Shaping the Future of South Australia 2017

Maximising the social and economic benefit of the disability sector

A report of the key ideas and findings

December 2017
Report Disclaimer

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Note
It is acknowledged that there are different views regarding the language around disability. Whilst stakeholder groups have identified the need to develop consistent, positive language, this is yet to be agreed therefore this report does contain common language.
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Program overview

The Shaping the Future of South Australia program involved a five-step process, with over 350 participants contributing over the duration of the program.

The focus of the program was on maximising the social and economic benefits of the disability sector in South Australia.

At each stage, program activities were well received by the market and the events were over-subscribed.

Executive Summary - program overview

2017 Shaping the Future of South Australia Program

Opportunities and Growth

Workforce

Technology and Innovation

Leadership and Culture

Opportunities

Barriers

Actions

05 Shaping SA | Final Report

04 State Forum » 160 Participants » Collaborative action-planning – bringing collective ideas to life

03 Voice of the Customer » Video » Keeping the customer at the centre of the discussions

02 3 Stakeholder Workshops » 180 Participants » Asking and answering the hard questions, from multiple perspectives

01 3 Think Tanks » 20 Participants » Establishing the right foundations for collective work

Industry Scope and Growth

Workforce Attraction

Innovation and Investment

Opportunities Barriers Actions

Program overview

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The focus of the program was on maximising the social and economic benefits of the disability sector in South Australia.

At each stage, program activities were well received by the market and the events were over-subscribed.
Your Vision for 2025

As part of the Shaping SA Stakeholder Workshops, held in mid-November 2017, participants were asked to characterise their ideal future for the sector.

These descriptions were collated to create a visual of the shared vision. The larger the text, the greater the frequency of the comments.

Recurring themes of collaboration and the customer being at the centre were clearly identified.
Executive Summary - reimagining the sector

The National Disability Insurance Scheme (NDIS) is a catalyst to allow South Australia to become a global leader in inclusion and social reform – enabling citizens and the economy to thrive

If we get this right:
- South Australia creates new services and service delivery models – driving new jobs and better quality of life outcomes
- Local leadership and collaboration translates to national and international opportunities for growth and export of Intellectual Property
- Our citizens achieve the quality of life they aspire to and have the opportunity to engage in and drive the changes that affect them
- People and organisations are attracted to South Australia

In order to make this happen, we need:
- Organisations across multiple industries who are committed and aligned to a shared vision they strive to achieve
- Citizens and end users who are genuinely engaged
- Sector leadership and ownership that drives quality social and economic outcomes
State Forum Outputs

A total of 56 potential actions, across three time horizons, were identified as part of the State Forum.

Ideas were clustered across four themes:

1) Opportunities and Growth
2) Technology and Innovation
3) Leadership and Culture
4) Workforce

The following key ideas converged across those discussions.

Executive Summary - recurring themes and key ideas
Based on the recurring themes and actions identified across all stages of Shaping SA work, the Foundation Partners have identified five (5) priority actions, starting with the creation of a sector Collaboration Centre that will take a leading role in driving industry, market and workforce development and growth that is connected to customer. The Shaping SA Foundation Partners are committed to maintaining the momentum of this work. While many worthwhile actions were identified in the Shaping SA process, the following are five (5) immediate next steps which the Foundation Partners believe reflect the sector-wide priorities.

1. Create a sector Collaboration Centre to drive industry, market and workforce development and growth
2. Sector-wide leadership capability program / platform
3. Organisational technology review and strategy ("in the business" technology)
4. Assistive Technology Centre of Excellence ("outside the business" technology)
5. Tangible mechanisms to empower demand-side (customer voice and genuine engagement)

Executive Summary - priority actions
### Executive Summary - detailed priority actions

<table>
<thead>
<tr>
<th>Action</th>
<th>Description</th>
<th>First steps</th>
<th>Owner</th>
<th>Involvement</th>
<th>Timing</th>
</tr>
</thead>
<tbody>
<tr>
<td>(1) Create a sector Collaboration Centre that will take a leading role in driving industry, market and workforce development.</td>
<td>Create a sector-driven mechanism to enable the sector in South Australia to achieve a shared vision, develop capability and increase overall competitiveness in the local and national human services markets. The Centre can lead the progress of other identified actions through multiple workgroups.</td>
<td>Agree Scope and Terms of Reference Establish funding Establish Board and executive Identify founding members Task the Centre to deliver priorities 2 – 5 (below)</td>
<td><strong>Short-term (1yr):</strong> State Government to assist initial establishment and funding <strong>Long term:</strong> Sector owned and funded</td>
<td>Existing, adjacent and emerging sectors; State Government; academia; National Disability Insurance Agency (NDIA); National Disability Services (NDS)</td>
<td>March 2018</td>
</tr>
<tr>
<td>(2) Design and deliver a sector-wide leadership capability program / platform</td>
<td>Design and deliver a co-funded leadership program that facilitates the uplift of commercial capability across sector leaders - including the following: commercial acumen and strategy; values-based leadership; organisational transformation and development; customer centricity and customer service; change management.</td>
<td>Agree funding and criteria Agree key learning objectives Identify service providers and costing Co-design content with key stakeholders and end users Identify delivery modes and methods</td>
<td>Collaboration Centre</td>
<td>Collaboration Centre members and external providers (learning content and delivery); end-users (input)</td>
<td>June 2018</td>
</tr>
<tr>
<td>(3) Organisational technology review and strategy</td>
<td><strong>For the sector:</strong> Short-list technology solutions that are cost effective, flexible to changing requirements, meet NDIA requirements, enable customer and mobile workforce enhancements, are scalable and sustainable (upgrades, ongoing maintenance and support) <strong>For individual organisations:</strong> Expedite the process of organisational technology search and selection through the provision of expert technology advice, maturity assessments and technology strategies, focusing on “in the business” technology (e.g. organisational effectiveness, workforce mobility, the connection of customer-facing and back office functions).</td>
<td>For the sector: Secure funding arrangements Work with the sector to understand common business requirements for technology Short-list technology solutions based on agreed criteria Further develop governance for collaborative and shared services options For individual organisations: Agree funding mechanism and approach (co-funding or fee-for-service) Determine mechanism for service provision of maturity assessments and technology strategies</td>
<td>Collaboration Centre</td>
<td>Collaboration Centre members</td>
<td>June 2018</td>
</tr>
<tr>
<td>(4) Assistive Technology Centre of Excellence</td>
<td>Establish an Assistive Technology Centre of Excellence, leveraging converged sector and existing Ageing Well opportunities, such as linking with Living Labs. Focus on business opportunities to export into the Australian market and beyond.</td>
<td>Identify areas of focus and potential locations Establish governance Establish domestic and international networks</td>
<td>Collaboration Centre with relevant academic and business partnerships Academia (domestic and international); Collaboration Centre members; other sectors; end-users</td>
<td>September 2018</td>
<td></td>
</tr>
<tr>
<td>(5) Define tangible mechanisms to empower demand-side (customer voice and genuine engagement)</td>
<td>Develop a leading practice toolkit for the sector that details tangible mechanisms to empower end users, building on existing recommendations including consumer advocacy, peer networks and genuine co-design. Create an open source platform that enables connection and sharing of ideas and practice.</td>
<td>Review leading practice empowerment mechanisms (domestic and international) Identify potential test and trial programs (sector-driven) Develop toolkit content and platform</td>
<td>Collaboration Centre with relevant academic and service provider partnerships</td>
<td>Collaboration Centre members; service providers; end-users</td>
<td>September 2018</td>
</tr>
</tbody>
</table>
Shaping SA model and approach

What is the Model?

- The Shaping SA model is a collaborative approach to action-oriented strategic discussion and planning with participants from business, government, the not-for-profit sector and academia.
- It consists of well structured and strongly facilitated sessions aimed at bringing some of the best minds in the State and nation to bear on opportunities relevant to the future of the State – in this case, maximising the social and economic benefit of the disability sector.
- The final action planning session, held at the completion of the process, brings together ideas generated in each of the streams and outlines key recommendations and/or opportunities.
- This is consistent with the SA Government’s “Better Together” principles which aim to support a culture of high-quality and effective stakeholder and community engagement which in turn helps better decision making.

What is the value in the Model?

The value in the Shaping SA Model includes:
- Greater creativity and multiple perspectives
- Accelerated identification of priorities
- A strong platform for action which has generated buy-in as it was developed
- Partnership opportunities
Shaping SA 2017 program overview

Program overview

The Shaping the Future of South Australia program involved a five-step process, with **over 350 participants** contributing over the duration of the program.

At each stage, program activities were well received by the market and the events were over-subscribed.
Areas of focus for Shaping SA 2017

Maximising the social and economic benefit of the disability sector in SA

Through discussions with the Shaping SA 2017 Foundation Partners and thought-leadership group, three areas of focus were identified to target program activities and identify key opportunities and ideas for within and outside of the sector. It was agreed that a conversation about leadership, governance and ethics was an important lens across all three focus areas.

These areas formed the basis of discussions with thought-leaders and subsequently with a broader stakeholder group – considering some of the following key questions. All three areas were prefaced with the question of “what does the disability industry look like in 2025?” to lift the gaze beyond just the immediate implementation of the NDIS and consider the optimal future for the sector.

**Industry Scope and Growth**

- What does readiness actually look like? What is preventing readiness right now?
- If we are looking to double the size of the sector by 2025, what needs to change?
- What do we see as some of the barriers to growth? What should we do about them?
- What do we see as the emerging service types that will grow?
- What’s the first, next step for technology investment in order to grow the sector?
- Are we expecting to see the disability sector converge with the broader human services sector?

**Workforce Attraction**

- How does the sector need to restructure its labour model and redefine roles?
- What recruitment strategies can create the greatest impact and reshape the community perception of the disability workforce?
- Is growth in adjacent sectors (e.g. aged care, health) an opportunity or a risk?
- What role should/will automation play in improving business processes, matching customers with direct care and delivering direct care?
- What do our education providers need to do to meet demand?
- How can we transition workforce from one industry to another?

**Innovation and Investment**

- What do the new models for disability look like?
- How do we support personalisation of services?
- How do we encourage greater end-user participation in the design of services and products?
- How do we support universalisation (social understanding and accommodation of participant needs) across all parts of society and what innovation might that unleash?
- How can technology enhance quality of life for people with disabilities?
- What new financing models might emerge?
- Can SA be an attractive place for global and domestic investment in the sector? What export opportunities might exist?
Current challenges identified for the sector

As part of the Stakeholder Workshop discussions, a number of current challenges for the sector were identified. These formed the basis for further discussion within the workshops to interrogate why these were key challenges, and furthermore, what opportunities exist to reduce the impact or influence of these challenges within the sector going forward.

Industry Scope and Growth

Historical provider-driven model and traditional attitudes and cultures limiting pace of adaptation to change.
Insufficient NDIA data to inform decisions and attract service providers to SA.
Risk aversion preventing smaller organisations taking on debt and investing in innovation.
Lack of commercial experience required for critical investment decisions or business model changes.
Undersupply of a skilled workforce.
Undersupply of regional and remote services.
Ensuring quality and value is delivered to participants.

Workforce Attraction

Disability sector stigma and “image” problem.
Lack of understanding of career options in school environment.
“Health” lens drives student expectations.
Lack of business skills in traditional human services curriculum.
Lack of clarity on future skills required.
Unstructured career development.
Undersupply of trained workforce.
Retaining cultural values with a commercial mindset.
More contingent and casual workforces.
Over-servicing and cross-subsidising to productivity and utilisation.
Ensuring convergence does not dilute unique disability-sector specific skills.

Innovation and Investment

Conservative attitudes, lack of capital and commercial acumen.
Lack of data to inform customer segmentation.
Lack of innovation partnerships and collaboration outside the sector and the ability to genuinely co-design with end users.
Lack of transformational change leadership in the sector.
Lack of understanding of customer experience.
Limited access to the technology frontier is leaving organisations behind on the technology curve.
Maximising the Social and Economic Benefit of the Disability Sector in South Australia
The NDIS is the way of the future for delivery of human services (customer-centred) and government services more broadly (contestability agenda).

From

- Expensive
- Low-value
- Low-impact
- Self-perpetuating

The market is government-constrained.

- Government funds organisations.

To

- Sustainable
- Self-directed
- Higher-impact

People with disability choose the services they need from the provider they prefer. Community and mainstream supports can also be accessed.

- Government funds people with disability directly through an individualised NDIS plan.

- The market is open and competitive.
The change is an opportunity for all South Australians

**Consumer benefits – increase in:**
- Choice and control
- Innovation, competition and growth
- Self-directed and individualised funding
- Person-centred planning
- Sustainability

**Market size**
Nationwide, **460,000 people** will have access to the NDIS

**Market Opportunity**
Expected increase in spend from $750M to **$1.5Bn**

**32,000 recipients** expected within three years in SA

**Current workforce** of 6000 with ~11,000 required in 3 years

**Service delivery:**
State Government currently delivers about half of all disability services in SA

**Government’s role in service provision is changing.** The opportunity for non-Government service providers will increase.

**New players, mergers and acquisitions**
**New service types**
**Increased choice** for consumers and expectations from service

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**Consumer benefits – increase in:**
- Choice and control
- Innovation, competition and growth
- Self-directed and individualised funding
- Person-centred planning
- Sustainability

Source: ABS, Population projections; AIHW, Disability Services National Minimum Data Set; NDIA SA NDIS Market Position Statement, NDIS Public Experience Data; KPMG, Calculation Methodology (based on June 2017 NDIS data)
Impacts of the full scheme NDIS

17,164 people receiving specialist disability support in SA

This is an additional 15,127 people receiving support, many who have never received specialist disability support before

Most people accessing support live in Adelaide and the Greater Adelaide area (84% currently)

By full scheme this number will almost double to 32,291

This will continue to be the case, but there will be a slight correction, with 23% of the growth in people accessing services living in country locations

Source: ABS, Population projections; AIHW, Disability Services National Minimum Data Set; NDIA SA NDIS Market Position Statement, NDIS Public Experience Data; KPMG, Calculation Methodology (based on June 2017 NDIS data)
Change in services by primary disability type

Source: ABS, Population projections; AIHW, Disability Services National Minimum Data Set; NDIA SA NDIS Market Position Statement, NDIS Public Experience Data; KPMG, Calculation Methodology (based on June 2017 NDIS data)

- Current clients (number)
- Participants at full scheme (number)
New entrants to the market are expected to increase the total market size by 88%. The largest group of new entrants to the market are expected to be in the 5-14 year old age range (with an expected growth of 182%).

Source: ABS, Population projections; AIHW, Disability Services National Minimum Data Set; NDIA SA NDIS Market Position Statement, NDIS Public Experience Data; KPMG, Calculation Methodology (based on June 2017 NDIS data)
Sector Vision, Opportunities and Barriers
Your vision for 2025

As part of the Shaping SA Stakeholder Workshops, held in mid-November 2017, participants were asked to characterise their ideal future for the sector.

These descriptions were collated to create a visual of the shared vision. The larger the text, the greater the frequency of the comments.

Recurring themes of collaboration and the end-user (“consumer”) being at the centre of were clearly identified.
Opportunities to achieve 2025 vision

Workshop outputs
At each of the three Stakeholder Workshops, participants were asked to identify the opportunities for the sector to achieve the 2025 vision.

Leadership and Culture
- Increased social inclusion and community engagement
- Removal of the stigma attached to disability sector
- Capable and dynamic sector leaders and organisations
- Improved social fabric and community conversations about inclusivity
- Building acceptance/inclusivity from primary schools into adulthood

Technology and Innovation
- Flexible service models that reflect best practice
- Increased sector investment and funding
- Data collection and analysis used to its advantage
- Research and innovation in care – e.g. robotics, artificial intelligence
- Export opportunities for Intellectual Property and technology
- Attraction of non-government investment
- Opportunity for regional economic development
- Innovation in service models to suit customers

Workforce
- Increased diversity and flexibility
- Direct, clearer pathways to employment
- Opportunities for specialisation and career progression
- Combined functionality of roles (multi-skilling)
- Rebranding of workforce to increase attractiveness and align with new expectations of service
- New workforce models – challenging traditional model of employment
- Investment in better education (new and existing) to create a reliable pipeline of future workforce
- Reviewed salary ranges to attract more skilled workforce
- Choice and control for workers as well as customers

Industry Opportunities and Growth
- Competition drives higher quality services
- More partnerships and collaboration within and outside the sector
- More proactive and accountable service providers
- Shared working spaces and platforms
- Capability and learnings are leveraged from other sectors
- Integration and convergence across adjacent sectors around a new philosophy (e.g. “Living Well” versus “Disability, Ageing, and Health” siloes)
- Ability to expand into markets beyond NDIS eligible clients

Personalisation
Greater choice of services
Needs and wants of customers drive services and delivery
Customer feedback and co-design as a driver for higher quality services and providers
Informed and empowered customers (seeing and advocating for the possibilities)
Barriers to achieving 2025 vision

Workshop outputs
At each of the three Stakeholder Workshops, participants were asked to identify the barriers for the sector to achieve the 2025 vision.

Leadership and Culture
- Societal attitudes and understanding of disability is a barrier to new entrants (workforce participation and new organisations)
- Mainstream discrimination (conscious or unconscious) or lack of education – e.g. through WHS compliance
- Low change management capability to move to different organisational model and workforce
- Complex governance means decision-making is unclear
- Transition period with high levels of uncertainty and no safe-to-fail culture
- Unrealistic expectations of what NDIS is and what it can provide
- Lack of inclusive language

Technology and Innovation
- Transition period with high levels of uncertainty
- Limited funding and current pricing structure reduces NDIS sustainability
- No safety net for new way of business
- Organisational aversion to risk and investment
- Current pricing of services does not account for lifetime of investment
  - Low sector appeal to entrepreneurs/new entrants
  - Cost of technology
  - Access to good data and analytics

Personalisation
Patriernalism – assuming “we” know better/best
Inflexible attitude or denial of the change
Customers “stuck” in pattern of adaptive referencing (not able to see different way)
Ensuring the right level of protection, safeguards and quality
Organisational ability to genuinely co-design

Industry Opportunities and Growth
- Accuracy and inconsistency of information available
- Reduction/consolidation of providers will create less choice
  - Ability to maintain consistent level of quality of services
  - “Goal posts” keep changing
  - Government not transparent on their “in or out”
  - Fragmentation of current sector
  - Current focus on getting numbers into the scheme and not on the quality of the plans

Workforce
- Unclear funding models for higher education
- Perception versus reality of disability sector workers requiring specialist skills and ensuring those don’t get lost in consolidation
- High costs and risk associated with clinical placements limits training pathways
- Low wages and unclear career pathways reduce attractiveness of sector
- Current structure of workforce lacks agility and flexibility
- Part-time and casual workforce not valued within the community

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Outcomes of the Shaping SA 2017 State Forum
State Forum

Overview of State Forum

The Shaping SA program culminated with a State Forum on 27 November 2017. The event was attended by 160 participants across government, business, not-for-profit and community groups. The State Forum was a highly engaging event facilitated by the KPMG U-Collaborate team and included a number of individual and group activities to turn ideas into actions.

Plenary session – setting the context

Individual exercises – (above) describing key success factors

Group brainstorming and action planning

“What are you hearing?” and “What are you feeling”

Chat rooms – 15 minute group sessions over six rounds to challenge thinking and spark ideas

Plenary sessions were scribed by visual artists

State Forum

State Forum
In the afternoon sessions of the State Forum, participants selected which of four themes they wanted to explore in more detail, within a small group. These themes were: (1) Opportunities and Growth, (2) Technology and Innovation, (3) Leadership and Culture, and (4) Workforce. These groups viewed the themes through one of three lenses – Organisation, State and Sector.

Throughout the afternoon, the groups were facilitated through a series of activities designed to challenge them to identify key priorities and actions in the short, medium and longer-term. These actions were considered with their chosen lens in mind – organisational, sector or state-driven.

Groups were asked to prioritise and describe their top three (3) actions for the next 12 months and their top three (3) actions for 2025. These were collated on action templates (above) and captured by the team.

A total of 56 potential actions were identified by the groups across the four themes. Participants then plotted these actions across a Transformation Map in terms of time priority and lens.
Recurring themes and key ideas

State Forum Outputs
A total of 56 potential actions, across three time horizons, were identified as part of the State Forum.

Ideas were clustered across four themes:
1) Opportunities and Growth
2) Technology and Innovation
3) Leadership and Culture
4) Workforce

The following key ideas converged across those discussions.

- Create a sector leadership and collaboration mechanism
- Build the commercial and leadership capability of the sector
- Help individual organisations move up the technology curve
- Lead the way with technology innovation
- Invest in a citizens’ advocacy mechanism
- Influence industrial relations to increase workforce attractiveness and diversity
- Re-brand and market the sector
- Create the right education focus and pipeline
The following Transformation Map consolidates a number of actions identified by participants as part of the State Forum. The Foundation Partners have consolidated similar actions and refined naming and potential timing where appropriate. The full list of original actions can be accessed here.

A Transformation Map to drive actions
### Identified Actions - opportunities and growth

#### Actions identified by Shaping SA participants

Participants in the Opportunities and Growth theme identified the following actions in the immediate and long-term to achieve the vision for the sector. The following actions are ordered in terms of time priority and the numbers allocated are a reference system only. These actions are largely unabridged but further information has been provided where available from working documents.

<table>
<thead>
<tr>
<th>#</th>
<th>Action</th>
<th>Description</th>
<th>Suggested Owner</th>
<th>Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Create economic sector strategy (like Ageing Well)</td>
<td>Emulate economic sector innovation strategy similar to Ageing Well, to increase investment in SA, support growth and innovation. Give opportunity for existing SA providers to further reform, grow and align to shared vision. Seek to understand and drive towards SA competitive advantage.</td>
<td>State Government</td>
<td>Mid-2018 (6 months)</td>
</tr>
<tr>
<td>2</td>
<td>Create a Teaming Centre</td>
<td>Emulate the Defence Teaming Centre model to enable opportunity and growth and further sector development and investment – to achieve shared vision.</td>
<td>Sector and State Government</td>
<td>Mid-2018 (6 months)</td>
</tr>
<tr>
<td>3</td>
<td>Develop customer-centric culture</td>
<td>Develop customer-first culture across organisations (e.g. understanding customers, valuing customers, listening to customers, and retaining customers).</td>
<td>Organisation</td>
<td>Within 12 months</td>
</tr>
<tr>
<td>4</td>
<td>Create high performing / engaging workplace culture</td>
<td>Achieve high net promoter score by creating a high-performing and engaging workplace culture such that staff are promoting the organisation. Start with workforce plan, culture change and rebranding approach.</td>
<td>Organisation</td>
<td>Within 12 months</td>
</tr>
<tr>
<td>5</td>
<td>Identify technology needs and invest</td>
<td>Organisations to identify own technology needs to enable the front-line, engage the customer, reduce overheads and improve sustainability.</td>
<td>Organisations</td>
<td>Within 12 months</td>
</tr>
<tr>
<td>6</td>
<td>Redefine and rebrand the sector</td>
<td>Remove the ‘disability’ tag and remove labels that serve to reinforce siloes and stereotypes.</td>
<td>Sector and State Government</td>
<td>Not supplied</td>
</tr>
<tr>
<td>7</td>
<td>Industry-wide data collection, analysis and sharing</td>
<td>Collection, analysis and sharing of important data to inform decision-making and strategic planning (organisational, sector and state-widel.</td>
<td>State Government</td>
<td>Not supplied</td>
</tr>
<tr>
<td>8</td>
<td>Industry-wide strategic planning</td>
<td>Develop sector-wide strategic plan, including key targets (informed by data, forecasting and advisory group input).</td>
<td>Industry Body and State</td>
<td>Not supplied</td>
</tr>
<tr>
<td>9</td>
<td>Create leading practice organisations in SA</td>
<td>Build organisational capability to create sustainable, vibrant organisations in SA (commercial and non-commercial capability) to ensure financial sustainability, bring income back to SA, attract investment and be an employer of choice.</td>
<td>Organisations</td>
<td>2025</td>
</tr>
<tr>
<td>10</td>
<td>SA an inclusive service provider</td>
<td>Drive towards ‘no barriers to access’, regardless of geographic location, disability type, culture or skill of advocacy.</td>
<td>NDIA, Organisations</td>
<td>2025</td>
</tr>
<tr>
<td>11</td>
<td>Collective learning and collaboration mechanism for sector</td>
<td>Create a collaborative sector mechanism to enable collective learning that meets the expectations of all. Demonstrates openness to all opportunities and delivers common approach to information sharing.</td>
<td>Organisations</td>
<td>2025</td>
</tr>
<tr>
<td>12</td>
<td>Start-up district to bring new entrants and ideas</td>
<td>Bringing in new market participants and new ideas to the sector and converged market.</td>
<td>Sector and existing players (e.g. TACSI)</td>
<td>Not supplied</td>
</tr>
<tr>
<td>13</td>
<td>Build a capable, dynamic sector</td>
<td>Build capability within sector to adapt quickly and responsively to changes in the market.</td>
<td>Premier to Prime Minister</td>
<td>Not supplied</td>
</tr>
<tr>
<td>14</td>
<td>Create a shared vision with bilateral support</td>
<td>Develop a common vision of what the sector looks like from a whole-of-State perspective, with bilateral support (converged sector).</td>
<td>State Government</td>
<td>2025</td>
</tr>
<tr>
<td>15</td>
<td>Create a Centre of Excellence</td>
<td>Create a Centre of Excellence in SA to lead the nation in delivery quality outcomes.</td>
<td>Similar body to Economic</td>
<td>Not supplied</td>
</tr>
<tr>
<td>16</td>
<td>SA a major player / influence at the Federal level</td>
<td>Build SA reputation at the Federal level to influence policy and strategy.</td>
<td>State Government</td>
<td>2025</td>
</tr>
</tbody>
</table>

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## Identified Actions - leadership and culture

### Actions identified by Shaping SA participants

Participants in the Leadership and Culture theme identified the following actions in the immediate and long-term to achieve the vision for the sector.

The following actions are ordered in terms of time priority and the numbers allocated are a reference system only.

These actions are largely unabridged but further information has been provided where available from working documents.

<table>
<thead>
<tr>
<th>#</th>
<th>Action</th>
<th>Description</th>
<th>Suggested Owner</th>
<th>Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>17</td>
<td>Organisational capability building</td>
<td>Build organisational capability to improve skill and knowledge base of management and Board, including understanding of transformation of services and delivery. Identify current potential (for growth / transformation) and collaborate if needed.</td>
<td>Organisation</td>
<td>Mid-2018 (6 months)</td>
</tr>
<tr>
<td>18</td>
<td>Organisational corporate planning</td>
<td>Develop a corporate plan that articulates understanding of customer need, products and services, and associated resource plan.</td>
<td>Organisation (Board and Senior Leadership)</td>
<td>Mid-2018 (6 months)</td>
</tr>
<tr>
<td>19</td>
<td>Develop a shared vision</td>
<td>Develop a shared vision for the sector and sell it – co-create with sector leaders and end users.</td>
<td>Mid-2018 (6 months)</td>
<td></td>
</tr>
<tr>
<td>20</td>
<td>Formation of broader sector association</td>
<td>Form an association whose directive is to oversee sector advancement and development.</td>
<td>Sector, State Government</td>
<td>Within 12 months</td>
</tr>
<tr>
<td>21</td>
<td>Establish consumer advocacy program</td>
<td>Create and investment in a consumer advocacy service / mechanism, to hear the voices of the end users, create space for communication (listening) and greater understand the role of the service provider.</td>
<td>Multi-faceted (incl.State Government, NDIA, Sector)</td>
<td>Within 12 months</td>
</tr>
<tr>
<td>22</td>
<td>Whole of Government inclusive communities strategy</td>
<td>Create a shared vision across multiple sectors – co-design and continuously measure it. Create accountability for delivery and look beyond implementation of NDIS (as this is only a funding model).</td>
<td>State Government</td>
<td>Within 12 months</td>
</tr>
<tr>
<td>23</td>
<td>Community of practice across mainstream services</td>
<td>Create a space to discuss inclusivity issues, opportunities and share stories across mainstream services. Ensure it covers all geographic areas. Creates a place to address the supply of services and share strategy.</td>
<td>Not supplied</td>
<td>Within 12 months</td>
</tr>
<tr>
<td>24</td>
<td>Industry co-creation and collaboration model</td>
<td>Create a model for co-creation and collaboration – initiate with small scale pilot to try ideas, then create model for developing and testing ideas.</td>
<td>State Government</td>
<td>Late-2018</td>
</tr>
<tr>
<td>25</td>
<td>Charter of Ethical Practice</td>
<td>Create a common Charter of Ethical Practice – particularly useful for external providers coming into the sector.</td>
<td>Sector</td>
<td>Late-2018</td>
</tr>
<tr>
<td>26</td>
<td>Learning circle / community of practice</td>
<td>Create a mechanism for collective learning, including cross-sector leaders.</td>
<td>National Disability Services (NDS)</td>
<td>Mid-2019</td>
</tr>
<tr>
<td>27</td>
<td>Leaders (development) program / platform</td>
<td>Invest in a holistic leadership development program / platform to identify and address capability gaps and enable alignment of leadership with shared vision. Consider self-directed as well as traditional methods.</td>
<td>Multi-faceted (incl. education institutions, State Government)</td>
<td>2019-20</td>
</tr>
<tr>
<td>28</td>
<td>Provider performance measurement and reporting</td>
<td>Identify ways of measuring and reporting provider performance (not just financial, also customer satisfaction and changing preferences) to increase leadership accountability and improve quality for end users.</td>
<td>NDIA</td>
<td>2020</td>
</tr>
<tr>
<td>29</td>
<td>Advocacy program – embed improvement cycle</td>
<td>(Longer term application of #21 Advocacy Program above) Ensure the voice of the end user is valued, heard and encouraged – embedded into sector strategy and services (feedback loop and improvement cycle). Allow organic growth of Advocacy program, that is now able to be driven at the grassroots / end user level.</td>
<td>End-user driven</td>
<td>2025</td>
</tr>
<tr>
<td>30</td>
<td>Evaluate / iterate Whole of Government inclusive communities strategy</td>
<td>(Longer-term application of #22 Inclusive Communities Strategy above). Continue to evaluate and iterate Whole of Government strategy (in its 7th iteration by 2025) – rewrite and redesign as required, informed by data analysis (which will be available by this time).</td>
<td>State Government</td>
<td>2025</td>
</tr>
</tbody>
</table>
Identified Actions - technology and innovation

Actions identified by Shaping SA participants

Participants in the Technology and Innovation theme identified the following actions in the immediate and long-term to achieve the vision for the sector.

The following actions are ordered in terms of time priority and the numbers allocated are a reference system only. These actions are largely unabridged but further information has been provided where available from working documents.

<table>
<thead>
<tr>
<th>#</th>
<th>Action</th>
<th>Description</th>
<th>Suggested Owner</th>
<th>Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>31</td>
<td>NDIS Shark Tank for innovative technologies</td>
<td>Create event series to support innovative technology through traditional “Shark Tank” format (applicants pitch to attract investment). Government can contribute funding for prizes, in addition to drawing on other sponsors to increase prize pool.</td>
<td>State Government partnering with tech industry sponsor</td>
<td>Mid-2018 (event)</td>
</tr>
<tr>
<td>32</td>
<td>Establish sector leadership group</td>
<td>Develop sector leadership group to maximise opportunities afforded by the NDIS and converged sector, as well as identifying an appropriate model for sector leadership.</td>
<td>Joint State Government and Sector</td>
<td>Mid-2018 (6 months)</td>
</tr>
<tr>
<td>33</td>
<td>Connecting service delivery with back of house</td>
<td>Conduct gap analysis of current technology capability and capacity against future vision/requirements. Develop a five-year plan for ongoing evolution of processes to meet the 2025 vision.</td>
<td>Organisations</td>
<td>Within 12 months</td>
</tr>
<tr>
<td>34</td>
<td>Collaborating to bring prototypes to market</td>
<td>Create a mechanism for greater collaboration between different institutions. Government to bring in research and sector players (including supply chain) together to create value (product and service) they could not realise individually. This has already commenced but needs greater visibility, more frequently measured and evaluated.</td>
<td>State Government</td>
<td>Within 12 months</td>
</tr>
<tr>
<td>35</td>
<td>Technology “feed-in” tariff</td>
<td>Facilitate the uptake of smart devices, wearables and phone technology to support people to access their community and increase independence. Link to communications, home automation and connection. Create a “feed-in tariff” like scheme (similar to SA investment in solar). Transition to community government in time.</td>
<td>State Government</td>
<td>Within 12 months</td>
</tr>
<tr>
<td>36</td>
<td>Internal technology analysis and market scan</td>
<td>Conduct internal technology analysis and shared market scan (to avoid duplication of effort across sector)— learn from others, shortlist tech providers/vendors and conduct a proof of concept.</td>
<td>Organisations</td>
<td>Late 2018</td>
</tr>
<tr>
<td>37</td>
<td>Reorient and transition to new vision and strategy</td>
<td>Identify new vision and strategy for the organisation to determine structure and cultural fit required for 2020 and 2025. Develop a HR plan that aligns with organisational structures and transfer workforce into it by close of year one.</td>
<td>Organisations (CEO to drive)</td>
<td>Late 2018</td>
</tr>
<tr>
<td>38</td>
<td>Industry-led business maturity assessment</td>
<td>Create a set of assessment tools that can be leveraged by sector (government-supported, but sector-led) and roll out to all interested organisations, including mentoring opportunities alongside.</td>
<td>Industry Leadership Group</td>
<td>Late 2018</td>
</tr>
<tr>
<td>39</td>
<td>Living Well Centre of Excellence</td>
<td>Create a centre of excellence for research, innovation and technology for Living Well (state-wide initiative). Consider innovations in technology, service delivery, assessment, export markets and models for Living Well.</td>
<td>Joint State Government and Sector</td>
<td>Early-2025</td>
</tr>
<tr>
<td>40</td>
<td>Evidence-based continuous improvement culture</td>
<td>Build capability to collate and analyse data, to build continuous improvement cycle. Create a culture that enables incubation to translate into business as usual.</td>
<td>Organisations</td>
<td>2025</td>
</tr>
<tr>
<td>41</td>
<td>Culture of transformation and change management</td>
<td>Create a culture of change resilience and transformation across the organisation</td>
<td>Organisations</td>
<td>2025</td>
</tr>
<tr>
<td>42</td>
<td>Data analysis, incubation and testing to improve outcomes</td>
<td>Establish incubation area to test ideas. Ensure this generates challenge around ways in which services are currently embedded and delivered to end users. Leverage connected system and data sets (back-office and customer journey) to improve outcomes.</td>
<td>Organisation</td>
<td>2025</td>
</tr>
<tr>
<td>43</td>
<td>Expand “Living Labs” to include disability technology focus</td>
<td>Build on existing Living Labs concept (Ageing Well) to build an SA-based platform for disability technology. Focus on progressive technology that encourages people to live an ordinary life.</td>
<td>Not supplied</td>
<td>2025</td>
</tr>
</tbody>
</table>
## Identified Actions - workforce

<table>
<thead>
<tr>
<th>#</th>
<th>Action</th>
<th>Description</th>
<th>Suggested Owner</th>
<th>Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>44</td>
<td>Define organisational purpose and workforce need</td>
<td>Organisational clarity on what they will deliver under the NDIS and what type of workforce required to support that delivery.</td>
<td>Organisation (Leadership and Board)</td>
<td>Within 12 months</td>
</tr>
<tr>
<td>45</td>
<td>Build relationships with education providers</td>
<td>Build relationships with education institutions and education providers about what organisational workforce needs are.</td>
<td>Organisations (incl. front-line managers)</td>
<td>Within 12 months</td>
</tr>
<tr>
<td>46</td>
<td>Rebranding the disability sector (marketing campaign)</td>
<td>Run coordinated campaign approach across State to showcase sector, workforce opportunities and human face of disability.</td>
<td>State Government</td>
<td>Within 12 months</td>
</tr>
<tr>
<td>47</td>
<td>Input into NDIA training and qualification regulations</td>
<td>Provide coordinated, sector-wide input into NDIA regulations regarding training and qualifications (including safeguarding).</td>
<td>National Disability Services (NDS)</td>
<td>Within 12 months</td>
</tr>
<tr>
<td>48</td>
<td>Invest in shared technology platforms and workforce mobility opportunities</td>
<td>Invest in shared systems (e.g. CRM, payment processing) and mobility opportunities (e.g. phones and apps for workers).</td>
<td>Organisations (individual) and Sector (shared platforms)</td>
<td>Within 12 months</td>
</tr>
<tr>
<td>49</td>
<td>IR advice for transitioning current workforce</td>
<td>Accessible industrial relations advice regarding transition of current workforce to “new” workforce (based on changes to service delivery etc). Including information on conditions, wages, Awards and compliance.</td>
<td>Organisations, Sector, peak bodies, State Government</td>
<td>Within 12 months</td>
</tr>
<tr>
<td>50</td>
<td>Workforce (demand) data collection, analysis and planning</td>
<td>Understand gap between demand and supply and what types of roles are required through sourcing and collating national and state data, analysing trends, and validating through customer feedback – using analysis to determine plan forward.</td>
<td>State Government</td>
<td>Mid-2019</td>
</tr>
<tr>
<td>51</td>
<td>Convergent workforce focus and education on inclusivity</td>
<td>Identify training gap for convergent workforce with regard to “inclusive” thinking and delivery of services (embed upfront in education and training).</td>
<td>State Government</td>
<td>Mid-2019</td>
</tr>
<tr>
<td>52</td>
<td>Influence IR changes to support client-focussed service delivery and attract diverse workforce</td>
<td>Influence change to IR awards to increase flexible awards options and support client-focused service delivery specifically regarding hours of work, wages, penalty rates (for broken shifts), and consultation for changes in working hours.</td>
<td>State and Federal Government</td>
<td>2020</td>
</tr>
<tr>
<td>53</td>
<td>Incentivised convergence and one-point-of-entry</td>
<td>Facilitate opportunities for converged sector (health, ageing, disability, other care) to collaborate for incentivised convergence of workforce and one point of entry.</td>
<td>Organisational leadership and peak bodies</td>
<td>2025</td>
</tr>
<tr>
<td>54</td>
<td>Mainstreaming disability workforce</td>
<td>Creating integration, convergence and diversifying recruitment strategies such that no accessibility issues are the status quo.</td>
<td>Organisations, Sector, State Government</td>
<td>2025</td>
</tr>
<tr>
<td>55</td>
<td>New workforce models (agile and adaptive)</td>
<td>Market stimulation via workforce innovation, including: workforce that moves with trends; co-design service; adaptation to consumer choice; safe to fail culture.</td>
<td>Senior Leadership and consumers</td>
<td>2025</td>
</tr>
<tr>
<td>56</td>
<td>Redesign and redefine training and qualifications</td>
<td>Matching training and qualifications to the “new normal” of service delivery in the sector, through co-design with key stakeholders.</td>
<td>Sector</td>
<td>2025</td>
</tr>
</tbody>
</table>
Appendix 1

State Forum - chat room outlines
There were five themes overarching the different topics:

1) Opportunities and Growth
2) Personalisation
3) Leadership and Culture
4) Workforce
5) Technology and Innovation

The intent of the chat rooms was to build on the activities of the Stakeholder Workshops and expose participants to new or challenging ideas. These discussions set the foundational thinking for the afternoon sessions, which challenged participants to drive words into tangible actions for organisations, the sector and the State to take forward now and into the future (with 2025 in mind).
Chat room outlines - Opportunities and Growth

There were four topics in **Opportunities and Growth**:

1. New business models to transform industry (UberCare)
2. Redefining the disability sector – a new marketplace
3. Growth in demand
4. The sector of the future – parallels from Ageing Well
There were three topics in **Personalisation**:

1) Beyond lip service
2) Strengthening customer voice through peer networks
3) Customer experience
There were four topics in Leadership and Culture:

1) Values-driven, commercial leadership
2) Values-based leadership
3) Surviving through change
4) Leading change through sector reform
There were three topics in **Workforce**:

1) Rise of the humans – workforce trends of the future
2) Rebranding the workforce – from “support worker” to “lifestyle coach”
3) Balance the heart and mind
There were five topics in **Technology and Innovation:**

1. Assistive Technology – is the future already here?
2. Modern solutions for the NDIS (customer driven care) market
3. Innovation through collaboration
4. What does it take to innovate
5. Thinking laterally about funding
Appendix 2

State Forum - reimagining the sector
State Forum outputs – reimagining the sector

During the State Forum, we asked participants what a reimagined sector might look like and what would change if we got it right.

The following are a selection of those responses.

<table>
<thead>
<tr>
<th>People pitching their unique support worker offering to customers and organisations</th>
<th>Co-designed services (services people actually need and want)</th>
<th>Better informed, deeper thinking, empowered management</th>
</tr>
</thead>
<tbody>
<tr>
<td>Services are so good they are accessed by all, not just people with disabilities</td>
<td>Increased interaction – no sector boundaries</td>
<td>Agile and adaptive workforce</td>
</tr>
<tr>
<td>New relationship between State and Commonwealth</td>
<td>Measurable customer outcomes</td>
<td>SA global export market – service model products and know-how</td>
</tr>
<tr>
<td>Customer-driven market</td>
<td>Operational efficiency</td>
<td>Sector realises it needs the consumer, not the other way around!</td>
</tr>
<tr>
<td>Vibrant</td>
<td>“Networked” organisations – offering seamless response</td>
<td>Joint purchasing / shared platforms</td>
</tr>
<tr>
<td>SA as sector thought-leader</td>
<td>Life-goal “star” rating helps people choose their provider</td>
<td>Commercially-oriented and purpose-driven</td>
</tr>
<tr>
<td>Integrated and seamless</td>
<td>Financial sustainability</td>
<td>People living with disabilities can access technology that empowers them</td>
</tr>
<tr>
<td>Society that values inclusivity</td>
<td>Technology to support organisational efficiency, improved service delivery and life aspirations</td>
<td>Sector of choice</td>
</tr>
<tr>
<td>Better informed, deeper thinking, empowered management</td>
<td>Significant cultural change</td>
<td>Equality - no barriers to access</td>
</tr>
<tr>
<td>Deregulated industry</td>
<td>Engage and empowered customers</td>
<td>Lifestyle coaches/mentors not care workers</td>
</tr>
<tr>
<td>Tailored services – higher quality</td>
<td>Courageous leadership</td>
<td>“Sought-after” employer</td>
</tr>
</tbody>
</table>
Maximising the social and economic benefit of the disability sector