awards. Working with a small team on a tiny budget, they competed against established creative agencies and placed alongside $10 million budget campaigns in the same category.

Since its establishment almost 2 years ago the Portfolio Project has successfully placed a number of young people from DSA’s Transition to Work program in Sydney advertising agencies. Two jobseekers have also been retained by GWF Creative on a freelance basis for ongoing concept development and digital illustration.

The Transition to Work team also won a Youth Work Award from the NSW Youth Action and Policy Association for their innovative partnership with the Goodwill Freelancers on the Portfolio Project. This project has been delivering outstanding opportunities for young job seekers to develop their skills in digital marketing and culminated recently in a showcase event in the city offices of TressCox Lawyers for a number of key people in the advertising industry.

There are so many ways that you can get involved in supporting DSA. You can make a one-off or regular donation, leave a bequest, make a donation through your business, join our City2Surf team, hold an event or volunteer your time and talents.

For more information visit www.dsa.org.au
OUR SERVICES IN REVIEW

DSA is not a single purpose provider; we work with people of all ages with a broad range of physical and intellectual disabilities, acquired brain injuries and mental health issues. Our comprehensive service offerings mean we are able to meet the changing needs of the people we support. Early Intervention Services assist pre-school children, teen time respite services and transition to work programs assist young people, supported accommodation services, day programs and a selection of employment programs are available for people aged over 18 years and our active ageing day program provides social connections for those aged 55 years and over.

In the past 12 months we have provided:

- **Community Support Services**: receives block funding from Ageing Disability and Home Care (ADHC), an agency of the NSW Government Department of Family and Community Services. We are also the provider of choice for many people with individualised and self-managed packages and a growing number of people who have transitioned to the NDIS in the Hunter trial site.

- **Specialist Intervention Services**: receives block funding from ADHC to provide services to people who require their specific skills and professional assistance to manage ongoing and episodic problem behaviours or barriers to a ‘good life’. DSA is also a registered Medicare provider of these services.

- **Transition to Work**: receives funding from ADHC to provide a range of prevocational job readiness training services for recent school leavers.

- **METS**: receives funding from the NSW Government’s Department of Education and Communities to provide training services.

- **DSA Employment**: receives funding from the Australian Government’s Department of Social Services (DSS) to provide ongoing training and support to employees with a disability working in our four Australian Disability Enterprise.

<table>
<thead>
<tr>
<th>Service Type</th>
<th>Funding Source</th>
</tr>
</thead>
<tbody>
<tr>
<td>Community Support Services</td>
<td>receives block funding from Ageing Disability and Home Care (ADHC), an agency of the NSW Government Department of Family and Community Services. We are also the provider of choice for many people with individualised and self-managed packages and a growing number of people who have transitioned to the NDIS in the Hunter trial site.</td>
</tr>
<tr>
<td>Specialist Intervention Services</td>
<td>receives block funding from ADHC to provide services to people who require their specific skills and professional assistance to manage ongoing and episodic problem behaviours or barriers to a ‘good life’. DSA is also a registered Medicare provider of these services.</td>
</tr>
<tr>
<td>Transition to Work</td>
<td>receives funding from ADHC to provide a range of prevocational job readiness training services for recent school leavers.</td>
</tr>
<tr>
<td>METS</td>
<td>receives funding from the NSW Government’s Department of Education and Communities to provide training services.</td>
</tr>
<tr>
<td>DSA Employment</td>
<td>receives funding from the Australian Government’s Department of Social Services (DSS) to provide ongoing training and support to employees with a disability working in our four Australian Disability Enterprise.</td>
</tr>
</tbody>
</table>
YOU WOULDN’T BELIEVE THE CHANGES WE ARE SEEING AT OUR PORT STEPHENS DAY OPTIONS

At the start of the year Bianca tried her hand at a painting for Valentine’s Day with pink hearts and glitter that now takes pride of place in her mum Pauline’s bedroom. She is happily attending swimming classes and on swimming days she gets her own bag ready to take to the pool.

These things may sound small but for Bianca they’re giant leaps. Before starting at DSA, “She was so unhappy, she had no self-esteem, she’d be sitting in corners – she had gone within herself,” says her mum Pauline. “She just didn’t want to do anything.”

It all began when Bianca was just four years old. “That was when she had her first seizure – they were very frequent and dangerous, she’d fall and smash her face on the corner of a table,” remembers Pauline, who has one word for those distressing days: “Shocking.”

Just like any mother, Pauline’s hope for Bianca has always been that she could be as independent as possible. It’s a dream she’s thrilled to see gradually coming true.

“They take Bianca’s needs into account, her dislikes, her likes,” says Pauline. “They’re particular with activities that can provide opportunities to develop her skills. They encourage her to talk about her interests and talents and they work on improving those so she can be proud of herself.” Best of all, adds Pauline, “she’s never had friends in her life. Now she’s got a couple of girlfriends there.”

One of Bianca’s new friends is Peta, a determined young woman who has global delay, Autism and an Obsessive Compulsive Disorder. Her need to follow set routines and rituals has caused her a lot of distress and made it difficult for her to mix with other people.

Her parents, Kim and Colin, have been so pleased to see her new bond with Bianca slowly unfolding. “She and Bianca get on very well,” says Kim. “That’s been an important part of Peta’s emotional wellbeing.”

Peta also has the chance to build on her artistic abilities at our Day Options Centre and paints gorgeous flowers and portraits. “I especially like doing art,” Peta says. “It’s my favourite activity because I’m very good at it.”

You’d be amazed to see the difference in both these young women given choices and encouragement. Support Worker Sue makes the important point that behind the fun activities are therapeutic goals for emotional, psychological, social and physical gains.
COMMUNITY SUPPORT SERVICES

At DSA we recognise that everybody is an individual with their own, unique goals. The path each person will take and the supports they may need along the way to reaching their goals will be different for each person.

We work together with people to design the combination of services they need to live a full life including support to:

- develop a range of interesting and enjoyable skills
deviation, social and recreational activities
- manage important life transitions including from school to employment or other day time options
- manage their money and personal budget
- meet new people
- maintain relationships with friends and family and establish a network of people who can be called upon when needed
- participate in local community, social and civic activities
- access a wide range of therapy services
- access the latest technology and social media to maintain communication and social networks
- live independently, with friends or family or in a share situation

We are committed to creating opportunities for people with a disability. We focus on making a difference for every person, building dignity and confidence, overcoming barriers and growing the range of inclusive community support services we deliver.

Over the past year we have continued growth in services through tendering success with 2 new accommodation sites in Goulburn, a Community Justice Program (CJP) site in Rossmore and 5 additional CJP drop in support packages.

Our program of refreshing and updating facilities continues with the provision of sensory and personal care equipment and a wide range of environmental enhancements. We have also recently relocated our Blacktown Day Options Centre to new, improved facilities in Second Avenue.

Support from the community has ensured that the Centre is modern, bright and well equipped with a multi-sensory room, mobility aides, IT facilities and a range of other resources. It also includes a training room for our Transition to Work program.

Services provided in 2013-14 under the Community Support Services portfolio include:

DAY OPTIONS SERVICES

supporting people to participate in vocational, social, skill development or recreational activities.

Our Day Options Programs run from 16 locations in NSW and create social, therapeutic and recreational opportunities designed for each person around their goals, interests, ideas and support needs. Our focus is not on activity programs but rather on personalised, tailored support for each individual person.

DSA Day Options has a proud history of quality service provision for people who have complex barriers to achieving their goals and having a ‘good life’. In addition to our generalist services, DSA’s Autism Specialist services receive ongoing support from our in-house highly qualified Specialist Intervention team of Clinical and Registered Psychologists.

DSA is also an eligible provider for Self-Managed Packages. We empower people to exercise the kind of choice and control over their funding that’s at the heart of the NDIS. The number of people who are personally managing most aspects of the planning, organising and coordination of their service options continues to grow.

After initial support planning, DSA continues to value-add to each person’s options by providing timely guidance, financial reporting and information that will enhance options and solutions to any barriers that may arise.

LIFESTYLE SERVICES

providing support to people at home and in their local community.

Socialising with friends and family, networking with people who share their interests, holding a valued role in their community and exercising their citizenship are rights and choices that DSA supports each person to explore. Lifestyle Support can be shared support between a small number of people or individual support. 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 doctor or getting a haircut. The intensity of support is matched with each person’s needs so that it is just enough for people to live their life as independently as possible.

LIFESTYLE MENTORING SERVICES

supporting young people who have left the care of the Minister at age 18 or are people who are reintegration into the community after leaving the Criminal Justice system.

DSA’s Lifestyle Mentoring Program (LMP) is a relatively new addition to the Community Support Services division which has come about due to the rapid growth of our services supporting young people with a disability.
From our first service in Cambridge Park supporting 5 young people in 2012 it has grown to now support more than 50 people. The LMP encompasses drop in support across a number of regions within the Greater Sydney area and supported accommodation sites in Belfield, Cambridge Park, Charlestown, Goulburn, Liverpool and Ryde. A new purpose built facility in Rossmore became operational at the beginning of October.

The support needs of people in the program vary from low to very high. Many young people have more complex or increased levels of need due to the events that they have experienced throughout their life. Self-determination, resilience and self-protective behaviours are all part of the learning experience. These adults are starting a new life in a new home where there is much to learn and barriers to overcome.

Key to the program is mentoring. Regular contact between the mentor and the young person helps them to develop the confidence and skills they need to make informed choices and to lead fulfilling and productive lives. Adjusting to life in the community and finding valued roles requires support and mentoring that will be non-judgemental, sensitive to each person’s life experiences with an awareness of the impact and tolerance of the community.

SPECIALIST INTERVENTION SERVICES (SIS) providing intervention services and programs to a range of people in the community including children, adolescents and adults.

DSA’s SIS team aims to enhance the lives of individuals with a disability and also the lives of people in their support network. Through comprehensive, person-centred assessments and flexible intervention programs we can assist people with developmental, intellectual and psychiatric disabilities, including autism spectrum disorders and dual diagnosis, to achieve their best potential.

We specialise in providing services for people with complex needs including challenging behaviours, early childhood issues, and speech and swallowing needs and in the past year we successfully tendered to provide

Restrictive Practices Panels training to 260 NGO Staff across NSW in partnership with National Disability Services and Ageing Disability and Home Care.

DSA’s Psychologists are experienced and 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.

Our services include:
- assessments such as independent living and adaptive behaviour assessments
- individual and group therapy
- counselling
- behaviour intervention and support
- skills development programs
- education and family support
- early childhood intervention services (0-6yrs)
- training and consultancy

HUNTER SERVICES providing supports for participants in the NDIS trial site in the Hunter.

We are committed to a flexible approach in the Hunter trial site as a key initiative for this region is the development of an operating model that can be effective and sustainable across whole of DSA, ready for the full rollout of the NDIS.

During this time of transition we continue to provide ADHC funded services in the Hunter region together with a range of personalised services and supports tailored to meet individual needs and the supports funded through the NDIS.

“It’s about empowering people to be able to select supports that will enable them to be better connected in the community and that’s something a lot of people haven’t had before”

Services include a Lifestyle Mentoring service, Transition to Work and Specialist Intervention Services in Charlestown, and Day Options programs in Raymond Terrace and Salamander Bay.

Our trans-disciplinary early intervention program of support sees a range of early childhood professionals working collaboratively, and sharing responsibilities for evaluating, planning and implementing supports to improve the capacity of children and their families.

We are using a key worker approach which means that one professional is chosen as the primary service provider for the family, and acts as the conduit for the expertise of the team.

“what made DSA most appealing is that they spoke directly to my son, not just to me.”
While DSA’s systems, policies and procedures have served us well to date, they were based on the traditional models of funded program delivery. Responding appropriately to the new self-directed environment requires DSA to understand the impact of change on our customers and their support networks and respond quickly.

We are talking with people about what they want, what’s important to them, how they would like to spend their time and how DSA can help them achieve their goals now and into the future.

A series of Customer Support Network Information Sessions have been well received by those who attended. Parents and carers have reported feeling better informed and less fearful of the changes happening in the sector. We are helping families build capabilities.

Feedback from the focus groups has contributed to the development of our new Customer Communication and Participation Policy and six new Disability Policies which are aligned to both the DSS and our Customer Service Charter.

“Their is one of the focus groups for DSA. If you have a chance to attend one of them please do. It is a chance for all of us to contribute to the organisation that looks after our loved ones.”
Michael R via facebook

---

**TRAINING SERVICES**

**MACQUARIE EMPLOYMENT TRAINING SERVICES (METS)**

specialising in the delivery of Community Services Training, including Children’s Services, Disability Services and Aged Care.

METS is a leading Registered Training Organisation (RTO) with an expanding scope, delivering innovative training, tailored for the individual or the organisation. We provide Nationally Recognised and Australian Skills Quality Authority (ASQA) accredited qualifications in the community services sector.

We work with an extensive network of highly skilled, professional consultants, content developers and facilitators. Our trainers are recruited for their industry expertise, practical hands on experience and adult learning capabilities.

The METS team is committed to providing quality training and assessment that upholds the integrity of the qualification and allows people to develop to their full potential. One of the ways we are doing this is through the work we are doing with the Employment Services team to develop the Supported Learning Hubs for young jobseekers with a disability.

Traineeship outcomes achieved through METS are well above the Australian National Average which is a reflection of not only the calibre of our students but also the delivery and support METS clients receive from our trainers and support staff. Training with METS offers both the student and employer individual choice and control.

“What I really like is that METS will tailor the study and assessments to the needs of both our workplace and our staff”

**EMPLOYMENT SERVICES**

Whether it’s a job you’re looking for or an opportunity to build your skills, DSA can help you to find the path that’s right for you. You will be equipped with the best possible opportunities, experience and support to achieve your employment ambitions.

For many people with a disability, employment promises a sense of purpose, productivity, confidence and independence. It fosters greater social and personal awareness as well as providing additional income.
TRANSITION TO WORK
assisting recent school leavers with disability to identify goals, obtain skills to increase their sense of self worth and esteem, access the community, develop healthy lifestyles, obtain work experience and ultimately paid employment.

We are proud of our reputation for providing individualised and person centred support. We get to know our job seekers – not just their barriers, but also their strengths, their skills and their interests.

Over the past year we have continued to achieve higher than average employment outcomes and continue to build flexibility into our program to allow for specific needs, individual choice and control.

Our new Supported Learning Hubs have been established as a space for jobseekers to engage in accredited and non-accredited training and learn in a supported environment at their own pace.

We started with 12 jobseekers in our TTW program engaged in studies for their Senior First Aid Certificate and their Certificate II in Business.

Having the additional support offered by our staff and trainers has made studying an accredited course so much easier for the jobseekers who have all really enjoyed participating in accredited training.

The trainer takes the class one day per week for eight weeks and our Transition to Work Employment Consultants continue support through a combination of group based activities and individualised self-paced training.

"The training meets the individual needs of each jobseeker while still meeting their transition to work goals."

We also have an additional 12 jobseekers who have started non-accredited hospitality training. This is the first step on an educational pathway for the jobseekers who may, after completing their training decide to then enrol in an accredited course.

The Hubs operate from our Redfern, Bankstown, Blacktown, Campbelltown, Moss Vale, Goulburn, Queanbeyan and Charlestown TTW sites and ensure that people receive the intensive support required to address their barriers to learning.

JASON & RUBY LEARN VALUABLE SKILLS FOR LIFE

Jason Dam and Ruby Murton were joint winners of DSA’s TTW Jobseeker of The Year Award for 2013, presented by The Minister for Disability The Hon John Ajaka MP.

Jason came to TTW as a very talkative and energetic young man. Through participating in the award winning SoCS program developed at Redfern TTW, Jason has improved his communications skills and successfully used the practical skills he learnt at work.

Jason has maintained work at a busy Thai restaurant in Newtown for more than 3 years.

By working with TTW on developing his communication skills this has enabled him to have better relationships with his employers and coworkers. Jason has been given a promotion and he is now working in a customer service role rather than being behind the scenes in the kitchen.

Jason has identified his work goal as slowly moving into the IT industry. He has completed a TAFE certificate in IT Hardware and Maintenance he has also obtained work experience through DSA working to further develop his IT skills.

In 2013 Jason undertook two further work experience opportunities including one through our partnership with the Goodwill Freelancers.

Ruby joined Moss Vale TTW in 2012 and despite craving routine, Ruby was constantly changing her weekly agenda to fit in her many vocational and self-development activities. In the first 4 months of her TTW journey, Ruby commenced a TAFE course in Commercial Cookery, a course in Bakery and a work experience placement at We Know Pets in Bowral which has turned into ongoing employment.

Ruby is a very busy young lady who also gives back to her community. She spends some time on weekends working in the kitchen at a retirement village, she volunteers at Meals on Wheels with TTW and she participated in the Special Olympics Choir event in the Southern Highlands.

Despite the barriers, Ruby is helping to demystify the stigmas by getting involved, working hard and striving for success.
BUSINESS SERVICES

DSA BUSINESS SERVICES
providing meaningful employment opportunities through quality and sustainable business services.

We have a long and proud history of supporting people with a disability to meet their employment aspirations. We operate four Australian Disability Enterprise facilities, employing more than 550 people with a disability and are located in Mascot, Bankstown, and Seven Hills in the Greater Sydney area and Braemar in the Southern Highlands.

For many of our employees in supported employment, work is also an opportunity to meet new people and establish social networks. We have regular social functions such as site barbecues and awards days as well as regular low impact sporting activities that give our employees the chance to participate in friendly competition in a supported environment.

Business Services continues to grow its services to existing customers and attract new ones in an extremely competitive market. With this growth comes increased opportunities for employees to learn different skills and explore new work options. We have been able to attract new non-seasonal work to the business through volume increases from key customers culminating in an overall increase in sales of $914k (19.2%) over the previous year.

DSA ASSETCARE
providing property maintenance services including the supply and installation of a range of mobility aids and equipment for residential and commercial customers.

DSA Assetcare is a Social Enterprise providing a broad range of property maintenance services including lawn and garden maintenance, tree trimming and hedging, garden design, rubbish removal and handyman services.

A new distribution agreement with Axess Trading for the sale and installation of mobility aids across New South Wales brings a new dimension to our business and an opportunity for our employees to gain experience and new skills.

The Assetcare team recently carried out grounds clearing work at some of the dams around Sydney in preparation for summer.

Recent graduates of the Department of Social Services’ Leaders for Tomorrow program Lee Klein from Seven Hills and Omar Nemira from Condell Park have had the opportunity over the past 12 months to become more skilled, confident and active in leadership roles. Both Lee and Omar have developed their confidence and leadership skills through a range of training, support and mentoring.
2013 EMPLOYEE ACHIEVEMENT AWARDS

DSA's Annual Employee Achievement Awards for 2013 were celebrated at the Bankstown Sports Club. The Awards acknowledge the significant contribution made by people with a disability in the Australian workforce. The four Business Services Employee Achiever Awards recognise the employees at each facility who show the most positive attitude and contribution to the goals of our Australian Disability Enterprise. The nominees for 2013 were:

Braemar
- Rodney Harrison
- Matthew Lawler
- Jenna Calvert
- Louise Ford

Condell Park
- Michael Romano
- Adel Sayed
- Tiffany Cooke
- Anthony Day
- Joy Mickan
- Bill Shipley

Mascot
- Joe Devincenzo
- Pam Dorsett
- Fiona Hancock
- Chang Kim
- Stella Lu
- Foula Stoikakis
- Margaret Thorpe

Seven Hills
- Andrew Lester
- James Gall
- Theresa Lennox
- Phillip Venn

Long Service Awards are another inspirational part of the day where we recognise those employees who have reached significant length of service milestones. In 2013 we celebrated the achievements of:

- Khaled El Sheik, Mark Senior, Elsie Fraser, Pui Pui Wong, Michael Romano, Stephen Bellamy, Carol Slade, Chang Kim, Matthew Beer, Kurt Isaacs, Beverley Roberts, Michael Bauer, John Theodosopoulos for their 15 years of service.
- Anthony Rooney and Sean Cunningham for reaching their 30 years’ service milestone.
- Linda Anerdi, David Gray and Ron Hagan for an impressive 40 years of service with DSA Business Services.

Anthony Ireland is well known by many past and present employees at Mascot. He is a quiet, industrious worker, a man who takes pride in his reliability, punctuality and dedication to DSA. With an enthusiasm for learning new tasks and a focus on steady production and high quality work, Anthony has proved himself to be an asset to many supervisors over the last five decades. Anthony’s favourite job is working on packaging jobs in the busy Mascot front room.

The winners for 2013 were: (L-R) Andrew Lester of Seven Hills, Mascot’s Chang Kim, Rodney Harrison from Braemar, special guest Des Hasler and Adel Sayed from our Condell Park facility.
Each of DSA’s four Business Services sites has an Employee Representative Committee (ERC) elected by the employees. These Committees give employees an opportunity to present their ideas for improvement to management.

**ERC COMMITTEE MEMBERS FOR 2013-2014**

<table>
<thead>
<tr>
<th>Business Services Site</th>
<th>Committee Members</th>
</tr>
</thead>
<tbody>
<tr>
<td>Braemar</td>
<td>Paul Fairburn, Matthew Lawler, Andrew Kalnin, Rodney Harrison</td>
</tr>
<tr>
<td>Condell Park</td>
<td>Mark Bekir, Paul Elliott, Carolyn McClure, Bernadette Sullivan, Jenny Marks, Jodie Terry</td>
</tr>
<tr>
<td>Mascot</td>
<td>Neil Loveday, Karen Loveday, Greg Hodgetts, Foula Stolkakis, Ken Tanner, John Docza</td>
</tr>
<tr>
<td>Seven Hills</td>
<td>Melissa Simeti, Jason Campbell, Andrew Lester</td>
</tr>
</tbody>
</table>

The issues and ideas discussed over the past year ranged from work health & safety strategies, the impact of personalisation and the sport, recreation and leisure programs - including the popular Saturday socials. Accredited warehousing training, learning operating procedures for new equipment and new customer job tasks have also been discussed. All committee members are encouraged to talk with their colleagues and continue to contribute ideas.

The ERCs and management will continue to work closely together to explore ideas for improvement and implement any changes that may be required to improve working environments.

**FAREWELLING JOHN ROBERTS**

We recently farewelled John Roberts who has retired after more than 43 years of employment. John started work with DSA Business Services on the 14th January 1971 at our old Redfern factory and recently retired with a great send off from his friends and colleagues at DSA’s Mascot facility.

John’s parents Don and Dorothy are life members of DSA and we thank the Roberts family for their fantastic support and interest in DSA.

Don shared some of his recollections of the early days at our inaugural Conference in 2013. He spoke of the days before government funded services when the families worked tirelessly raising funds with raffles, trivia nights and chocolate wheels. DSA may not have survived to be the successful not for profit organisation it is today without the dedication and commitment of those early members.

Don and Dorothy attended our first Parent Carer Information session on Wills and Trusts in November 2013 at Mascot which was delivered by TressCox Lawyers. They asked questions and took lots of notes and a few weeks later their son Chris called on their behalf, following up on the information they’d received.

A few months down the track the Roberts family have set up a Special Disability Trust for John’s future and are retiring to the South Coast of NSW where John will be able to live independently in a villa close to his parents with all the supports they need to enjoy their retirement sea change.
**DSA EMPLOYMENT**
providing ongoing training and support to employees with a disability working in Business Services.

Every employee has a personalised Individual Employment Plan which identifies their vocational goals and strategies to achieve them. An important element in achieving these goals is training. Over the past year more than 685 group training sessions were conducted with an additional 494 individual or 1:1 production training sessions delivered. This includes support for 40 employees in their studies towards a Certificate III in Warehouse and Storage Operations.

The Employee and Carer Engagement Project is continuing and is currently offering a series of information sessions to assist parents and carers of our supported employees to better understand the changes to come with the transition to the NDIS and to better plan for their family member’s future security. Not surprisingly a key concern for many carers is the safety and wellbeing of their family member once they are gone.

Off-site social activities also continued this year including the very popular Social Saturday Lunches and activities. Monthly social bulletins are widely distributed at each site highlighting activities people can access in their local communities, competitions, upcoming birthdays and site specific news and events. Support in the form of a Participation Grant from the Office of Communities enabled us to establish a multisport competition designed to give everyone the opportunity to participate in a range of sport and recreation activities, regardless of their ability or experience, encouraging a healthier, more active lifestyle.

**DSA COMMUNITY CONNECTIONS**
promoting DSA in the community so people better understand what DSA does, how we are different to other service providers and what our specialties are.

Over the past year the Community Connections team has been rolling out the new Community Engagement Strategy throughout DSA, a key component of our NDIS readiness preparations.

The team coordinates our interagency representation, promotes DSA at Employment and School Leaver Expos and conducts a range of in-school transition support programs. Expanding DSA’s Community Profile through network meetings, school visits and community events such as International Day of People with a Disability and NAIDOC has also been a focus.

They have worked in a number of secondary schools delivering short one day work readiness training. The work our Aboriginal Community Liaison Officer, Dayle Budd carried out with disengaged youth in the Wollondilly area saw her nominated for a Zest Award for a Self-Worth and Cultural Awareness Program developed for Aboriginal students.

DSA recognises that the role of a carer can be challenging, balancing the demands of one’s own life with that of caring for another. The team offers proactive support to carers in their demanding role through Carer Pampering & Information sessions. These events were so well received that they will run throughout the coming year across a number of different locations.
Disability Services Australia (DSA) is a not-for-profit organisation 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 programs.

DSA's Board of Directors has overall responsibility for ensuring that the organisation remains focused on its purpose and vision. 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 authorities 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.

**BOARD OF DIRECTORS**

DSA is governed by a Board of Directors who represent the purpose and vision of DSA. 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 Honorary Board of Directors is made up of between five and nine Directors including the Chairman and Vice Chair. The Directors are elected by the members and to be eligible for nomination must be a financial member of the company but not an employee.

All Board Members are non-executive Directors and act in a voluntary capacity. The Board has established a Nomination and Remuneration Committee, a Finance and Risk Committee and a Fundraising Committee to assist it in the discharge of its responsibilities.

The Board has the following key objectives:

- setting the objectives and overall direction of DSA;
- setting and reviewing the tone and standards of DSA;
- reviewing and approving the strategic plan, and any business plan, for the achievement of the objectives;
- reviewing and approving the annual budget;
- establishing and reviewing performance indicators, control mechanisms, and related benchmarks that will allow the board to satisfy itself that DSA is being managed properly;
- monitoring the performance of DSA against its financial and other objectives and benchmarks, and review the implementation of approved strategies; and
- satisfying itself that the risks facing DSA have been identified, assessed, and that the material risks are being managed appropriately.

Policies and procedures relating to the appointment and retirement of Directors are detailed in the company’s Constitution.

**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 and supporters. DSA is also accountable to Ageing, Disability and Home Care, an agency of the NSW Department of Family and Community Services, the NSW Department of Education and Communities and the Federal Department of Social Services.

POLICIES AND QUALITY MANAGEMENT

DSA 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. The aim to ensure the company remains financially viable and are reviewed annually by the Board of Directors.

DSA’s policies and procedures meet the requirements of the ISO9001:2008 Quality Assurance System and the National Disability Service Standards. DSA’s Quality Framework Implementation project has ensured that our existing Customer Engagement practices and Quality policies and procedures are fully aligned to the six new Disability Service Standards.

In addition, DSA’s Mascot facility has certification against the HACCP (Hazard Analysis and Critical Control Point) standard. This certification requires compliance around a code known as GMP (Good Manufacturing Practice).

Our Quality Manager 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 also works to requirements under the Charitable Fundraising Act 1991 and Lotteries and Art Unions Act 1901. Independent Auditors SAI Global currently audit a sample of areas of DSA at least yearly regarding compliance against the above three standards. Every three years a more in-depth audit called a triennial audit is conducted by SAI Global.

CORPORATE SOCIAL RESPONSIBILITY

DSA is committed to behaving ethically and to growing the business while at the same time having regard to the quality of life of its employees, its customers and their families, local communities and society at large. This is embodied in our core value: ‘We make ethical and sustainable decisions’.

Although DSA is a provider of services rather than products, we acknowledge that during the conduct of our operations we do make use of natural and man-made resources. DSA appreciates the environmental benefits of reducing the consumption of these resources and continually seeks alternative options and makes use of recycling initiatives wherever they may be practical. We have implemented improved processes for the recycling of waste paper and cardboard at our Business Services facilities. We are committed to minimising the impact our business has on the environment, and ‘we strive to always do it better’.

DSA’s corporate governance framework, policies and procedures are regularly reviewed as expectations and requirements develop to ensure that DSA continues to comply with relevant sector legislation, standards and practices.

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
SENIOR LEADERSHIP TEAM

CHIEF EXECUTIVE OFFICER

Mark Spurr joined DSA in 2010. Mark has more than twenty five years of corporate leadership experience with companies including Davis Consolidated Industries, Goodman Fielder, Meat and Livestock Australia and The Smith Family. Mark also has extensive international experience having worked in Brazil, USA and Mexico. His qualifications include Bachelor Business Studies, Fellow Australian Institute of Company Directors, Fellow Institute of Corporate Managers, Secretaries and Administrators and Associate Australian Society of Certified Practicing Accountants.

CHIEF FINANCIAL OFFICER

Frank Levin joined DSA in 2009 after a lengthy career across a variety of industry sectors. Frank held key senior financial positions in companies as diverse as Green’s Foods, Westpac (Merchant Bank), Waco Kwiktorm, Westfield and Lend Lease. He is a Chartered Accountant and a member of the Australian Institute of Chartered Accountants.

GENERAL MANAGER IT, SYSTEMS AND FACILITIES

Simon Blumenthal joined DSA in 2010 as a Business Analyst and in November 2011 joined the senior leadership team as General Manager IT, Systems and Facilities. Simon has more than twenty five years senior management experience both locally and internationally including Finance Director of Toshiba South Africa and Finance Director Australia for The Valspar Australia Corporation. Simon is a Chartered Accountant.

GENERAL MANAGER, EMPLOYMENT SERVICES

Louise Mooney has worked in the welfare sector for more than twenty years and joined DSA’s Community Support Services in 2003. Louise worked in a variety of roles in Day Options, Transition to Work and Lifestyle before moving to Vocational Services in 2007 as the manager of DSA Employment. Louise has a Bachelor of Arts (Welfare Studies) and a Masters in Social Administration. Louise is a member of the NDS Australian Disability Enterprise and Open Employment Sub-Committees.

GENERAL MANAGER, COMMUNITY SUPPORT SERVICES

Fiona Coluccio has more than twenty years’ experience in the development, implementation and monitoring of service provision to people with a disability and joined DSA in August 2014. Fiona has held Senior Management positions with organisations including Baptist Community Care, Civic Disability Services and Uniting Care. Fiona has a Bachelor of Social Science (Psychology/ Criminology).
After twenty years at the helm of DSA's Community Support Services (CSS) as the General Manager, Catherine Dickson has decided to move on from DSA.

Also deciding to move on after twenty years of valued service is Rick Paine-Bell the General Manager of METS, DSA's Registered Training Organisation.

The contributions of both Catherine and Rick to the expansion of their respective divisions over the past two decades has been outstanding and they leave the organisation with METS and CSS well placed to respond to future opportunities.
CHAIRMAN

Ken Gabb has been a Director for six years and is the Chair of the Board Nomination and Remuneration Committee and a Member of the Finance and Risk Committee. Ken has had an extensive legal career, he was a member of NSW Parliament for ten years and held several senior advisory and managerial positions within government. Ken previously held the position of CEO of the Office of the Protective Commissioner and Office of the Public Guardian.

VICE CHAIR

Thomas (Tom) Leahy has been a Director for four years and is the Chair of the Finance and Risk Committee and a Member of the Board Nomination and Remuneration Committee. Tom has a Diploma in Marketing and twenty five years experience in the insurance industry including several senior management roles. Tom has held consulting and senior management roles in a broad range of companies in Australia and overseas and has been an active member of Boystown for twenty seven years.

DIRECTOR

Maryann Dalton has been a Director for two years and is the Chair of the Fundraising Committee and a Member of the Board Nomination and Remuneration Committee. Maryann has more than fifteen years experience in senior management roles in the Community Sector. Maryann has a wide range of experience in operational management, human resource and financial management with a particular interest in volunteer management. Maryann has a Masters Degree in Management (Community), is a Member of the Australian Institute of Company Directors and is a Justice of the Peace in NSW.

DIRECTOR (APPOINTED 13 FEBRUARY 2014)

Barbara Jones has been a Director since February 2014 and is a Member of the Fundraising Committee. Barbara’s corporate career spans thirty years, and her business experience has been gained both in Australia and overseas, having headed up specialist consulting businesses delivering services across the Asia Pacific region and the Sub Continent. Her expertise lies in the field of Leadership Development. She has qualifications in Communication Management, as well as Psychotherapy and is currently completing her PhD in Philosophy.
**DIRECTOR**

**Bernhard (Bernie) Liebmann** has been a Director for one year and is a Member of the Fundraising Committee. Bernie is a business consultant and Director of ATF Services Pty Limited, and has over thirty years experience as a Chief Executive in both public and private companies in Australia. He is a qualified Solicitor (South Africa) and retired Chief Executive Officer of Waco Kwikform Limited with an outstanding track record of delivering growth in revenue, profitability and shareholder value.

**DIRECTOR**

**Margaret Palmer** has been a Director for two years and is a Member of the Finance and Risk Committee. Margaret has extensive experience as CFO with a number of not-for profit organisations and is currently working with the Internal Audit Bureau. Margaret holds a Masters Degree in Accounting and Finance, an MBA and a Certificate in Governance Practices. She is a CPA and Fellow of the Institute of Chartered Secretaries Australia and an Advisory Committee member of the Institute of Public Accountants.

**DIRECTOR**

**Bruce Sargent** has been a Director for twenty one years and is a Member of the Finance and Risk Committee. Bruce is a retired school principal and a Fellow of the Australian College of Education. Bruce is a strong advocate for ensuring outcomes for people with a disability and is a valuable contributor to training and development plans.

**CHIEF EXECUTIVE OFFICER AND COMPANY SECRETARY**

**Mark Spurr** has had extensive corporate leadership experience in the Industrial Products, Food Manufacture, Agricultural Commodities and Not for Profit sectors with organisations including Davis Consolidated Industries, Goodman Fielder Limited, Meat and Livestock Australia and The Smith Family. He holds a Bachelor of Business Studies, is a Fellow of the Australian Institute of Company Directors and the Institute of Corporate Managers, Secretaries and Administrators, and is an Associate of the Australian Society of Certified Practicing Accountants.

**WE THANK AND PAY TRIBUTE TO….**

Vik Bansal who resigned from the Board in September 2013. We thank Vik for his valued contribution to DSA’s ongoing development and growth.

**ATTENDANCE AT 2013-14 BOARD MEETINGS**

<table>
<thead>
<tr>
<th>Director</th>
<th>Attendance</th>
<th>Meetings</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vik Bansal</td>
<td>0</td>
<td>1</td>
</tr>
<tr>
<td>Maryann Dalton</td>
<td>7</td>
<td>8</td>
</tr>
<tr>
<td>Ken Gabb</td>
<td>8</td>
<td>8</td>
</tr>
<tr>
<td>Barbara Jones</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Tom Leahy</td>
<td>6</td>
<td>8</td>
</tr>
<tr>
<td>Bernie Liebmann</td>
<td>7</td>
<td>8</td>
</tr>
<tr>
<td>Margaret Palmer</td>
<td>4</td>
<td>8</td>
</tr>
<tr>
<td>Bruce Sargent</td>
<td>8</td>
<td>8</td>
</tr>
</tbody>
</table>
DIRECTORS’ REPORT

Your Directors present their report on the company for the financial year ended 30 June 2014.

OPERATING RESULTS

The surplus of the consolidated group after providing for income tax amounted to $313,000 (2013: $471,000 deficit). The surplus was achieved after deducting the net investment in Fundraising of $397,000. The Fundraising strategy was explained by the Chairman and Chief Executive Officer to members at the last AGM.

REVIEW OF OPERATIONS

The consolidated group’s revenue from the rendering of Business Services of $5,684,000 (2013: $4,770,000) was 19.2% higher than the year ended 30 June 2013. Government funding (excluding capital subsidies) increased by 2.4% to $39,147,000 (2013: $38,219,000).

PRINCIPAL ACTIVITIES

The principal activities of the consolidated group during the financial year were:

• the provision of employment and community support services for people with a disability; and
• the provision of accredited training in Disability, Community and Children’s Services.

There were no significant changes in the nature of the principal activities during the financial year.

The consolidated group’s short term objectives include;

• offering opportunities for choice, inclusion and achievement for people with a disability through a person centred approach; and
• to continue to be recognised as a disability service of choice, growing with diversity and strength.

Our strategies include:

Expanding existing services in the disability sector and developing organisational capability to thrive in the changing environment characterised by increasing personalisation.

The consolidated group’s long term objective is to fulfil our purpose of enhancing the lives of people with a disability by:

• providing relevant services and opportunities to participate in meaningful work and whole of life activities; and
• maintaining relationships with stakeholders to maximise social inclusion and community involvement.

The following strategies have been implemented to achieve this objective:

• as a Provider of Choice, develop capabilities to thrive in the changing disability service sector;
• as an Employer of Choice, attract and retain quality staff who are committed to supporting people with a disability within a caring, professional and enabling culture;
• commitment to quality, continuous improvement and excellence in enhancing the lives of the people with whom the organisation is involved;
• work in partnership with a range of community and business stakeholders to ensure that our activities remain viable, sustainable and relevant; and
• proactive involvement in the disability and community services sectors, and scanning the environment to ensure that future programs meet the changing needs of people with a disability, customers, clients and students.

SIGNIFICANT CHANGES IN STATE OF AFFAIRS

No significant changes in the consolidated group’s state of affairs occurred during the financial year.

AFTER BALANCE DATE EVENTS

No matters or circumstances have arisen since the end of the financial year which significantly affected or may significantly affect the consolidated group’s operations, the results of those operations, or its state of affairs in future financial years.

ROUNDING OF AMOUNTS

The company is an entity to which ASIC Class Order 98/100 applies and, accordingly, amounts in the financial statements and directors’ report have been rounded to the nearest thousand dollars.

AUDITOR’S INDEPENDENCE DECLARATION

A copy of the auditor’s independence declaration as required under section 60-40 of the Australian Charities and Not-for-profit Commission Act 2012 is set out on page 6 of the full financial report.

Signed in accordance with a resolution of the Board of Directors:

K GABB
DIRECTOR

Dated this 18th day of September 2014
DISCUSSION AND ANALYSIS OF THE FINANCIAL STATEMENTS

INFORMATION ON DISABILITY SERVICES AUSTRALIA LIMITED

CONCISE FINANCIAL REPORT
The concise financial report is an extract from the full financial report for the year ended 30 June 2014. The financial statements and disclosures in the concise financial report have been derived from the 2014 Financial Report of Disability Services Australia Limited and its Controlled Entity. A copy of the full financial report and auditor’s report will be sent to any member, free of charge, upon request.

The discussion and analysis is provided to assist members in understanding the concise financial report.

STATEMENT OF COMPREHENSIVE INCOME
The consolidated surplus after income tax for the year is $313,000 compared to a deficit of $471,000 for 2013. The surplus was achieved after deducting the net investment in Fundraising of $397,000. The Fundraising strategy was explained by the Chairman and Chief Executive Officer to members at the last AGM.

STATEMENT OF FINANCIAL POSITION
Total equity increased by $728,000 to $17,463,000. The increase is made up of the surplus of $313,000 and an increase in the value of the investment share portfolio of $415,000.

STATEMENT OF CASH FLOWS
The group had an operating cash inflow of $3,521,000. During the year $769,000 was invested in Property, Plant and Equipment, $221,000 in upgrading the group’s IT infrastructure and a $199,000 net investment in the Share Portfolio. Overall cash and cash equivalents at the end of the year increased by $2,398,000 to $10,510,000.
## STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

**FOR THE YEAR ENDED 30 JUNE 2014**

<table>
<thead>
<tr>
<th>Notes</th>
<th>Consolidated Group</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2014</td>
</tr>
<tr>
<td></td>
<td>$'000</td>
</tr>
<tr>
<td>Sales revenue 2</td>
<td>5,684</td>
</tr>
<tr>
<td>Cost of sales</td>
<td>(5,031)</td>
</tr>
<tr>
<td>Gross profit/(loss)</td>
<td>653</td>
</tr>
<tr>
<td>Government subsidies 2</td>
<td>39,147</td>
</tr>
<tr>
<td>Other revenue 2</td>
<td>2,633</td>
</tr>
<tr>
<td>Other income 2</td>
<td>34</td>
</tr>
<tr>
<td>Employee expenses</td>
<td>(30,764)</td>
</tr>
<tr>
<td>Marketing expenses</td>
<td>(369)</td>
</tr>
<tr>
<td>Occupancy expenses</td>
<td>(3,497)</td>
</tr>
<tr>
<td>Administration expenses</td>
<td>(5,949)</td>
</tr>
<tr>
<td>Finance costs</td>
<td>(24)</td>
</tr>
<tr>
<td>Other expenses</td>
<td>(1,551)</td>
</tr>
<tr>
<td><strong>Surplus/(Deficit) before income tax</strong></td>
<td>313</td>
</tr>
<tr>
<td><strong>Income tax expense</strong></td>
<td>-</td>
</tr>
<tr>
<td><strong>Surplus/(Deficit) for the year</strong></td>
<td>313</td>
</tr>
<tr>
<td><strong>Other comprehensive income:</strong></td>
<td></td>
</tr>
<tr>
<td>Net gain/(loss) on revaluation of Investments</td>
<td>371</td>
</tr>
<tr>
<td>Net gain/(loss) on sale of Investments</td>
<td>44</td>
</tr>
<tr>
<td><strong>Other comprehensive income for the year</strong></td>
<td>415</td>
</tr>
<tr>
<td><strong>Total comprehensive income for the year</strong></td>
<td>728</td>
</tr>
</tbody>
</table>

The accompanying notes form part of this concise report.
STATEMENT OF FINANCIAL POSITION

AS AT 30 JUNE 2014

<table>
<thead>
<tr>
<th></th>
<th>Consolidated Group</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2014</td>
</tr>
<tr>
<td></td>
<td>$'000</td>
</tr>
<tr>
<td><strong>Current assets</strong></td>
<td></td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>10,510</td>
</tr>
<tr>
<td>Trade and other receivables</td>
<td>1,615</td>
</tr>
<tr>
<td>Inventories</td>
<td>97</td>
</tr>
<tr>
<td>Other current assets</td>
<td>142</td>
</tr>
<tr>
<td><strong>Total current assets</strong></td>
<td>12,364</td>
</tr>
<tr>
<td><strong>Non-current assets</strong></td>
<td></td>
</tr>
<tr>
<td>Financial assets</td>
<td>3,622</td>
</tr>
<tr>
<td>Property, plant and equipment</td>
<td>9,764</td>
</tr>
<tr>
<td>Intangible assets</td>
<td>843</td>
</tr>
<tr>
<td><strong>Total non-current assets</strong></td>
<td>14,229</td>
</tr>
<tr>
<td><strong>Total assets</strong></td>
<td>26,593</td>
</tr>
<tr>
<td><strong>Current liabilities</strong></td>
<td></td>
</tr>
<tr>
<td>Trade and other payables</td>
<td>2,722</td>
</tr>
<tr>
<td>Short-term provisions</td>
<td>3,075</td>
</tr>
<tr>
<td>Other current liabilities</td>
<td>2,777</td>
</tr>
<tr>
<td><strong>Total current liabilities</strong></td>
<td>8,574</td>
</tr>
<tr>
<td><strong>Non-current liabilities</strong></td>
<td></td>
</tr>
<tr>
<td>Long-term provisions</td>
<td>556</td>
</tr>
<tr>
<td><strong>Total non-current liabilities</strong></td>
<td>556</td>
</tr>
<tr>
<td><strong>Total liabilities</strong></td>
<td>9,130</td>
</tr>
<tr>
<td><strong>Net assets</strong></td>
<td>17,463</td>
</tr>
<tr>
<td><strong>Equity</strong></td>
<td></td>
</tr>
<tr>
<td>Asset revaluation reserve</td>
<td>2,223</td>
</tr>
<tr>
<td>Asset realisation reserve</td>
<td>(433)</td>
</tr>
<tr>
<td>Retained earnings</td>
<td>15,673</td>
</tr>
<tr>
<td><strong>Total equity</strong></td>
<td>17,463</td>
</tr>
</tbody>
</table>

The accompanying notes form part of this concise report.
## STATEMENT OF CHANGES IN EQUITY

### FOR THE YEAR ENDED 30 JUNE 2014

<table>
<thead>
<tr>
<th></th>
<th>Asset Revaluation Reserve</th>
<th>Asset Realisation Reserve</th>
<th>Retained Earnings</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$'000</td>
<td>$'000</td>
<td>$'000</td>
<td>$'000</td>
</tr>
<tr>
<td><strong>Balance at 1 July 2012</strong></td>
<td>1,397</td>
<td>(461)</td>
<td>15,831</td>
<td>16,767</td>
</tr>
<tr>
<td><strong>Deficit for the year</strong></td>
<td>-</td>
<td>-</td>
<td>(471)</td>
<td>(471)</td>
</tr>
<tr>
<td><strong>Total other comprehensive income for the year</strong></td>
<td>468</td>
<td>(29)</td>
<td>-</td>
<td>439</td>
</tr>
<tr>
<td><strong>Transfer for shares sold during the year</strong></td>
<td>153</td>
<td>(153)</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Balance at 30 June 2013</strong></td>
<td>2,018</td>
<td>(643)</td>
<td>15,360</td>
<td>16,735</td>
</tr>
<tr>
<td><strong>Surplus for the year</strong></td>
<td>-</td>
<td>-</td>
<td>313</td>
<td>313</td>
</tr>
<tr>
<td><strong>Total other comprehensive income for the year</strong></td>
<td>371</td>
<td>44</td>
<td>-</td>
<td>415</td>
</tr>
<tr>
<td><strong>Transfer for shares sold during the year</strong></td>
<td>(166)</td>
<td>166</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Balance at 30 June 2014</strong></td>
<td>2,223</td>
<td>(433)</td>
<td>15,673</td>
<td>17,463</td>
</tr>
</tbody>
</table>

The accompanying notes form part of this concise report.
## STATEMENT OF CASH FLOWS

### FOR THE YEAR ENDED 30 JUNE 2014

<table>
<thead>
<tr>
<th></th>
<th>Consolidated Group</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2014 $'000</td>
<td>2013 $'000</td>
</tr>
<tr>
<td><strong>Cash flows from operating activities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Receipts from customers</td>
<td>58,280</td>
<td>48,722</td>
</tr>
<tr>
<td>Payments to suppliers and employees</td>
<td>(55,182)</td>
<td>(50,471)</td>
</tr>
<tr>
<td>Interest received</td>
<td>447</td>
<td>519</td>
</tr>
<tr>
<td>Finance costs</td>
<td>(24)</td>
<td>(17)</td>
</tr>
<tr>
<td><strong>Net cash provided by operating activities</strong></td>
<td>3,521</td>
<td>(1,246)</td>
</tr>
<tr>
<td><strong>Cash flows from investing activities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Proceeds from sale of property, plant and equipment</td>
<td>66</td>
<td>73</td>
</tr>
<tr>
<td>Payment for property, plant and equipment</td>
<td>(769)</td>
<td>(402)</td>
</tr>
<tr>
<td>Payment for capitalised software</td>
<td>(221)</td>
<td>(487)</td>
</tr>
<tr>
<td>Proceeds from investments in shares</td>
<td>942</td>
<td>665</td>
</tr>
<tr>
<td>Payment for investments in shares</td>
<td>(1,141)</td>
<td>(803)</td>
</tr>
<tr>
<td><strong>Net cash used in investing activities</strong></td>
<td>(1,123)</td>
<td>(954)</td>
</tr>
<tr>
<td><strong>Net (decrease)/increase in cash and cash equivalents held</strong></td>
<td>2,398</td>
<td>(2,200)</td>
</tr>
<tr>
<td>Cash and cash equivalents at beginning of financial year</td>
<td>8,112</td>
<td>10,312</td>
</tr>
<tr>
<td><strong>Cash and cash equivalents at end of financial year</strong></td>
<td>10,510</td>
<td>8,112</td>
</tr>
</tbody>
</table>

The accompanying notes form part of this concise report.
NOTES TO THE CONCISE FINANCIAL REPORT

FOR THE YEAR ENDED 30 JUNE 2014

Note 1: Basis of preparation of the concise financial report
The concise financial report is an extract for the full financial report for the year ended 30 June 2014. The concise financial report has been prepared in accordance with Accounting Standard AASB 1039: Concise Financial Reports and the Charitable Fundraising Act 1991.

The financial statements, specific disclosures and other information included in the concise financial report are derived from and are consistent with the full financial report of Disability Services Australia Limited and its controlled entity. The concise financial report cannot be expected to provide as detailed an understanding of the financial performance, financial position and financing and investing activities of Disability Services Australia Limited and its controlled entity as the full financial report. The concise financial report is not in accordance with the Corporations Act following the reforms to the Corporations Act introduced by the Corporations Amendment (Corporate Reporting Reform Act 2010) Bill, nor is it in accordance with the requirements of the Australian Charities and Not-for-profit Commission Act 2012.

Disability Services Australia Limited and its controlled entity have elected to early adopt the Australian Accounting Standards – Reduced Disclosure Requirements (established by AASB 1053: Application of Tiers of Australian Accounting Standards and AASB 2010-2: Amendments to Australian Accounting Standards arising from Reduced Disclosure Requirements). Therefore, the full financial statements are general purpose financial statements that have been prepared in accordance with Australian Accounting Standards’ Reduced Disclosure Requirements of the Australian Accounting Standards Board and the Australian Charities and Not-for-profit Commission Act 2012. A copy of the full financial report and auditor’s report will be sent to any member, free of charge, upon request.

The presentation currency used in this concise financial report is Australian dollars. The company has applied for relief available to it under ASIC Class Order 98/100 and accordingly amounts in this concise financial report have been rounded to the nearest thousand dollars.

Note 2: Revenue

<table>
<thead>
<tr>
<th></th>
<th>Consolidated Group</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2014</td>
</tr>
<tr>
<td>Operating revenue</td>
<td></td>
</tr>
<tr>
<td>- Rendering of business services</td>
<td>5,684</td>
</tr>
<tr>
<td>- Government subsidies</td>
<td>39,147</td>
</tr>
<tr>
<td>- Interest received</td>
<td>447</td>
</tr>
<tr>
<td>- Donations received</td>
<td>295</td>
</tr>
<tr>
<td>- Other revenue</td>
<td>1,891</td>
</tr>
<tr>
<td>Total revenue</td>
<td>47,464</td>
</tr>
<tr>
<td>Other income</td>
<td></td>
</tr>
<tr>
<td>- Profit on disposal of property, plant and equipment</td>
<td>34</td>
</tr>
<tr>
<td>Total other income</td>
<td>34</td>
</tr>
</tbody>
</table>

Note 3: Events subsequent to reporting date
No matters or circumstances have arisen since the end of the financial year which significantly affected or may significantly affect the operations of the group, the results of those operations, or the state of affairs of the group in future financial years.
DIRECTORS’ DECLARATION

The directors of the company declare that the concise financial report of Disability Services Australia Limited and Controlled Entity for the financial year ended 30 June 2014, as set out on pages 32 to 37:

a. complies with Accounting Standard AASB 1039: Concise Financial Reports; and

b. is an extract from the full financial report for the year ended 30 June 2014 and has been derived from and is consistent with the full financial report of Disability Services Australia Limited and controlled entity.

This declaration is made in accordance with a resolution of the Board of Directors.

K GABB
DIRECTOR

Dated this 18th day of September 2014
**Independent Auditor's Report**

**To the Members of Disability Services Australia Limited**

**Report on the concise financial report**

We have audited the accompanying concise financial report of Disability Services Australia Limited which comprises the statement of financial position as at 30 June 2014, the statement of profit or loss and other comprehensive income, statement of changes in equity and statement of cash flows for the year then ended and related notes, derived from the audited financial report of Disability Services Australia Limited for the year ended 30 June 2014. The concise financial report does not contain all the disclosures required by the Australian Accounting Standards and accordingly, reading the concise financial report is not a substitute for reading the audited financial report.

**Directors responsibility for the concise financial report**

The Directors are responsible for the preparation of the concise financial report in accordance with Accounting Standard AASB 1039 Concise Financial Reports, and for such internal control as the directors determine are necessary to enable the preparation of the concise financial report.

**Auditor's responsibility**

Our responsibility is to express an opinion on the concise financial report based on our audit procedures which were conducted in accordance with Auditing Standard ASA 810 Engagements to Report on Summary Financial Statements. We have conducted an independent audit, in accordance with Australian Auditing Standards, of the financial report of Disability Services Australia Limited for the year ended 30 June 2014. Our audit report on the financial report for the year was signed on 18 September 2014 and was not subject to any modification. The Australian Auditing Standards require that we comply with relevant ethical requirements relating to audit engagements and plan and perform the audit to obtain reasonable assurance whether the financial report for the year is free from material misstatement.
An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the concise financial report. The procedures selected depend on the auditor’s judgement, including the assessment of the risks of material misstatement of the concise financial report, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity’s preparation of the concise financial report in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity’s internal control.

Our procedures in respect of the concise financial report included testing that the information in the concise financial report is derived from, and is consistent with, the financial report for the year, and examination on a test basis, of evidence supporting the amounts and other disclosures which were not directly derived from the financial report for the year. These procedures have been undertaken to form an opinion whether, in all material respects, the concise financial report complies with Accounting Standard AASB 1039 Concise Financial Reports.

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

**Independence**

In conducting our audit, we have complied with the independence requirements of the Accounting Professional and Ethical Standards Board.

**Auditor’s Opinion**

In our opinion, the concise financial report of Disability Services Australia Limited for the year ended 30 June 2014 complies with Accounting Standard AASB 1039 Concise Financial Reports.

GRANT THORNTON AUDIT PTY LTD
Chartered Accountants

C F Farley
Partner – Audit & Assurance

Sydney, 18 September 2014
OUR HISTORY

A group of parents who had sons and daughters with disabilities formed a charitable society called Aid Retarded Persons NSW to provide employment for people with disabilities 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).

Appointed DSA’s first Aboriginal Community Liaison Officer.

Officially opened the Raymond Terrace Centre in the Hunter to address the unmet demand for service. Opened a regional hub in Charlestown in the heart of the NDIS precinct.

1957
Aid Retarded Persons established a workplace at Camperdown with seven employees working on very basic tasks.

1958
Amforce – Labour Solutions was established to take employees out to customer’s premises to work.

1982
Amaroo established 121 Employment to assist people with intellectual and psychiatric disabilities find and keep mainstream employment. Amaroo achieved quality certification to Australian Standard AS3902 (now recognised as ISO9001:2008).

1986
Established a Specialist Intervention Service to provide support to people with complex and challenging behaviours.

1992
Amaroo Support Service started with 10 employees and supported 14 service users.

1994
Established a Specialist Intervention Service to provide support to people with complex and challenging behaviours.

1995
Amaroo Industries changed its name to Disability Services Australia to better reflect the growing range of services offered.

2002
Opened new day options centres in Blacktown and Picton.

2006
Acquired the Registered Training Organisation, Macquarie Employment Training Services (METS).

2010
Opened a new Australian Disability Enterprise (ADE) facility in Seven Hills.

2011
Appointed DSA’s first Aboriginal Community Liaison Officer.

2012
Officially opened the Raymond Terrace Centre in the Hunter to address the unmet demand for service. Opened a regional hub in Charlestown in the heart of the NDIS precinct.

2013
Opened a new day options centre in Blacktown and new TTW service outlets in Mt Druitt and Campbelltown.

2014

“DSA now encompasses 4 ADE facilities, 4 regional offices, 16 centre based Day Programs, 33 Supported Accommodation Services and more than 1100 staff and employees.”