

NDIS Readiness Project for Small and Micro Services

Evaluation

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Contents

Executive summary	4
A. Introduction:	
The NDIS Readiness Project & its evaluation	7
B. Findings	12
C. Conclusions	17
Attachments	19
1. The NDIS Readiness Project	20
2. EOI registration	23
3. Action Learning Groups curricula	27
4. Action Learning Group logistics and attendances	31
5. Midway phone interviews	33
6. Surveys collated responses	44
7. Social media evaluation	98
8. Qualitative comments: surveys and email	103
9. Online surveys (full text of each survey)	119

Abbreviations & Terminology

ALG	Action Learning Group (see also <i>Organisation populations</i>)
CMS	Client Management System
ENG	Engagement (see also <i>Organisation populations</i>)
EOI	Expression of Interest (see also <i>Organisation populations</i>)
Micro services	Sole proprietor with perhaps 1 or at the most 2 staff
NDIS	National Disability Insurance Scheme
ORG	Organisation (see also <i>Organisation populations</i>)

Organisation populations:

- EOI** Organisations putting in an Expression of Interest for the Project (EOI2 are those completing the follow up survey)
- ALG** Organisations participating in the Action Learning Groups (ALG2 are those completing the follow up survey)
- ORG** Organisations of a similar size to the EOI organisations but they did NOT put in an Expression of Interest (ORG are those that completed the initial survey and ORG2 are those complete the follow up survey).
- ENG** Organisations in addition to EOI, ALG and ORG organisations that participated in the engagement strategies within the Project (a sample completed a follow up survey).

The Project The NDIS Readiness Project for small and micro services

Small services Less than \$1 million ADHC funds.

Executive summary

A. THE NDIS Readiness Project

The essence of the NDIS Readiness Project auspiced by the National Respite Association and run from May to October 2015 was to support small and micro organisations in transitioning to the NDIS through:

- a) **Face to face workshops and teleconferences** for those in the Action Learning Groups (ALG)
- b) **Social media** for those in the ALGs and also for those who had put in Expressions of Interest but were not able to be given a place in an ALG or not able to take one up and other interested organisations
- c) **Bulletins and Briefing sessions** for the wider population of small and mirco services (in addition to those above).

There were:

- a) Five Action Learning Groups with a total of 61 organisations participating (2 organisations dropped out early); two groups with a *Marketing, Strategy, and Quality curriculum* and three groups with a *CMS (Client Management System)/Financial Sustainability curriculum*.
- b) More than 148 organisations participating in the Project Facebook Group and 240 Twitter followers.
- c) 74 individuals participating in regional briefings and 41 organisations attended service type specific phone briefings (44 organisations participating in these briefing strategies up to 12 October 2015 were included in the evaluation surveys).
- d) 375 organisations receiving Fortnightly Bulletins (which includes organisations in the ALG, EOI and ORG groups (see below for details).

B. The Evaluation

The purpose of the evaluation was to evaluate the overall effectiveness of the project and the various strategies for engagement and Action Learning Groups and help refine the most effective means of engaging and supporting learning and action for NDIS transition readiness.

The evaluation process included:

- a) Using data built into the operations of the Project – e.g. Expressions of Interest, Attendance records, Social media data, etc.
- b) Participant observations at Action Learning Group Workshops and teleconferences
- c) Phone interviews with key stakeholders including ALG participants, project staff and Committee
- d) On-line surveys at the beginning of the project and at the end of the project with three groups of organisations:
 - a. Organisations in Action Learning Groups (ALG)
 - b. Organisations putting in Expressions of Interest that were not able to attend an ALG (EOI)
 - c. Organisations that were small and micro that did not put in an Expression of Interest (ORG).
- e) On-line surveys at the end of the Project with organisations that had received Fortnightly Bulletins and/or participated in briefing sessions (up to 12 October 2015) (ENG).
- f) Detailed analysis of all sources of data and report writing.

C. The Findings

The high level findings include:

ALG, EOI and ORG organisations

The ALG, EOI and ORG organisations are very similar in size and other aspects of organisational profile. For example about half to two thirds of each group of organisations have one office/service outlet and about half of each group have less than 20 staff.

ALG, EOI and ORG concerns and readiness at the start of the Project were similar

At the start of the NDIS Readiness Project ALG, EOI and ORG organisations have similar concerns and levels of NDIS Readiness.

About half of each group of organisations had done “none” or “not much” work on preparation. About an additional 40% of each group of organisations had done some serious work but were not yet well prepared.

The issues of most concern across all group of organisations were:

- a) Financial sustainability
- b) Uncertainty about the future
- c) It seems that small organisations have no place and may disappear
- d) We will not be able to effectively compete with other providers
- e) Maintaining our quality of services in a changing environment.

Organisations with less than 50 staff were much more concerned about these and other issues than organisations with 50 or more staff.

NDIS Readiness

- a) Over 85% of the organisations participating in the Action Learning Groups are significantly more NDIS ready at the end of the NDIS Readiness Project than they were at the beginning.
- b) Over 85% of the organisations who put in EOIs but didn't get a place or were not able to take up a place but who did participate in other ways, e.g. social media and fortnightly bulletins are also more NDIS ready at the end of the Project but to a much lesser extent than those in the Action Learning Groups.

The workshops and other supports and strategies

- a) 88% of ALG participants found the Action Learning Groups relevant to their needs.
- b) Most organisations participating in the Action Learning Groups or other ways want to maintain and/ or further develop networking opportunities.
- c) 57% of people found the use of Facebook useful or very useful in the Pilot. 39% of organisations found the Pilot helped them to moderately or significantly improve their organisation's Facebook use.
- d) The bulletin was seen as moderately to very useful by 83% of ALG participants.
- e) Most organisations found regional briefings moderately to very useful.
- f) Organisations still have considerable needs to be NDIS ready – 96% of the ALG organisations want to attend the curriculum they didn't attend.
- g) Organisations in the ALGs valued the Pilot in financial terms:
 - a. 42% would pay less than \$1000; 30% \$1000; 26% \$2-3000 and 2% \$4-5000.

D. Conclusions

In reviewing all the data the principal conclusions from the evaluation are:

- a) At the beginning of the Project the issues of most concern for small and micro services in relation to the rollout of the NDIS were:
 - a. Financial sustainability
 - b. Uncertainty about the future
 - c. It seems that small organisations have no place and may disappear
 - d. We will not be able to effectively compete with other providers
 - e. Maintaining our quality of services in a changing environment.
- b) The Action Learning Groups worked well and were relevant to participants needs.
- c) ALGs made a difference – organisations are more NDIS ready than they would otherwise have been.
- d) Building networks was especially valuable for ALG participants and other organisations participating in the Project.
- e) The additional engagement strategies for organisations that didn't participate, for example, the Fortnightly Bulletins and the Briefing Sessions worked well.
- f) Participants of the ALGs placed a higher economic value on the workshops after they participated than organisations that didn't participate; this suggests that the need for and value of the workshops is seen more clearly once one has participated.
- g) The social media strand of the Project was problematic but still useful both within the Project and in supporting organisations strengthening their own social media strategies.
- h) At the end of the Project there were unmet needs for being NDIS ready for both organisations that participated in the ALGs and other small and micro services.
- i) Barriers to participating in the Project included cost of travel and time.
- j) If a similar program were being run again key ingredients are:
 - a. Quality consultants
 - b. Face to face meetings
 - c. Networking opportunities
 - d. Maintaining a balance in the face to face workshops between specialist input, small group discussions , individual work and homework
 - e. Excellent organisation of the logistics and communication with participants.
- k) Suggested improvements include:
 - a. For some service types to have groups specifically for those service types
 - b. Maintaining teleconferences as part of the ALG strategy but being more focussed in their use
 - c. Maintaining a social media strand but being more attentive to participants starting skills and experience and focussing energies on the most useful strategy (e.g. Facebook Groups in this Project).

Introduction:

The NDIS Readiness Project & its evaluation

A. THE NDIS Readiness Project

The essence of the NDIS Readiness Project auspiced by the National Respite Association and run from May to October 2015 was to support small and micro organisations in transitioning to the NDIS through:

- a) **Face to face workshops and teleconferences** for those in the Action Learning Groups (ALG)
- b) **Social media** for those in the ALGs and also for those who had put in Expressions of Interest but were not able to be given a place in an ALG or not able to take one up and other interested organisations
- c) **Bulletins and Briefing sessions** for the wider population of small and mirco services (in addition to those above).

There were:

- a) Five Action Learning Groups with a total of 61 organisations participating (2 organisations dropped out early); two groups with a Marketing, Strategy, and Quality curriculum and three groups with a CMS (Client Management System)/Financial Sustainability curriculum.
- b) More than 148 organisations participating in the Project Facebook Group and 240 Twitter followers.
- c) 74 individuals participating in regional briefings and 41 organisations attended service type specific phone briefings (44 organisations participating in these briefing strategies up to 12 October 2015 were included in the evaluation surveys).
- d) 375 organisations receiving Fortnightly Bulletins (which includes organisations in the ALG, EOI and ORG groups (see below).

B. The Evaluation

Purpose

The purpose of the evaluation is to:

- a) Evaluate the effectiveness of the project measured by key project outcomes, i.e. of 60 participating orgs:
 - a. 85% of participants get skills and resources and a plan for change
 - b. 75% of participants have begun to execute change in the key area of Action Learning Group work, within 30 days of the end of the ALG.
- b) Evaluate the comparative effectiveness of the various strategies for engagement and Action Learning Groups
- c) Help refine the most effective means of engaging and supporting learning and action for NDIS transition readiness so that a decision can be made about further rollout.

Process

The evaluation process included:

- a) Using data built into the operations of the Project – e.g. Expressions of Interest, Attendance records, Social media data, etc.
- b) Participant observations at Action Learning Group Workshops and teleconferences
- c) Phone interviews with key stakeholders including ALG participants, project staff and Committee
- d) On-line surveys at the beginning of the project and at the end of the project with three groups of organisations:
 - a. Organisations in Action Learning Groups (ALG)
 - b. Organisations putting in Expressions of Interest that were not able to attend an ALG (EOI)
 - c. Organisations that were small and micro that did not put in an Expression of Interest (ORG)
- e) On-line surveys at the end of the Project with organisations that had received Fortnightly Bulletins and/or participated in briefing sessions (up to 12 October 2015) (ENG)
- f) Detailed analysis of all sources of data
- g) Report writing.

Data

The evaluation data used in the evaluation includes:

- a) EOI Registrations
- b) Participant observation (evaluation consultant) of Workshops and teleconferences
- c) Stakeholder phone interviews with the evaluation consultant
- d) Mid way project staff phone interviews with participants
- e) Attendance records
- f) Social media data
- g) Surveys to each of the four population groups (see below for details).

C. Action Learning Groups

There were five Action Learning Groups (ALGs). Two Marketing ALGs and three Financial ALGs. Three of the ALGs met in Sydney, one in Dubbo and one in Tamworth.

The number of face to face sessions and teleconferences varied with each group. Some ALGs had three face to face sessions, others had five. Some ALGs had no teleconferences, others had two or four teleconferences. The following tables give the details for each ALG:

ALG	Curriculum	Meeting location	Participant numbers	Face to face days	Tele-conferences
Western NSW	Marketing	Dubbo	10	5	0
New England	Financial	Tamworth	9	5	2
Mixed Group 1	Marketing	Sydney	20	5	0
Mixed Group 2	Financial	Sydney	9	3	4
Mixed Group 3	Financial	Sydney	13	3	4

Two participant organisations dropped out early in the ALG process.

D. Population Groups and surveys

Surveys were a significant part of the evaluation process. There were four organisation population groups surveyed:

- ALG: Action Learning Group participant organisations
- EOI: Organisations that put in an EOI but were not accepted in an ALG (place limitations) or were not able to take up a place.
- ORG: Organisations similar in size and other respects to the ALG and EOI groups; but did not put in an EOI
- ENG: Organisations that participated in the engagement strategies (in addition to the organisations in the three groups above; these organisations are on average larger than the other three populations).

The ALG, EOI and ORG populations were surveyed just prior to the first ALG workshop and after the last workshop (ALG2, EOI2, ORG2)

The ENG population was surveyed just after the last ALG workshop.

The numbers in each population and the number of completed surveys were:

Population	Population n	First Survey returns	Second Survey returns	Engagement survey returns
ALG ALG2	61	53 (87%)	53 (87%)	na
EOI EOI2	48	36 (75%)	37 (75%)	na
ORG ORG2	70 first survey 36 second survey	36 (51%)	26 (72%)	na
ENG	176	na	na	90 (51%)

Survey Questions

The survey questions in the first set of surveys to all three population groups were about:

- A. Your situation, challenges and concerns in relation to the NDIS
- B. Strategies for getting ready for the NDIS
- C. Your organisation and the disability services you provide
- D. Who is completing the survey (demographics).

The survey questions in the second set of surveys for the ALG organisations were about:

- A. The NDIS Readiness Workshops, social media and other activities
- B. How ready your organisation is for the NDIS
- C. Awareness, concerns, challenges and readiness (a few of the same questions as the first survey)
- D. What support you still need to be fully NDIS Ready.

The first section of the EOI second survey was about:

- A. The NDIS Readiness Program social media and other activities

The first section of the ORG and ENG second survey was about:

- A. NDIS Readiness Small and Micros Bulletins and Briefing sessions.

In addition the ENG surveys included a section on:

- E. Your organisation (similar to the first surveys in the other population groups).

See Attachment 9 for the full text of all the on-line surveys.

E. The Report

This Report provides findings and conclusions from the evaluation of the Project. It is intended to be useful for any similar kinds of Projects in the future. To that end the Attachments with the Report provide considerable detail on the Project, the evaluation, survey data etc.

F. Attachments

The Attachments with the report are:

1. The NDIS Readiness Project

A description of the NDIS Readiness Project as it was originally proposed and as it was actually implemented.

2. EOI Registration

The Registration process included:

- a) Putting in an Expression of Interest
- b) Using selection criteria to rank the priority of the EOIs
- c) Gathering additional individual participant information
- d) Gathering additional information on social media requirements

This Attachment includes details for each of these steps.

3. Action Learning Group Curricula

There were two Action Learning Group curricula:

- a) CMS (Client Management System)/Financial Sustainability
- b) Marketing, Strategy, and Quality.

This attachment includes for each of the curriculum:

- Consultants
- Curriculum Outcomes
- Individual Participant Expectations
- Individual Attendance.

4. Action Learning Group logistics and Attendances

There were five Action Learning Groups (ALGs). Two Marketing ALGs and three Financial ALGs. Three of the ALGs met in Sydney, one in Dubbo and one in Tamworth.

This Attachment includes the logistical and attendance details.

5. Midway phone interviews closed questions

ALG participants were rung midway through the project to gather feedback about the project up to that point and how it could be improved.

The phone interviews included a series of open ended questions and some closed questions.

The attachment include a sample of responses to the phone interviews and the collated closed questions.

6. Survey collated responses

These are the collated responses to the completed surveys (closed questions).

There are four population groups:

- ALG Action Learning Group participant organisations
- EOI Organisations that put in an EOI but were not accepted (place limitations)
- ORG Organisations similar in size and other respects to the ALG and EOI groups – but did not put in an EOI
- ENG Organisations that participated in the engagement strategies (in addition to the organisations in the four samples above; these organisations are on average larger than the other three populations).

The ALG, EOI and ORG populations were surveyed just prior to the first ALG workshop and after the last workshop (ALG2, EOI2 & ORG2)

The ENG population was surveyed just after the last ALG workshop.

7. Social media evaluation

Social media was used during the pilot to support the development of online Communities of Practice among participants. This complemented offline activities in the five Action Learning Groups, directly engaging members and assisting them to participate in learning and change management activities. Ben Leong, Community Consultant at Quiip undertook an evaluation of the social media strategy. This is the full text of that evaluation.

8. Qualitative comments: Surveys and emails

The full text of the qualitative comments in the surveys and a selection of feedback received through emails.

9. Online Surveys (full text of each survey)

Full text of each of the 7 surveys used with the four organisation populations. The surveys are presented in their on-line format.

B. Findings

A. ALG, EOI and ORG organisations

The ALG, EOI and ORG organisations are very similar in size and other aspects of organisational profile. For example:

- a) About half to two thirds of each group of organisations have one office/service outlet
- b) About half of each group have less than 20 staff
- c) About a third to a half serve one LGA or part of an LGA and another third serve more than an LGA but not a whole Region and a further third are larger than this
- d) About half of the organisations provide only disability services or more than half of their services are disability services.

See pages 59-60 for details.

B. ALG, EOI and ORG concerns and readiness at the start of the Project

At the start of the NDIS Readiness Project ALG, EOI and ORG organisations have similar concerns and levels of NDIS Readiness.

About half of each group of organisations had done “none” or “not much” work on preparation.

About an additional 40% of each group of organisations had done some serious work but were not yet well prepared.

The issues of most concern across all group of organisations were:

- a) Financial sustainability
- b) Uncertainty about the future
- c) It seems that small organisations have no place and may disappear
- d) We will not be able to effectively compete with other providers
- e) Maintaining our quality of services in a changing environment.

Organisations with less than 50 staff were much more concerned about these and other issues than organisations with 50 or more staff.

On average organisations felt:

- a) Most confident about their understanding of person centred care in the NDIS environment and
- b) Least confident about their marketing plans and financial systems in the new NDIS environment.

See pages 45-58 for details.

C. ALG, EOI and ORG concerns and readiness at the end of the Project

Over 85% of the organisations participating in the Action Learning Groups are significantly more NDIS ready at the end of the NDIS Readiness Project than they were at the beginning.

At the end of the Project the ALG organisations have significantly changed their:

- Level of engagement
- Awareness of NDIS
- Confidence in the readiness
- NDIS Readiness strategies in place.

The mix and extent of changes was quite different from one organisation to the next and not easy to quantify simply. Some ALG organisations made small changes others very large changes. Some changed in many areas others in a few areas.

The changes were consistent with the two different curriculums, e.g. organisations with the financial curriculum had more changes in financial areas.

Over 85% of the EOI organisations, who were not in ALGs but who did participate in other ways, e.g. social media and fortnightly bulletins are also more NDIS ready at the end of the Project but to a much lesser extent than those in the Action Learning Groups.

The EOI organisations had some changes particularly in:

- Awareness of NDIS
- NDIS Readiness strategies in place.

EOI organisations typically had smaller and fewer changes than ALG organisations.

The ORG organisations had minimal change.

See pages 75-93 for details of the NDIS Readiness of each population group at the first and second surveys.

D. The Workshops

The workshops were seen as useful.

77% of the ALG organisations rated the workshops as very relevant to their needs and 11% as moderately relevant.

The way the workshops were run was about right for most organisations (though 23% would have liked to have seen some additional small group activities and 15% some additional networking opportunities). More than 85% of participants thought the balance of the following were about right:

- Lecture style content delivery
- Individual tasks
- Large group discussions
- Networking opportunities
- Homework for next session.

See pages 69 to 74 for details.

E. Teleconferences

The teleconferences were seen as useful (but not as useful as the workshops). For those who had teleconferences as part of the ALG:

20% of the ALG organisations rated the teleconferences as very useful and 50% as moderately useful.

F. The social media

The majority of organisations had not used LinkedIn or Twitter prior to the ALGs. 51% had used Facebook prior to the ALGs.

57% found the use of Facebook as moderately useful or very useful in the NDIS Readiness project.

Most people did not find LinkedIn or Twitter useful.

See Attachment 7, pages pp 98 to 102 for a more detailed report on the use of social media in the NDIS Readiness Project.

39% of organisations found the NDIS Readiness project helped them to moderately or significantly improved their organisation's Facebook use.

G. Fortnightly Bulletins

The fortnightly Bulletins were seen as moderately useful or very useful by 83% of the ALG organisations. (Due to an oversight this question was not asked in the other surveys but viewing statistics are available and show high levels of viewing).

H. NDIS Readiness briefing sessions

Of the organisations that participated in the Briefing sessions most found them moderately or very useful:

EOI	52%
ORG	70%
ENG	68%

I. Networking

The networking opportunities were seen as a valuable part of the ALGs and helped organisations build connections with potential partners (59%).

67% of the ALG organisations want to keep connected with the networks they made through the NDIS Readiness Project and an additional 27% see this as very important.

Most of the EOI, ORG and ENG organisations also wanted further future networking opportunities particularly with other services providing similar types of services to their own (70% to 80% of each organisation population group).

See pages 93 to 95 for details.

J. Future needs

Organisations still have considerable needs to be fully NDIS Ready. In answer to the question: *What support do you still need to be fully NDIS ready* organisations ticked the following items:

%	ALG2	EOI2	ORG2	ENG
a) One to one unit costing consultancy	55	76	65	47
b) One to one marketing consultancy	43	68	61	41
c) Networking opportunities with organisations providing services similar to ours	57	56	57	44
d) Networking opportunities with potential partners	31	53	39	36
e) Consultancy/facilitation support in developing formal agreements with potential partners	49	50	43	34
f) Consultancy/facilitation support in developing formal agreements for amalgamations/mergers	24	38	17	16

96% of the ALG organisations want to attend the alternative curriculum (the one they didn't attend).

K. Valuing the workshops

The ALG organisations valued the workshops in financial terms. Asked: *Knowing what you know now – what would you have paid for the workshops and support you have received as part of the NDIS Readiness Project?* the responses were:

Thousands of dollars	ALG2 %
< 1 thousand	42
1	30
2-3	26
4-5	2

Of those who want to attend additional workshops (ALG) or their first workshops (EOI and ORG) 89% of ALG, 33% of EOI and 15% of ORG organisations would contribute \$1000 to help offset the cost.

L. Organisation size & future NDIS readiness strategies

The ALG, EOI and ORG organisations were specifically chosen on the basis on being small and micro (typically less than <\$1m in disability services).

The ENG organisations self-selected and were typically larger than the ALG, EOI and ORG organisations. For example 8% of the ALG group had 100 or more staff and 42% of the ENG group had 100 or more staff; 2 % of the ALG group had 10 or more service outlets and 28% of the ENG group had 10 or more service outlets.

The situation and needs of the larger organisations (e.g. 100 or more pad staff) is different to the smaller organisations.

M. Survey collated responses

See *Attachment 6 Surveys Collated Responses pages 44 to 97* for details of all the points above and further detailed descriptions of the NDIS Readiness of each population group.

C. Conclusions

In reviewing all the data the principal conclusions from the evaluation are:

- a) At the beginning of the Project the issues of most concern for small and micro services in relation to the rollout of the NDIS were:**
 - a. Financial sustainability
 - b. Uncertainty about the future
 - c. It seems that small organisations have no place and may disappear
 - d. We will not be able to effectively compete with other providers
 - e. Maintaining our quality of services in a changing environment.
- b) ALGs worked well.**
 - a. The Action Learning Groups worked well and were relevant to participants needs.
 - b. The face to face workshops had an appropriate mix of input, small group discussion, individual activities and homework for most participants; some participants would have preferred more small group discussion
 - c. The ALGs were logistically well organised.
 - d. There was useful ongoing communication between National Respite and participants throughout the Project.
- c) ALGs made a difference – organisations are more NDIS ready than they would otherwise have been.**
 - a. Over 85% of the organisations that participated in the Action Learning Groups were much better prepared for the NDIS at the end of the Project than similar organisations that did not participate.
 - b. Over 85% of the organisations who put in EOIs but didn't get a place or were not able to take up a place but who did participate in other ways, e.g. social media and fortnightly bulletins are also more NDIS ready at the end of the Project but to a much lesser extent than those in the Action Learning Groups.
 - c. ALG participants took tools, learnings, strategies, etc. back to their organisations during the Project.
- d) Building networks was especially valuable for ALG participants and other organisations participating in the Project.**
 - a. Most organisations participating in the Action Learning Groups or other ways want to maintain and/ or further develop networking opportunities.
- e) The additional engagement strategies for organisations that didn't participate, for example, the Fortnightly Bulletins and the Briefing Sessions worked well.**
- f) Participants of the ALGs placed a higher economic value on the workshops after they participated than organisations that didn't participant; this suggests that the need for and value of the workshops is seen more clearly once one has participated.**
 - a. This suggests that asking for full payment for workshops in the future may be problematic.

- g) The social media strand of the Project was problematic but still useful both within the Project and in supporting organisations strengthening their own social media strategies.**
- a. The use of Social Media was more problematic than originally anticipated,
 - b. Nonetheless the use of social media enhanced the learning and networking of those in the ALG groups and other organisations engaging with the Project.
 - c. The social media strand also helped some organisations develop their own organisation's social media resources and strategy.
- h) At the end of the Project there were unmet needs for being NDIS ready for both organisations that participated in the ALGs and other small and micro services.**
- a. 96% of the ALG organisations want to attend the curriculum they didn't attend.
 - b. Half to two thirds of each of the population of organisations saw additional needs for:
 - i. One to one unit costing consultancy
 - ii. One to one marketing consultancy
 - iii. Networking opportunities with organisations providing services similar to ours
 - iv. Networking opportunities with potential partners
 - v. Consultancy/facilitation support in developing formal agreements with potential partners.
- i) Barriers to participating in the Project included:**
- a. Cost of travel and accommodation
 - b. Time – participants being able to take time out of their organisations for the workshops and teleconferences.
- j) If a similar program were being run again key ingredients are:**
- a. Quality consultants
 - b. Face to face meetings
 - c. Networking opportunities
 - d. Maintaining a balance in the face to face workshops between specialist input, small group discussions, individual work and homework.
 - e. Excellent organisation of the logistics and communication with participants.
- k) Suggested improvements include:**
- a. For some service types to have groups specifically for those service types
 - b. Maintaining teleconferences as part of the ALG strategy but being more focussed in their use
 - c. Maintaining a social media strand but being more attentive to participants starting skills and experience and focussing energies on the most useful strategy (e.g. Facebook Groups in this Project).

Attachments

1. **The NDIS Readiness Project**
2. **EOI registration**
3. **Action Learning Group curricula**
4. **Action Learning Group logistics and attendances**
5. **Midway phone interviews**
6. **Surveys collated responses**
7. **Social media evaluation**
8. **Qualitative comments: surveys and email**
9. **Online surveys (full text of each survey)**

Attachment 1

The NDIS Readiness Project for Small and Micro Services

Introduction

The following is the essence of:

- a) The background to the proposal to establish the NDIS Transition Readiness Project for Small and Micro Services
- b) The proposal for funding
- c) The Project as funded and implemented.

The Project was originally proposed in two Phases which would be followed by propagation of the findings and tools. The first Phase was funded and has been completed. This evaluation report is an evaluation of the first phase.

The Project was auspiced by the National Respite Association and run from May to October 2015.

a) Background

The Issue

Transition to the NDIS (2016-18) requires a radically changed business model for most ADHC funded and only one third actively engaged in change. A particular problem is remoteness, and perceived hostility to small organisations. These small organisations will soon be joined by many professionals and therapists formerly employed by ADHC.

Just as these small organisations need a radically changed business model to transition well, so also will they need the help of a different change program tailored to their needs and different to the approaches already delivered under the Industry Development Fund (IDF).

Managing transition risk

Unless these small services engage with and successfully execute change there is a real risk that they may fail during the transition period, increasing the complexity of transition and the burden on people with disability and families. These small organisations have a lot of social capital in experienced staff and strong relationships with client, family and community and can make a big difference to supporting good transition to NDIS for people with disability and their families.

A cost-effective business transformation approach targeted to small and micro services, especially in regional, rural and remote parts of the state, is recommended to reduce and mitigate this risk.

IDF experience and our own research show delivery must be innovative to overcome the barriers to change including remoteness; and to be cost-effective in working with a large number of widely distributed small organisations.

Focus Groups conducted in July-August 2014 provide evidence of specific barriers for small services:

- a) Fear and apathy (overwhelmed with change, told no place for small services)
- b) Capability (skill)
- c) Capacity (resource – people and systems)
- d) Pathway (complexity of change required, lack of trusted guides)

Note 1: Small means <\$1 million ADHC funds. Respite services in particular are smaller and significantly more remotely located than other ADHC funded services and also tend to rely on a greater mix of volunteers to paid staff.

Note 2 Micro services are sole proprietor with perhaps 1 or at the most 2 staff. There will be more of these as ADHC employed therapists and professionals transition, and many of the change support relevant for small services will also be helpful for them.

b) The Proposal

A Transition Readiness Program (TRP) for Small and Micro Services with a focus on rural and remote services is proposed to address the challenges identified in the research, especially in regional, rural or remote parts of the state.

Innovative delivery online, remotely and using social media, will be central to program success.

The TRP will target an estimated 300 of the 560 ADHC funded non-government organisations with ADHC funding less than \$1 million with:

- a) A Pilot Phase – 5 months (\$0.172m) to evaluate different approaches – three virtual and three face to face readiness action groups with different coaching intensity running for 10 weeks
- b) Phase 2 - if proven by Pilot evaluation, 12 month program (\$0.534m) would proceed revised in light of evaluation with 32 readiness action groups targeting up to 320 services
- c) A propagation arm will make results and tools available around the state as each readiness action group finishes.

The Objective of the TRP is to bring together groups of up to 10 services to work on a particular change issue drawn from 7 core readiness areas. Focus group research indicated a preference for working in groups and also for working and learning online and remotely. A field worker would help form up groups around a common focus area, and then convene a consultant to provide coaching support to the group to learn, plan and enact change over a ten week period.

The purpose of the Pilot Phase is to evaluate the effectiveness of virtual versus face to face groups and NDIS Transition Readiness For Small and Micros Pilot.

c) The funded project

The following is a description of the essence of the project as funded, based on information provided to participating organisations.

We know that transition to the NDIS (2016-2018) requires a radically changed business model for most ADHC funded organisations. We also know that smaller organisations are struggling to find the resources, capacity and skill to make the changes needed at the same time as providing service to clients. That's why National Respite has been funded through the IDF, with the support of NDS and FACS, to run an exciting new Project aimed specifically at small and micro organisations, with a focus on those in rural/remote and regional areas.

How does it work?

National Respite will help 60 organisations form groups of up to 10 around an NDIS topic area and match the group to a consultant who specialises in that topic area. The group will convene either face to face or by telephone for ten weeks working through the consultant designed curriculum to learn, gain knowledge and change to thrive in the NDIS world. The pilot will run 6 Action Learning Groups in total, with 3 geographically based and 3 mixed regions.

How long does this pilot last for?

The NDIS Transition Readiness for Small and Micros Pilot is a five month effort ending October 31.

Why do organisations have to work with a consultant in a group?

National Respite focus groups conducted July – August 2014 indicated a preference for working in groups and online and remotely as well as face to face and we have used this feedback to inform the pilot.

What NDIS Topics can I choose?

The NDIS readiness topic areas have been derived from the 7 Organisation Readiness Toolkit areas. Our consultants have used these topic areas to form two main streams of action learning:

Module 1: *CMS (Client Management System)/Financial Sustainability*

Module 2: *Marketing, Strategy, and Quality*

Corporate Governance, safeguarding and quality management and improvement can be selected by a group as an add-on module.

Pilot Objective

60 organisations have increased knowledge and capability to build economies of size and scope and increase NDIS readiness.

Measurable Outcomes

Of 60 participating orgs:

1. 85% of participants get skills and resources and a plan for change
2. 75% of participants have begun to execute change in the key area, within 30 days of the end of the action learning group

How do I get involved?

Fill out an EOI form and an officer from National Respite will get into contact with you to discuss next steps.

Attachment 2

EOI registration

The Registration process included:

- a) Putting in an Expression of Interest
- b) Using selection criteria to rank the priority of the EOIs
- c) Gathering additional individual participant information
- d) Gathering additional information on social media requirements.

a) EOI Registration

Organisations completed an Expression of Interest on-line.

The questions in the on-line EOI were:

Organisation Name

LGA

ADHC Disability Specific Funding (<\$1m, 1-1.5m, 1.5-2m > 2m)

Name

Position Title

Contact Email

NDIS topic preferences (ranking)

Strategy

Corporate Governance

Clients and Market Focus

Financial Sustainability

People and Capability

Information and Knowledge Management

Safeguarding, Quality Management and Improvement

Do you have a preference for face to face or virtual Action Learning Groups?

Organisation Readiness Toolkit (completed or not)

b) Selection criteria

The Selection Criteria will be used to assist selection of participating providers in the pilot. Each organisation that puts in an EOI to the pilot will be assessed by the Sector Support and Engagement Officer using the below criteria and assigned a point score out of 20 against a matrix. The criteria assesses: geographical location, size, market composition, core business and leadership. Our criteria preferences those who are under \$1m, those who are in rural/remote areas of the Blue Mountains, those who are in thin markets, those who have strong organisation leaders and those who deliver core business in disability.

This is the selection criteria matrix that was used to prioritise EOIs:

Category	Point Score	Organisation Score
Geography		
Rural/Remote	3 Points	
Blue Mountains	3 Points	
Regional	2 Points	
Metro Sydney	1 Point	
\$1m or less ADHC Funding	2 Points	
\$1.5m or less ADHC Funding	1 Point	
Market Composition		
In a thin market	3 Points	
Disability	2 Points	
Combination of Services Including Disability	1 Point	
Evidence of organisation reflection e.g. Board level discussion	(scored out of 5)	
1 or more leaders in the organisation willing to implement change	(Scored out of 3)	
Completed NDIS Organisation Readiness Toolkit	2 Points	
	Total: 20 Points	

c) Individual Sign Up Form

To help us involve the most appropriate person from your organisation in an Action Learning Group, we ask you to please consider the below consultant criteria for participation before completing the sign-up form.

For the marketing/strategy/quality curriculum, our consultants have suggested that the following people are best placed to attend an Action Learning Group:

- Overall Head of Agency e.g. CEOs, General Managers
- The organisation leader and strategy setter
- Key influencer and decision maker in an organisation with access to the CEO/General Manager.

If you have any questions about the individual you should nominate before filling out and returning the form, please contact xxx

Individual Sign-Up Details:

Organisation Name		
ALG Participant		
Position Title		
Office Phone No		
Mobile Phone No		
Email		
Do you have any leave scheduled July -October?	Yes <input checked="" type="checkbox"/>	
	No <input type="checkbox"/>	
If yes, please list the dates:		

d) Pilot Social Media Requirements

This Pilot is all about working with small and micro organisations, especially those in rural/remote and regional areas, to transition successfully to NDIS. National Respite believes that organisations such as yourselves can provide high quality supports in ways which work best with local community, but there are challenges which you are all aware of such as organisation size and capability to transition.

Social media has the ability to connect people together from many different backgrounds and from many different locations. That is why we are using Facebook and LinkedIn within this Pilot – to help you network with others, to help you get new ideas and to help you connect without having to travel long distances to do so. For these reasons, it is important for this project that you either already have or create a LinkedIn and Facebook, with twitter also helpful if you are feeling adventurous! We recommend that you use a personal account for each, not your organisation’s account.

Please indicate your level of familiarity with social media below so that our Social Media and Communications Advisor can help out anyone who needs it with tutorials, cheat sheets and anything else you need.

LinkedIn:

Personal Account Name:

Organisation’s Account Name:

<input type="checkbox"/> Beginner	<input type="checkbox"/> Infrequent User	<input type="checkbox"/> Frequent User	<input type="checkbox"/> Advanced
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Facebook

Personal Account Name:

Organisation’s Account Name:

<input type="checkbox"/> Beginner	<input type="checkbox"/> Infrequent User	<input type="checkbox"/> Frequent User	<input type="checkbox"/> Advanced
--------------------------------------	---	---	--------------------------------------

Twitter

Personal Account Name:

Organisation’s Account Name:

<input type="checkbox"/> Beginner	<input type="checkbox"/> Infrequent User	<input type="checkbox"/> Frequent User	<input type="checkbox"/> Advanced
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Attachment 3

Action Learning Groups curricula

There were two Action Learning Group Curricula a) CMS/Financial Sustainability and b) Marketing, Strategy, and Quality. Details of each are below.

a) CMS/Financial Sustainability

Curriculum Outcomes

- a) Understanding the NDIS pricing formula
- b) Sensitivity analysis highlighting critical KPIs
- c) Develop your NDIS Products Catalogue
- d) Understand what unit costing is and how to calculate your unit costs
- e) Understand requirements of a CMS/ERP system
- f) Develop overhead reduction strategies
- g) Review risk management strategies in NDIS context

Individual Participant Expectations

- a) Participants must be a senior member of staff, able to influence changes in the organisation based on what they learn in an Action Learning Group
- b) Participants should have experience working with Excel spreadsheets
- c) Participants must consistently complete take home work
- d) Participants must share learning with their organisation
- e) Participants must contribute to discussions on LinkedIn, Facebook and in face to face sessions
- f) Participants must provide relevant organisation documents to work on during sessions when requested

Individual Attendance

- a) The individual elected by each organisation to participate in an Action Learning Group is expected to attend all face to face and virtual sessions.
- b) Only one individual from each organisation may attend an Action Learning Group session
- c) If you absolutely cannot avoid missing a session, please contact xxx immediately.
- d) Sickness, emergencies or long ago pre-scheduled leave are understandable and we are sympathetic people at National Respite. However, things like forgetting a meeting or double booking can be avoided. We will make sure we do everything in our power to give you all of the information you need to attend sessions, but ultimately the responsibility is yours to attend sessions. The more you put into this pilot, the better the outcome for your organisation.

Consultant

This curriculum is taught by Steve Beard of Accounting Professionals. Steve is also experienced in the disability sector, having worked as CEO of an organisation in the Illawarra for a number of years. He will take you through a curriculum which covers NDIS pricing and financial context, unit costing in NDIS world, client management systems, including critical workforce management tools and the importance of monitoring and managing risk within your own organisations.

b) Marketing, Strategy, and Quality

The Curriculum

This curriculum brings together the “NDIS readiness” areas of strategy, market focus and quality. It places purpose at the centre of strategy, culture and stakeholder engagement decisions, underpinned by a person centred quality framework that guides.

- a) Over the ten weeks of the Action Learning Group we will explore using purpose as a planning tool to develop your strategic planning, culture and values, and marketing strategy. Outcomes will include: Clear understanding of NDIS environment’s realities;
- b) Assessment of existing business, marketing and communication strategies’ suitability, and redrafts/new drafts commenced;
- c) Define your core business elements and develop a narrative to frame communications;
- d) Explore and develop opportunities for marketing strategy to be delivered into local markets;
- e) Risk assessment of strategy, marketing and organisation culture.

Individual Participant Expectations

- a) Participants must be a senior member of staff, able to make changes in the organisation based on what they learn in an Action Learning Group
- b) Participants must consistently complete take home work
- c) Participants must share learning with their organisation
- d) Participants must contribute to discussions on LinkedIn, Facebook and in face to face sessions
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Individual Attendance

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Consultants

This curriculum is delivered by two consultants: Melissa Bertolini (Purpose Agency) and Michelle Dodd (Michelle Dodd Consulting).

Melissa Bertolini

Melissa is a firm believer in purpose as a tool to drive both commercial success and social impact. She works closely with clients across many sectors to build purposeful businesses and brands and create change.

Melissa has delivered purpose-building projects for start-up companies to large national brands, and many charity and not for profit organisations - including Children's Cancer Institute, Australian Diabetes Council, Special Olympics Australia, Cure Cancer Australia Foundation and the Australian Charities Fund.

Michelle Dodd

Michelle has worked in the human services area for over 25 years, initially as a support worker for people with disability.

After a 17 year stint in NSW government where Michelle held a range of jobs in operational, policy and Executive positions she now consults to not for profit organisations with a particular interest in ensuring small and medium sized organisations continue to feature in the community service system, to ensure genuine choices are available to people seeking services.

Attachment 4

Action Learning Groups logistics and attendances

There were five Action Learning Groups (ALGs). Two Marketing ALGs and three Financial ALGs. Three of the ALGs met in Sydney, one in Dubbo and one in Tamworth.

The number of face to face sessions and teleconferences varied with each group. Some ALGs had three face to face sessions, others had five. Some ALGs had no teleconferences, others had two or four teleconferences.

The following tables give the details for each ALG:

ALG	Curriculum	Meeting location	Participant numbers	Face to face days	Tele-conferences
Western NSW	Marketing	Dubbo	9	5	0
New England	Financial	Tamworth	9	5	2
Mixed Group 1	Marketing	Sydney	20	5	0
Mixed Group 2	Financial	Sydney	9	3	4
Mixed Group 3	Financial	Sydney	13	3	4

The session dates (2015) were:

ALG	Participant numbers	Face to Face Session dates					Phone teleconferences dates			
		1	2	3	4	5	1	2	3	4
Western NSW	10	14 Jul	15 Jul	12 Aug	8 Sep	9 Sep	na	na	na	na
New England	9	16 Jul	17 Jul	20 Aug	21 Aug	18 Sep	4 Aug	1 Sep	na	na
Mixed Group 1	20	28 Jul	29 Jul	26 Aug	23 Sep	24 Sept	na	na	na	na
Mixed Group 2	9	9 Jul	10 Jul	10 Sep	na	na	21 Jul	4 Aug	13 Aug	25 Aug
Mixed Group 3	13	23 Jul	24 Jul	24 Sep	na	na	13 Aug	18 Aug	25 Aug	8 Sept

The number of participants at each session was:

ALG	Participant numbers	Face to Face Session participants					Phone teleconferences participants			
		1	2	3	4	5	1	2	3	4
Western NSW	10	10	10	7	10	8	na	na	na	na
New England	9	8	9	8	8	8	9	8	na	na
Mixed Group 1	20	18	17	16	14	10	na	na	na	na
Mixed Group 2	9	9	9	6	na	na	6	7	8	6
Mixed Group 3	13	11	10	10	na	na	7	7	11	10

The locations of participants were:

Western NSW	New England	Mixed Group 1	Mixed Group 2	Mixed Group 3
Bathurst	Armidale	Bowral	Bega	Blue Mountains
Bathurst	Armidale	Bathurst	Central Coast	Croydon
Bathurst	Armidale	Campbelltown	Northern	Griffiths
Broken Hill	Gloucester	Campbelltown	Cooma	Macquarie Park
Broken Hill	Inverell	Campsie	Eurobodalla	Manly
Dubbo	Moree	Casino	Fairfield	Marsfield
Dubbo	Tamworth	Casino	Maitland	Mildura
Forbes	Taree	Dorrigo	Parramatta	Newtown
Mudgee	Wee Waa	Gosford	Queanbeyan	Northern Rivers
Warrumbungle		Illawarra	Tweed Heads	Nowra
		Kempsey		Ourimbah
		Kempspey		Parkes
		Lithgow		Wollongong
		Nowra		
		Nowra		
		Penrith/Blue Mountains		
		Sydney Metro		
		Tuggerah		
		West Gosford		
		Wollongong		

Attachment 5

Midway phone interviews

ALG participants were rung midway through the project to gather feedback about the project up to that point and how it could be improved.

The phone interviews included a series of open ended questions and some closed questions.

The open ended questions were:

- a) How have you found the ALGs?
 - a. What has the process been like for you? How could it have been improved?
 - b. Has it been useful?
 - c. How have you found the content? How could it have been improved?
 - d. What you've thought about as a result
 - e. Homework
 - f. Participation on the phone/in person
- b) Social Media
 - a. How do you feel about Facebook and LinkedIn? Any issues?
 - b. Have you been using them for the Pilot? Did you use them before?
- c) Change Within an Organisation
 - a. What have you taken back to your organisation?
 - b. Who they've shared things with
 - c. What they've changed/thinking about changing
 - d. Have you made any changes in your organisation as a result of the pilot program?
Do you plan to?
- d) Notes/Other Suggestions

After the open ended questions the interviewing made a judgement about:

- a) Overall Process (separately for face to face and phone)
- b) Overall Usefulness (separately for face to face and phone)
- c) Overall value of the Social Media
- d) Overall value in relation to Organisational Change

Below are:

- a) A sample of the open-ended comments from the phone interviews
- b) Collated responses to the overview summary questions

a) Sample of open-ended comments

A. How have you found the ALGs?

i) What has the process been like for you? How could it have been improved? Has it been useful?

- a) Liked meeting others in the area
- b) Likes F2F learning, since she generally works alone
- c) Different for me as a multi service organisation, but found networking good
- d) Face to face very good
- e) Like having stretched out training
- f) Set-up good, group setting good because I met knew people from organisations
- g) Like the group environment but can feel isolated because of different providers in the group
- h) Really good to network and to problem solve and brainstorm
- i) Very supportive environment
- j) I haven't felt stupid
- k) The best value is networking with others in similar situations and that's the key to everything
- l) Problem solving – conversations in between times
- m) I have organised to speak with three others out of session
- n) I think people are learning from each other, but it would be better if the groups were divided into similar support types
- o) First phone hook-up didn't do much
- p) The size of the group is perfect
- q) Pretty well, first two days
- r) Eye-opener, distinction between program and individual
- s) Like being with a group, not being alone, part of a bigger transition process
- t) The group setting is useful face to face
- u) The phone hook-ups is good for learning from others and interaction
- v) Absolutely fantastic and engaging, very useful
- w) Working in a small group is useful
- x) Love being in groups to hear from others!!!

ii) How have you found the content? How could it have been improved?

- a) Presented really well
- b) Purpose and leadership exercises best part so far, immunity map worksheet
- c) First day – presentation and tools were really good and well-structured
- d) Second day I felt like there was less guidance, couldn't do unit costing myself, some of my supports didn't fit
- e) Would have been good to bring along budget and your wage cost to the first day to make it more accurate
- f) Content is overwhelming and hard, need financial skills background
- g) Tool really good
- h) Consultants are methodical and know their content and it is all relevant
- i) I have done leadership exercises before but I like hearing from others and the questions
- j) The trainers have been fantastic
- k) Generally the content is good – it is hard when everyone is at different levels
- l) People are getting to stop and think and be more strategic – very beneficial
- m) Presentations and resources are good to open up discussions
- n) Day 3 – first half of the morning didn't hit the mark for me and I don't know that the group got it either, talking about realistic strategies and tangible tasks. Confusion about what was being asked of them – I think it needed to be clearer
- o) Some people thought they would want to put in different people for different days
- p) Impressed with the F2F days, the trainer did a tremendous amount of work, lots of background information
- q) The tool's very useful, have to push through
- r) It's a challenge, but a good one
- s) Unit costing tool will be useful once EIP space is clearer
- t) Tool isn't well equipped for early intervention
- u) CMS report very relevant – awesome
- v) The trainer knows a lot
- w) I realise we are getting A LOT for what we paid
- x) Content, information and delivery 9/10
- y) Issue with financial analysis because we don't have a separate PNL for the department, funding is global for aged and disability, so hard to apply to the unit costing tool for us
- z) I went to an NDIS unit costing workshop a couple of months ago and it was too much, a bad example, and the spreadsheet used other data which was confusing for me to understand, not linked to NDIS pricing
- aa) Business strategy relates to unit costing and I just understand things better
- bb) Pricing and clusters knowledge has improved

iii) What you've thought about as a result

- a) Changing purpose
- b) Good knowing we're on the right track, more partnerships!
- c) Issues have become more urgent, I now prioritise NDIS transition thanks to the trainer, rather than thinking I don't need to do stuff yet as I did before
- d) Thinking more about products we sell and what's viable
- e) Unit costing applying across the Board of our organisation, also thought harder about costing transport
- f) Realised not viable to remain just in disability
- g) The need for strong partnerships to survive!
- h) I am totally overwhelmed – building a picture of where we are up to
- i) Board need to be more involved and be trained
- j) Affirmation that we are doing the right thing, but that we need to think about welfare and social outcomes
- k) After yesterday, she's quite appalled at how badly we're expected to pay people. All this effort into quality and choice, but the people providing service have it whipped away.
- l) Distinction between program and individual – big eye opener
- m) Which CMS system requirements
- n) Business model canvas was helpful
- o) Products Catalogue – framework useful
- p) The need for unit costing and the need for a CMS system that works under NDIS
- q) Thought about diversifying
- r) Our strategy moving forward – do we stay in NDIS or not?
- s) Our current CMS system and what we need going forward
- t) What supports we can provide moving forward

iv) Homework

- a) Hard to self-check, missed the last session
- b) Can be challenging to complete because we have a lot happening with end of financial year and audits, acquittals
- c) Hard to do by myself, hard to find time to concentrate
- d) Unit costing tool very tough, but I need to do more
- e) Talked to the trainer about tailoring tool to service
- f) Keeping up between sessions has been OK, I don't have a marketing plan, but I will use individual time with the trainer to discuss this
- g) We used staff development day training and Board meetings to do the homework
- h) All good
- i) Put aside next week to work on homework
- j) Very complex, have to keep up
- k) Has been hard to use the unit costing tool as an EIP
- l) This topic is a challenge for me, hard to keep up with the spreadsheet work
- m) I lost my homework temporarily and then recovered it late into the session
- n) Hard to complete the unit costing tool, but other work was fine
- o) Very easy to use and user friendly

v) Participation on the phone/in person

- a) Good
- b) Like both, have contributed a lot on the transport question which has made me feel like I have helped the group
- c) F2F great!!!
- d) Great!!!
- e) Fine
- f) Been sick
- g) Phone hook-ups are very useful, F2F got a relationship going
- h) Couldn't do all F2F, too far
- i) Really like phone hook-ups, just as good as F2F
- j) Great!!!
- k) Good
- l) Great!!! Sometimes phone hook-ups can be loud because of office interference so I started to work from home to hear better

B. Social Media

i) How do you feel about Facebook and LinkedIn? Any issues?

- a) Looking, not interacting
- b) Not LinkedIn much,
- c) Not very engaged
- d) I really liked LinkedIn and want to use it more
- e) Time is the issue for both!
- f) I'm old and don't use social media!
- g) Slow to start but I hope it comes off
- h) I use it little because it's something to do extra
- i) Facebook is enough, won't use LinkedIn again
- j) Goes on Facebook once a day
- k) Hadn't used Facebook or LinkedIn before
- l) NDIS Grassroots group plus our group information overload
- m) I haven't maximised what I could learn from social media and networking on this medium
- n) Really busy and not everyone is engaging online
- o) Facebook works better for me, but I don't understand LinkedIn or Twitter

ii) Have you been using them for the Pilot? Did you use them before?

- a) Bit of both, didn't use them much
- b) LinkedIn more so
- c) No
- d) Using LinkedIn now as well as Facebook
- e) Facebook posts are good on the group, good for putting the face to a name
- f) LinkedIn haven't touched, too overwhelming, but intend to look on a weekend
- g) Don't use Facebook at work
- h) I like that the Facebook gives me easy access to a network
- i) Didn't use LinkedIn or Facebook
- j) Peruse Facebook information, but not a medium I've used before in a work context
- k) Facebook information broadens my perspective, helps to see how other orgs prepare/have NDIS issues
- l) Don't find it useful and don't have the time to use it!
- m) Started engaging in Facebook – good for networking
- n) I don't use either
Looking at Facebook, not using it
- o) Had used it before
- p) LinkedIn not working, no one comments.
- q) Facebook works because more people there to contribute.
- r) Used Facebook, not LinkedIn
- s) I haven't looked at Facebook Group a lot, minimal engagement
- t) Have been reading the information on Facebook
- u) Normally look at the Facebook Group late at night

C. Change Within an Organisation

i) What have you taken back to your organisation?

- a) Spoken to the marketing guys
- b) Separate purpose statement for remote areas
- c) She's alone in the office
- d) More mindful of processes involved in establishing strategy vision/mission/purpose
- e) Strategy and Products Catalogue
- f) Shared efficient price info with the wider org
- g) The need for networking and strategic partnerships
- h) Reshape our purpose, what we do not who we are and using these as our KPIs
- i) All of the resources
- j) We decided a long time ago to stick to what we know: not take on new services or client groups
- k) 6 items they want to unit cost
- l) I am a micro organisation so there isn't a lot of people to share with – general sharing at staff meetings
- m) Getting a financial guru to assist me understand how to unit cost using the tool
- n) CMS tips
- o) Need to take CMS slow
- p) Unit costing impacts on every aspect of NDIS business!

ii) Who they've shared things with

- a) Tried the leadership exercise
- b) Not to date
- c) Spoke to community relations – looking at what we currently provide and what it will look like under NDIS
- d) Management committee
- e) NDIS information and strategy and costing implications with other teachers
- f) Unit costing with accountant/book-keeper
- g) Finance Officer – unit costing tool
- h) Hard to share as we are all volunteers, but I have been trying and we are now having a planning day
- i) Everyone – everyone is part of the solution
- j) Team leader, senior management and CEO, the sales and marketing team
- k) No, but will. 2 board members who are financially savvy
- l) Picked some items to cost, spoken with the Board and paid workers. Admin and Treasurer went to NDIS unit costing seminar, compared notes
- m) Accountant
Yes, showed a volunteer who is good at finances
- n) Finance and CEO
- o) Auditor (to get better trial balance)

iii) What they've changed/thinking about changing

- a) Creating network
- b) Difference between Victoria and NSW, helps get into the mindset
- c) Going to use input from the group exercises, re board issues
- d) Personal growth in terms of leadership style
- e) Alternative
- f) Looking at how time is spent delivering support e.g. indirect/direct
- g) Management committee – looking at how we set up for NDIS risks
- h) Marketing ideas
- i) Yes – looking at the levels we currently pay our staff and org viability under NDIS price structure
- j) Our purpose
- k) Maybe make a marketing plan
- l) I want to finish the ALG time first before I plan properly for change as I am new to this space and am still processing
- m) Better feedback mechanisms within org – staff culture
- n) Using website to undertake training
- o) Changing volunteers to paid employees
- p) Help keeping local orgs in business with networking
- q) Initially going for a basic CMS, but now understand what is needed thanks to the trainer
- r) Unit costing tool helped us to break down trans-disciplinary work
- s) CMS needs an update
- t) Partnering or networking with another service or services
- u) Diversifying supports
- v) Staffing costs need a look in
- w) New CEO isn't interested in engaging with me on this content which is frustrating
- x) Has agreed to look at CMS and business canvas content from the trainer though
- y) Ledgers set up incorrectly to figure out direct and indirect costs – fixing
- z) Have sent notes to the CEO re CMS requirements to discuss the needs of the organisation, learnt we need to take it slowly and not rush in to purchase a product

iv) Have you made any changes in your organisation as a result of the pilot program? Do you plan to?

- a) New purpose statements
- b) Changing the strategic plan
- c) Re-evaluating the purpose statement
- d) Have formed a strong partnership with someone in the ALG which we think will help us in NDIS
- e) Still working through the tools before doing more
- f) Have started discussing alternative revenue streams
- g) Main change = looking at income we receive and how that will look under NDIS – forward planning
- h) I plan to in the future and have organised a planning day
- i) Have looked at all of the content again last night to make a transition plan/business plan (six to twelve months)
- j) How to measure quality
- k) Not as a result of the Pilot as we've been planning everything for a while but this is timely as we are working on this at the moment and this helps us to check we are on track
- l) Have the option of further NDIS items in the future, but won't pursue them right now
- m) Still processing changes at this point
- n) Have started talking with other services
- o) Definitely – we have no choice, this group has flagged ahead of crunch time what we need to do, including whether or not we maintain our disability base and enter NDIS
- p) Financial management and service delivery must be sustainable
- q) Yes – looked at our finances much more rigorously

D. Notes/Suggestions

- a) Best benefit is the other people, getting stories
- b) Would there be scope for consultants to come see the ALG participants beforehand to see their org?
- c) Tamworth is far away to come, but I like the group I'm in
- d) Venue at Tamworth really good
- e) Tool is hard for early intervention costing because NDIA approach is tough – phone hook-up with early intervention providers in October would be good
- f) Some of us need a finance course before the actual course
- g) Make sure that Day 5 is purposeful and useful
- h) Have a clear agenda
- i) Financial sustainability for half a day would be good
- j) Hot seat case study – we could do more of that. I liked it.
- k) I also liked the adaptive leadership challenge – passed on to a team member
- l) I'm not sure how relevant the corporate academic video was?
- m) Venue – not very professional
- n) Concerned about volunteers and trade practices – NDIS rep says it's fine
- o) Next HACC forum on 25th August – might need to move the phone hook-up
- p) Separate EIP program looking at quotes for unit costing
- q) I have had to invest a lot of time in this project and I only work 20 hours a week but it's been worth it
- r) Unit costing tool is very tough if you don't have a finance background, but I think it's a gift to get it!!!
- s) One to one time with the trainer on unit costing
- t) Could work with bigger organisations on this
- u) Can the trainer teach excel workshops because he's great!!!
- v) Rate this Pilot 10/10!

b) Collated responses to the overview summary questions

At the end of the interview the interview made a judgement about how the process seemed to be tracking. The following are the collated responses.

A. PROCESS		
F2F	Phone	
0%	0%	1. Not a good process at all
0%	0%	2. Not so good process
14%	15%	3. Moderately good process
86%	85%	4. Very good process

B. USEFULNESS		
F2F	Phone	
0%	0%	1. Not a good process at all
2%	4%	2. Not so good process
22%	4%	3. Moderately good process
76%	93%	4. Very good process

C. Social Media	
22%	1. Not a good process at all
36%	2. Not so good process
32%	3. Moderately good process
10%	4. Very good process

D. Organisational Change	
4%	1. Not a good process at all
30%	2. Not so good process
50%	3. Moderately good process
16%	4. Very good process

Attachment 6

Surveys collated responses

Introduction

These are preliminary collated responses to the completed surveys (closed questions).

There are four population groups:

- ALG Action Learning Group participant organisations
- EOI Organisations that put in an EOI but were not accepted (place limitations)
- ORG Organisations similar in size and other respects to the ALG and EOI groups – but did not put in an EOI
- ENG Organisations that participated in the engagement strategies (in addition to the organisations in the four samples above; these organisations are on average larger than the other three populations).

The ALG, EOI and ORG populations were surveyed just prior to the first ALG workshop and after the last workshop.

The ENG population was surveyed just after the last ALG workshop.

The numbers in each population and the number of completed surveys were.

	Population n	First Survey returns	Second Survey returns	Engagement survey returns
ALG ALG2	61	53 (87%)	53 (87%)	na
EOI EOI2	48	36 (75%)	37 (75%)	na
ORG ORG2	70 first survey 36 second survey	36 (51%)	26 (72%)	na
ENG	176	na	na	90 (51%)

Each population group was asked a set of questions that were the same for all population groups. Each population group was also asked some questions unique to it.

Wherever possible the collated responses below used the **question numbering from the ALG surveys** (the unique questions for each population follow these). The FIRST Surveys are presented first; then the SECOND Surveys.

In the charts ALG2, EOI2, ORG2 refer to the responses from the second surveys.

The raw numbers in each population sample vary from 26 to 90. The responses are reported as percentages. Use percentages with caution given the small absolute sample sizes.

A. FIRST SURVEYS

NDIS Transition Readiness Program for Small and Micro Services (ALG/EOI/ORG)

Transition to the NDIS environment

The Survey ALG

This survey is for services participating in the Action Learning Groups that are part of the NDIS Transition Readiness Program for Small and Micro Services.

The survey asks questions about:

- A. Your situation, challenges and concerns in relation to the NDIS
- B. Strategies for getting ready for the NDIS
- C. Your organisation and the disability services you provide
- D. Who is completing the survey (demographics) The survey will take 10 minutes to complete.

The survey responses will be collated and analysed by an independent consultant (Paul Bullen). No individual organisations or services will be identified in the reporting on the collated responses.

The findings from the project will be available on the National Respite Association Website and emailed to organisations completing surveys.

A. The NDIS and your organisation's concerns, challenges and readiness

1. Overall what's your level of engagement with the changes that are coming with the rolling out of the NDIS? What's the closest description to your situation?

%	ALG n=53	EOI n=36	ORG n=36
a) Not engaged	0	6	0
b) Think about it but keep putting it off	0	8	3
c) Starting to get serious about it	8	17	11
d) Serious about it (but have not done much work on it)	38	25	22
e) Doing serious work on the transition (but not yet well prepared)	42	39	36
f) Well prepared (we have done a lot of work)	11	3	22
g) Well prepared and confident (we have done a lot of work & are feeling confident).	2	3	6

**2. What's the timing of your organisation's engagement with the rolling out of the NDIS?
When DID YOU reach the following two points or when DO YOU INTEND to reach the following two points?**

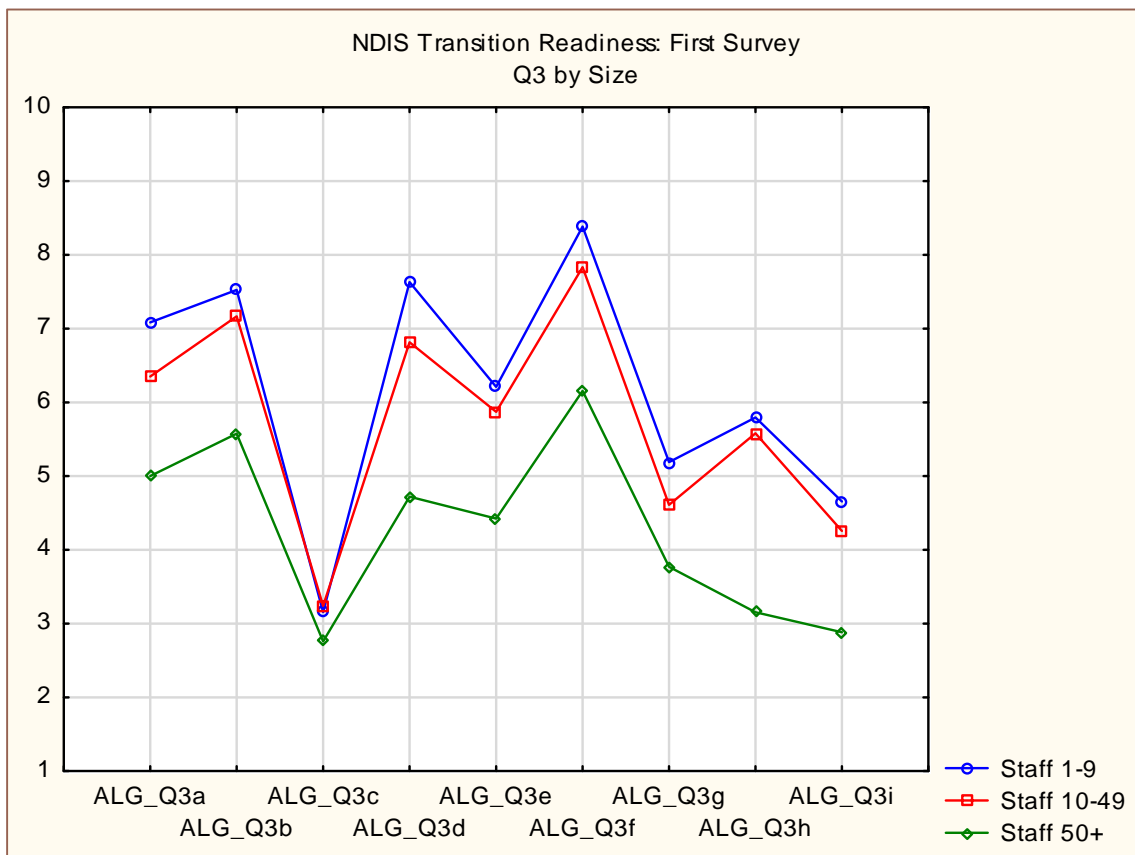
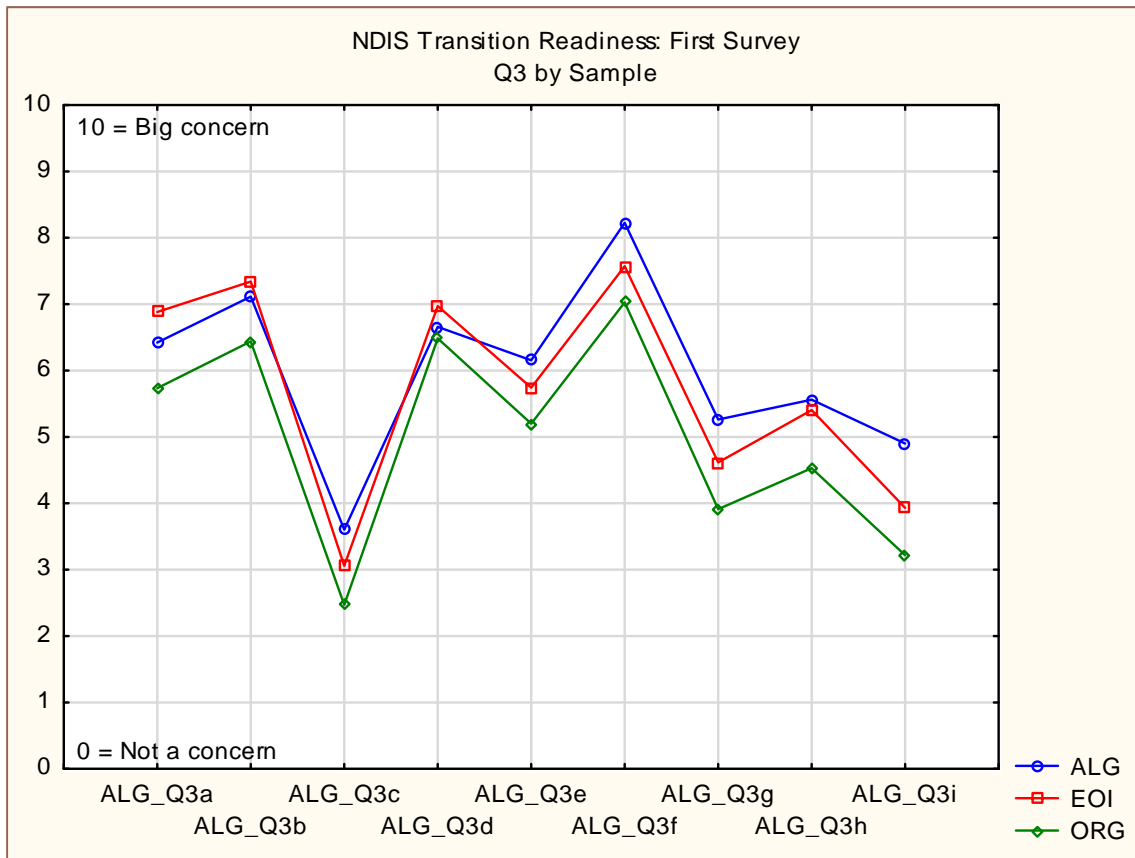
%	a) Serious about NDIS Transition work required (but not done much work)			b) Start SERIOUS WORK		
	ALG	EOI	ORG	ALG	EOI	ORG
2013	18	18	21	0	3	9
2014 First half	28	9	26	17	9	18
2014 Second half	28	24	18	15	16	15
2015 1st Quarter	10	12	0	25	16	21
2015 2nd Quarter	4	0	6	19	9	0
2015 3rd Quarter	8	15	15	17	9	15
2015 4th Quarter	4	0	6	2	9	15
2016 First half	0	15	6	6	22	6
2016 Second half	0	6	3	0	6	3

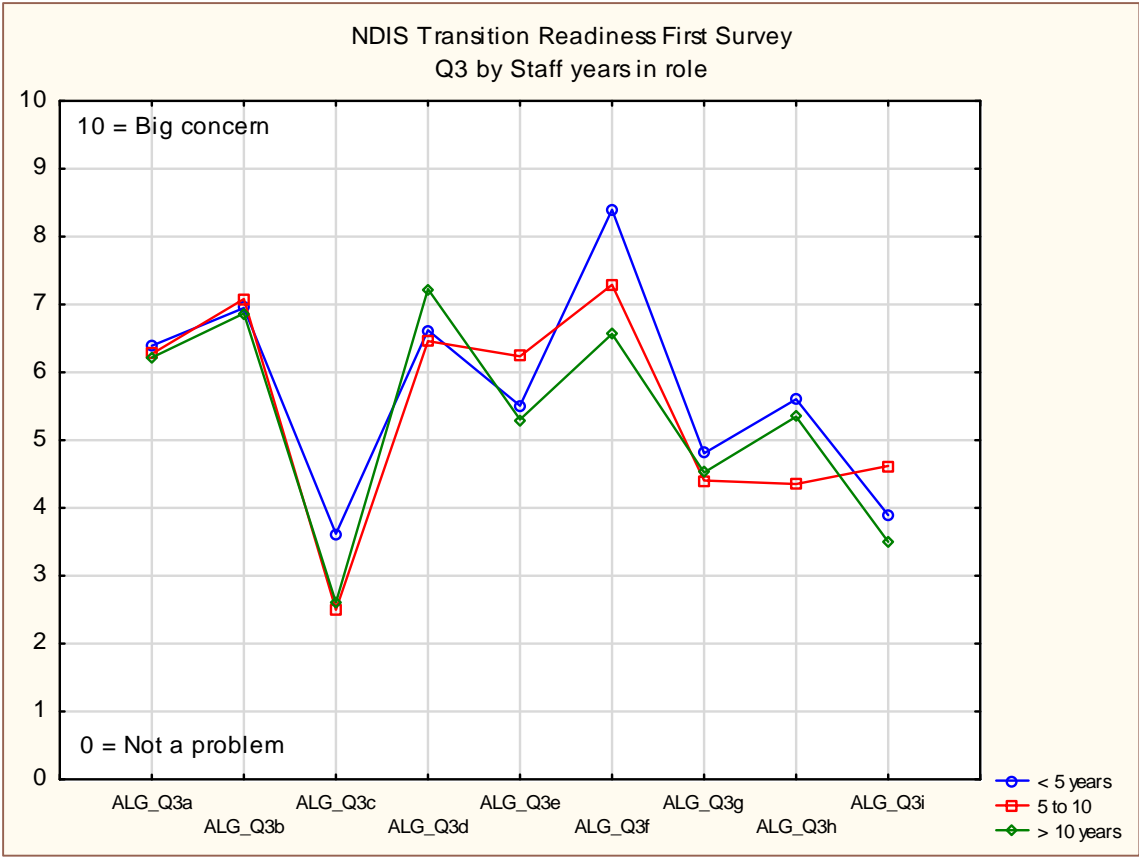
3. How much of a concern are following to you?

0 NOT a concern 5 Moderate concern 10 BIG concern

AGL %	0	1	2	3	4	5	6	7	8	9	10
a) We will not be able to effectively compete with other providers in the new environment	2	0	6	0	8	35	6	8	8	12	17
b) Uncertainty about the future	0	2	2	4	2	23	8	15	9	11	25
c) Resistance to change within our organisation	21	9	6	11	8	21	6	13	6	0	0
d) It seems small organisations have no place and may disappear	4	4	4	8	2	13	9	15	4	11	26
e) Maintaining quality of our services in a changing environment	6	6	2	4	8	10	15	17	8	10	15
f) Financial sustainability	2	0	0	4	2	6	4	8	15	25	36
g) We do not have the specialised skills we need to meet the challenge of the transition	4	8	6	13	11	15	8	9	11	6	9
h) Disability services is a large part of our organisation, if we don't get it right we may not survive. NA = 9% (i.e. n = 48)	8	13	15	2	2	8	2	8	8	13	21
i) Disability services is a small part of our organisation, if we don't get it right we may not continue to provide disability services. NA = 40% (i.e. n = 31)	10	10	10	10	10	13	0	10	6	16	6

The following charts show the average responses for each item in question three for the population groups, organisations of different size and staff tenure.

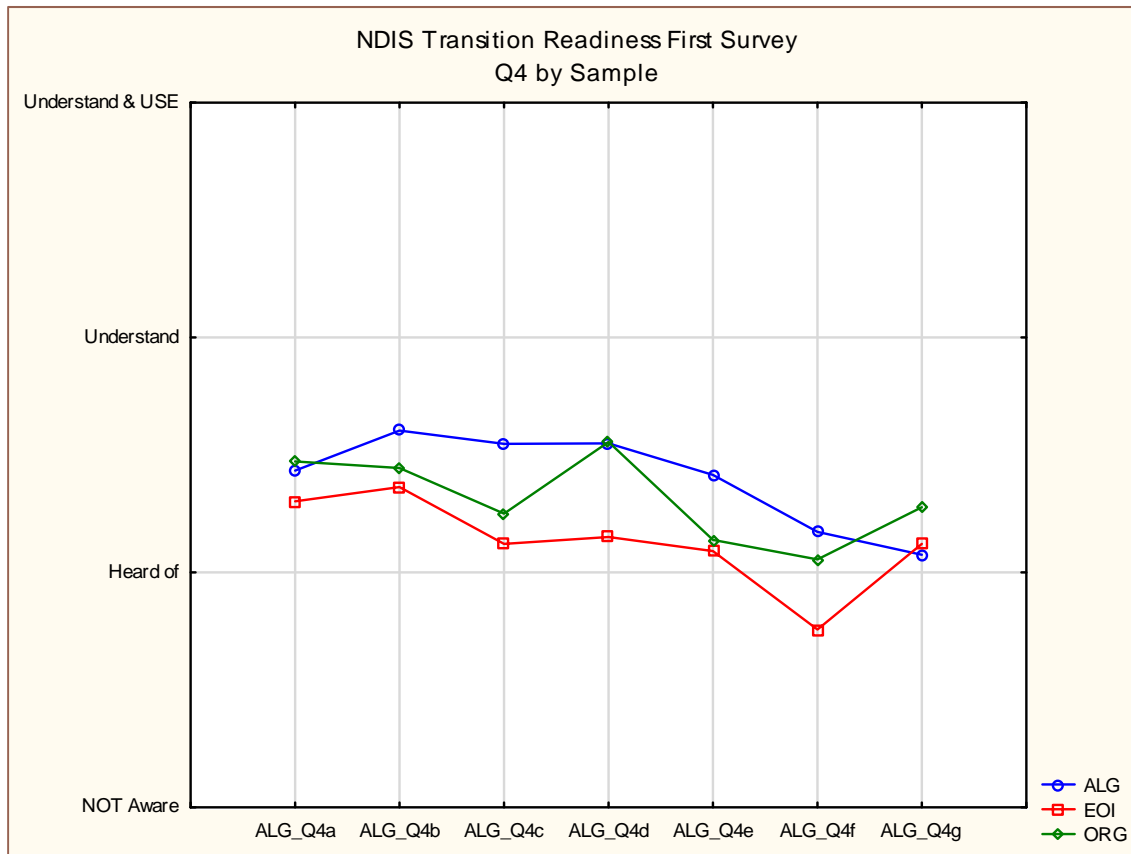


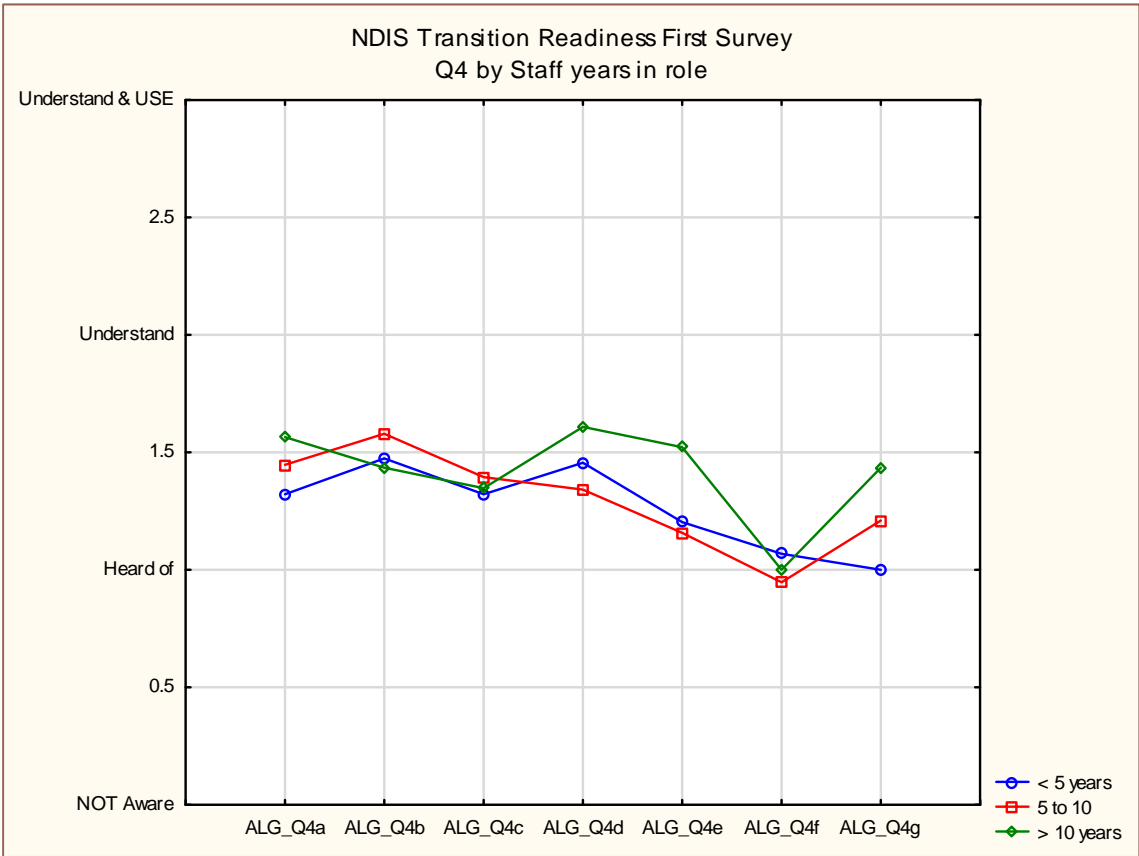
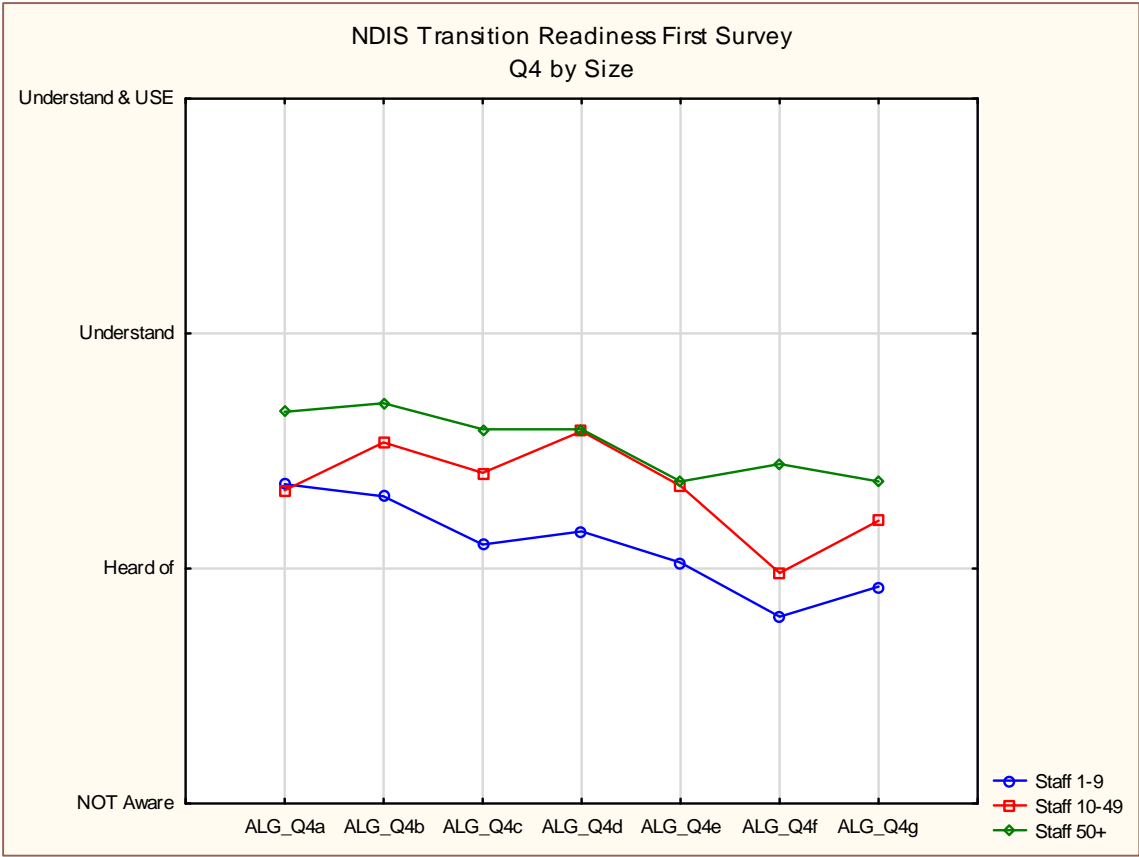


4. How aware are you of:

ALG %	NOT Aware	Heard of it - but limited understanding	Seen it and UNDERSTAND it	Understand and USE it
a) The timing (in so far as it's known) for the rollout of the NDIS in the areas in which your organisation works	15	32	47	6
b) NDIS pricing principles	0	47	45	8
c) NDIS products catalogue and prices - Support Clusters Definitions and Pricing for New South Wales	4	47	40	9
d) NDIS Provider Toolkit	4	47	39	10
e) NGO sector Unit Costing Toolkit	2	58	36	4
f) Transition arrangements for your service types	11	61	25	2
g) NDIA Provider Portal	11	70	19	0

The following charts show the average responses for each item in question four for the population groups, organisations of different size and staff tenure.



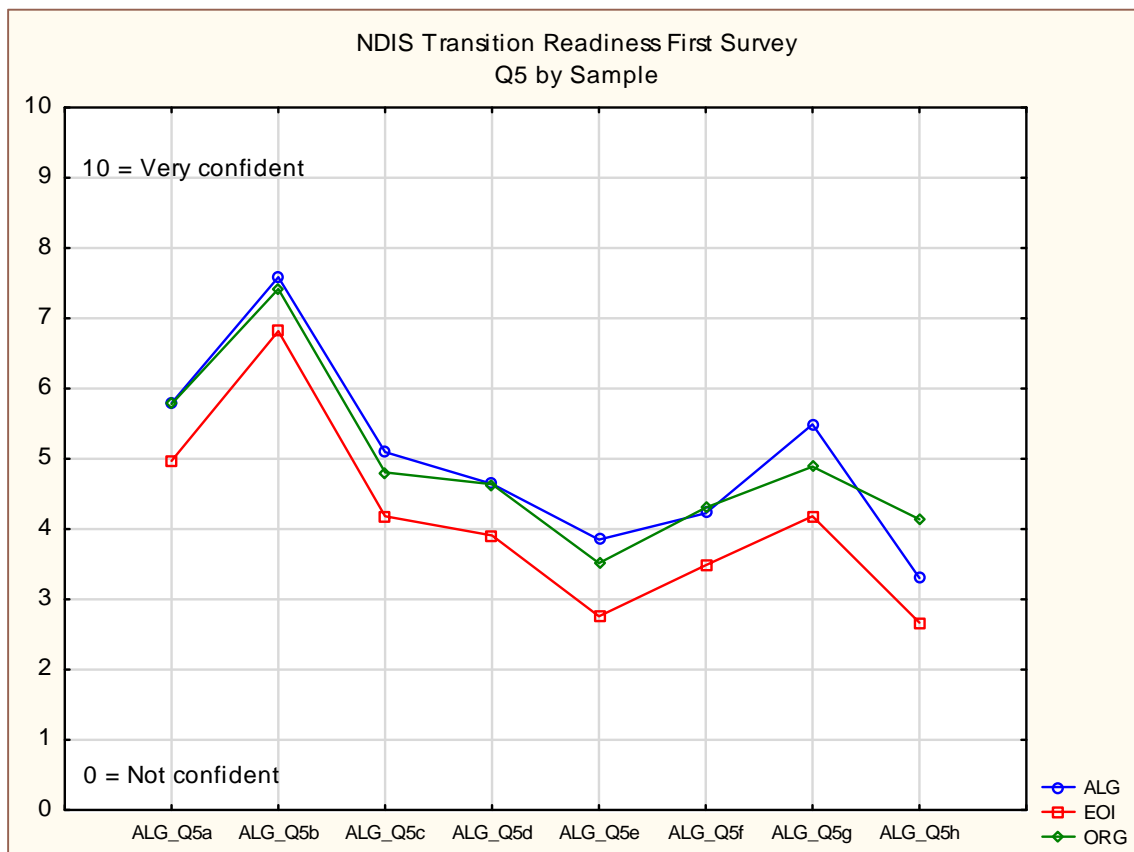


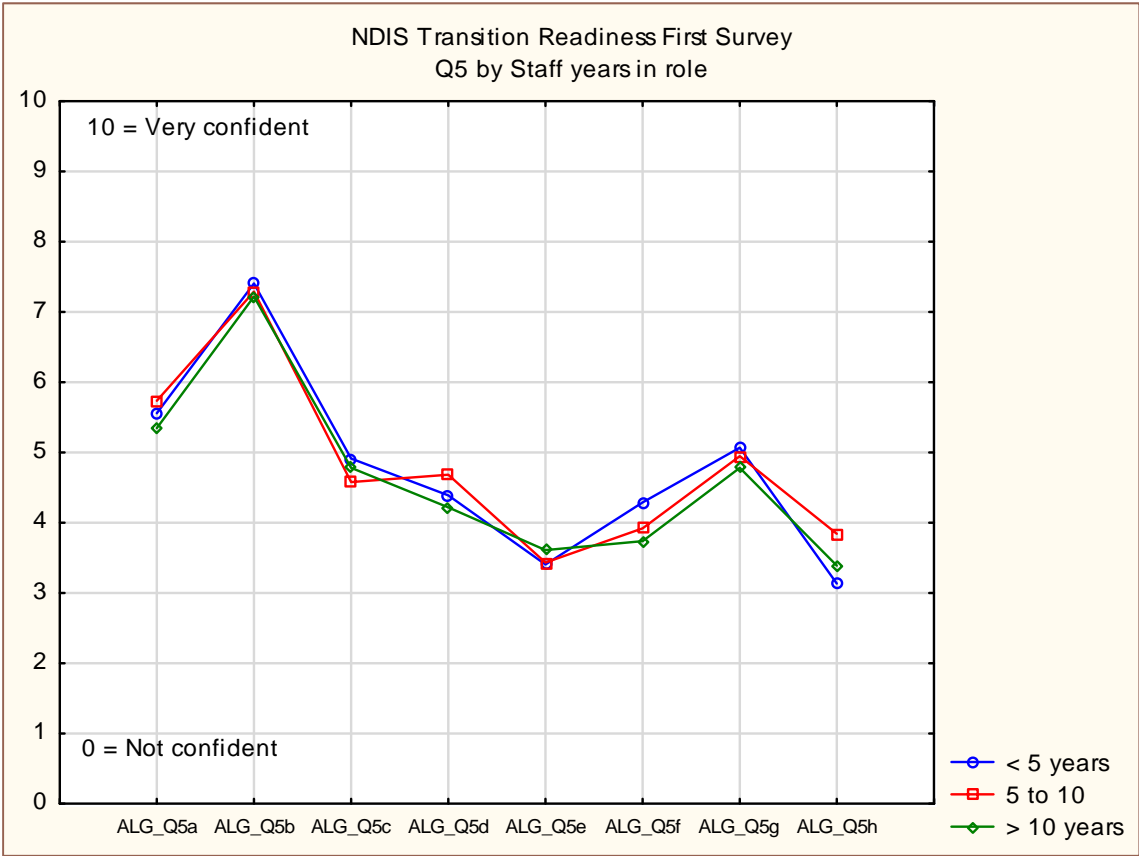
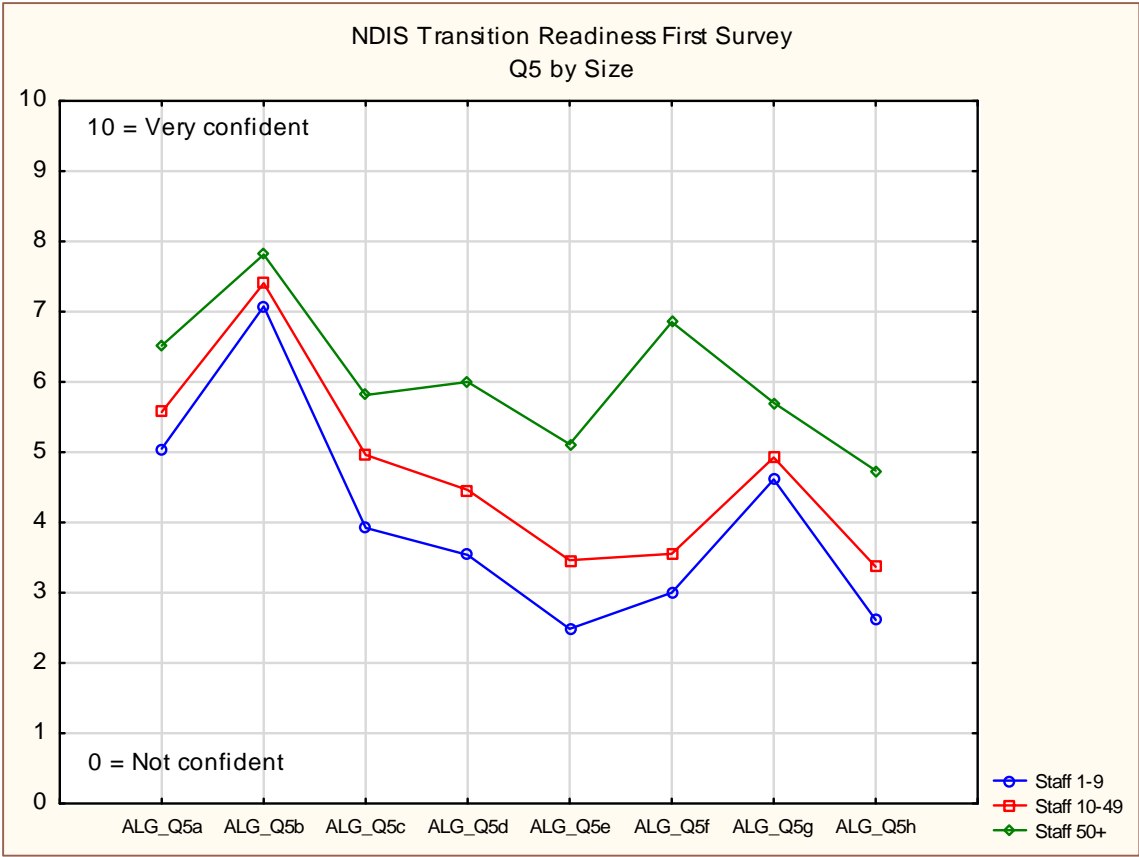
5. How confident are you that you:

NOT confident at all 1 2 3 A LITTLE confident 4 5 6 MODERATELY confident 8 9 10 VERY confident

ALG %	0	1	2	3	4	5	6	7	8	9	10
a) Understand the NDIS environment	0	0	2	15	9	15	11	32	11	4	0
b) Understand person centred care in the NDIS environment	0	0	0	4	2	9	2	32	21	11	19
c) Understand NDIS Products and pricing	2	4	4	23	10	13	6	25	8	6	0
d) Are able to unit cost your services	8	6	9	13	9	13	9	25	2	4	2
e) Have a marketing plan for your services appropriate for the new NDIS environment	9	15	15	8	9	13	9	13	6	0	2
f) Can manage the change from block funding of organisations to individual client funding	9	11	13	15	8	6	9	15	4	6	4
g) Provide the right information to existing clients about the NDIS	2	0	6	19	8	17	2	32	8	6	2
h) Have financial systems and software in place that can interface with the NDIS systems	23	13	15	6	8	6	8	15	8	0	0

The following charts show the average responses for each item in question five for the population groups, organisations of different size and staff tenure.



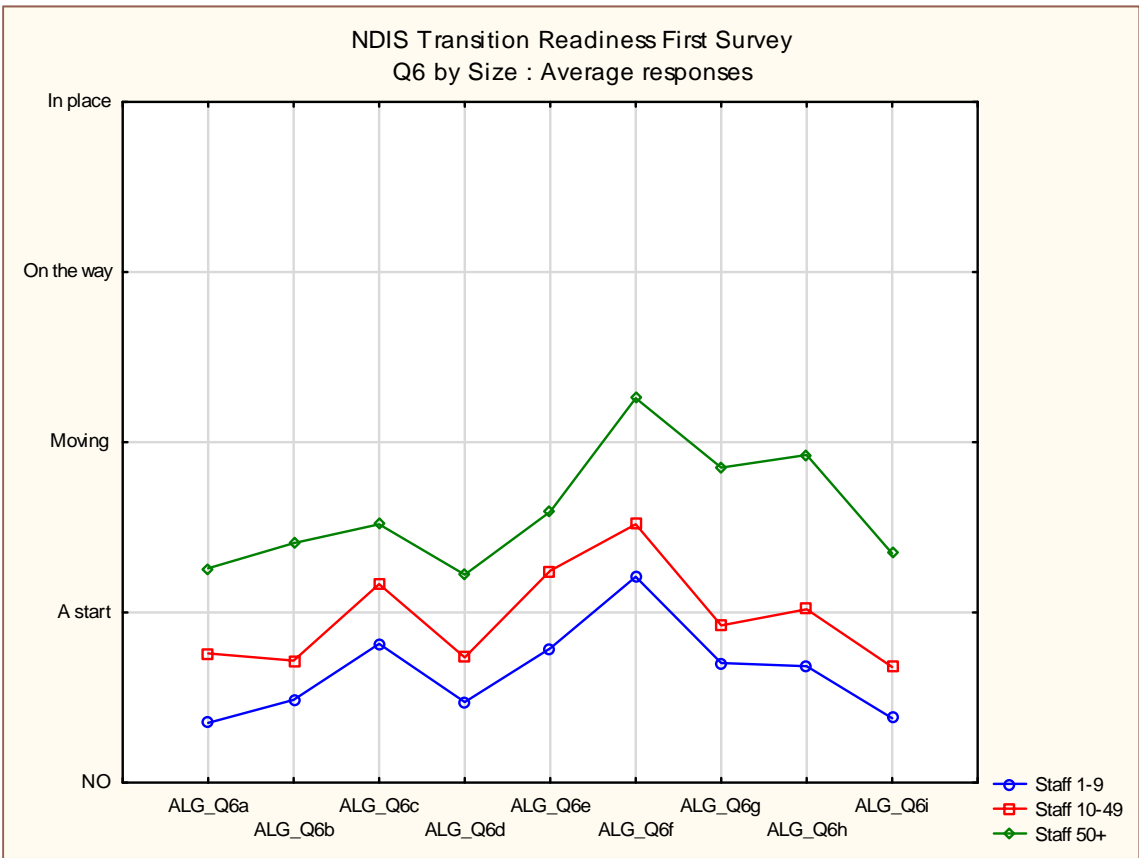
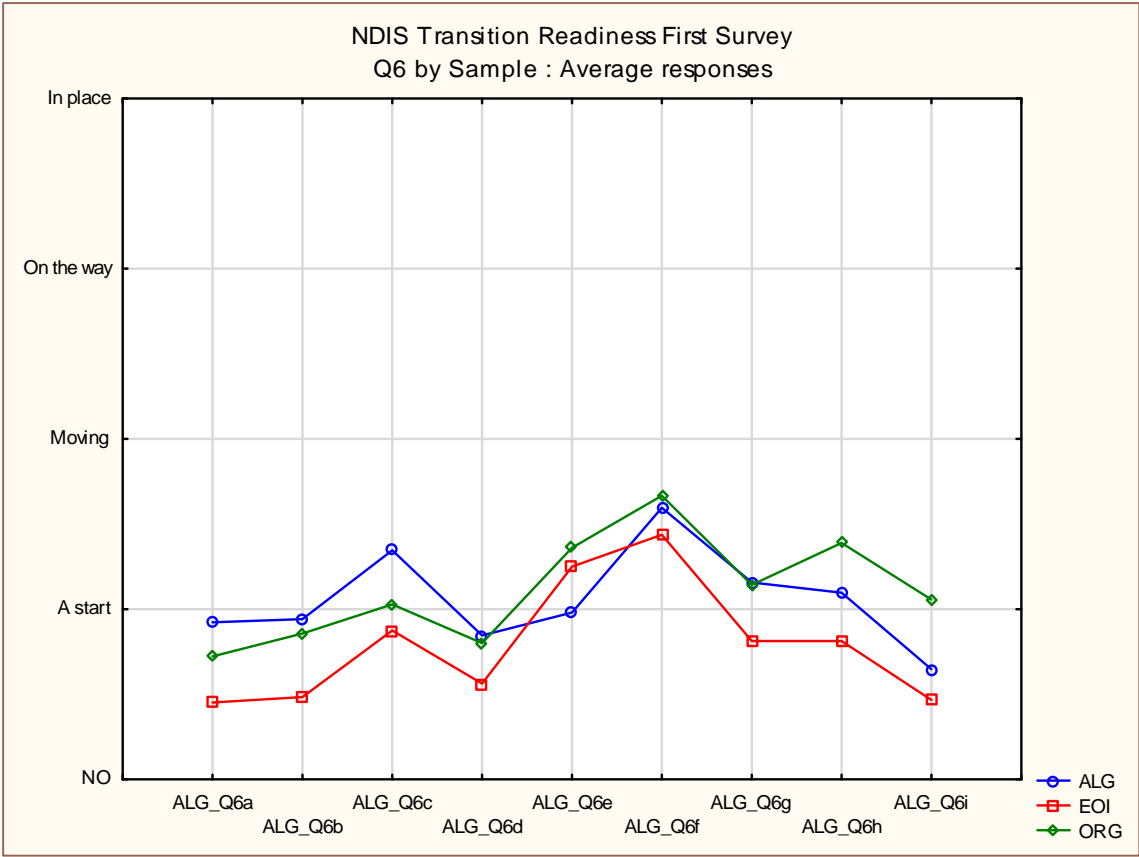


B. Strategies for getting ready for the NDIS

6. Are the following practicalities in place?

ALG %	NO	Yes, we have made a start	Yes, we are moving along well	Yes, we are well on the way	Yes, IN PLACE
a) Use financial ratios to assess our performance	42	34	15	4	4
b) Use financial ratios to identify where our organisation may be at risk	40	35	19	2	4
c) Someone is specifically responsible for managing the transition to the NDIS	31	33	19	6	12
d) We have a marketing plan for the NDIS environment	46	33	13	6	2
e) We are an NDIS Registered Service Provider?	61	16	4	4	16
f) We understand the financial impacts of changing from funding in advance to funding in arrears.	10	50	21	10	10
g) We have established a unit costing method to accurately calculate the cost of services.	29	41	16	12	2
h) We understand how to complete on quality, quantity and price.	35	32	23	8	2
i) We have financial systems that can interface with the NDIA portal	59	27	4	10	0

The following charts show the average responses for each item in question six for the population groups and organisations of different size.



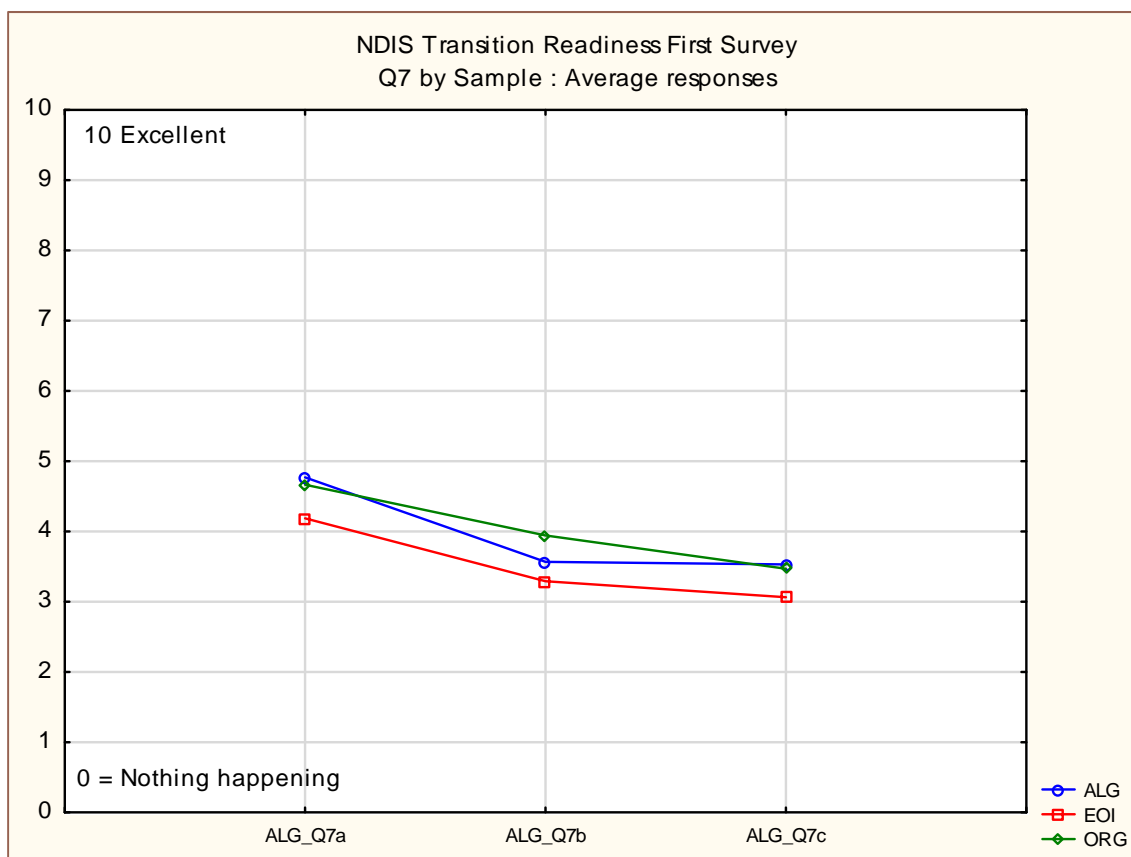
Overall how is your organisation transitioning?

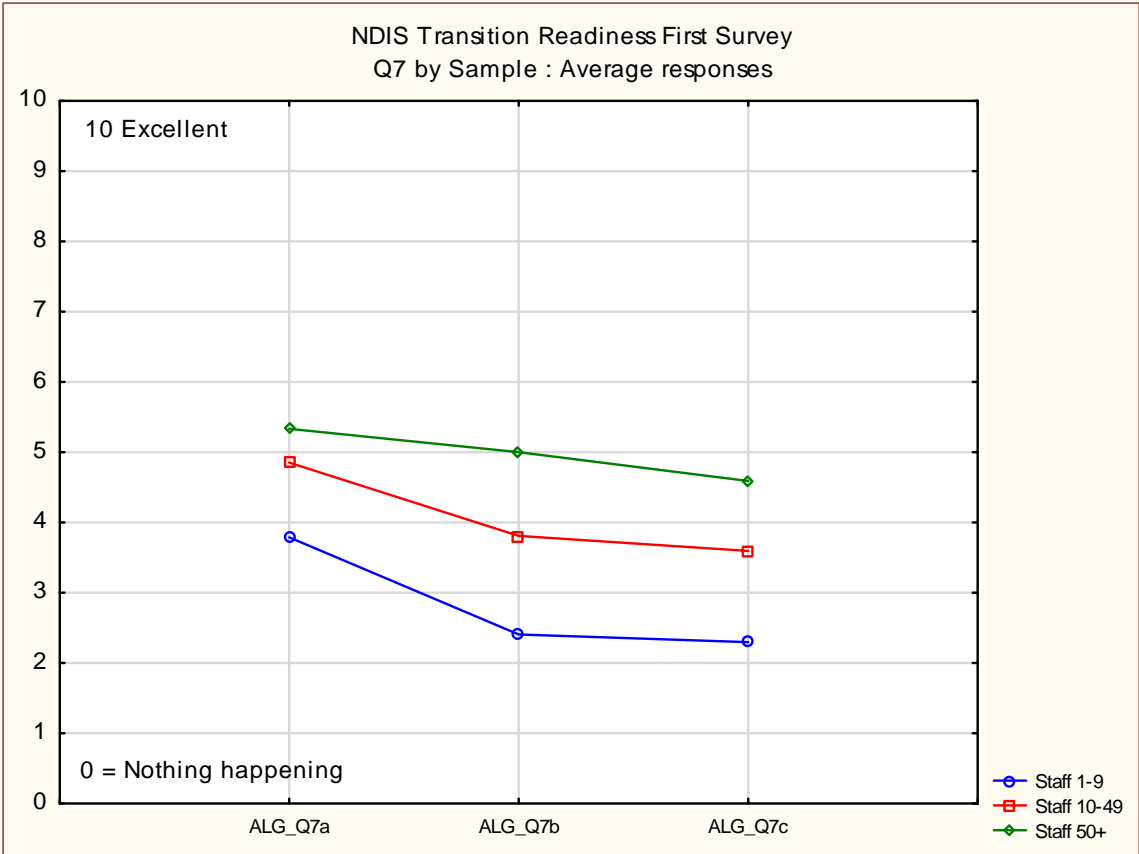
7. Overall how good have you been at:

0 NOTHING happening 1 Poor 2 3 4 5 OK 6 7 Good 8 9 10 Excellent

ALG %	0	1	2	3	4	5	6	7	8	9	10
a) Engaging with the transition to NDIS	4	6	4	15	8	37	2	17	2	2	4
b) Putting financial systems in place	6	20	10	18	8	22	0	16	2	0	0
c) Putting marketing plans and systems in place	10	16	12	18	4	24	4	10	2	0	2

The following charts show the average responses for each item in question seven for the population groups and organisations of different size.

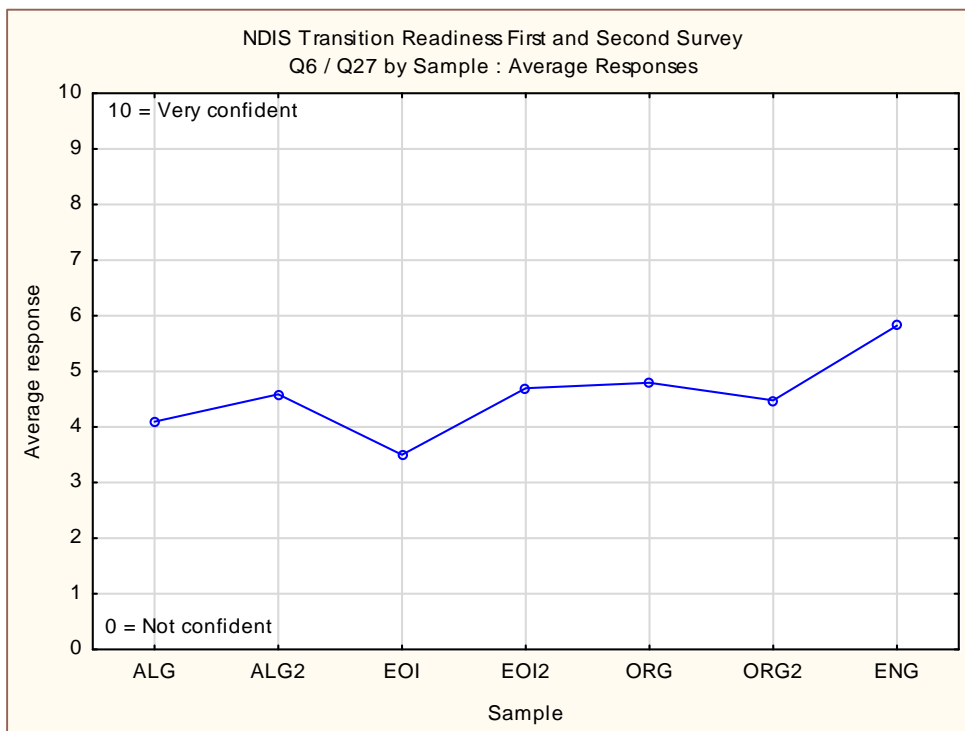




8. Overall how confident are you that you will be sustainable in the long term?

SUSTAINABLE LONG TERM %	ALG	ALG2	EOI	EOI2	ORG	ORG2	ENG
0 Not confident	2	6	13	6	3	0	3
1	4	4	9	3	3	4	0
2	15	12	9	6	15	4	0
3	13	10	6	15	15	13	11
4 Moderately confident	33	22	34	21	18	43	30
5	10	6	13	0	9	9	4
6	12	18	9	27	12	9	8
7 Very confident	8	14	3	15	12	13	21
8	2	6	3	0	6	4	4
9	2	2	0	6	0	0	10
10Extremely confident	0	2	0	0	9	0	10

The following charts show the average responses for question eight for each of the four population groups and the initial and follow up surveys.



C. Your organisation and services

9. Is your organisation

%	ALG	EOI	ORG	ENG
Not for profit	96	85	92	83
For profit	0	9	8	11
Local Government auspiced	2	6	0	6
Other, please specify	2	0	0	0

10. How many offices/service outlets are does your organisation operate?

%	ALG	EOI	ORG	ENG
1	56	61	56	35
2-3	33	24	25	18
4-9	10	9	14	18
10 or more	2	6	6	28

11. Thinking about your organisation as a whole, approximately how many paid staff (number of people) are employed in total?

%	ALG	EOI	ORG	ENG
1-5	23	12	14	5
6-9	8	18	23	8
10-19	17	24	23	9
20-49	35	15	17	24
50-99	10	18	11	12
100 or more	8	12	11	42

12. What best describes the geographic area your organisation covers?

%	ALG	EOI	ORG	ENG
One LGA or part of an LGA	37	33	53	18
More than one LGA but not a whole Region	37	58	22	33
One Region	12	6	6	15
More than one Region	15	3	19	33

13. What proportion of your organisation's services are disability services?

%	ALG	EOI	ORG	ENG
We only provide disability services	40	39	28	43
More than half of our services are disability services	13	9	25	28
Less than half of our services are disability services	17	12	17	8
Less than a quarter of our services are disability services	29	39	31	22

14. What disability services do you provide?

See Attachment 8 Qualitative comments.

D. You

15. Which of the following best describes your role in the organisation?

%	ALG	EOI	ORG	ENG
CEO or Executive Officer	53	50	42	39
Service Coordinator/Program Manager	20	34	19	20
Operations Manager	0	6	8	9
Other Manager	12	0	17	15
Other, please specify	16	9	14	17

16. How long (in years) have you been

Years

Average years	ALG	EOI	ORG
a) In your current role?	4.4	8.8	7.0
b) In your current organisation?	6.7	11.4	8.5

a) In your current role? %	ALG	EOI	ORG
< years	63	41	36
5-10 years	27	31	39
> 10 years	10	28	25

b) In your current organisation?	ALG	EOI	ORG
< years	51	24	19
5-10 years	27	21	47
> 10 years	22	55	34

17. Gender

%	ALG	EOI	ORG
Female	75	84	86
Male	25	16	14

18. Age group?

%	ALG	EOI	ORG
<18	0	0	0
18-25	0	0	0
26-35	10	0	3
36-49	38	25	28
50-64	50	66	61
65 or over	2	9	8

EOI

The Survey

This survey is for small and micro services that put in an EOI as part of a project to support small and micro services to transition to the NDIS environment.

The survey asks questions about:

- A. Your situation, challenges and concerns in relation to the NDIS
- B. Strategies for getting ready for the NDIS
- C. Your organisation and the disability services you provide
- D. Who is completing the survey (demographics) The survey will take 10 minutes to complete.

The survey responses will be collated and analysed by an independent consultant (Paul Bullen). No individual organisations or services will be identified in the reporting on the collated responses.

The findings from the project will be available on the National Respite Association Website and emailed to organisations completing surveys.

EOIs for the Action Learning Groups

Your organisation either:

a) Put in an EOI for the Action Learning Groups that are part of the NDIS Transition Readiness Program but were NOT OFFERED A PLACE

OR

b) Put in an EOI and were offered a place in an Action Learning Group but were NOT ABLE TO TAKE IT UP.

9. Was your organisation?

EOI	%
NOT OFFERED a place	48
OFFERED a place but your organisation was NOT ABLE TO TAKE IT UP	38
Don't know	13

10. To what extent do you agree or disagree with the following?

EOI %	Strongly DISAGREE	Disagree	Don't know/ Unsure	Agree	Strongly AGREE
a) Our preparation for the NDIS is on track	13	22	31	34	0
b) If more Action Learning Groups were offered again in the future we would be interested.	0	6	24	33	36
c) We hope to network with some of the people who are in the Action Learning Groups and learn from them	3	0	33	48	15
d) We intend to participate in the Facebook Groups that are run as part of the project	3	9	39	39	9

11. If you were OFFERED a place and did NOT TAKE IT UP, to what extent do you agree or disagree with the following?

EOI %	Strongly DISAGREE	Disagree	Don't know/ Unsure	Agree	Strongly AGREE
a) We didn't feel the need for extra support.	42	21	32	5	0
b) The topics offered didn't suit us.	37	21	31	5	5
c) The timing didn't suit us.	11	5	26	21	37

12. If you were OFFERED a place and did NOT TAKE IT UP, were there other reasons for not taking up the place?

See Attachment 8 Qualitative comments.

13. What supports would you find particularly useful in helping you transition to the NDIS?

EOI	%
a) Webinars with pointers about what's needed to be viable and sustainable	58
b) One to one consultancy	67
c) On-line training package	61
d) Regional forum/workshop	58
e) Other, please specify	11

14. Do you have the financial resources to pay for the supports you would find particularly useful?

EOI	%
a) No	21
b) Yes, some of them	78
c) Yes, all of them	0

15. What other comments do you have about supports you would find useful to help with your organisation's transition to NDIS?

See *Attachment 8 Qualitative comments*.

ORG

The Survey

This survey is for small and micro services. It's part of a project to support small and micro services to transition to the NDIS environment.

The survey asks questions about:

- A. Your situation, challenges and concerns in relation to the NDIS
- B. Strategies for getting ready for the NDIS
- C. Your organisation and the disability services you provide
- D. Who is completing the survey (demographics) The survey will take 10 minutes to complete.

The survey responses will be collated and analysed by an independent consultant (Paul Bullen). No individual organisations or services will be identified in the reporting on the collated responses.

The findings from the project will be available on the National Respite Association Website and emailed to organisations completing surveys.

EOIs for the Action Learning Groups

Your organisation did not put in an EOI to participate in the Action Learning Groups that are part of the NDIS Transition Readiness Program for Small and Micro Services.

9. Were you aware of the NDIS Transition Readiness Program and the opportunity to participate?

ORG	%
a) No	22
b) Yes, but not until it was too late to put in an EOI	53
c) Yes	25

10. To what extent do you agree or disagree with the following?

ORG %	NA	Strongly DISAGREE	Disagree	Don't know/ Unsure	Agree	Strongly AGREE
a) Our preparation for the NDIS is on track	8	8	19	31	28	6
b) We didn't feel the need for extra support.	11	25	31	19	8	6
c) The topics offered didn't suit us.	25	14	19	36	3	3
d) The timing didn't suit us	26	6	17	26	17	9
e) If more Action Learning Groups were offered again in the future we would be interested.	11	0	8	22	31	28
f) We hope to network with some of the people who are in the Action Learning Groups and learn from them	14	3	3	33	31	17
g) We intend to participate in the Facebook Groups that are run as part of the project	19	6	6	50	11	8

11. Were there other reasons for not putting in an EOI?

See Attachment 8 Qualitative comments.

12. What supports would you find particularly useful in helping you transition to the NDIS?

ORG	%
a) Webinars with pointers about what's needed to be viable and sustainable	36
b) One to one consultancy	53
c) On-line training package	42
d) Regional forum/workshop	61
e) Other, please specify	19

13. Do you have the financial resources to pay for the supports you would find particularly useful?

ORG	%
a) No	63
b) Yes, some of them	34
c) Yes, all of them	3

14. Other comments about what you need to support you in transitioning to the NDIS?

See Attachment 8 Qualitative comments.

B. SECOND SURVEYS

NDIS Transition Readiness Program follow-up (ALG)

Transition to the NDIS environment

The Survey

This survey is for services participating in the Action Learning Groups that are part of the NDIS Transition Readiness Program for Small and Micro Services.

This survey is asking your views about:

- A. The NDIS Readiness Workshops, social media and other activities
- B. How ready your organisation is for the NDIS
- C. Awareness, concerns, challenges and readiness (a few of the same questions as the first survey)
- D. What support you still need to be fully NDIS Ready The survey will take 10 minutes to complete.

The completed survey will be sent to Paul Bullen, an independent evaluation consultant. He will use the collated responses as part of the evaluation of the NDIS Readiness Program which in turn will become part of a proposal for funding a further NDIS Readiness Program.

The evaluation will include the collated responses from the surveys. No individual organisation's response will be identified.

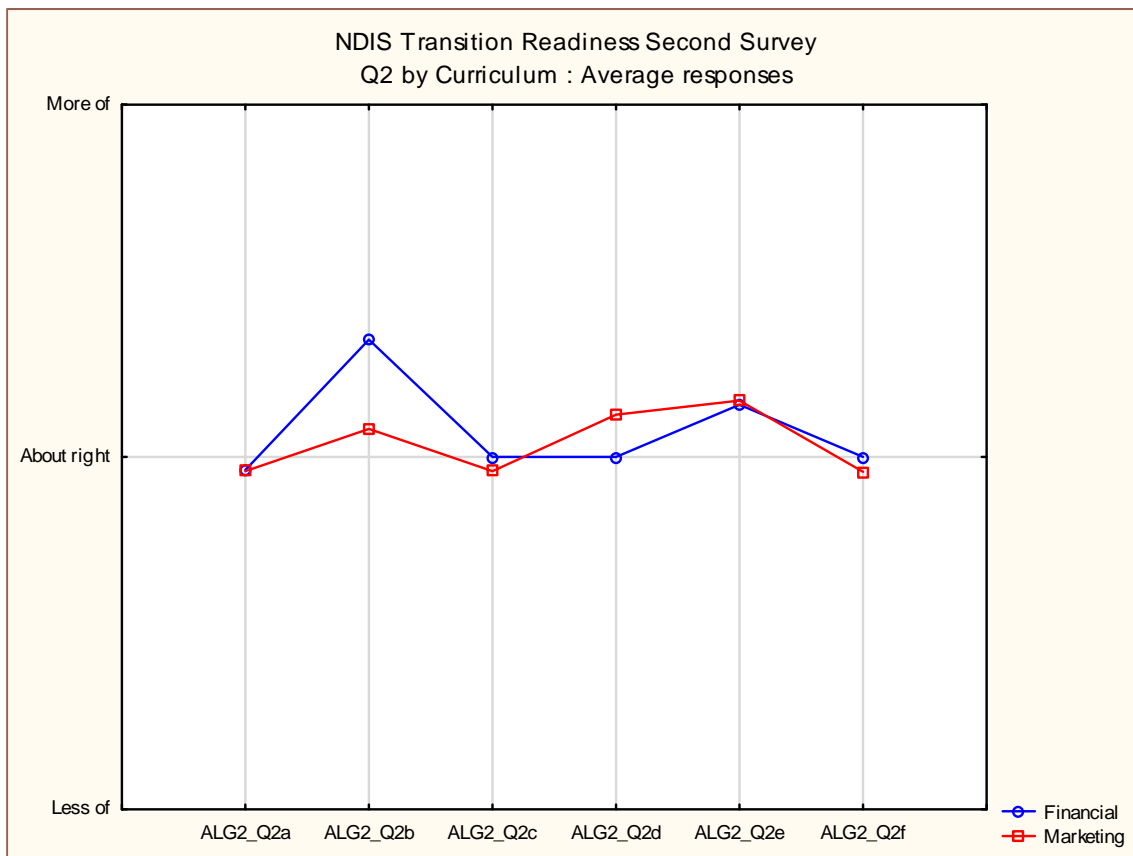
A. The NDIS Readiness Workshops, social media and other activities

1. Was the content of the face to face workshops relevant to your needs?

ALG2	%
a) No	0
b) Yes a little	11
c) Yes, moderately relevant	11
d) Yes, very relevant	77

2. Were the Workshop processes the right balance between content delivery, small group activities, individual tasks, networking, etc? If the balance was not right what would you have liked less of or more of?

ALG2 %	Less of	About right	More of
a) Lecture style content delivery	6	92	2
b) Small group activities	3	75	23
c) Individual tasks (in the workshop)	8	87	6
d) Large group discussions	4	87	10
e) Networking opportunities	0	85	15
f) Homework for next session	6	90	4



3. Overall were the workshop sizes (i.e. number of participants) about right?

ALG2	%
a) Too small	0
b) About right	96
c) Too large	4

4. Overall how was the balance between being colleagues getting ready for the NDIS and being competitors in the NDIS market place?

ALG2	%
a) The balance was about right – we could freely share our ideas with others in the group.	94
b) Having potential competitors in the room was a small problem – it limited what we were willing to share so we didn't get quite as much out of the workshop as we could have.	4
c) Having potential competitors in the room was a large problem – it significantly limited what we were willing to share so we definitely didn't get as much out of the workshop as we could have.	2

5. On reflection, was the right person/people from you organisation at the Workshop?

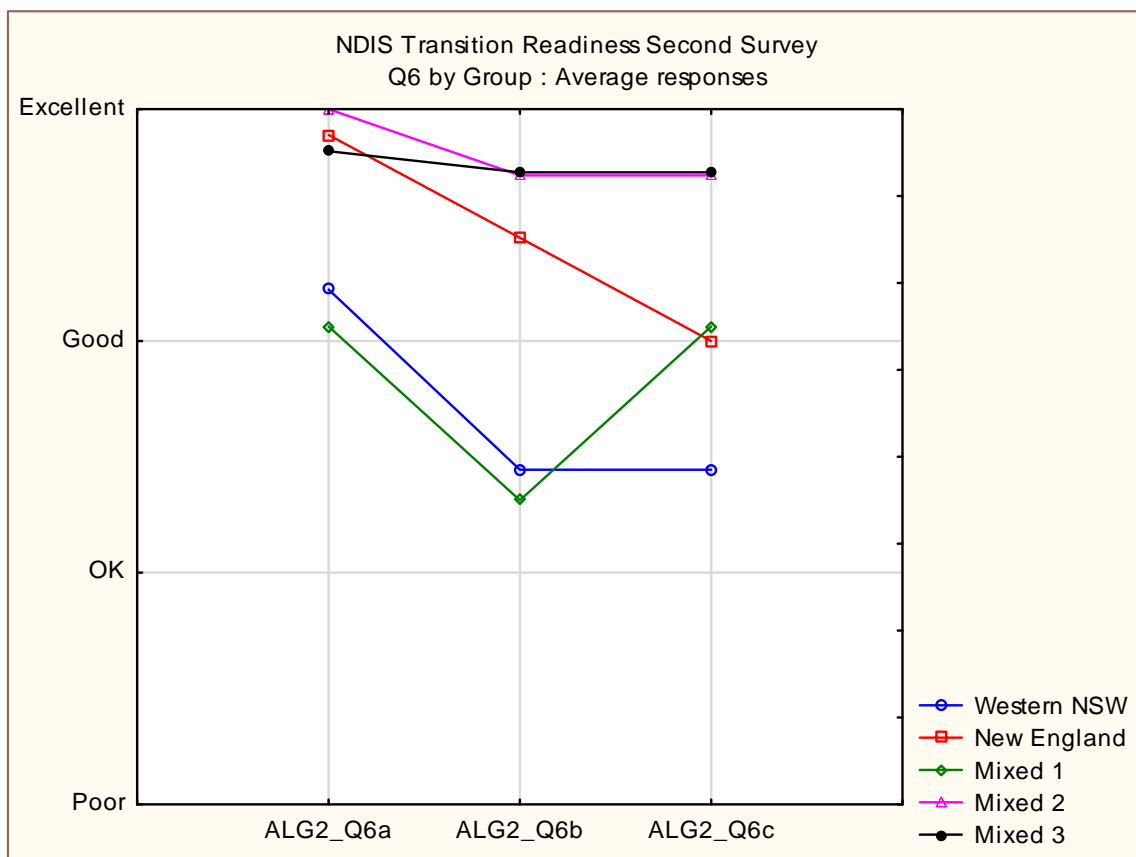
Tick all those that apply.

ALG2	%
a) Yes	81
b) No, a more senior person should have been attending	6
c) No, a more specialist person (e.g. accountant/marketer) should have been attending No, at least two people from our organisation should have been attending.	4
d) No, someone else (other than those above)	21

6. Overall how would you rate the communication and organisation from National Respite, the venues and refreshments?

ALG2 %	Poor	OK	Good	Excellent
a) Communication and organisation from National Respite	2	8	26	64
b) Venues	6	23	36	36
c) Refreshments	2	17	43	38

The following chart shows the average responses to Question 6 for each Action Learning Group.



7. Were the teleconferences useful?

ALG2 %	
a) Not applicable	28
b) No	4
c) Yes a little useful	15
d) Yes, moderately useful	37
e) Yes very useful	15

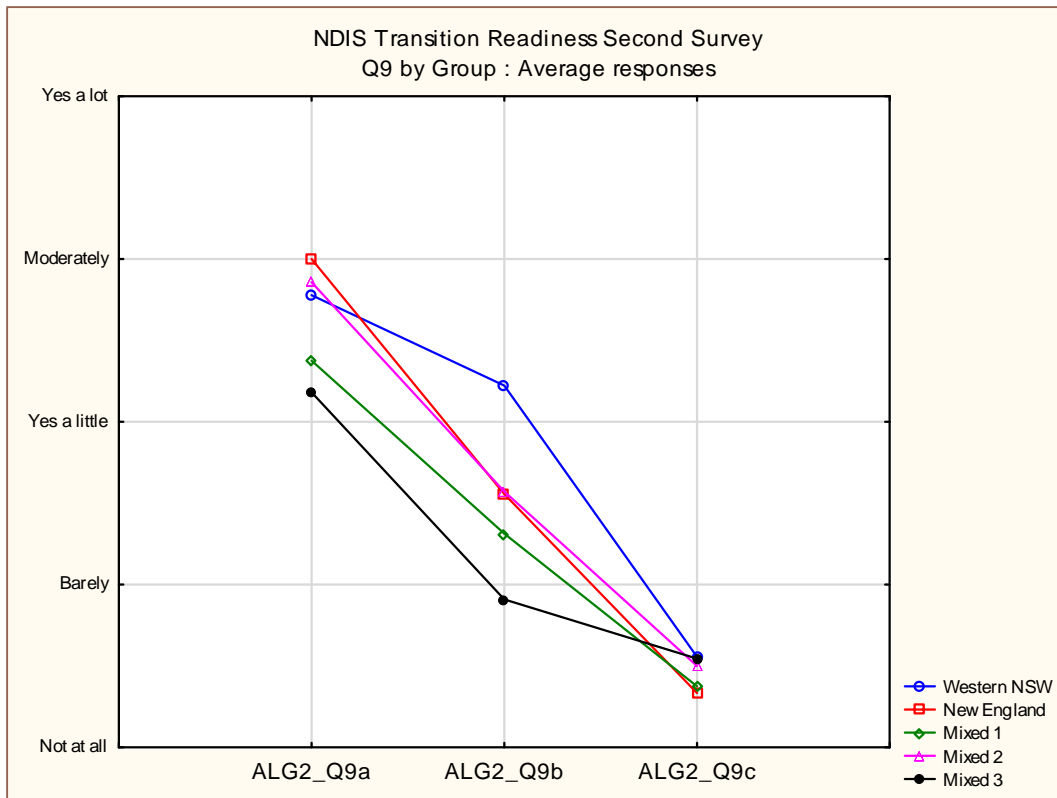
8. Before your involvement with the NDIS Readiness Program had you used social media?

ALG2 %	No	Very rarely	Yes, a little	Yes, moderately	Yes, a lot
a) Facebook	21	9	19	32	19
b) LinkedIn	55	19	19	8	0
c) Twitter	87	8	2	4	0

9. Were the social media channels used in the NDIS Readiness Project useful to you?

ALG2 %	Not at all	Barely	Yes, a little	Yes, moderately	Yes, a lot
a) Facebook	4	8	32	40	17
b) LinkedIn	25	38	30	9	8
c) Twitter	71	17	10	0	2

The following chart shows the average responses to Question 9 for each Action Learning Group.



10. Did you find the fortnightly Bulletins useful?

ALG2	%
a) Not Applicable – Didn't get them	2
b) Not useful	4
c) Yes, a little	11
d) Yes, moderately	40
e) Yes, a lot	43

**11. Do you have other comments about the workshops or other activities?
Suggestions for improvements if the NDIS Readiness Program were run again?**

See Attachment 8 Qualitative comments.

B. How ready is your organisation for the NDIS?

12. When does the NDIS start operating in your area?

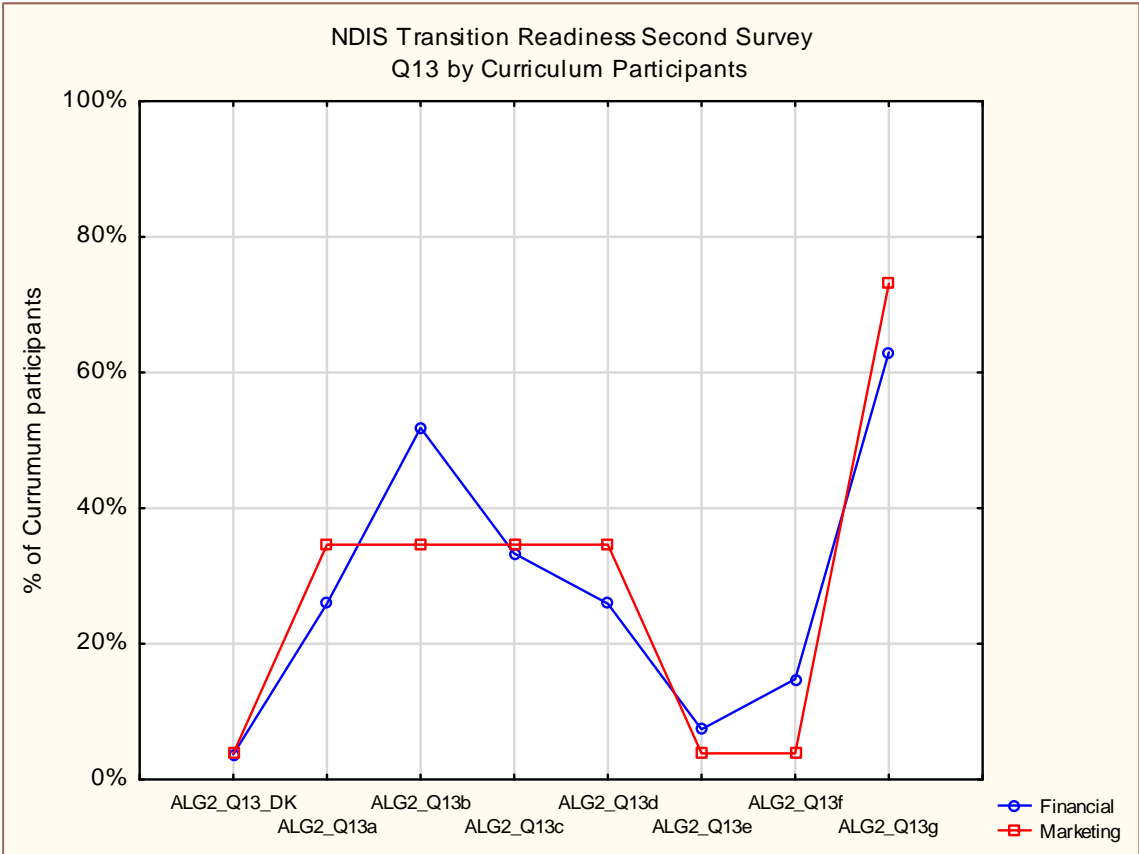
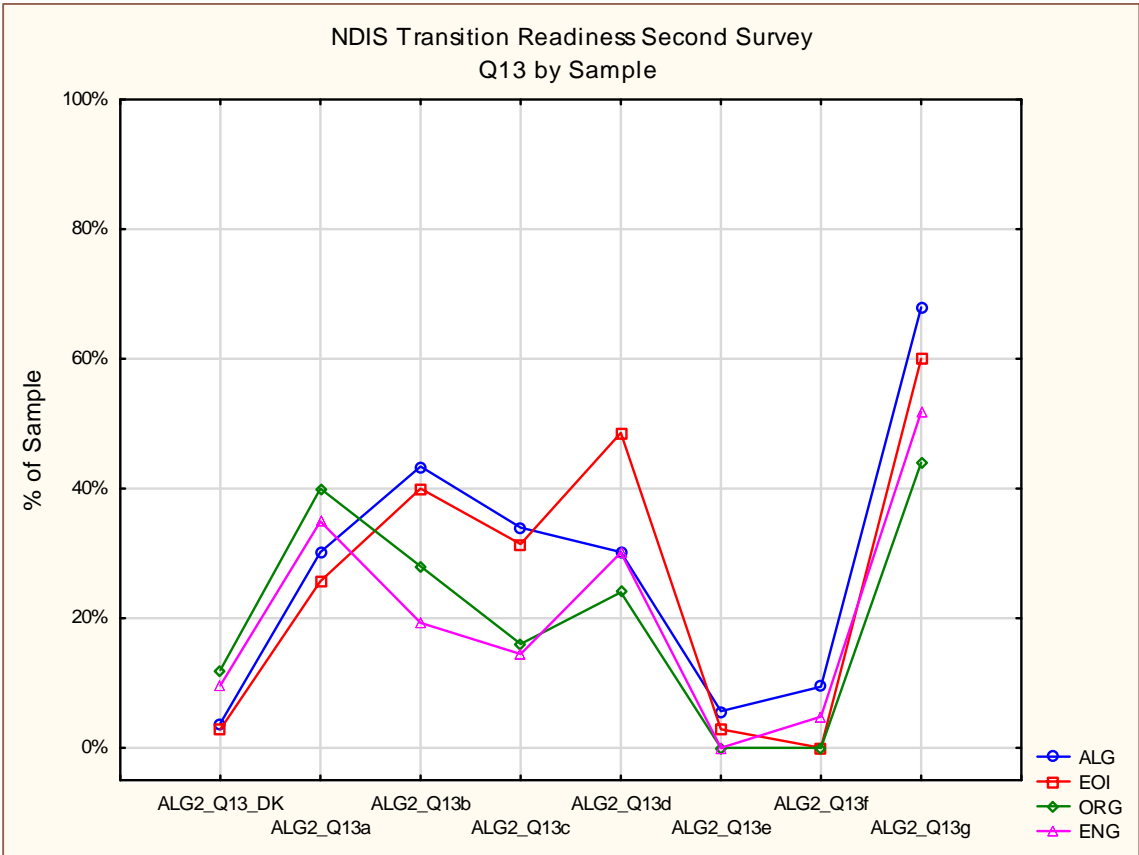
%	ALG n = 53	EOI n = 37	ORG n = 26	ENG n = 90
Don't Know	0	3	8	5
Operating now	4	6	25	16
July 2016	52	43	38	49
July 2017	38	43	25	27
July 2018	6	6	4	2

13. What is your current organisational thinking in relation to the future of your organisation and the rollout of the NDIS?

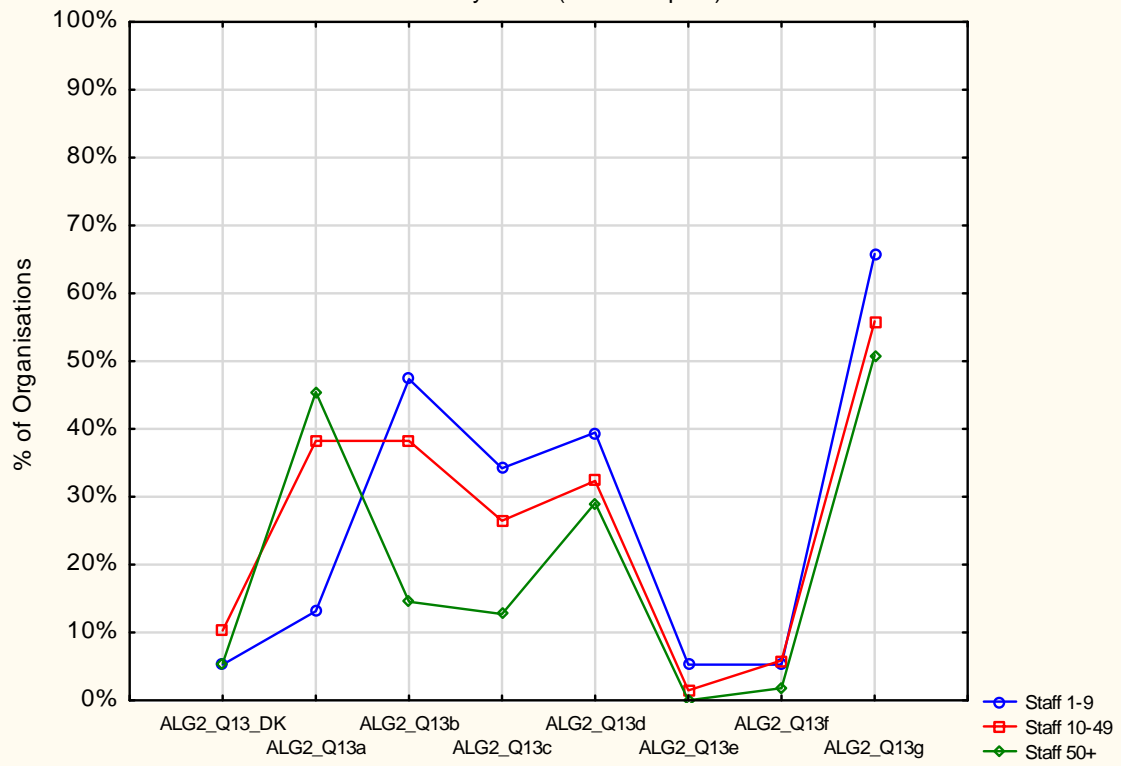
Tick all that you think apply to your organisation:

%	ALG	EOI	ORG	ENG
DON'T KNOW	4	3	12	10
a) Our organisation is viable - as we are	30	26	40	35
b) Our organisation is viable if we can grow through mergers, amalgamations or partnerships	43	40	28	19
c) Our organisation is viable if we can expand our community support through volunteers and/or fundraising	34	31	16	14
d) Our organisation is viable if we can adjust our workforce so that we can meet pay rate and flexibility requirements.	30	49	24	30
e) Our organisation is not viable and is likely to wind up	6	3	0	0
f) We are viable as an organisation but will no longer provide disability services (as that part of our services will not be viable with the NDIS).	9	0	0	5
g) We are hopeful our organisation will grow with the roll out of the NDIS	68	60	44	52

The following charts show the average responses for each item in question 13 for the population groups, curricula and size of organisation.



NDIS Transition Readiness Second Survey
Q13 by Size (all 4 samples)



14. How well do you understand the NDIS pricing structure?

	ALG	EOI	ORG	ENG
a) No at all	4	9	16	6
b) I understand some of the key ideas of how the NDIS pricing structure works	23	49	28	36
c) I understand the some of the key ideas some of the details of how the NDIS pricing structure works	49	34	40	38
d) I fully understand the key ideas and much of the detail of how the NDIS pricing structure has been arrived at and so can see the implications for our organisations costs/pricing.	25	9	16	20

ALG2 %	Financial	Marketing
a) No at all	0	8
b) I understand some of the key ideas of how the NDIS pricing structure works	7	38
c) I understand the some of the key ideas some of the details of how the NDIS pricing structure works	63	35
d) I fully understand the key ideas and much of the detail of how the NDIS pricing structure has been arrived at and so can see the implications for our organisations costs/pricing.	30	19

15. Do you know your organisations unit costs for the current services you provide?

	ALG	EOI	ORG	ENG
a) No	13	31	29	21
b) Yes, estimates	58	46	54	38
c) Yes, reasonably accurately	28	23	17	41

ALG2 %	Financial	Marketing
a) No	7	19
b) Yes, estimates	56	62
c) Yes, reasonably accurately	37	19

16. Do you have the following strategies in place specifically designed to take account of being ready for the introduction of the NDIS?

ALG2 %	No	Yes – but just the bare bones	Yes – a good start with a lot more work to do	Yes – a complete, well thought out
a) Core business elements defined	4	15	72	9
b) A narrative to frame communications	13	30	57	0
c) Strategic plan	6	13	53	28
d) Marketing and communications plan	13	40	38	9
e) Risk management plan	6	30	55	9

17. Has being part of the NDIS Readiness Program helped you build partnerships which in turn will enable you to be NDIS Ready?

ALG2	%
a) NA – We don't need new partnerships to be NDIS Ready	13
b) No	28
c) Yes – networking opportunities have helped us build connections with potential partners	51
d) Yes - networking opportunities have helped us on the path to building formal partnerships	8

18. Has being part of the NDIS Readiness Program helped you improve YOUR ORGANISATION's use of social media?

ALG2 %	Not at all	Yes, a little	Yes, moderately	Yes, a lot
a) Facebook	17	43	30	9
b) LinkedIn	48	27	17	8
c) Twitter	82	16	2	0

19. Are your organisation's information systems/CMS/Accounting systems NDIS Ready?

ALG2	%
a) Not at all and we are not sure what we need	8
b) Not at all – but we know what we need	38
c) Yes, a little ready	21
d) Yes, moderately ready	28
e) Yes, fully in place	6

20. Have you made changes to your organisations web site to better position you for the transition to the NDIS?

ALG2	%
a) Not at all	28
b) Yes, a little change	38
c) Yes, moderate change	23
d) Yes, significant change	11

21. Knowing what you know now – what would you have paid for the workshops and support you have received as part of the NDIS Readiness Project?

Thousands of dollars	ALG2 %
< 1 thousand	42
1	30
2-3	26
4-5	2
6-7	0
8-9	0
10 thousand or more	0

22. Other comments about your readiness for transition to the NDIS?

See Attachment 8 Qualitative comments.

C. Awareness, concerns, challenges and readiness (a few of the same questions as the first survey)

23. Overall what's your level of engagement with the changes that are coming with the rolling out of the NDIS? What's the closest description to your situation?

%	ALG2	EOI2	ORG2	ENG
a) Not engaged	0	3	4	1
b) Think about it but keep putting it off	0	6	13	7
c) Starting to get serious about it	8	12	13	4
d) Serious about it (but have not done much work on it)	20	30	30	21
e) Doing serious work on the transition (but not yet well prepared)	53	33	26	29
f) Well prepared (we have done a lot of work)	16	15	13	28
g) Well prepared and confident (we have done a lot of work & are feeling confident).	4	0	0	9

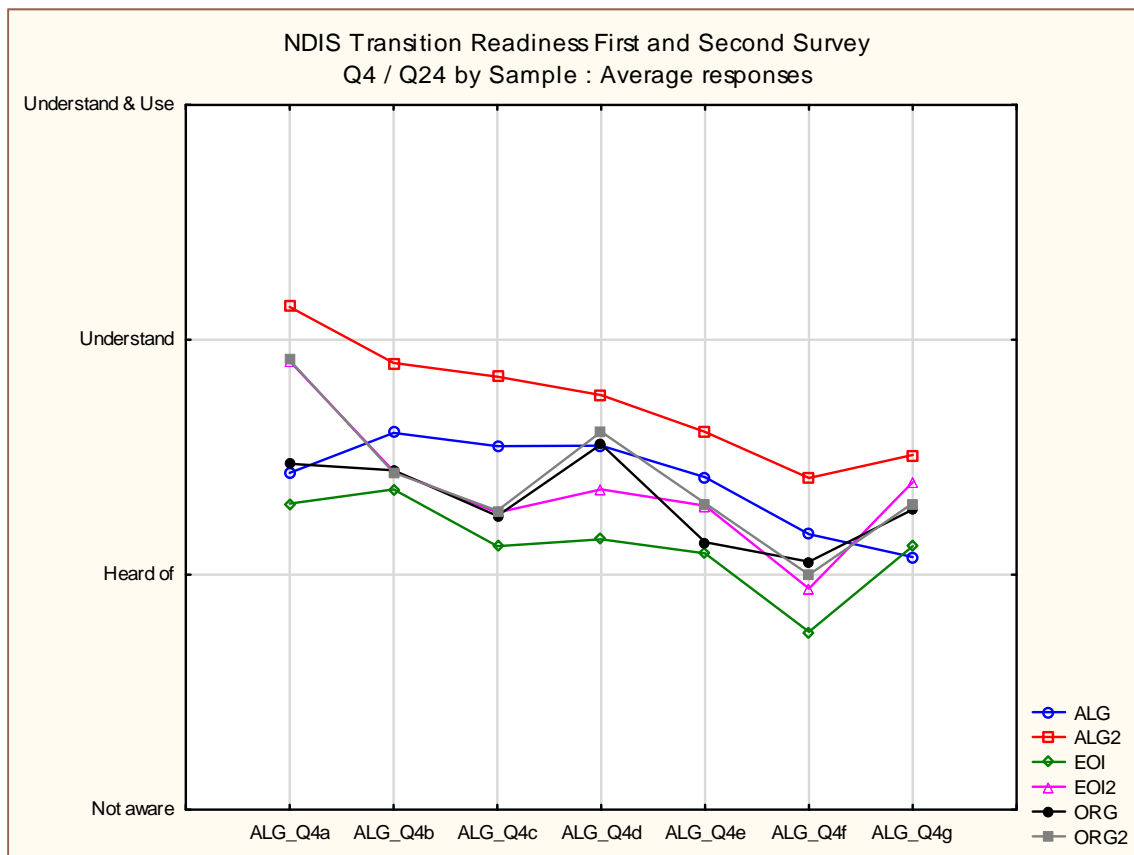
24. How aware are you of:

ALG2 %	NOT Aware	Heard of it - but limited understanding	Seen it and UNDERSTAND it	Understand and USE it
a) The timing (in so far as it's known) for the rollout of the NDIS in the areas in which your organisation works	0	14	58	28
b) NDIS pricing principles	0	18	75	8
c) NDIS products catalogue and prices - Support Clusters Definitions and Pricing for New South Wales	2	22	67	10
d) NDIS Provider Toolkit	0	35	53	12
e) NGO sector Unit Costing Toolkit	2	45	43	10
f) Transition arrangements for your service types	10	43	43	4
g) NDIA Provider Portal	6	43	45	6

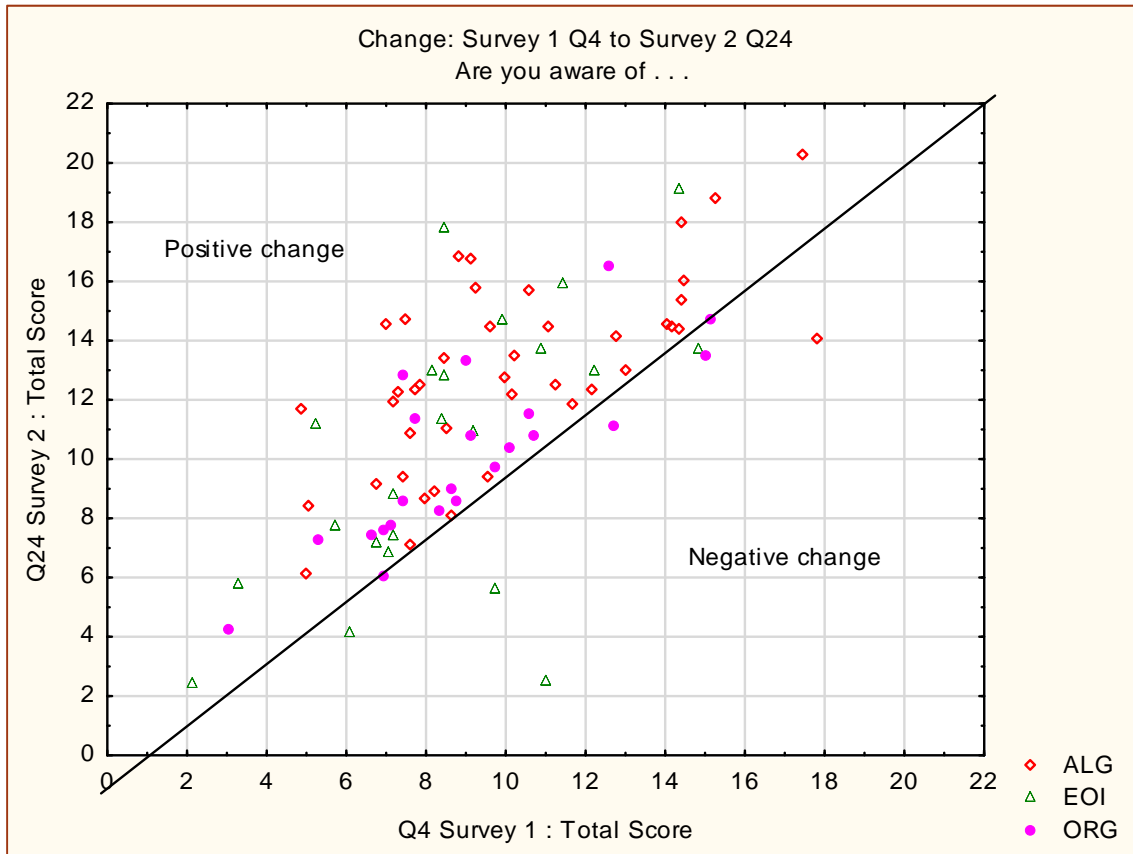
The following chart shows the average responses for question 24 (question 4 in the first survey) for each population group for both the first and second surveys.

So it is possible to see the average change for each population group from the first to the second survey.

The biggest change is from the blue line to the red line (ALG) ; the smallest change is from the black line to the grey line (ORG).



The following chart compares the total score for all items in Q4 in Survey 1 with the total score for all items in Q24 in the Second survey (same question). Each dot represents an organisation. Dots to the left of the diagonal line show positive change from the first to the second surveys. Each colour is a different group, e.g. ALG organisations are red diamonds. They show much more change than the other two population groups.



25. How confident are you that you:

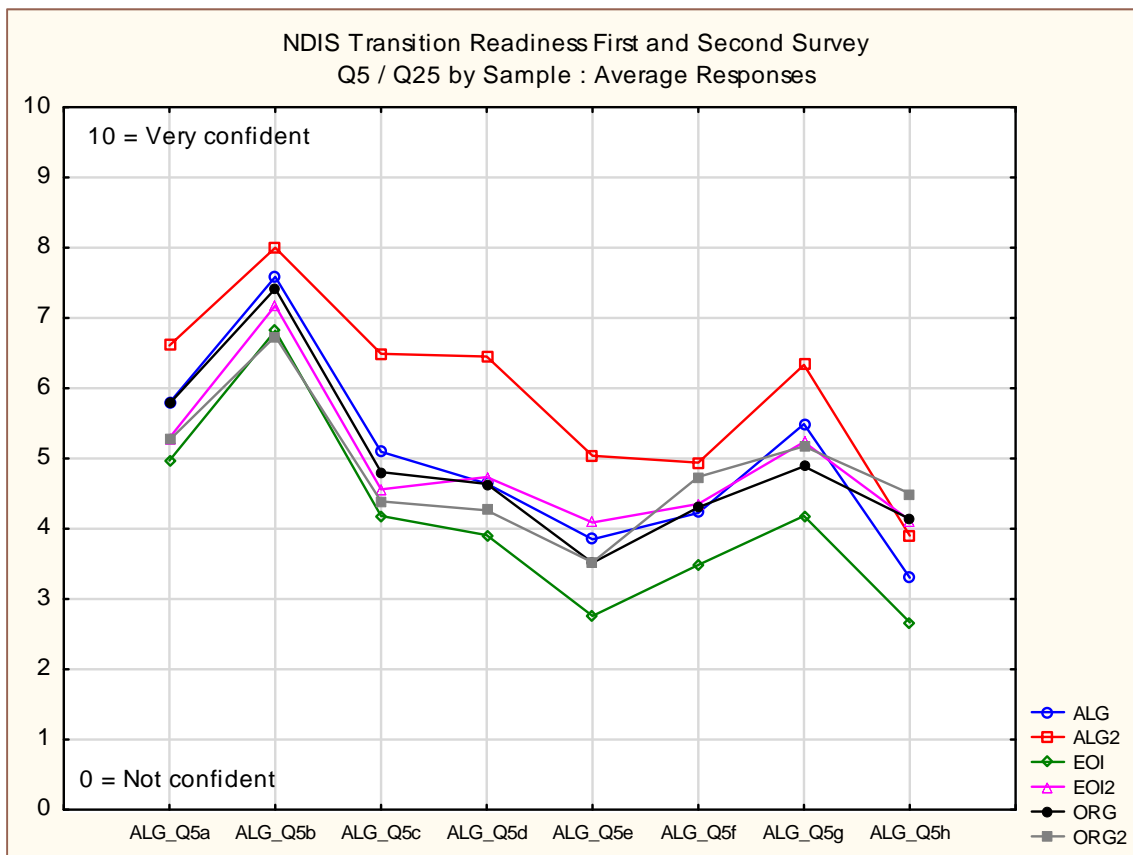
NOT confident at all 1 2 3 A LITTLE confident 4 5 6 MODERATELY confident 8 9 10 VERY confident

ALG2 %	0	1	2	3	4	5	6	7	8	9	10
a) Understand the NDIS environment	0	0	0	6	6	16	8	35	18	12	0
b) Understand person centred care in the NDIS environment	0	0	0	0	0	4	6	24	31	24	12
c) Understand NDIS Products and pricing	0	0	4	6	2	8	16	43	14	8	0
d) Are able to unit cost your services	2	2	2	4	4	6	16	41	14	8	2
e) Have a marketing plan for your services appropriate for the new NDIS environment	6	2	4	14	12	14	14	27	8	0	0
f) Can manage the change from block funding of organisations to individual client funding	12	6	2	14	8	6	10	29	8	4	2
g) Provide the right information to existing clients about the NDIS	2	0	2	8	4	10	16	35	12	12	0
h) Have financial systems and software in place that can interface with the NDIS systems	14	18	8	10	8	8	6	20	4	6	0

The following chart shows the average responses for question 25 (question 5 in the first survey) for each population group for both the first and second surveys.

So it is possible to see the average change for each population group from the first to the second survey.

The biggest change is from the blue line to the red line (ALG) ; the smallest change is from the black line to the grey line (ORG).



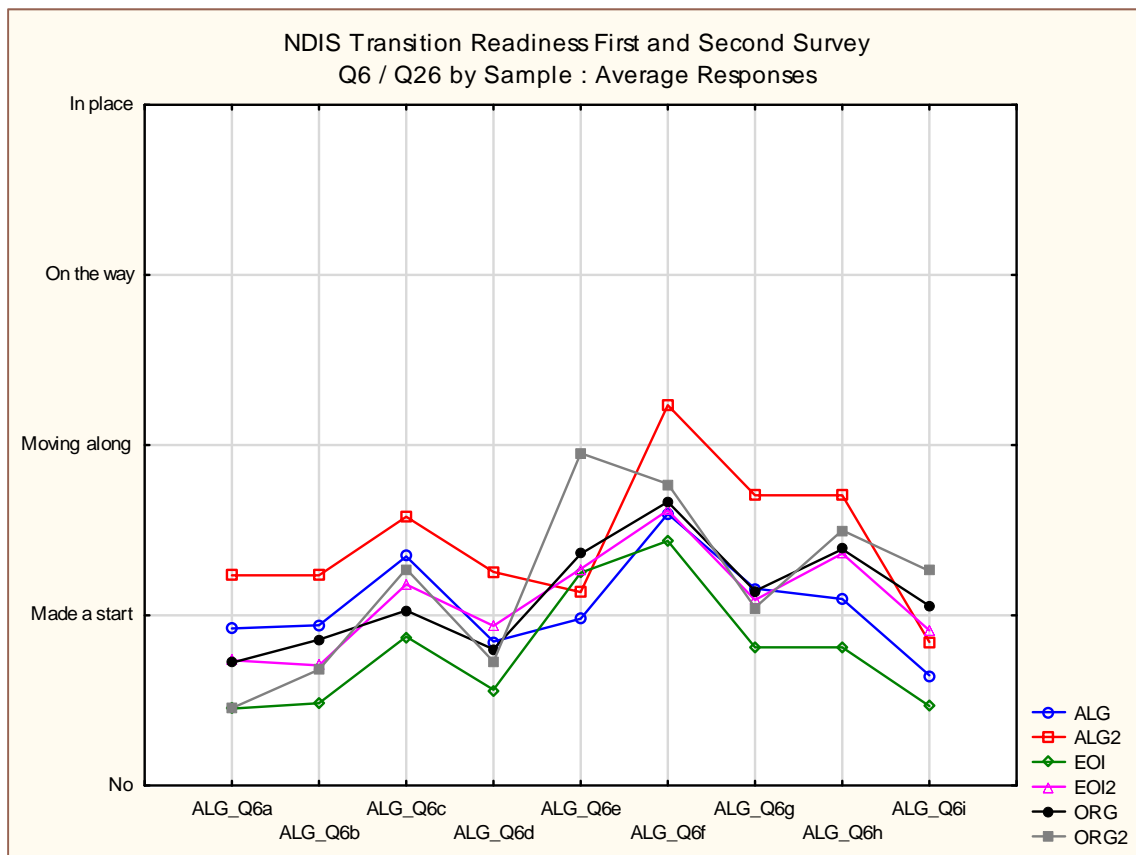
26. Are the following practicalities in place?

ALG2 %	NO	Yes, we have made a start	Yes, we are moving along well	Yes, we are well on the way	Yes, IN PLACE
a) Use financial ratios to assess our performance	22	45	24	8	2
b) Use financial ratios to identify where our organisation may be at risk	22	45	24	8	2
c) Someone is specifically responsible for managing the transition to the NDIS	22	30	28	8	12
d) We have a marketing plan for the NDIS environment	24	41	22	14	0
e) We are an NDIS Registered Service Provider?	51	24	2	8	16
f) We understand the financial impacts of changing from funding in advance to funding in arrears.	4	29	22	29	16
g) We have established a unit costing method to accurately calculate the cost of services.	12	33	29	24	2
h) We understand how to complete on quality, quantity and price.	14	25	41	16	4
i) We have financial systems that can interface with the NDIA portal	51	27	12	6	4

The following chart shows the average responses for question 26 (question 6 in the first survey) for each population group for both the first and second surveys.

So it is possible to see the average change for each population group from the first to the second survey.

The biggest change is from the blue line to the red line (ALG) ; the smallest change is from the black line to the grey line (ORG) except for item e).



The following chart compares the total score for all items in Q6 in Survey 1 with the total score for all items in Q26 in the Second survey (same question). Each dot represents an organisation. Dots to the left of the diagonal line show positive change from the first to the second surveys. Each colour is a different group, e.g. ALG organisations are red diamonds. They typically show more change than the other organisation populations.



27. Overall how confident are you that you will be sustainable in the long term?

0 NOT CONFIDENT 1 2 3 MODERATELY Confident 5 6 7 VERY Confident 8 9 10 EXTREMELY Confident

SUSTAINABLE LONG TERM %	ALG	ALG2	EOI	EOI2	ORG	ORG2	ENG
0 Not confident	2	6	13	6	3	0	3
1	4	4	9	3	3	4	0
2	15	12	9	6	15	4	0
3	13	10	6	15	15	13	11
4 Moderately confident	33	22	34	21	18	43	30
5	10	6	13	0	9	9	4
6	12	18	9	27	12	9	8
7 Very confident	8	14	3	15	12	13	21
8	2	6	3	0	6	4	4
9	2	2	0	6	0	0	10
10Extremely confident	0	2	0	0	9	0	10