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Sector Summary Report
National Disability Service Providers
Benchmarking Survey – Collection One (2015/16)

9TH MARCH, 2018

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Abbreviations in this report

Abbreviation	*Definition*
DL&CP	Daily Living and Community Participation
EBA	Enterprise Bargaining Agreement
NDIA	National Disability Insurance Scheme Launch Transition Agency
NDIS	National Disability Insurance Scheme
SIL	Supported Independent Living

Executive Summary

This document, independently produced by AbleInsight, is the first public report from the newly established Disability Service Providers' Benchmarking Function, which is enabled by the administration of an annual Benchmarking Survey ('Survey'). The Survey is supported by the National Disability Insurance Agency (the 'Agency'), National Disability Services (NDS) and Mental Health Australia MHS), each of which is represented on the Expert Advisory Group (EAG) formed by AbleInsight to oversee the operations of the Benchmarking Function.

This summary report has been prepared using data from the Collection One Survey, conducted from October to December 2017, in respect of data relating to services provided in the financial year ended 30th June 2016. Collection One brings together the contributions of 48 disability services providers and establishes a baseline result that can be used as a comparator in future years.

The Survey

For Collection One the focus of the Survey was the on the collection of financial, workforce and client volume-based measures for the three core support categories on which the majority of NDIS funding is spent, covering:

- assistance with daily living (DL)
- assistance with social and community participation (CP)
- supported independent living (SIL).

Some Survey questions related to the full 2015/16 financial year, some related to the 'Selected Fortnight' (i.e. the fortnight including 16th May 2016).

Data limitations

While the Survey data has undergone considerable validation and is assured to be of reasonable quality; we need to acknowledge some potential limitations:

- the timing of the Survey reference period relative to the Survey meant that participating providers experienced challenges in compiling data from their system archives
- the difficulties in ensuring consistency in the 'judgements' that participating providers needed to make to allocate their cost and staff resources to the reported service categories
- the inherent risks in interpreting information derived from the relatively smaller sample sizes that were available for some measures.

Data presentation and Peer Groups

Two Peer Groups have been defined for each service type based on service provider's revenues (four in total). These groups are intended to provide a meaningful point of comparison for participating providers while minimising re-identification risks. The final groups for Collection One reporting are:

- **DL&CP Small** - providers of DL&CP services with DL&CP revenues of $2m or less
- **DL&CP Large** - providers of DL&CP services with DL&CP revenues of $2m or greater
- **SIL Small** - providers of SIL services with SIL revenues of $2m or less
- **SIL Large** - providers of SIL services with SIL revenues of $2m or greater

This report presents benchmarking measures via a combination of Figures that aggregate results by Peer Group and by Sector and Figures that present the distribution of Survey responses. Readers should note that the commentary associated with the presentation of the Figures is deliberately written to be free of judgement or any significant analysis and interpretation. It merely highlights key numbers in the presented Figures. This style has been taken in recognition of AbleInsight's role as independent Survey Manager. AbleInsight has interpreted its reporting role as presenting the facts in an unbiased fashion. The approach leaves users of the report free to interpret and use the data in a way that is relevant for their purposes.

Daily living and community participation

All 48 Survey respondents provided DL&CP services. The Large Provider Peer Group contains 25 providers compared to 23 providers in the Small Provider Peer Group.

Small DL&CP providers support more than 75% of their clients via group service modes (in-centre and in-community); Large Providers service 48% of their clients via group service modes and 52% via individual service modes (in-home and in-community). The Sector median for average hours of service per fortnight was 10.4 hours per client. The Small Provider Group had a median of 6.4 hours per client compared to a median of 16.9 hours for per client the Large Provider Group.

Small DL&CP Providers employed proportionally more *permanent part-time* and *casual* Support Workers (85% combined) than the Large Providers (75% combined). Both groups employed higher proportions of *permanent full-time* staff in Line Manager roles (79% for Large and 65% for Small Providers). Few providers used *agency* staff.

Overall cost relativities (excluding oncosts and penalties) for Support Workers are similar for the Small and Large DL&CP Provider Groups. However, on average, in terms of base salary only, it cost Small Providers more for *permanent part-time* staff ($28.00 per hour compared to $25.90 for Large Providers) and *casual* staff ($30.80 per hour compared to $29.00 for Large Providers).

Supported independent living

Of the 48 Survey respondents, 22 provided SIL services. The Large Provider Peer Group contains 13 providers compared to 9 providers in the Small Provider Peer Group.

On the whole, Small Providers operated smaller houses. For Small Providers, average clients per house ranged from 0 to 5.0, with a median of 2.8 clients. For Large Providers, average clients per house ranged from 3.2 to 22.0, with a median of 4.1 clients. The Sector median for average hours of service per fortnight was 93.8 hours per client. Small Providers supported less of their clients (16.7%) via *active* overnight houses than did Large Providers (31.5%).

Small SIL Providers employed proportionally more *permanent part-time* and *casual* Support Workers (95% combined) than the Large Providers (78%). Large Providers employed higher proportions of *permanent full-time* staff in Line Manager roles (78%), whereas for Small Providers the proportions between *permanent full-time* and other employment arrangements were even (50%). Few providers used *agency* staff.

Overall cost relativities (excluding oncosts and penalties) for Support Workers are similar for Small and Large SIL Provider Groups. However, on average, in terms of base salary only, it cost Small Providers more *for permanent part-time* staff ($29.70 per hour compared to $26.60 for Large Providers) and *permanent full-time* staff ($33.00 per hour compared to $31.10 for Large Providers).

Introduction

This document, independently produced by AbleInsight, is the first public report from the newly established Disability Service Providers' Benchmarking Function, which is enabled by the administration of an annual Benchmarking Survey ('Survey'). This summary report has been prepared using data from the Collection One Survey, conducted from October to December 2017, in respect of data relating to services provided in the financial year ended 30th June 2016.

Publication of this report represents an important expansion and increase in the value of the information available to the disability services sector. It will

- support the strengthening of the disability services sector in the National Disability Insurance Scheme (NDIS) environment
- enable service providers to compare key performance indicators around costs and workforce with those of other similar services
- assist providers to operate as part of a vibrant and responsive market for disability supports.

For Collection One the focus of the Survey was on the three support categories on which the majority of NDIS funding is spent, covering:

- assistance with daily living
- assistance with social and community participation
- supported independent living.

Subsequent data collections and reports will add further value to the benchmarking database as the longitudinal dataset grows and the scope of the Survey is expanded to cover more services delivered in more NDIS support categories. The Survey collection infrastructure and process used in each year will draw on the learnings from the previous year.

Collection One brings together the contributions of 48 disability services providers and sets a baseline result for the 2015/16 financial year based on 70 benchmarked services (48 DL&CP and 22 SIL). While the Survey data has undergone considerable validation and is assured to be of reasonable quality; we need to acknowledge some potential limitations:

- the timing of the Survey reference period relative to the Survey meant that participating providers experienced challenges in compiling data from their system archives
- the difficulties in ensuring consistency in the 'judgements' that participating providers needed to make to allocate their cost and staff resources to the reported service categories
- the inherent risks in interpreting information derived from the relatively smaller sample sizes that were available for some measures.

Contributing providers have received a 75 page customised Provider Report specific to their organisation that highlights variations between their results and the results of their peers and the sector as a whole. This Sector Summary Report is intended to provide new and further insights to Survey participants and non-participants alike.

The Benchmarking Function and Survey is supported by the National Disability Insurance Agency (NDIA or 'Agency'), National Disability Services (NDS) and Mental Health Australia (MHA). Representatives of all three organisations are members of an Expert Advisory Group (EAG) formed by AbleInsight to oversee the operation of the Benchmarking Function and Survey.

About this report

This report provides benchmark comparisons and associated commentary for critical financial, workforce and service metrics for providers that completed the Collection One Survey. It is written and structured as a reference tool so that users can skip to areas of interest without needing to read it in its entirety. The report uses exclusively graphical presentation, with the **numerical benchmarking results (in summary tabular form) available in Appendix A to Appendix F.** A Table of Figures is provided at the start of this report to assist in navigation.

Readers should note that the commentary associated with the presentation of the Figures in this report is deliberately written to be free of judgement or any significant analysis and interpretation. It merely highlights key numbers in the presented Figures. This style has been taken in recognition of AbleInsight's role as independent Survey Manager. AbleInsight has interpreted its reporting role as presenting the facts in an unbiased fashion. The approach leaves users of the report free to interpret and use the data in a way that is relevant for their purposes.

Wherever possible, two points of comparison have been presented:

- Sector comparison – the total results of all providers that have participated in the survey per service type
- Peer Group[1] comparison – a corresponding group of providers, based on the size of service-specific revenues of the provider.

Unless otherwise indicated all Figures relate to the **Selected Fortnight** (i.e. the fortnight including 16th May 2016).

All benchmarking data is compiled at an aggregate level and presented in such a way that it preserves the privacy and confidentiality of participating providers[2].

AbleInsight has sought to ensure that the results in the report faithfully reflect the data provided by contributing providers. AbleInsight cannot warrant the accuracy of the source data provided and the resulting benchmarks.

[1] Two Peer Groups per service type have been defined. The Peer Groups have been selected to minimise re-identification risks while still providing a meaningful point of comparison against providers of a similar size.

[2] Peer Group aggregations have been independently verified. No individual provider data is presented in this report. In cases where metrics are presented for a small group of less than five providers, cell counts for that group are suppressed to further reduce the risk of re-identification.

Interpreting Figure types in this report

This section provides an overview of the four types of figures used in this report and explains how to interpret each one.

First, please note that the footnote (see below) for figure types 2, 3 and 4 report the relevant numbers of participating providers. It is positioned underneath each Figure and tells you how many responses are included in the benchmark metric. If a measure is comprised of data from less than five participating providers then the population number will show "<5", and the Sector population number will display "np" (short for not published) to prevent readers of this summary report and the participating provider's reports from re-identifying data for an individual provider.

* Sector n = 42; Small n = 22; Large n = 20.

Figure type 1 – Contextual information

This type of figure shows the distribution of survey respondents by grouping reported values into categories. At the end of each horizontal bar is the count of organisations that fall into each category. The example below shows the distribution of respondents by State.

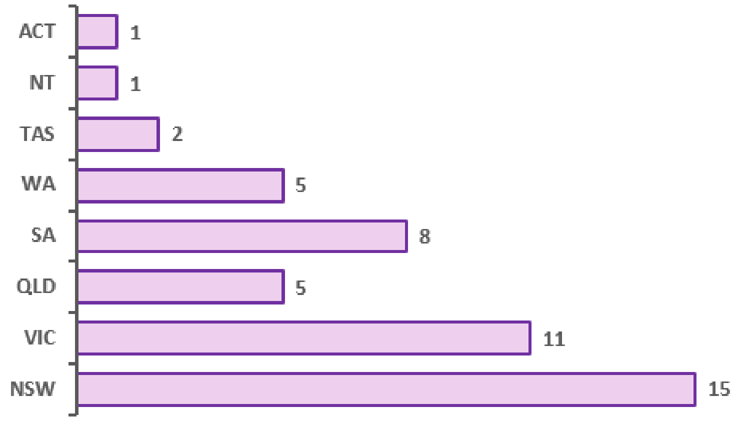
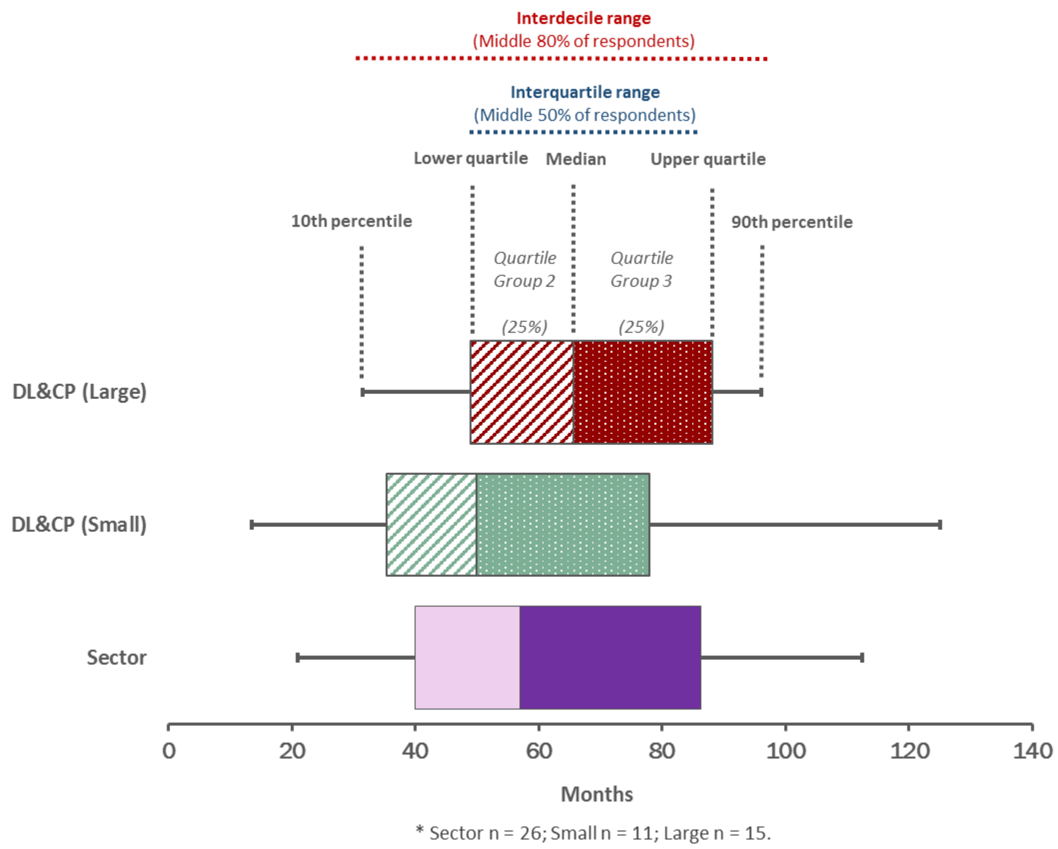


Figure type 2 – Distribution of values for a metric ('box and whisker' plot)

This figure type represents the spread of values for a reported metric for all participants across four quartiles, i.e. 25% of survey respondents fall into each quartile. It allows presentation of the distribution of the reported metric across the benchmarking survey participants.

The key definitions for interpreting the box plot are:

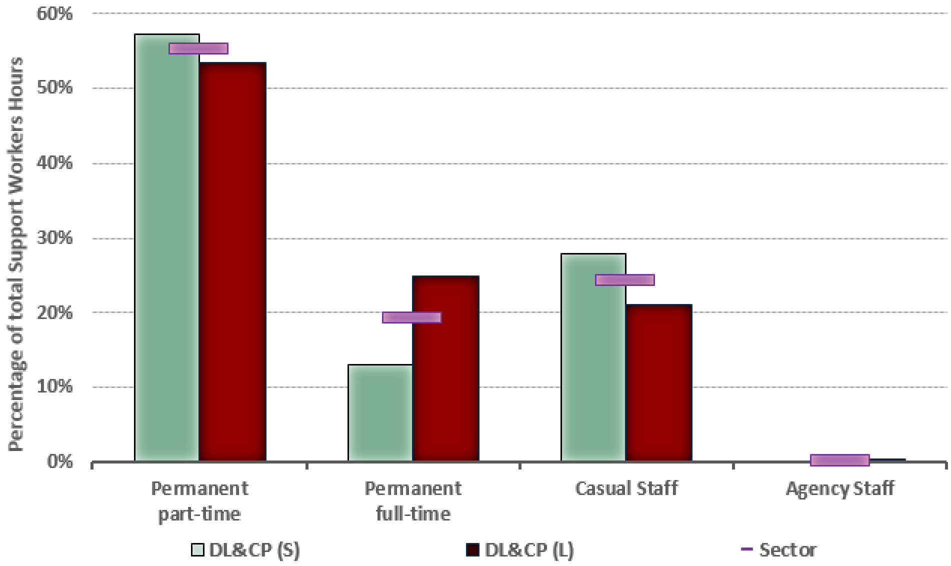
- **10th percentile**: 10% of responses fall below the 10th percentile.
- **Lower quartile**: 25% of responses fall below the lower quartile.
- **Median**: the mid-point of survey responses, which is shown by the line that divides the inter-quartile range. 50% of the benchmarking survey responses are greater than or equal to this value and the other 50% fall below this value.
- **Upper Quartile**: 75% of responses fall below the upper quartile.
- **90th percentile**: 90% of responses fall below the 90th percentile.
- **Interquartile range**: The box represents the middle 50% of values reported for the benchmarking survey responses.
- **Interdecile range:** The measure of dispersion representing the middle 80% of values for the benchmarking survey responses.



Example. The figure above (for Staff Tenure) shows for the group **DL&CP (Large)** that the interdecile range was from 31.4 to 96.0 months. Quartile group 2 fell between 49.0 months and 65.7 months, and quartile group 3 fell between 65.7 and 88.1 months. Note that responses in Quartile 2 are spread over a greater range of possible values than in Quartile 3, indicating Quartile 3 had a lower variation in responses from the Survey respondents. The median staff tenure was 65.7 months.

Figure type 3a – Metric comparison (averages)

This figure type compares the Peer Group average results with the Sector (or total) result for a metric for one of the Service Types. In the example below, it details the percentage of staff that are in the categories: ***permanent full-time; permanent part-time; casual and agency***, and compares results for each Peer Group (green and red coloured bars) with the Sector (floating purple markers). For this Figure type, the averages are based on the metric for each Provider (i.e. the number of clients at each Provider or the average hourly rate for each Provider).

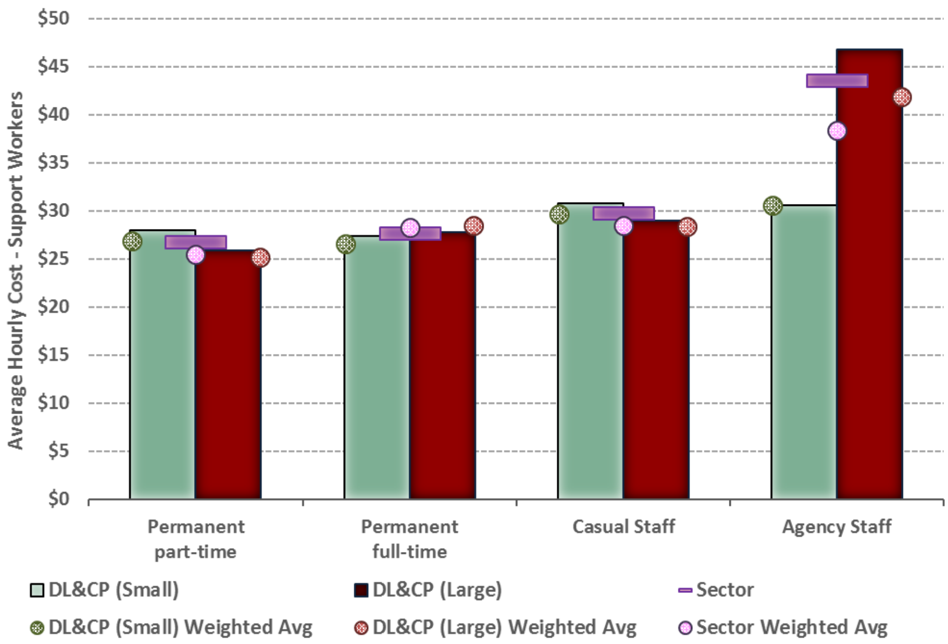


* Sector n = 44; Small n = 21; Large n = 23.

The figure above shows that smaller DL&CP service providers, on average, have a higher percentage of casual staff.

Figure type 3b – Metric comparison (averages and weighted averages)

Similar to Figure type 3a, this Figure type compares the Peer Group average results with the Sector (or total) result for a metric for one of the Service Types. This Figure type also presents the weighted average for the metric.



*Permanent part-time: Sector n = 41; Small n = 18; Large n = 23.

~Permanant full-time: Sector n = 27; Small n = 8; Large n = 19.

^Casual Staff: Sector n = 34; Small n = 15; Large n = 19.

``Agency Staff: Sector n = np; Small n = <5; Large n = <5.

The Figure (above) details the average hourly cost (base only) for Support Workers that are in the categories: ***permanent full-time; permanent part-time; casual and agency*** and compares average hourly costs for providers each Peer Group (green and red coloured bars) with the Sector (floating purple markers).

The weighted average hourly costs for each Peer Group are indicated by the green and red coloured circles, and for the Sector by purple circles. The weighted average hourly costs are calculated by summing all Support Worker salary costs by employment type (across providers), and then dividing by the total number of hours worked for Support Workers by employment type (across providers). Thus the weighting accounts for the relative 'size' of providers, in this case measured by the number of Support Worker hours (note weighted averages will be strongly influenced by Larger Providers).

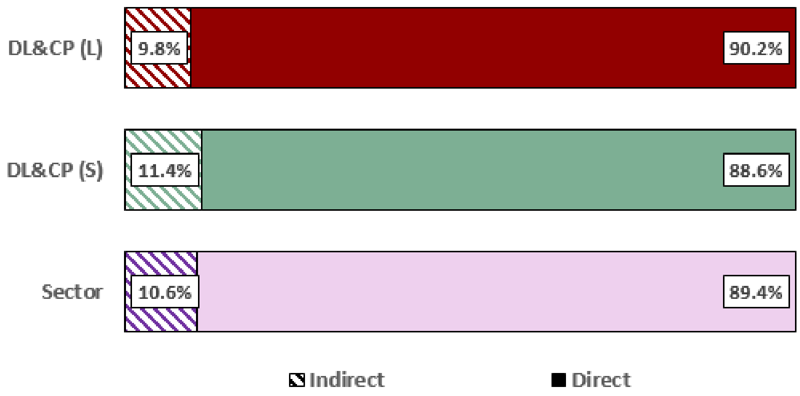
The sample Figure shows that, *for both weighted and unweighted averages*, smaller providers have a higher hourly cost for permanent part-time and casual Support Workers, but lower hourly costs for permanent full-time and agency Support Workers. The biggest variation between the weighted and unweighted averages occurs for Agency Support Workers in the Large Provider Group:

- the weighted average is $41.90 per hour (all Agency hours, regardless of provider)
- the unweighted average is $46.80 per hour (the average of provider averages).

The unweighted average is generally preferred for benchmarking comparisons at the provider level, as it tends better reflect the experience of individual providers, and is less subject to influence by the results of Large Providers.

Figure type 4 – Comparison of binary metrics

This figure type shows the breakdown of binary metrics for Peer Groups and the Sector. Each bar sums to 100%. In the example below, indirect costs make up 11.4% of all costs for smaller DL&CP providers, and their direct costs comprise the remaining 88.6% of their total cost. You can see that the medium and larger DL&CP providers have a lower proportion of indirect costs (9.8%).



* Sector n = 42; Small n = 22; Large n = 20.

Chapter 1 –Respondent characteristics

There are 48 participating disability service providers (48 DL&CP and 22 SIL, amounting to 70 benchmarked services). Two Peer Groups per service type have been defined. The Peer Groups have been selected to minimise re-identification risks while still providing a meaningful point of comparison against providers of a similar size. The number of Peer Groups will be expanded considerably as the number of participating providers increases in future collections.

The final groups for Collection One reporting are:

- **DL&CP (Small)** - Providers of DL&CP services with DL&CP revenues of $2m or less
- **DL&CP (Large)** - Providers of DL&CP services with DL&CP revenues of $2m or greater
- **SIL (Small)** - Providers of SIL services with SIL revenues of $2m or less
- **SIL (Large)** - Providers of SIL services with SIL revenues of $2m or greater

Figure 1 - Summary of providers by Peer Group
DL&CP

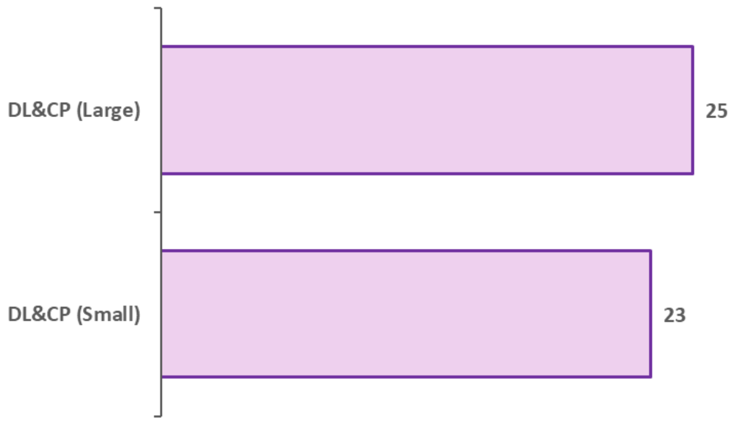
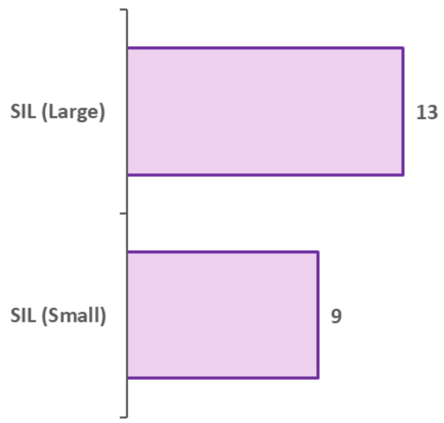


Figure 2 - Summary of providers by Peer Group
SIL



Chapter 2 – Daily Living and Community Participation

This Chapter provides the benchmark results for Daily Living and Community Participation (DL&CP) services.

2.1 Service context

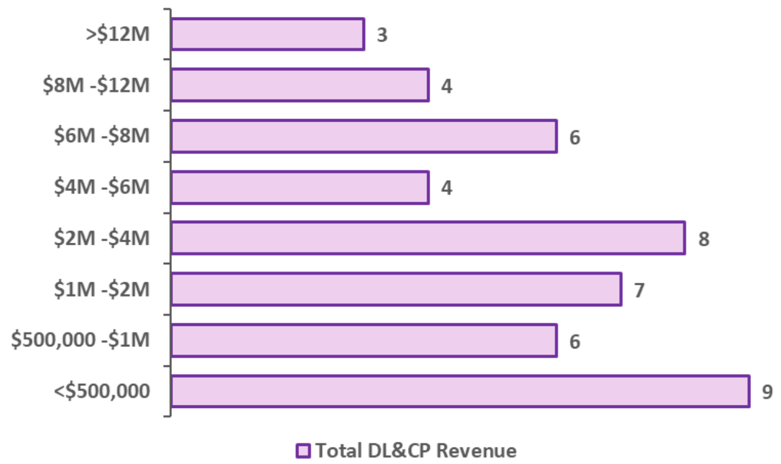
This section provides some essential DL&CP service context. It looks at revenues, and DL&CP client and service delivery attributes. Please note that the range of the categories used in the revenue Figures is not uniform. It has been optimised for presentation purposes. Total revenues comprise:

- Disability revenues
    - Block funding (State and Territory and Commonwealth)
    - NDIS funding
    - Other individual funding (State and Territory and Commonwealth)
    - Fees from private clients
- Philanthropy revenue
- Other revenue.

2.1.1 Daily Living and Community Participation (DL&CP) Revenue

Figure 3, Figure 4 and *Figure 5* look at the relative service size (based on DL&CP revenue) and the proportion of the provider revenue that comes from DL&CP services. The data relates to the 2015/16 financial year.

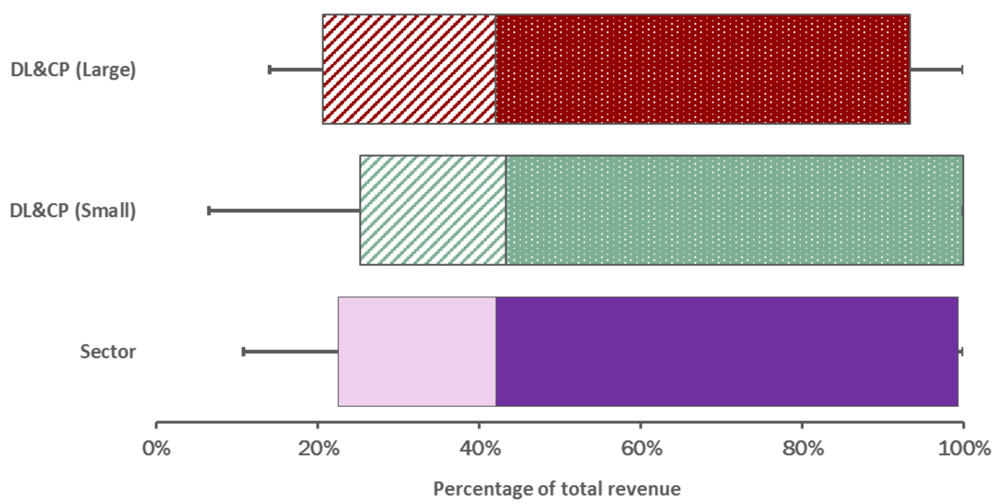
Figure 3 - Summary of total DL&CP Revenue
DL&CP – *2015/16*



As shown in *Figure 3*, the DL&CP revenue varied across providers, ranging from nine providers with revenue less than $0.5M to three providers with revenue more than $12M for the 2015/16 financial year. Providers with revenue less than $0.5M accounted for 18.7% of survey respondents.

Figure 4 compares the distribution of DL&CP revenue as a proportion of total revenue across Survey respondents.

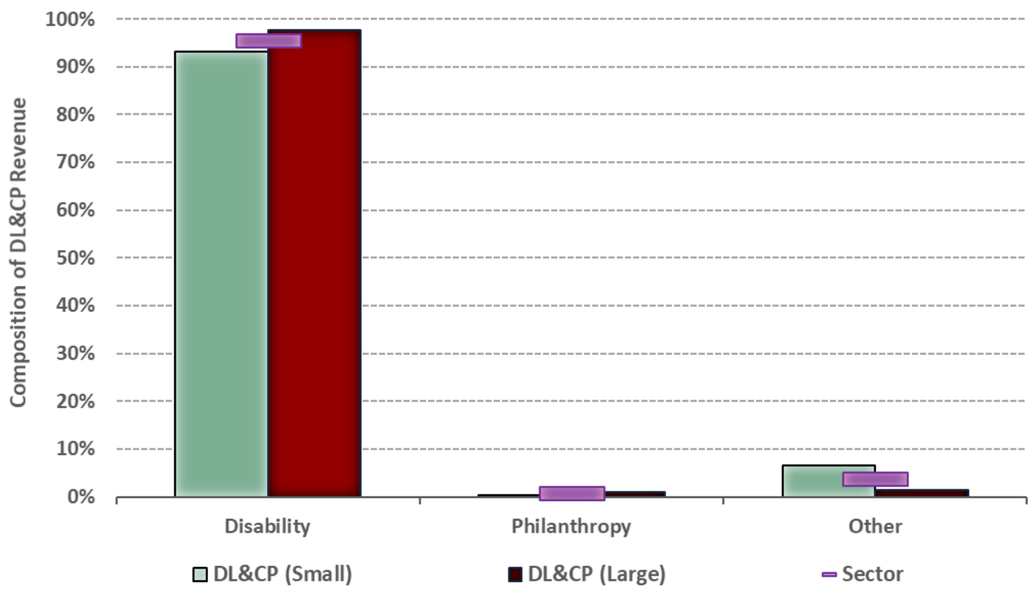
Figure 4 - DL&CP revenue as a proportion of total revenue
DL&CP – *2015/16*



* Sector n = 47; Small n = 22; Large n = 25.

Figure 4 shows that across the Sector, the interdecile range for DL&CP revenue as a proportion of total revenue ranged from 10.8% to 100%. The Sector median was 42.1%. Small and Large Provider Groups had medians of 43.3% and 42.1%, respectively. However, the Small Provider Group had an interquartile range between 25.3% and 100%, compared to 20.6% and 93.4% for the Large Provider Group. At least 25% of Small Providers received all of their revenue from DL&CP services.

Figure 5 - Composition of DL&CP total revenue
DL&CP – *2015/16*



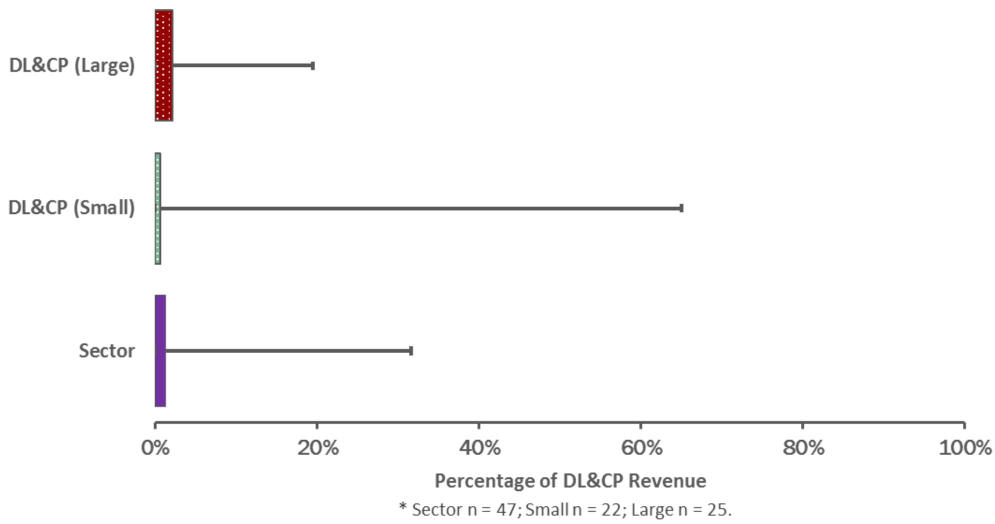
* Sector n = 47; Small n = 22; Large n = 25.

Figure 5.shows that most of the DL&CP revenue comprised of disability revenue, accounting on average for 95.5% of total revenue. Other revenue sources accounted for an average of 3.8%, and philanthropic revenue accounted for 0.7%. The relative composition of revenue was similar for Small and Large Providers, although Small Providers had proportionally more revenue from 'Other' sources (6.6% compared to 1.4% for Large Providers).

2.1.2 NDIS transition

This section details the percentage of DL&CP service revenue funded by the NDIS. The metrics indicate the extent to which DL&CP services had transitioned to the NDIS in 2015/16. The effects of the transition to the Scheme on providers are not evenly distributed, and most providers had not commenced providing services to NDIS participants in this period.

Figure 6 - DL&CP NDIS revenue as a proportion of total DL&CP disability revenue
DL&CP – *2015/16*

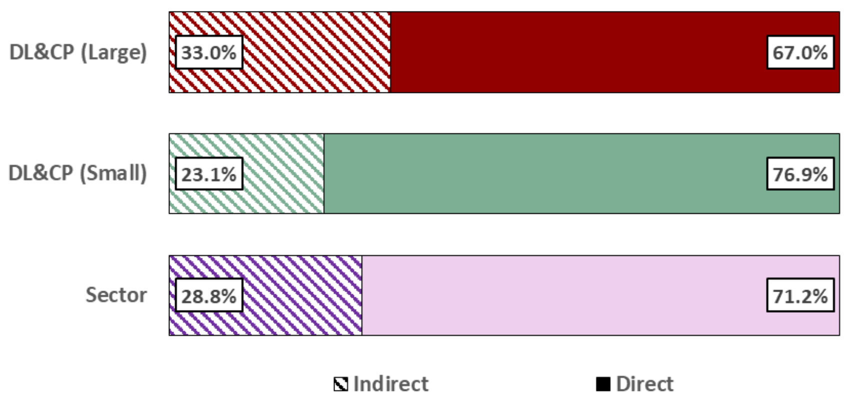


As shown in *Figure 6,* in line with the observations from Section 2.1.3, most providers had a limited amount of revenue from NDIS (75% of providers reported less than 1.3%). However, there were providers where this was not the case and some organisations where NDIS funding accounted for up to 65.1% of their total disability revenue *(based on the 90th percentile for the Small Provider Group)*.

2.1.3 DL&CP Client Characteristics

Figure 7 looks at the proportion of clients with a psychosocial disability (note the psychosocial disability was not necessarily the primary disability), which was reported to be 28.8% across the Sector on average. The Small Provider Group had proportionally fewer clients with a psychosocial disability (23.1% compared to 33% for Large Providers).

Figure 7 - Proportion of clients with psychosocial disability
DL&CP – *2015/16*



* Sector n = 38; Small n = 16; Large n = 22.

2.1.4 Service mode and setting

This section shows the average number of clients and hours of support provided per the following service modes and setting combinations: individual in-home, individual in-community, group in-centre and group in-community.

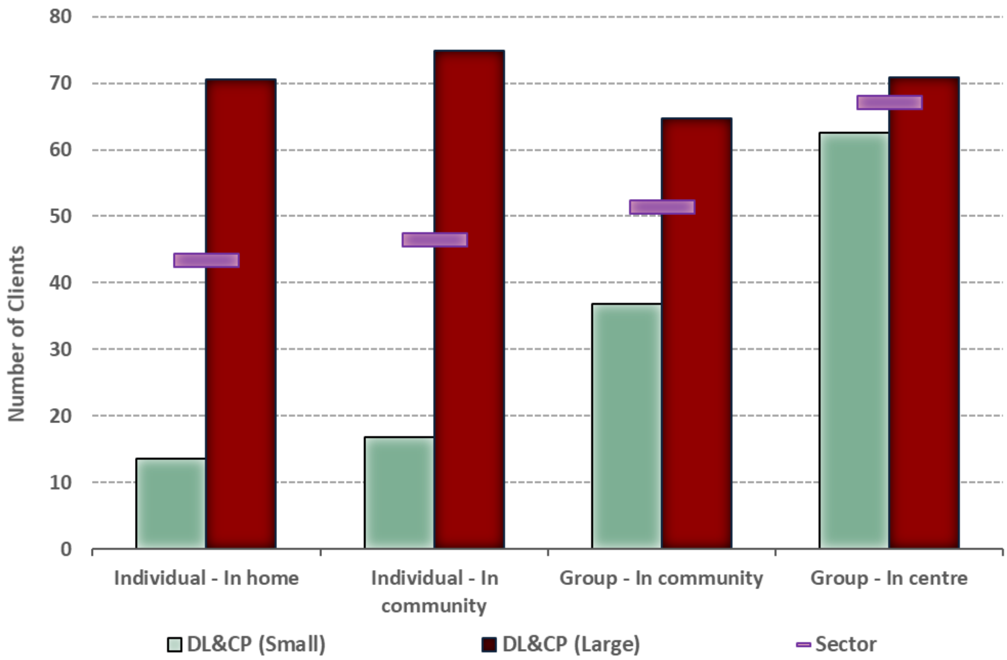
Figure 8 provides a summary of the average number of clients for each provider. The average number of clients per provider was:

- 67.2 clients for **Group – In centre**
- 51.5 clients for **Group – In community**
- 46.5 clients for **Individual – In community**
- 43.5 clients for **Individual – In home**.

The Small Providers Group had lower average clients across all service mode and settings. The most significant differences were within *Individual – In-home* and *Individual – In community*. For Small Providers, the average for *Individual – In home* was 13.5 clients (approximately 20% of the Large Provider Group with 70.5 clients). Similarly, the average for *Individual – In community* was 16.8 clients compared to 74.9 clients.

The difference in the average number of clients was smaller for the Group service modes; Small Providers had an average of 36.8 *Group – In community* clients, accounting for just over half (55%) of the average number of clients for Large Providers (64.7 clients). The *Group – In centre* service mode, was the most similar for both Peer Groups (62.6 clients for small providers and 70.9 clients for Large Providers).

Figure 8 - Number of clients per service mode and setting
DL&CP – *Selected Fortnight*



*Individual - In home: Sector n = 40; Small n = 19; Large n = 21.
~Indidivual - In community: Sector n = 41; Small n = 20; Large n = 21.
^Group - In community: Sector n = 36; Small n = 17; Large n = 19.
``Group - In Centre: Sector n = 33; Small n = 15; Large n = 18.

2.2 Hours worked and direct hours versus indirect hours

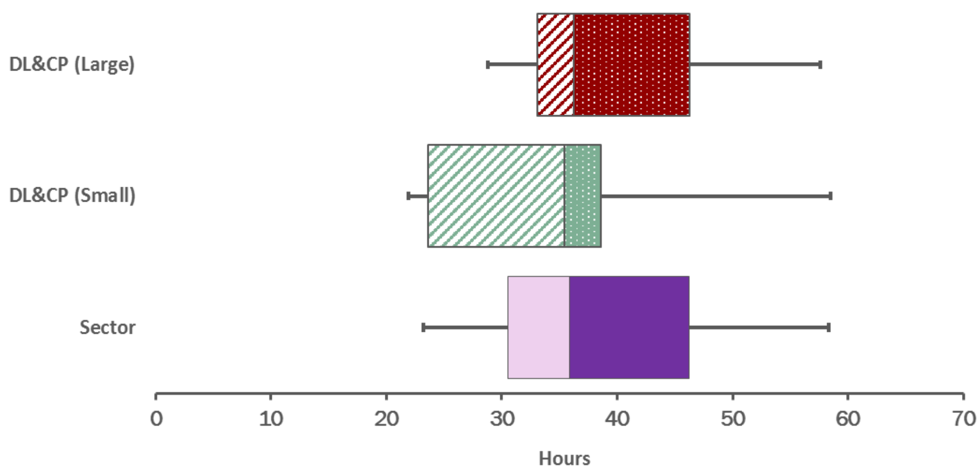
This section looks at average hours worked for Support Workers and Line Managers, as well as direct and indirect hours of service for DL&CP.

2.2.1 Average Support Worker hours

This section presents the distribution of the average hours worked by Support Workers, as well as the proportion of Support Worker hours spent on direct service delivery (predominantly client facing and providing direct service to a client).

Figure 9 is based on the average number of Support Worker hours for each provider and displays the quartiles, median, minimum and maximum values for the Peer Groups and the Sector. It shows that the Sector median was 35.9 hours, *equivalent to 0.47 Full-Time Equivalent (FTE)*. Across all providers, the interdecile range was between 23.2 to 58.3 hours, and the interquartile range was between 30.5 and 46.2 hours. Small and Large Providers had comparable medians. However, the Large Provider Group had an interquartile range of between 33.1 and 46.3 hours, which was higher than the Small Provider Group (between 23.6 and 38.6 hours).

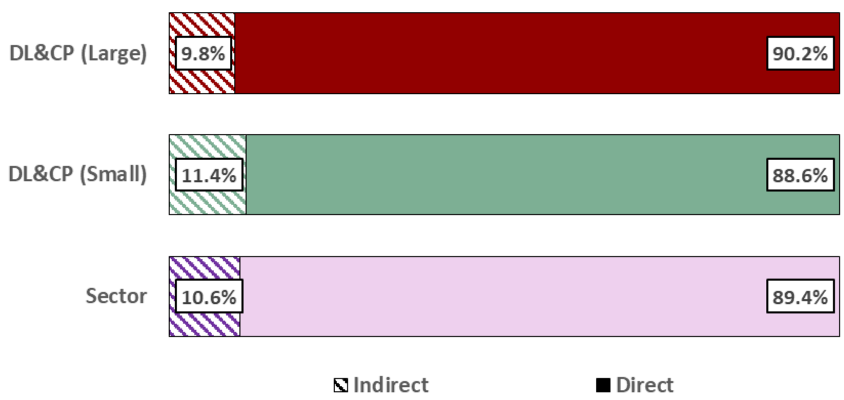
Figure 9 - Average hours worked by Support Worker (headcount)
DL&CP – *Selected Fortnight*



* Sector n = 44; Small n = 21; Large n = 23.

The survey also asked providers to estimate the number of hours that Support Workers spent on direct service delivery (i.e. predominantly client-facing activity) compared to the number of total hours worked. *Figure 10* provides a summary of the proportions reported across the Sector and for each of the DL&CP Peer Groups.

Figure 10 - Proportion of direct and indirect hours for Support Workers
DL&CP – *Selected Fortnight*



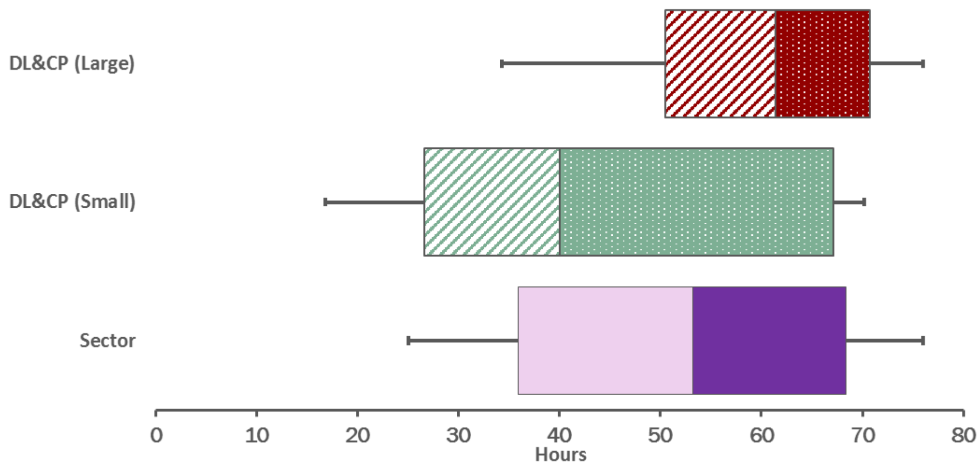
* Sector n = 42; Small n = 22; Large n = 20.

Figure 10 shows that across all providers, Support Workers spent an average of 89.4% of their time in direct service delivery. The result was comparable across the Peer Groups, with Small Providers spending an average of 88.6% of Support Worker time on client-facing services, compared to 90.2% for Large Providers.

2.2.2 Average Line Managers hours

This section presents the distribution of the average hours worked by Line Managers during the selected fortnight. For each provider, the average number hours was calculated, as well as the median, minimum and maximum values, and quartiles for the Provider Peer Groups and the Sector (i.e. all DL&CP provider responses).

Figure 11 - Average hours worked by Line Manager (headcount)
DL&CP – *Selected Fortnight*



* Sector n = 41; Small n = 19; Large n = 22.

Figure 11 shows that the Sector median for the average hours worked by Line Managers was 53.2 hours in the two week period (*equivalent to 0.7 FTE*). The interdecile range for average hours worked was from 25.0 to 76.0 hours. The interquartile range for the Sector was between 35.9 and 68.4 hours.

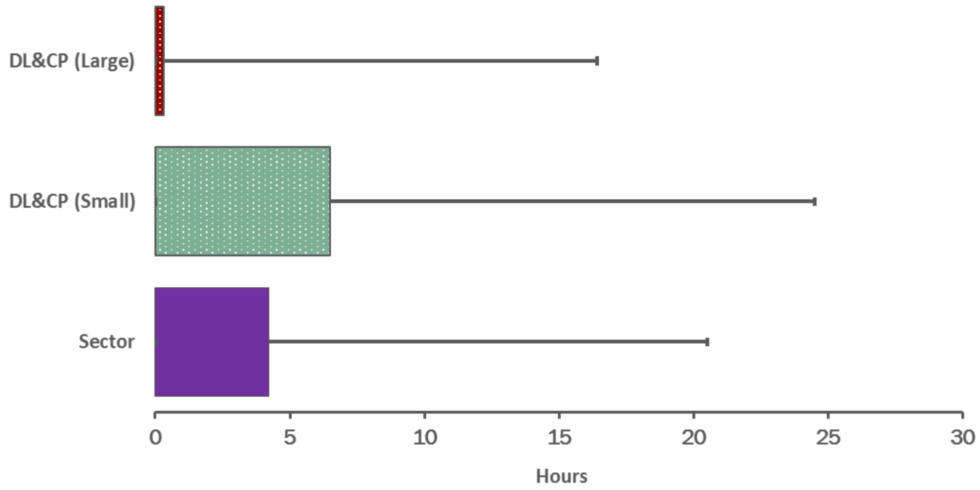
Line Managers in the Large Provider Group, on average, worked more hours (median of 61.4 hours) compared to those at Small Providers (median of 40.0 hours). The Large Provider Group had a narrower spread, with an interdecile range for average hours worked of between 34.3 to 76.0, and an interquartile range of between 50.5 to 70.7 hours. By comparison, the Small Provider Group's interdecile range was between 16.8 and 70.2 hours with an interquartile range from 26.6 to 67.1 hours.

2.2.3 Hours worked delivering NDIS funded services

Providers were asked to estimate the number of hours their organisation spent delivering NDIS funded services. Given that there were a limited number of providers that had commenced their transition to the scheme in 2015/16, there are few data points to support analysis of NDIS funded services. These data points will provide a baseline for future longitudinal study.

As shown in *Figure 12, m*ore than half of the providers did not provide any NDIS funded services to clients, and 75% of providers reported that their Support Workers worked less than 4.2 hours delivering NDIS funded services in the selected fortnight. Across all providers, the *90th percentile* for the reported average hours worked on NDIS funded services by Support Workers was 24.5 hours.

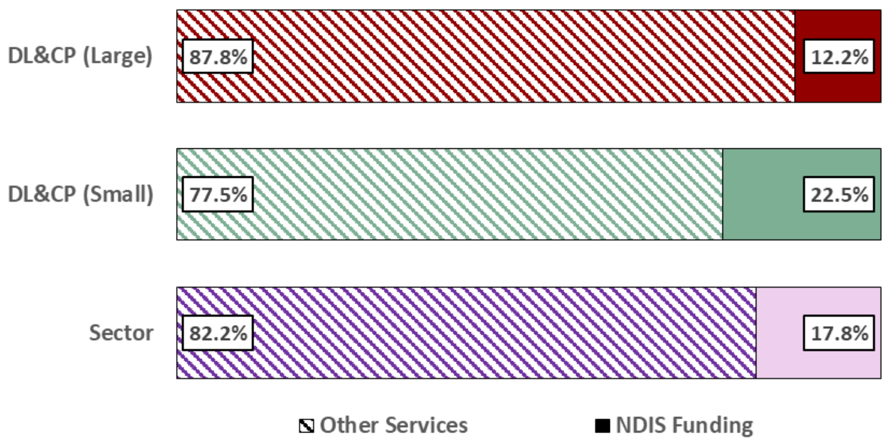
Figure 12 - Average hours worked in NDIS funded Services by Support Worker (headcount)
DL&CP – *Selected Fortnight*



* Sector n = 32; Small n = 17; Large n = 15.

As a whole, the Small Provider Group delivered more hours of NDIS funded services; this is also evident in *Figure 13*, which provides a breakdown of average hours worked per organisation by funding source. In fact, *Figure 13* shows that NDIS funded services, on average, accounted for 22.5% of Support Worker hours across the Small Provider Group, compared to 12.2% for the Large Provider Group and 17.8% across the Sector.

Figure 13 - Proportion of Support Worker hours by NDIS and non-NDIS funded services
DL&CP – Selected Fortnight



* Sector n = 33; Small n = 18; Large n = 15.

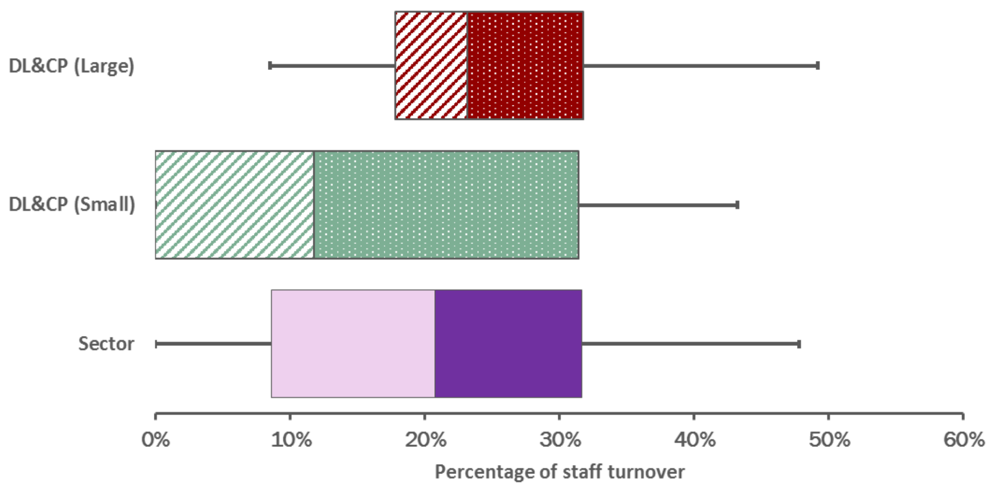
2.3 Staffing characteristics

This section examines staffing metrics such as turnover, tenure (length of service), mix and Line Manager to Support Worker ratios.

2.3.1 Turnover of employed staff

Figure 14 displays the distribution of the staff turnover rate for DL&CP staff at each participating provider (i.e. the number of staff who have left the organisation as a proportion of the total amount of staff employed by that organisation over the 2015/16 financial year). It shows that the Sector median for staff turnover was 20.8%. The Sector interdecile range was from 0% to 47.8%, and the interquartile range was from 8.6% to 31.7%.

Figure 14 - Staff turnover
DL&CP – *2015/16*



* Sector n = 43; Small n = 21; Large n = 22.

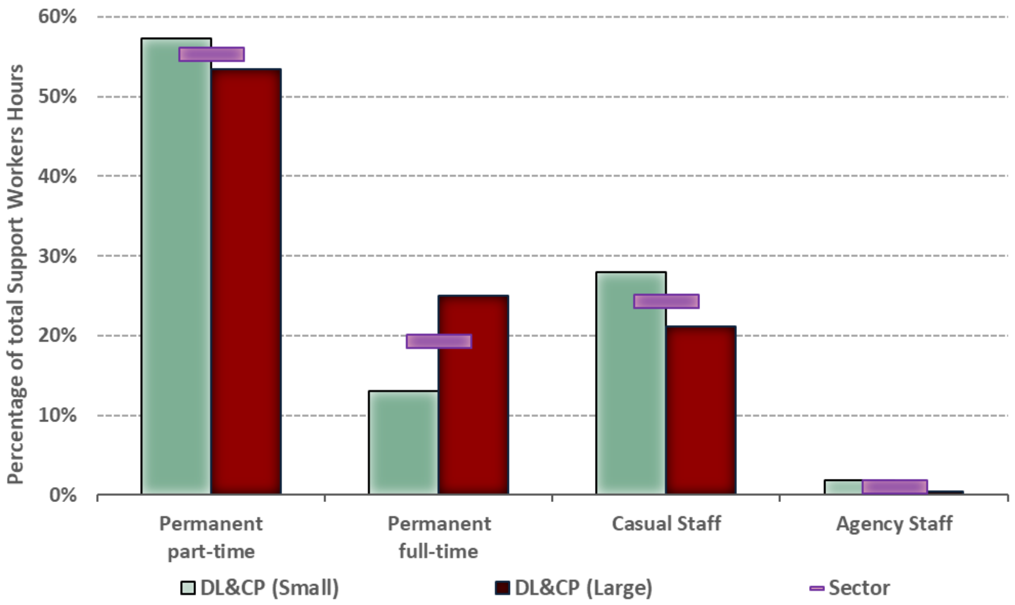
Staff turnover was lower for Small Providers (median of 11.8%), compared to the Large Provider Group (median of 23.2%). While 75% of providers across both the Small and Large Provider Groups had a staff turnover rate of less than 32.0% (31.4% for Small Providers and 31.8% for Large Providers), the interquartile range was wider for the Small Provider Group, which started at 0%. Across the Sector, at least 25% of Small Providers reported nil staff turnover for the 2015/16 financial year.

2.3.2 Workforce composition

Participating providers submitted details on the proportions of staff by employment type that make up the workforce (i.e. *permanent full time, permanent part-time, casual and agency staff*) that delivers DL&CP services to clients.

Figure 15 shows that *permanent part-time* staff provided the majority of DL&CP Support Worker hours (an average of 55.3%) across the Sector. The next most significant employment type was *casual* Support Workers, accounting for 24.4% of hours. *Permanent full-time* Support Workers made up the bulk of the remaining hours (19.3%). *Agency* staff accounted for 1.1%.

Figure 15 - Proportion of Support Worker hours by employment type
DL&CP – *Selected Fortnight*

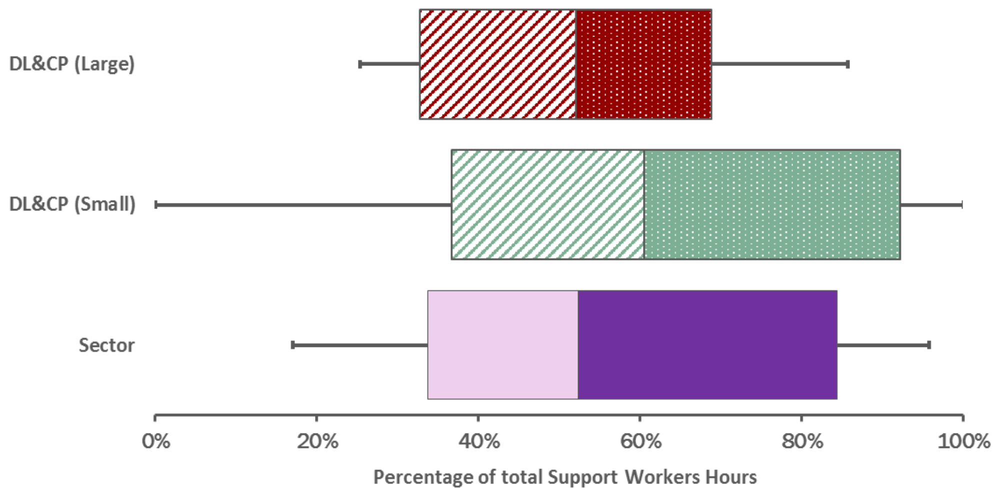


* Sector n = 44; Small n = 21; Large n = 23.

Permanent part-time was the most significant employment type for Support Workers across the Small and Large Provider Groups, accounting for 57.3% and 53.4% of hours, respectively. However, the mix of *permanent full-time* staff and *casual* staff varied across the Peer Groups. Small Providers had less *permanent full-time* staff (13.0% compared to 25.0% for Large Providers) and more *casual* staff (27.9% compared to 21.1% for Large Providers).

Figures 16(a) – 16(c) provide a further comparison of the distribution of the proportion of hours worked by DL&CP staff for each employment type, except that the distribution for *Agency staff* is not shown due to small numbers (used by fewer than 25% of participating providers).

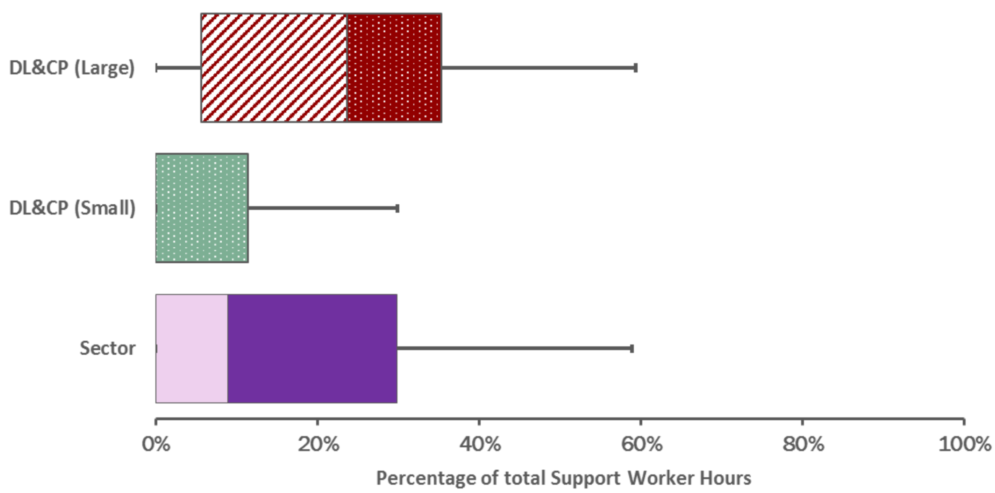
Figure 16(a) - Distribution of the proportion of Support Worker hours - Permanent Part-time
DL&CP – *Selected Fortnight*



* Sector n = 44; Small n = 21; Large n = 23.

Figure 16(a) shows that the Sector median for the proportion of hours worked by *permanent part-time* Support Workers was 52.3% and the interdecile range was between 17.0% and 95.7% of total hours. The interquartile range was between 33.7% and 84.3%. Large Providers reported less variability in the proportion of hours worked *by permanent part-time* staff (interdecile range of between 25.3% and 85.7%) compared to small providers (between 0% and 100%). The interquartile range was narrower for the Large Provider Group at between 32.7% and 68.8%, compared to 36.6% and 92.1% for the Small Provider Group.

Figure 16(b) - Distribution of the proportion of Support Worker hours - Permanent Full-time
DL&CP – *Selected Fortnight*



* Sector n = 44; Small n = 21; Large n = 23.

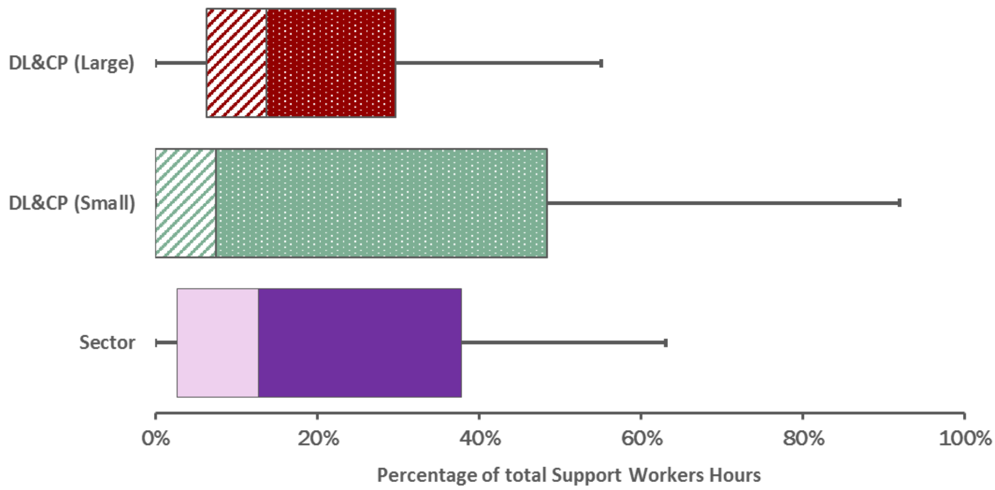
Figure 16(b) shows that more than 25% of the Sector did not have any *permanent full-time* Support Workers. The median proportion of total Support Worker hours provided by *permanent full-time* staff was 8.9%. Across participating providers, the interdecile range for the proportion of Support Workers hours accounted for by *permanent full-time* staff ranged from 0% to 58.9%. The interquartile range was from 0% to 29.9%.

The distribution of the proportion of hours worked by *permanent full-time* Support Workers was tighter for Small Providers (interdecile range between 0% and 29.9%) than Large Providers (between 0% and 59.4%). The interquartile range for Small Providers was also narrower with 75% of them reporting that *permanent full-time* staff provided 11.4% or less of their total Support Worker hours, with at least 50% of them not using *permanent full-time* Support Workers at all.

Figure 16(c) shows that providers varied widely in their use of *casual* staff. Some providers did not have any *casual* staff, and others provided the large majority of Support Worker hours using *casual* staff. The Sector median was 12.7%, of total Support Worker hours being provided by casual staff and the interquartile range was from 2.7% to 37.8%.

The use of *casual* staff was lower amongst the Small Provider Group (median of 7.5% of total Support Worker hours provided by Casual Staff compared to 13.7% for the Large Provider Group). At least 25% of Small Providers did not employ Casual Support Workers. Further, there was greater variability for Small Providers compared to Large Providers. The Small Provider group had an interquartile range of between 0% and 48.4% compared 6.3% to 29.7% for Large Providers.

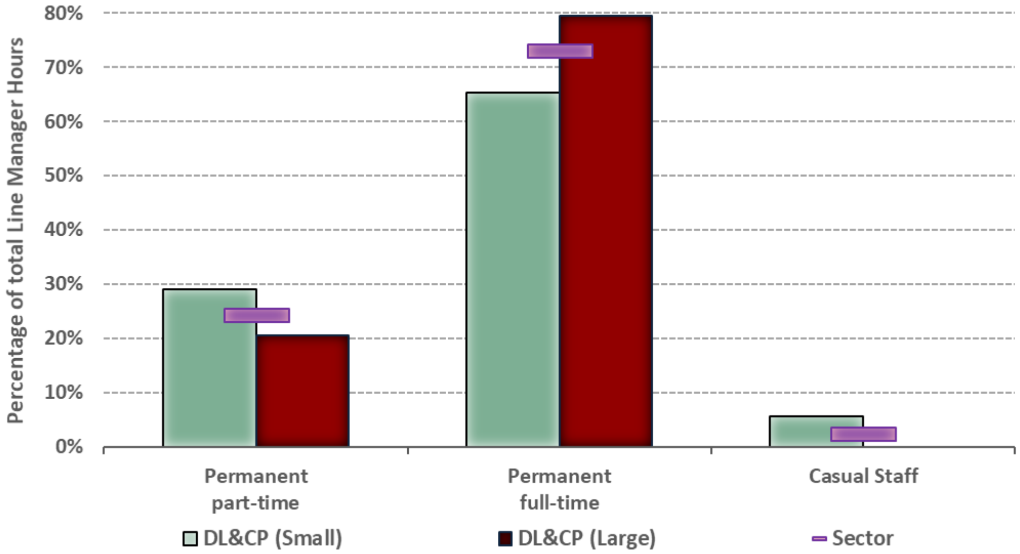
Figure 16(c) - Distribution of the proportion of Support Worker hours - Casual Staff
DL&CP – *Selected Fortnight*



* Sector n = 44; Small n = 21; Large n = 23.

Participating providers also submitted details on the proportions of staff by employment type that make up the Line Manager workforce (i.e. *permanent full time, permanent part-time, casual and agency staff*) for DL&CP services. The following figures examine the proportion of total Line Manager hours worked by employment type.

Figure 17 - Proportion of Line Manager hours by employment type
DL&CP – *Selected Fortnight*



* Sector n = 40; Small n = 18; Large n = 22.

Figure 17 shows that the majority of DL&CP Line Managers hours were provided on by *permanent full-time* staff (accounting for 73.1% of all Line Manager hours). *Permanent part-time* staff provided the bulk of the remaining hours (24.4%) and the balance by staff employed on a *casual* basis.

For both Small and Large Providers, *permanent full-time* staff provided the bulk of Line Manager hours, the proportion of *permanent full-time* staff was greater for Large Providers relative to Small

Providers (79.4% compared to 65.3% respectively). Conversely, Small Providers used a higher proportion of *permanent part-time* staff (29.1% compared to 20.5%).

Figures 18(a) to 18(b) provide a further comparison of the distribution for each employment type (note the data for *casual* Line Managers is not provided as few providers used this employment type)

Figure 18(a) - Distribution of the proportion of Line Manager hours - Permanent Part-time
DL&CP – *Selected Fortnight*

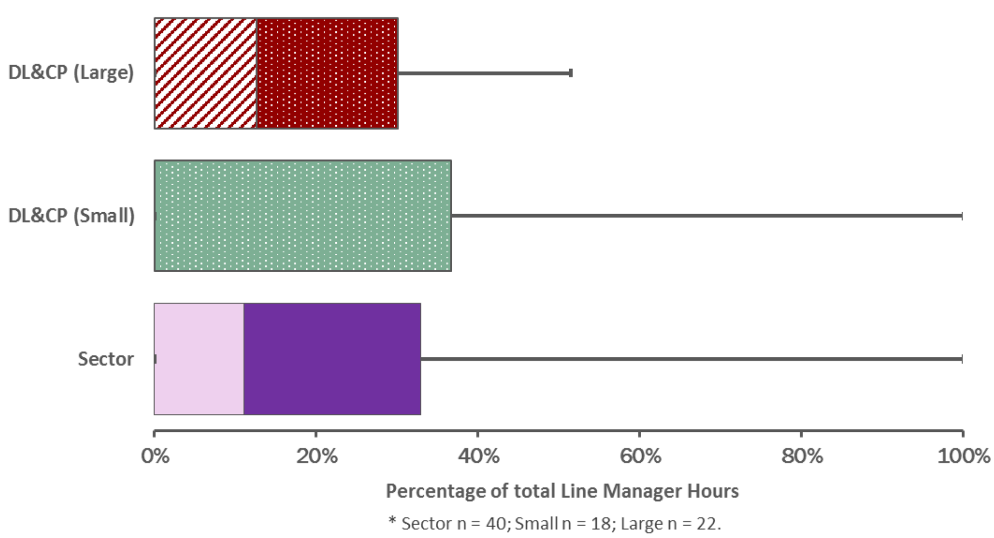


Figure 18(a) shows the distribution of the proportion of total Line Manager hours worked by *permanent part-time* staff. The Sector median was 11.1%, and the interdecile range was from 0% to 100%. The interquartile range was between 0% and 32.9%. More than 50% of Small Providers did not have a Line Manager employed on a *permanent part-time* basis. For the Large Provider Group, at least 25% did not have a Line Manager employed on a *permanent part-time* basis. For half of the Large Providers, *permanent part-time* Line Managers made up 12.6% or less of their total Line Manager hours.

Figure 18(b) - Distribution of the proportion of Line Manager hours - Permanent Full-time
DL&CP – *Selected Fortnight*

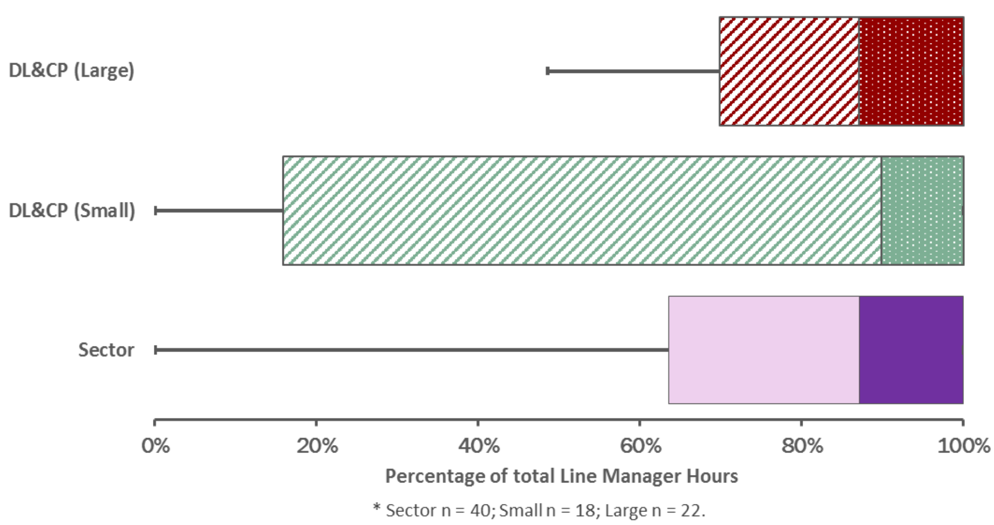


Figure 18(b) shows*,* in contrast to part-time Line Managers, the proportion of Line Manager hours worked by *permanent full-time* staff was high. The Sector median was 87.1%, and the interdecile range was from 0% to 100%. The interquartile range was from 63.6% to 100%.

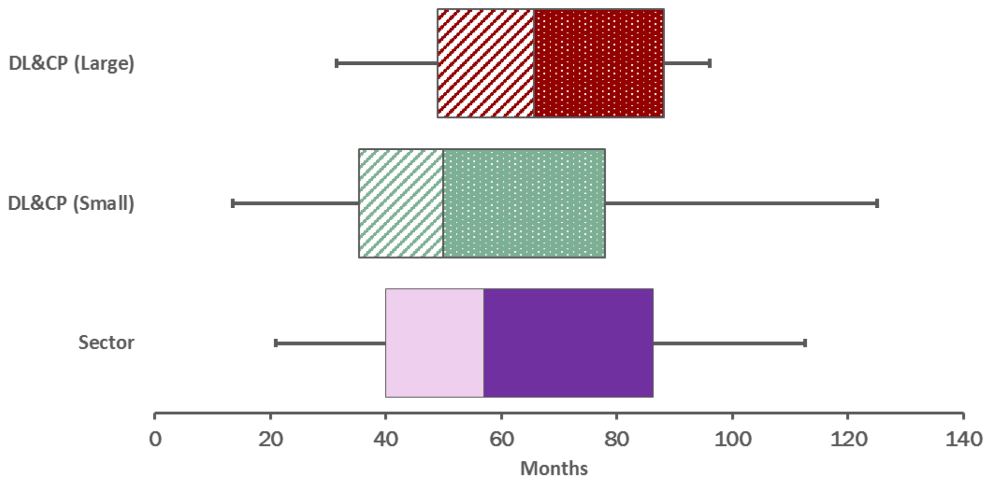
For both Provider Groups, at least 25% employed all of their Line Managers on a *permanent full-time* basis (i.e. 100% of total Line Manager hours). There was more variation amongst the Small Providers, which has an interdecile range from 0% to 100% and the interquartile range was between 15.8% and 100%. In comparison, the interdecile range for the Large Provider Group was between 48.6% and 100% and the interquartile range from 69.9% to 100%.

2.3.3 Average tenure

The following section examines the average number of years that DL&CP Support Workers have been working at each provider. Higher tenure (length of service) may increase wage costs, but may also increase productivity and have other benefits to quality of service delivery, client service levels and staff engagement (not measured in this benchmarking study).

Figures 19(a) to 19(c) provide a comparison of the distribution of the average tenure for each participating provider by permanent staff, *casual* staff and all staff.

Figure 19(a) - Average staff tenure - Permanent staff
DL&CP – *Selected Fortnight*

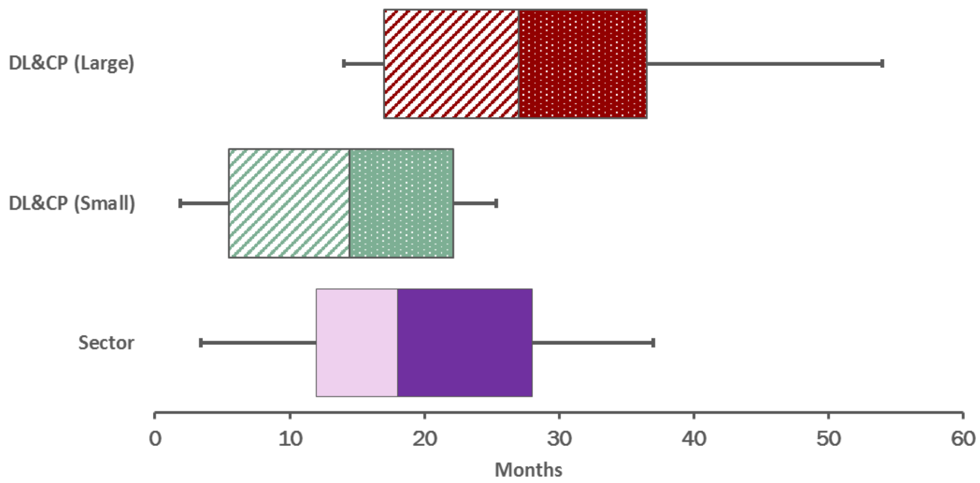


* Sector n = 26; Small n = 11; Large n = 15.

Figure 19(a) shows that the Sector median for the average tenure of permanent staff was 57.0 months. Across all providers, the interdecile range for average tenure was from 21.0 to 112.5 months (equivalent to over 9 years). The interquartile range for the Sector was from between 39.9 and 86.3 months.

Overall, the Large Provider Group had a higher average tenure for permanent staff. The median tenure for the Large Provider Group was 65.7 months, and the interquartile range was between 49.0 and 88.1 months. These measures are higher than the Small Provider Group, where the median for average tenure was 50.0 months, and the interquartile range was between 35.4 and 78.0 months.

Figure 19(b) - Average staff tenure - Casual staff
DL&CP – *Selected Fortnight*



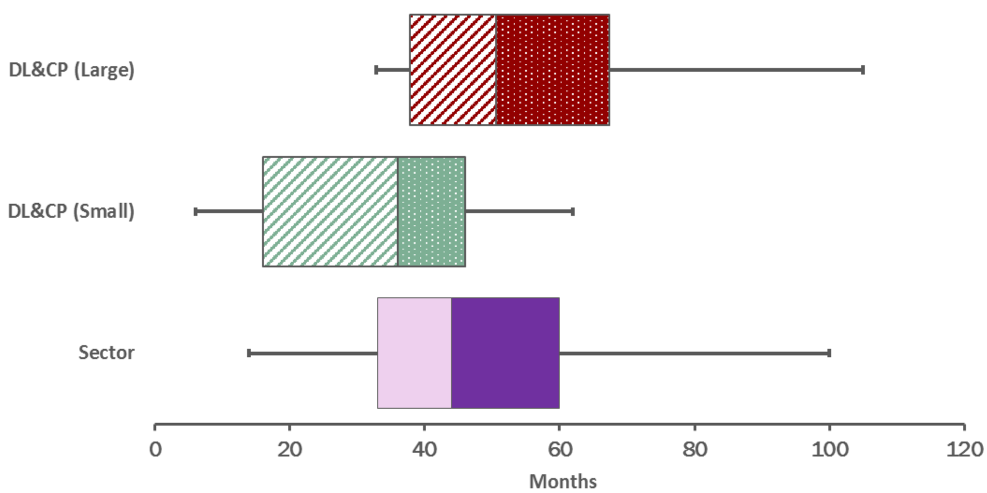
* Sector n = 21; Small n = 10; Large n = 11.

Figure 19(b) shows that the Sector median for the average tenure for staff employed on a casual basis was 18.0 months, 29.0 months less than that for permanent staff. The Sector interdecile range for the average tenure for casual staff was narrower than for permanent staff, ranging from 3.4 to 37.0 months, with an interquartile range from 12.0 to 28.0 months.

Small Providers had lower average tenure than Large Providers for casual staff. The median for Small Providers was 14.4 months with the interdecile range from 1.9 to 25.3 months compared to a median of 27.0 months and an interdecile range from 14.0 to 54.0 months for Large Providers.

Figure 19(c) summarises the average tenure for all staff (permanent and casual combined). It shows that the Sector median was 44.0 months and the interdecile range was from 14.0 to 100.0 months (just over 8.3 years). The interquartile range was from 33.0 to 60.0 months.

Figure 19(c) - Average staff tenure - All staff
DL&CP – *Selected Fortnight*



* Sector n = 41; Small n = 21; Large n = 20.

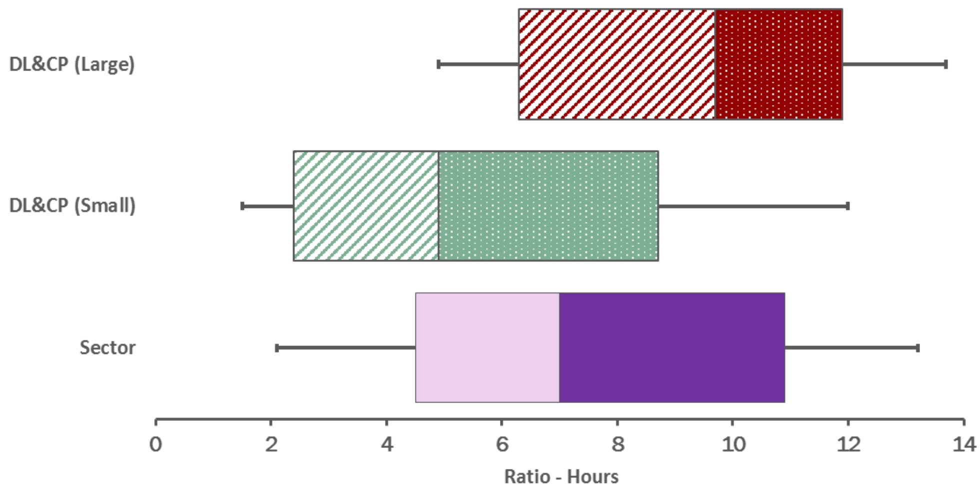
Overall, average tenure was higher across the Large Provider Group. The median for the average tenure in Large Providers was 50.5 months with an interquartile range from 37.8 to 67.3 months (compared to the median of 36.0 months and the interquartile range of from 16.0 to 46.0 months for Small Providers).

2.3.4 Line Manager staffing ratios

This section examines the ratio of Support Workers to Line Managers for DL&CP services. The ratios are calculated for hours worked (based on the selected fortnight), as well as for headcount.

Figure 20 summarises the distribution of the ratio of Support Worker hours to Line Manager hours. It shows that the Sector median was a ratio of 7 to 1 (i.e. 7 Support Worker hours to one Line Manager hour). This ratio varied across the Sector, with an interdecile range from 2.1 to 13.2 and the interquartile range from 4.5 to 10.9 Support Worker hours per Line Manager hour.

Figure 20 - Number of Support Worker hours per Line Manager hour
DL&CP – *Selected Fortnight*

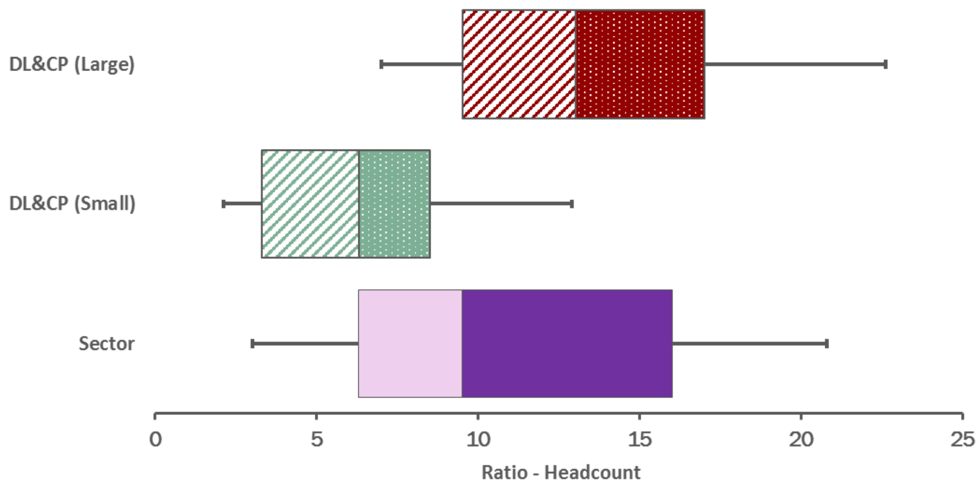


* Sector n = 40; Small n = 18; Large n = 22.

In general, the Small Providers had a lower Support Worker to Line Manager ratio than the Large Providers. The median of the ratios for Small Providers was 4.9 Support Worker hours per Line Manager hour with an interdecile range from 1.5 to 12.0 and the interquartile range from 2.4 to 8.7, which was lower than the median of the ratios for Large Providers of 9.7 with an interdecile range from 4.9 to 13.7 and an interquartile range from 6.3 to 11.9.

Figure 21 shows the Support Worker to Line Manager *headcount* ratio. The Sector median for the ratio was 9.5 with the interdecile range from 3.0 to 20.8. Across both Small and Large Providers, the ratio of Support Worker to Line Manager *headcount* is higher than the ratio of Support Worker to Line Manager *hours*. The variation in ratios reflects the higher use of *permanent part-time* Support Workers and *permanent full-time* Line Managers across DL&CP providers.

Figure 21 - Number of Support Workers per Line Manager headcount
DL&CP – *Selected Fortnight*



* Sector n = 41; Small n = 19; Large n = 22.

2.4 Hourly costs

This section examines hourly rates for staff across the various employment types (*permanent full time*, *permanent part-time*, *casual* and *agency* staff). Comparisons are made for base only rates and all-inclusive rates (inclusive of all salary components such as overtime, shift penalties, leave taken).

2.4.1 Hourly costs by employment type (base only)

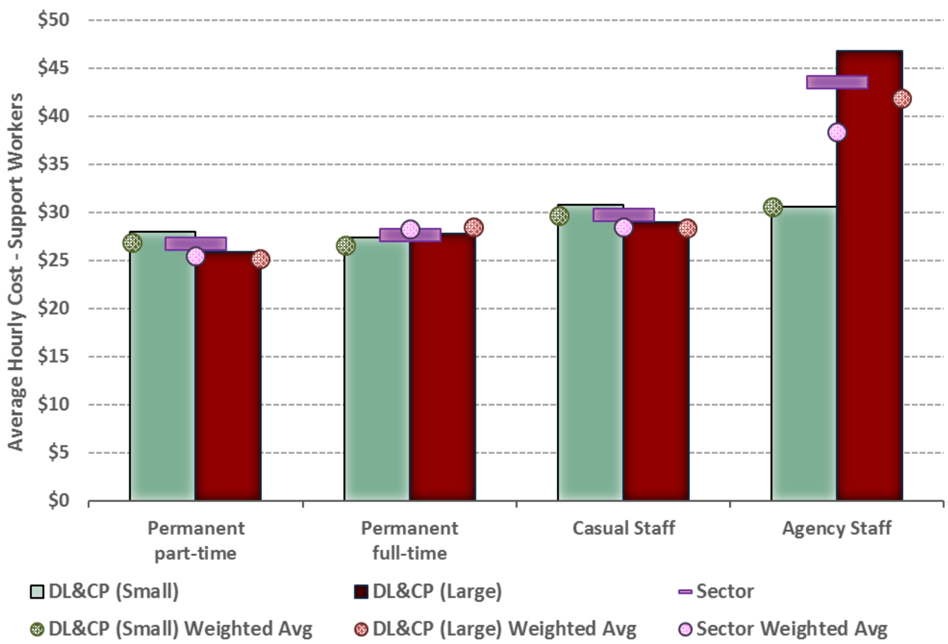
The following figures show the hourly costs for each employment type for Support Workers and Line Managers (separately). All rates are base rate only and relate to the selected fortnight.

Figure 22 presents the average hourly costs (base only) for Support Workers by employment type, Peer Group and Sector. Some observations based on the unweighted average data, are:

- **Sector-wide**, the average cost to a provider for a Support Worker hour ranged from $26.80 to $43.60 per hour, depending on the Support Worker employment type.
- **Agency staff** had the highest hourly cost, which would include any additional agency fees and commissions (note the use of agency staff was limited, please interpret results with caution).
- **Permanent staff** average hourly cost across all DL&CP providers is similar (average of $26.80 per hour for part-time and $27.70 per hour for full-time).
- **Casual staff** cost an average of $29.80 per hour, which was higher than for permanent staff (previous point). The higher average cost is understood to compensate for absent benefits such as paid leave that is available to permanent staff.
- **Overall** cost relativities for the Support Worker employment types are similar for Small and Large Provider Groups. However, on average, it cost Small Providers more for permanent part-time staff ($28.00 per hour compared to $25.90 for Large Providers) and casual staff ($30.80 per hour compared to $29.00 for Large Providers).

Note that weighted average hourly costs are also presented in Figure 22. The hourly costs are weighted by the total number of Support Worker hours per employment type.

Figure 22 - Average staff hourly cost (base salary only) for Support Workers (all employment types)
DL&CP – *Selected Fortnight*



*Permanent part-time: Sector n = 41; Small n = 18; Large n = 23.
~Permanant full-time: Sector n = 27; Small n = 8; Large n = 19.
^Casual Staff: Sector n = 34; Small n = 15; Large n = 19.
``Agency Staff: Sector n = np; Small n = <5; Large n = <5.

Figures 23(a) - 23(d) provide a further comparison of the average hourly cost (base only) per Support Worker by employment type.

Figure 23(a) shows that for the Sector the average hourly cost for *permanent part-time* Support Workers ranged from $18.20 to $41.70. The Sector median was $26.00 per hour with the interquartile range from $24.40 to $28.60 per hour.

The median for the average hourly cost for *permanent part-time* Support Workers for the Small Provider Group was $28.00, which was higher than the median for the Large Provider Group of $25.30 per hour. Comparing the Peer Groups' average hourly cost for *permanent part-time* Support Workers, the Smaller Provider Group's interquartile range started higher and was wider (from $25.60 to $30.10 per hour) compared to the Large Provider Group (from $24.00 to $27.00 per hour).

Figure 23(a) - Support Worker average hourly cost (base salary only) - Permanent Part-time
DL&CP – *Selected Fortnight*

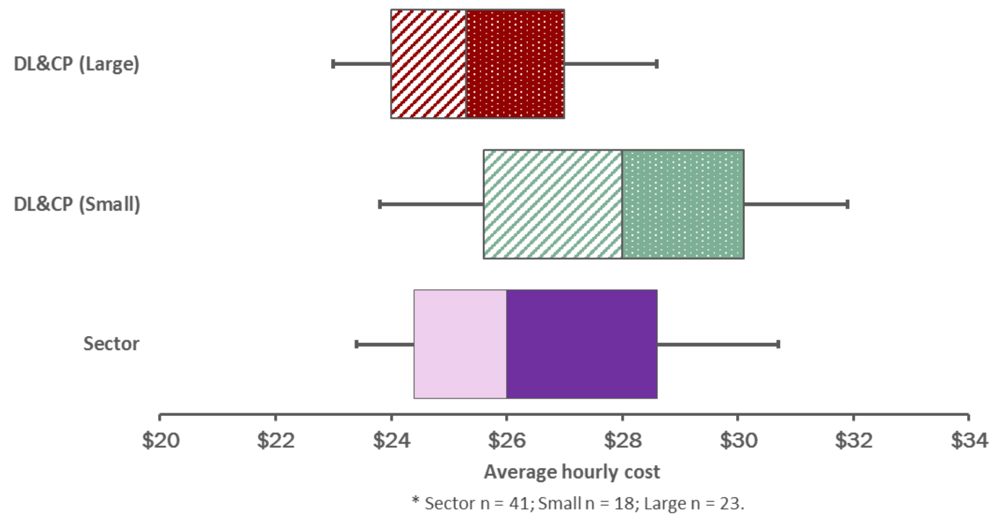


Figure 23(b) presents the distribution of the average costs per hour for permanent full-time Support Workers. The Sector median was $27.30 per hour with the interdecile range from $24.50 to $33.70 per hour and the interquartile range from $25.30 to $30.80 per hour.

The medians for the average cost per hour for *permanent full-time* Support Workers for Small and Large Providers were similar ($27.40 and $27.20 per hour respectively). Per hour, Small Providers had an interdecile range from $20.50 to $35.40 with an interquartile range from $24.60 to $33.20 compared to Large Providers with an interdecile range from $24.90 to $33.40 and an interquartile range from $25.50 to $29.40.

Figure 23(b) - Support Worker average hourly cost (base salary only) - Permanent Full-time
DL&CP – *Selected Fortnight*

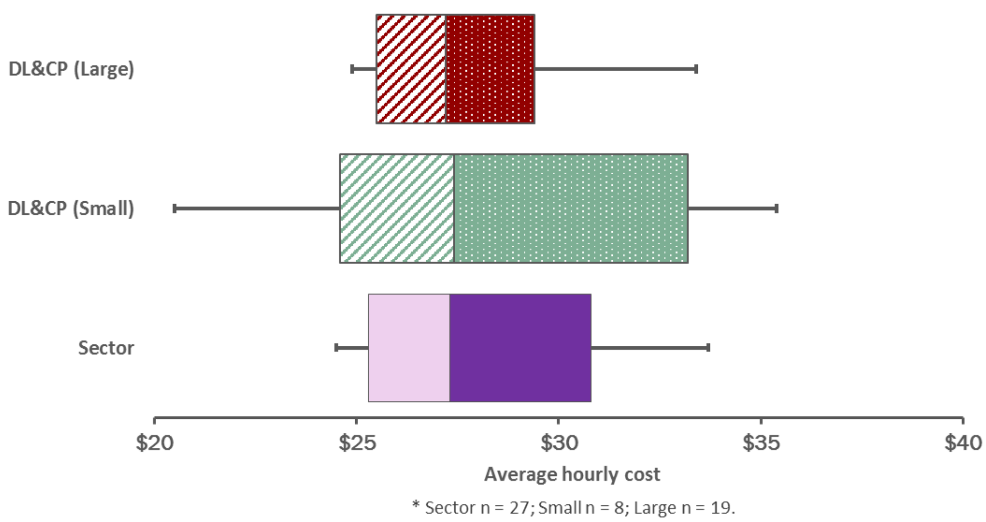
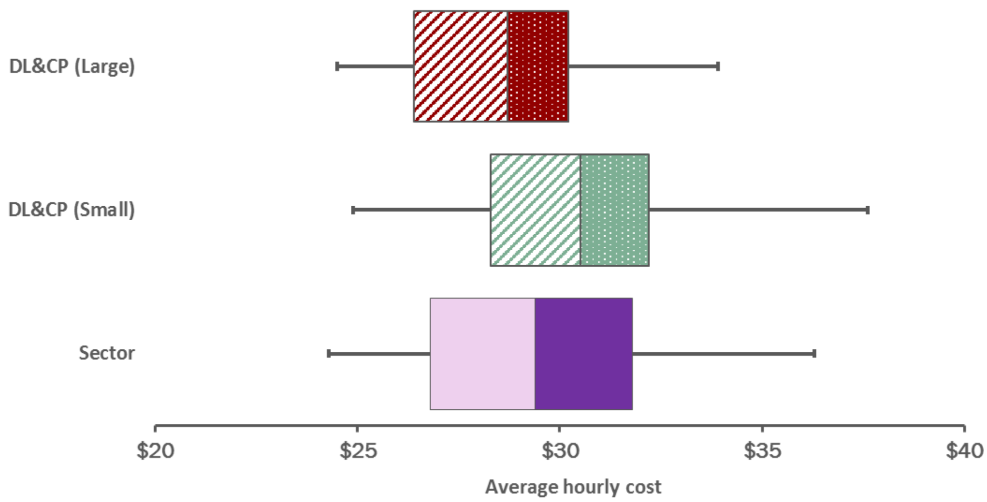


Figure 23(c) shows that the Sector median for average costs per hour for casual Support Workers was $29.40, which is higher than for permanent Support Workers ($26.00 part-time and $27.30 full-time). Sector-wide the average hourly cost had an interdecile range from $24.30 to $36.30 with the interquartile from $26.80 to $31.80 per hour.

On average it cost the Small Provider Group more for casual Support Workers. The median average hourly cost for casual Support Workers for Small Providers was $30.50 (compared to $28.70 for the Large Provider Group), and the interquartile range was from $28.30 to $32.20 (compared to from $26.40 to $30.20 for the Large Provider Group).

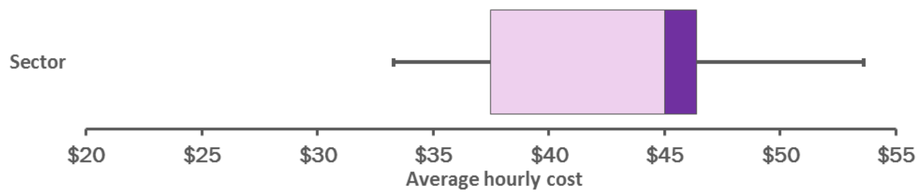
Figure 23(c) - Support Worker average hourly cost (base salary only) - Casual Staff
DL&CP – *Selected Fortnight*



* Sector n = 34; Small n = 15; Large n = 19.

Given that only a small number of providers used agency staff, the average hourly cost in *Figure 23(d)* is presented just at the Sector level. It shows that the median of the average hourly cost for agency Support Workers was $45.00 with an interdecile range from $33.30 to $53.60 per hour.

Figure 23(d) - Support Worker average hourly cost (base salary only) - Agency Staff
DL&CP – *Selected Fortnight*



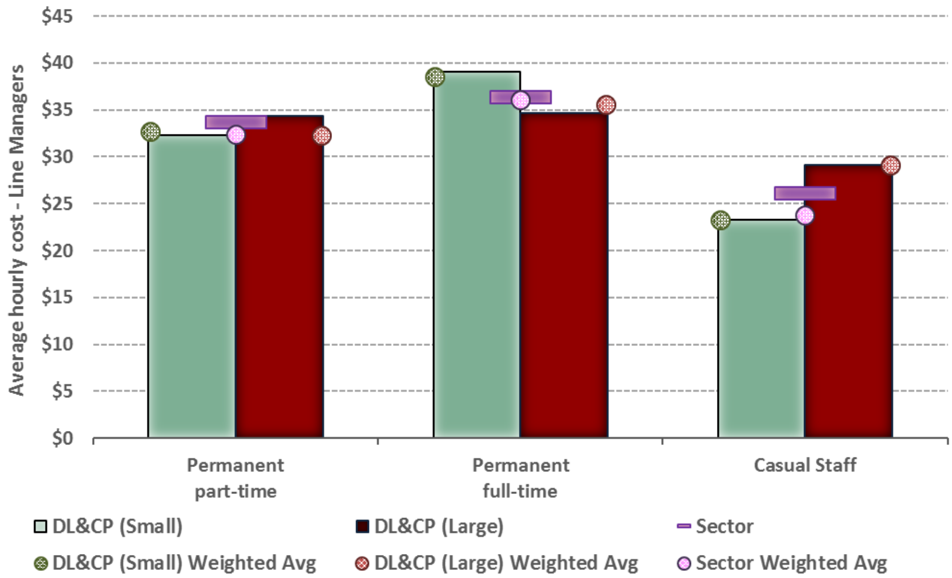
* Sector n = np; Small n = <5; Large n = <5.

Figure 24 shows that across all providers, the average hourly cost of Line Managers was $33.70 for *permanent part-time* and $36.40 for *permanent full-time*. As noted in Section 2.3.3, the use of casually employed Line Managers is limited, so the average hourly cost for this staffing category should be interpreted with caution.

The average hourly cost for *permanent full-time* Line Managers was higher for the Small Provider Group than for the Large Provider Group ($39.10 per hour compared to $34.70 per hour) but was lower for *permanent part-time* Line Managers ($32.30 per hour compared to $34.40 per hour).

Note that the Weighted Average hourly costs are also presented in Figure 24. The hourly costs are weighted by the total number of Line Manager hours per employment type.

Figure 24 - Average staff hourly cost (base salary only) for Line Managers (all employment types)
DL&CP – *Selected Fortnight*

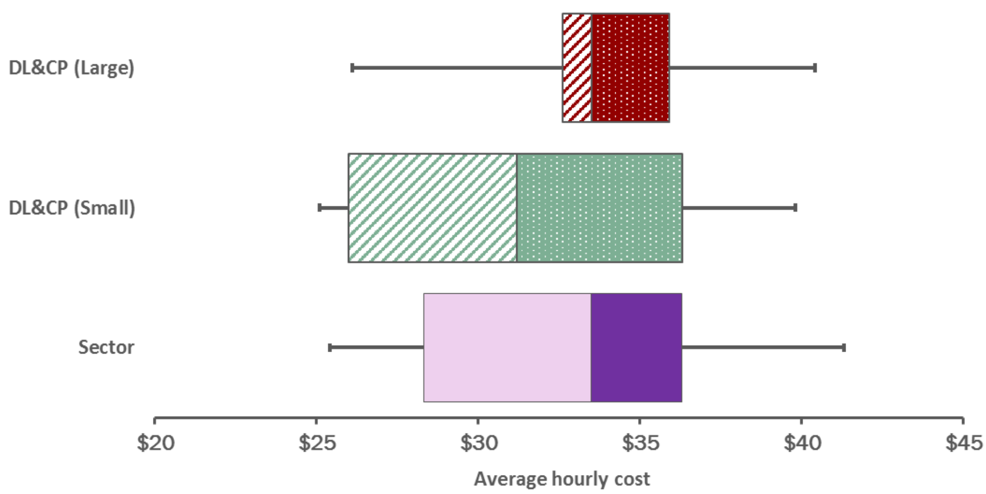


*Permanent part-time: Sector n = 22; Small n = 8; Large n = 14.
~Permanant full-time: Sector n = 34; Small n = 13; Large n = 21.
^Casual Staff: Sector n = np; Small n = <5; Large n = <5.

Figures 25(a) and 25(b) provide a further comparison of the distribution of average hourly cost (base only) for DL&CP Line Managers by employment type.

Figure 25(a) shows that the average hourly cost for *permanent part-time* Line Managers fell within the interdecile range of $25.40 to $41.30 per hour. The median was $33.50, and the interquartile range was from $28.30 to $36.30. For the Large Provider Group, the median was $33.50, with the interquartile range from $32.60 to $35.90, which was higher and narrower than the Small Provider Group at $31.20 with the interquartile range from $26.00 to $36.30.

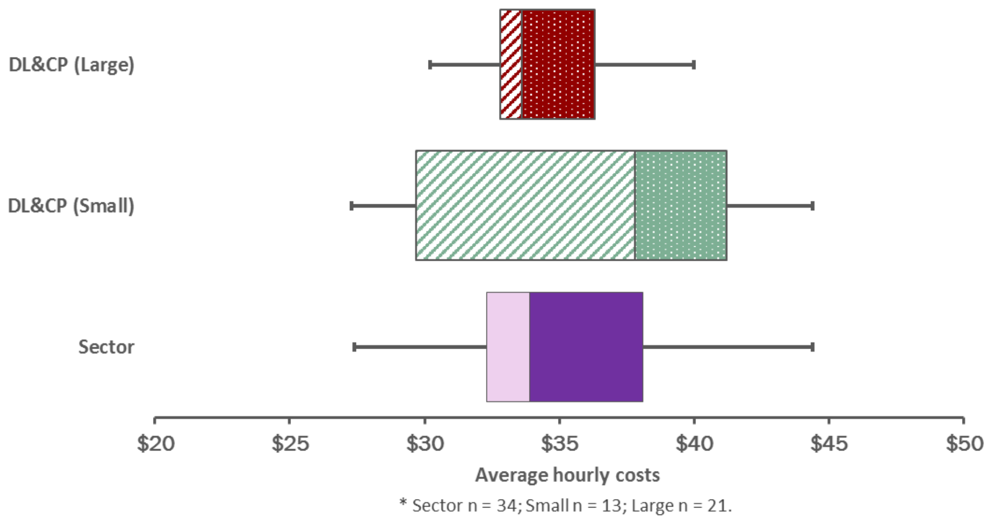
Figure 25(a) - Line Manager average hourly cost (base salary only) - Permanent Part-time
DL&CP – *Selected Fortnight*



* Sector n = 22; Small n = 8; Large n = 14.

Figure 25(b) shows that the Sector median for the average hourly cost for *permanent* Line Managers was $33.90 with an interdecile range from $27.40 to $44.40 and an interquartile range from $32.30 to $38.10 per hour. The average hourly cost of *permanent* Line Managers was higher and also more variable in the Small Provider group. The median for Small Providers was $37.80 per hour with an interquartile range from $29.70 to $41.20 compared to a median of $33.60 per hour and interquartile range from $32.80 and $36.30 for Large Providers.

Figure 25(b) - Line Manager average hourly cost (base salary only) - Permanent Full-time
DL&CP – *Selected Fortnight*



Note that given the limited number of participating providers with casually employed Line Managers, the distribution of their average hourly cost (base salary only) is not presented.

2.4.2 Hourly costs by employment type (all inclusive)

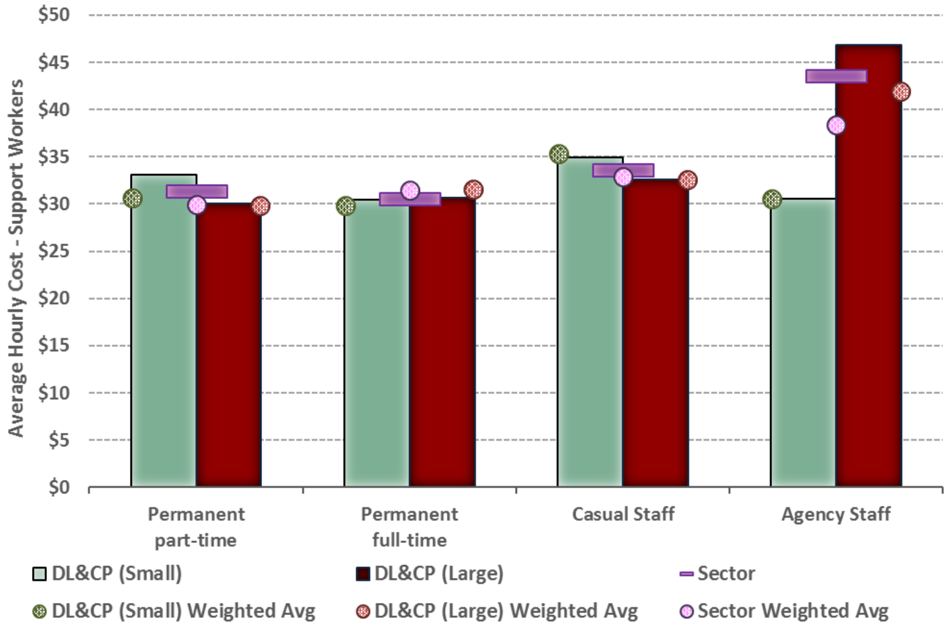
This section examines the hourly costs, inclusive of all salary components such as overtime, shift penalties, and leave taken, for each of the employment types for Line Managers and Support Workers working in DL&CP services.

Figure 26 shows the all-inclusive average hourly cost per Support Worker across the Sector ranged between $30.60 and $43.60, which is, as expected, higher than for the base only cost. The inclusion of oncosts such as shift penalties and superannuation results in the all-inclusive rate varying by different amounts contingent upon the employment type. Specifically, for the Sector (based on the unweighted average data):

- **Permanent part-time** average hourly (all-inclusive) cost was $31.40, which was 17.1% or $4.60 per hour higher than the base only cost
- **Permanent full-time** average hourly (all-inclusive) cost was $30.60, which was 10% or $2.90 per hour higher than the base only cost
- **Casual** average hourly (all inclusive) cost was $33.60, which was 13% or $3.80 per hour higher than the base only rate
- **Agency** average hourly (all inclusive) cost was the same at $43.60 per hour.

Note that Weighted Average hourly costs are also presented in Figure 26. The hourly costs are weighted by the total number of Support Worker hours per employment type.

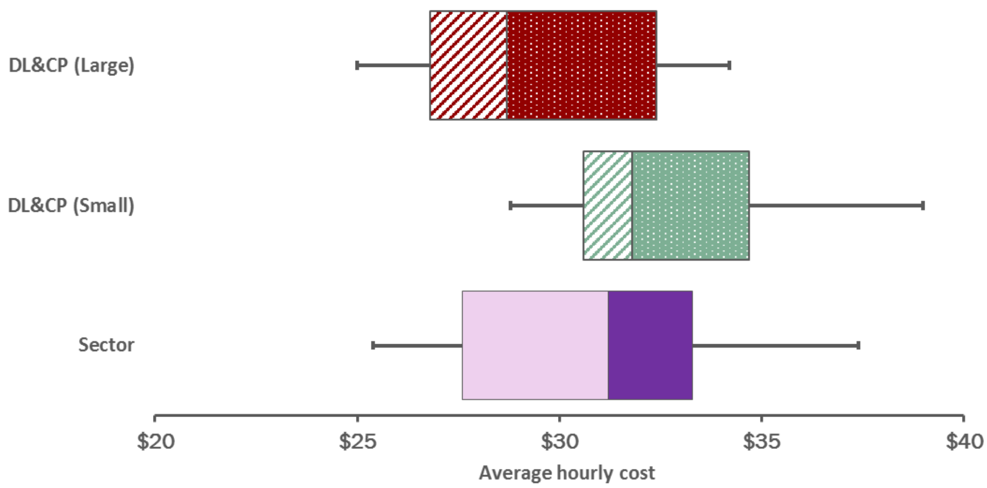
Figure 26 - Average staff hourly cost (all inclusive) for Support Workers (all employment types)
DL&CP – *Selected Fortnight*



*Permanent part-time: Sector n = 41; Small n = 18; Large n = 23.
~Permanant full-time: Sector n = 27; Small n = 8; Large n = 19.
^Casual Staff: Sector n = 34; Small n = 15; Large n = 19.
``Agency Staff: Sector n = np; Small n = <5; Large n = <5.

Figure 27(a) to Figure 27(c) provide a further breakdown of the distributions of the all-inclusive average cost per Support Worker by employment type.

Figure 27(a) - Support Worker average hourly cost (all inclusive) - Permanent Part-time
DL&CP – *Selected Fortnight*



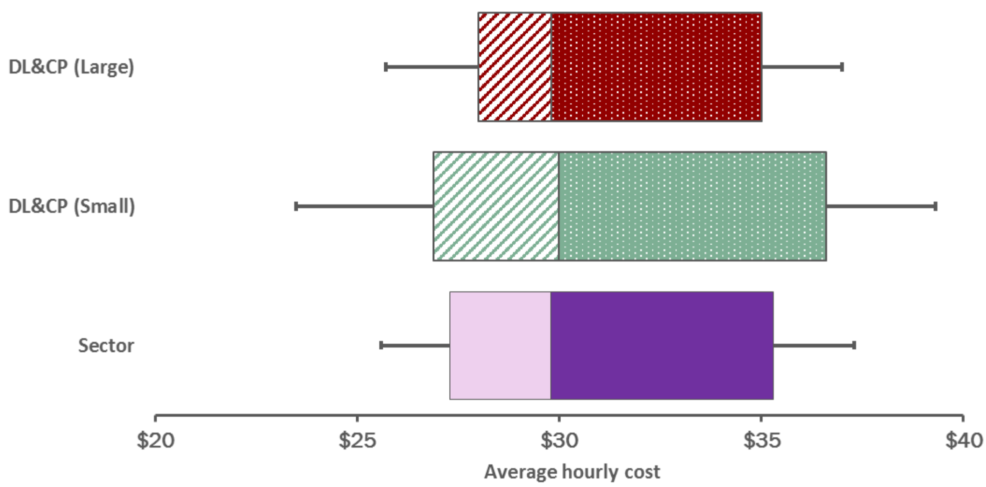
* Sector n = 41; Small n = 18; Large n = 23.

Figure 27(a) shows that the average all-inclusive hourly cost for *permanent part-time* Support Workers had an interdecile range from $25.40 to $37.40. The Sector median was $31.20, and the interquartile range was from $27.60 to $33.30 per hour. The median for *permanent part-time* Support Workers for the Small Provider Group was $31.80, which was higher than the median for the Large Provider Group of $28.70 per hour. The Small Provider Group also had a higher interquartile range (between $30.60 and $34.70 per hour) compared to the Large Provider Group (between $26.80 and $32.40 per hour).

Figure 27(b) compares the distributions of average all-inclusive cost per hour for permanent full-time Support Workers. It shows that the Sector median was $29.80 per hour with an interdecile range from $25.60 to $37.30 and an interquartile range from $27.30 to $35.30 per hour.

The median for both the Small and Large Provider Groups was similar ($30.00 and $29.80 per hour respectively). Per hour, Small Providers had an interdecile range between $23.50 to $39.30 and an interquartile range of between $26.90 and $36.60 compared to Large Providers with an interdecile range $25.70 to $37.00 and an interquartile range of between $28.00 and $35.00.

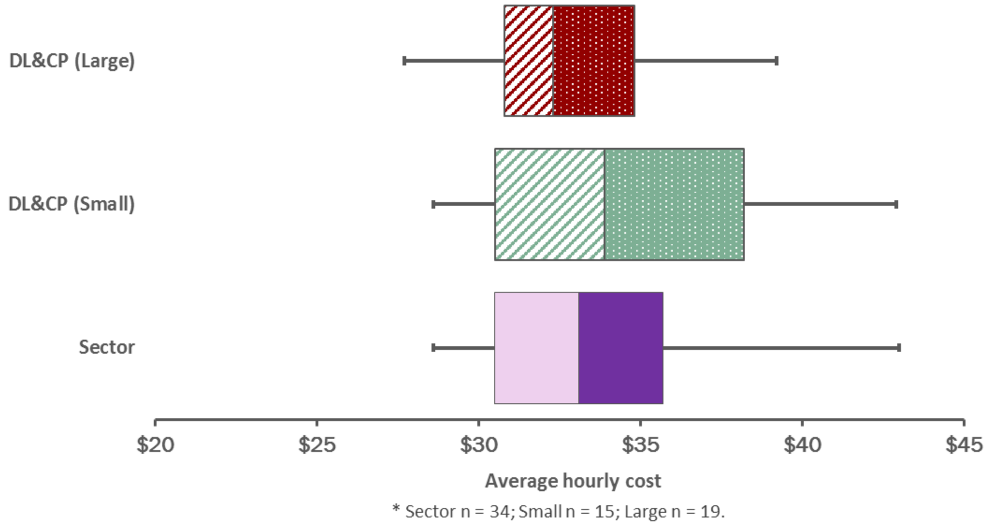
Figure 27(b) - Support Worker average hourly cost (all inclusive) - Permanent Full-time
DL&CP – *Selected Fortnight*



* Sector n = 27; Small n = 8; Large n = 19.

Figure 27(c) shows that the Sector median for average hourly (all-inclusive) cost for casual Support Workers was $33.10, which is higher than for permanent staff (part-time $31.20 and full-time $29.80). Across the Sector, the interdecile range for the average hourly cost for casual staff ranged from $28.60 to $43.00, and the interquartile range was from $30.50 to $35.70 per hour.

Figure 27(c) - Support Worker average hourly cost (all inclusive) - Casual Staff
DL&CP – *Selected Fortnight*



Note that as the base and all-inclusive salary costs are taken to be identical for agency staff, the data in *Figure 23(d)* is not repeated here. Recall that Figure 23(d) showed that the median of the average hourly cost for agency Support Workers was $45.00 with an interdecile range from $33.30 to $53.60 per hour.

Figure 28 summarises the average hourly all-inclusive cost for Line Managers by employment type.

Figure 28 - Average staff hourly cost (all inclusive) for Line Managers (all employment types)
DL&CP – *Selected Fortnight*

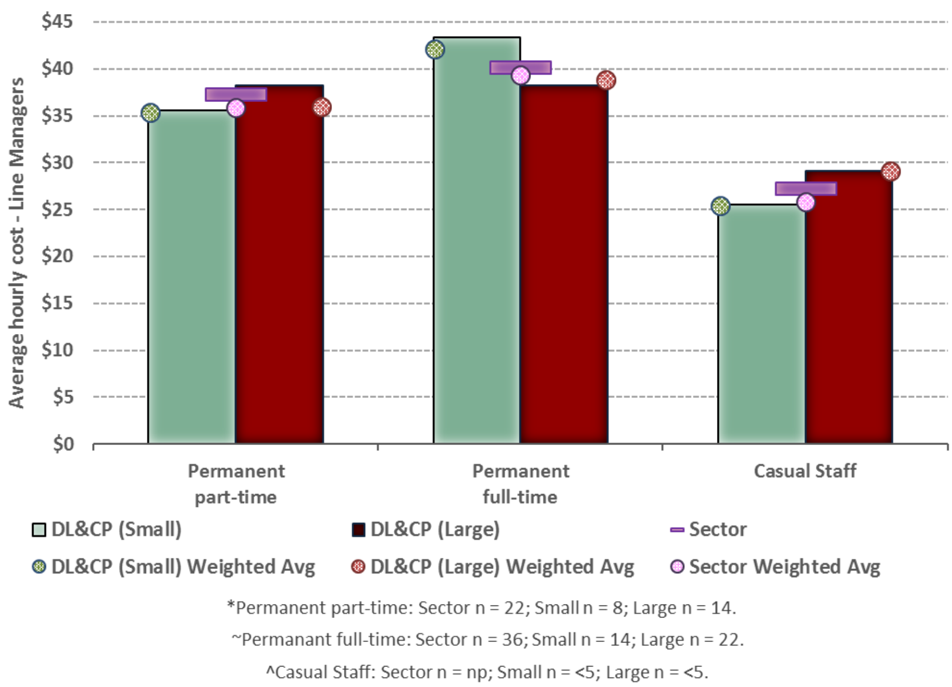


Figure 28 shows that the Sector average all-inclusive cost per Line Manager per hour was between $27.30 and $40.20. The rates are higher than the base only cost. Including oncosts such as shift penalties, overtime and superannuation effects the all-inclusive rate (relative to the base only rate)

differently, contingent upon the employment type. Specifically, for the Sector (based on the unweighted average data):

- **Permanent part-time staff,** the average hourly (all-inclusive) cost was $37.30, which was 11% or $3.60 per hour higher than the base only cost
- **Permanent full-time staff,** the average hourly (all-inclusive) cost was $40.20, which was 10% or $3.80 per hour higher than the base-only cost.
- **Casual staff,** the average hourly (all-inclusive) cost was $27.30, which was 4% or $1.10 per hour higher than the base-only cost.

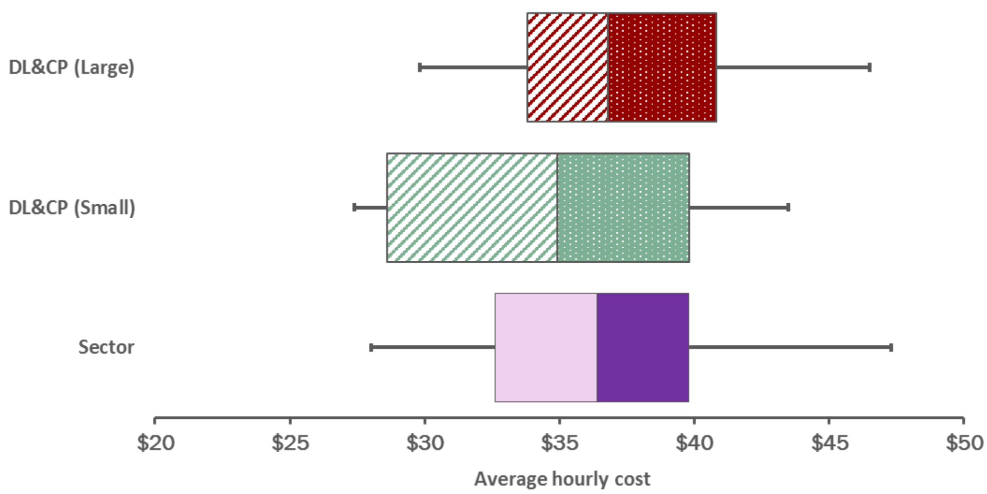
Note that Weighted Average hourly costs are also presented in Figure 28. The hourly costs are weighted by the total number of Line Manager hours per employment type.

As noted previously, the use of casual Line Managers was limited, and thus the average hourly all-inclusive cost for this employment type should be interpreted with caution.

Figures 29(a) and 29(b) provide a further comparison of the distribution of average hourly cost (all-inclusive) for Line Managers by employment type.

Figure 29(a) shows that the interdecile range for the average hourly (all inclusive) cost for *permanent part-time* Line Managers was between $28.00 and $47.30 per hour. The median was $36.40, and the interquartile range was from $32.60 to $39.80 per hour. For the Large Provider Group, the median was $36.80, which was higher than Small Provider Group at $34.90. Comparing the two Peer Groups, the Large Provider Group had a narrower interquartile range, ranging from $33.80 to $40.80 compared to $28.60 to $39.80 for Small Providers.

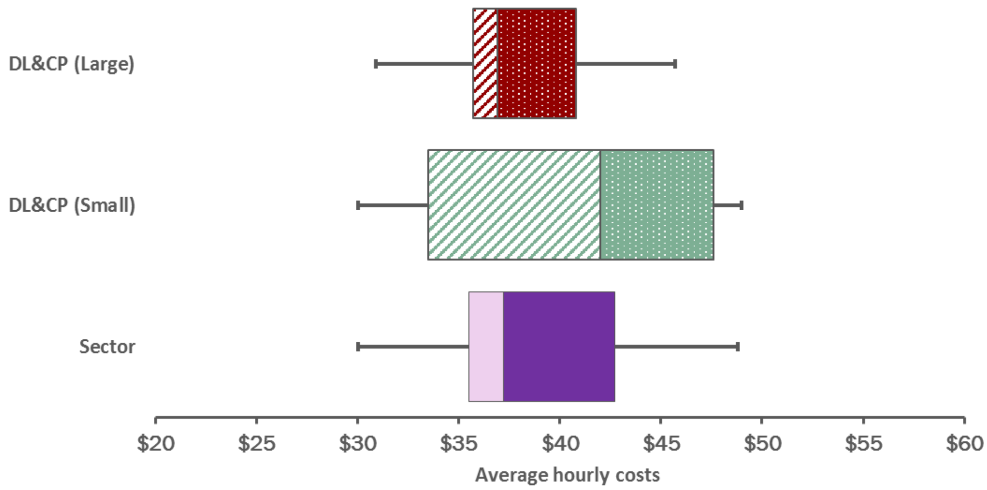
Figure 29(a) - Line Manager average hourly cost (all inclusive) - Permanent Part-time
DL&CP – *Selected Fortnight*



* Sector n = 22; Small n = 8; Large n = 14.

Figure 29(b) details the average hourly all-inclusive costs for *permanent full-time* staff. It shows that the Sector median was $37.20 per hour with an interdecile range from $30.00 to $48.80 per hour, and an interquartile range from $35.50 to $42.70. Permanent Line Manager hourly costs were higher and more variable amongst the Small Providers group. The median for the Small Provider Group was $42.00 per hour, and the interquartile range was from $33.50 to $47.60, compared to a median of $36.90 per hour and an interquartile range from $35.70 to $40.80 for the Large Provider Group.

Figure 29(b) - Line Manager average hourly cost (all inclusive) - Permanent Full-time
DL&CP – *Selected Fortnight*



* Sector n = 36; Small n = 14; Large n = 22.

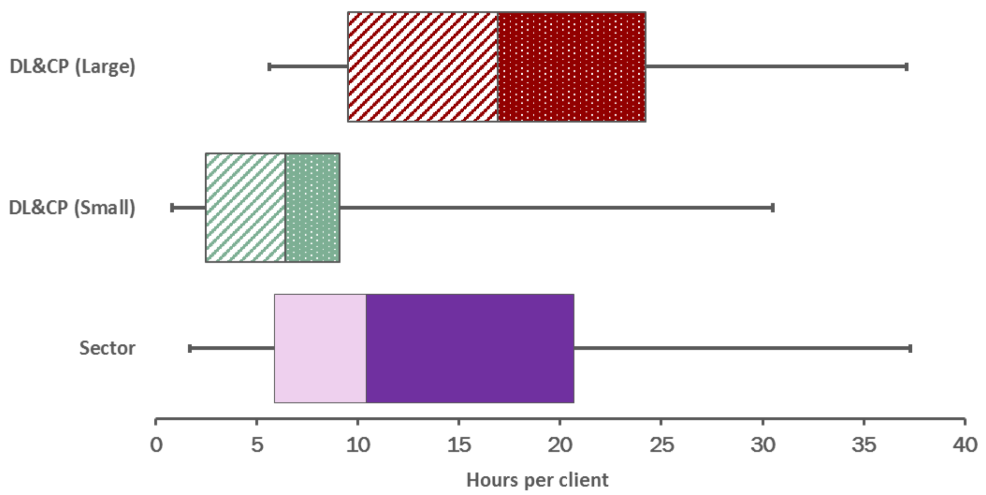
Note that given the limited number of participating providers with casually employed Line Managers, the distribution of their average hourly cost (all-inclusive) is not presented.

2.5 Hours of service per client

This section examines average hours of service provided to DL&CP clients in the selected fortnight.

Figure 30 shows that the Sector median for average hours of service was 10.4 hours per client. The interdecile range of responses from 1.7 to 37.3 hours, and the interquartile range was between 5.9 and 20.7 hours. The Small Provider Group had fewer hours per client with a median of 6.4 hours, and an interquartile range between 2.5 and 9.1 hours, compared to a median of 16.9 hours and an interquartile range of between 9.5 and 24.2 hours for the Large Provider Group.

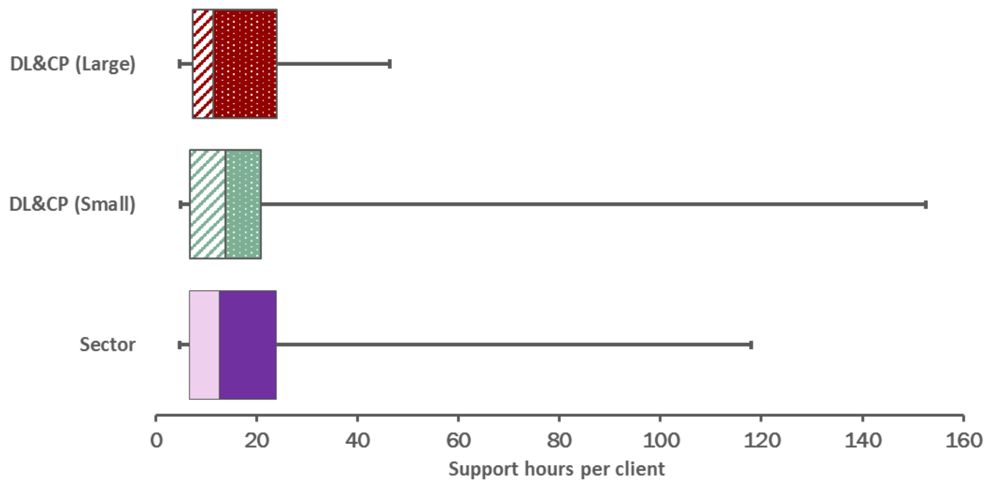
Figure 30 - Support Worker hours of service per client
DL&CP – *Selected Fortnight*



* Sector n = 32; Small n = 14; Large n = 18.

Figures 31(a) to 31(d) provide a further breakdown of the distribution of average support service hours per client by service mode and setting combination.

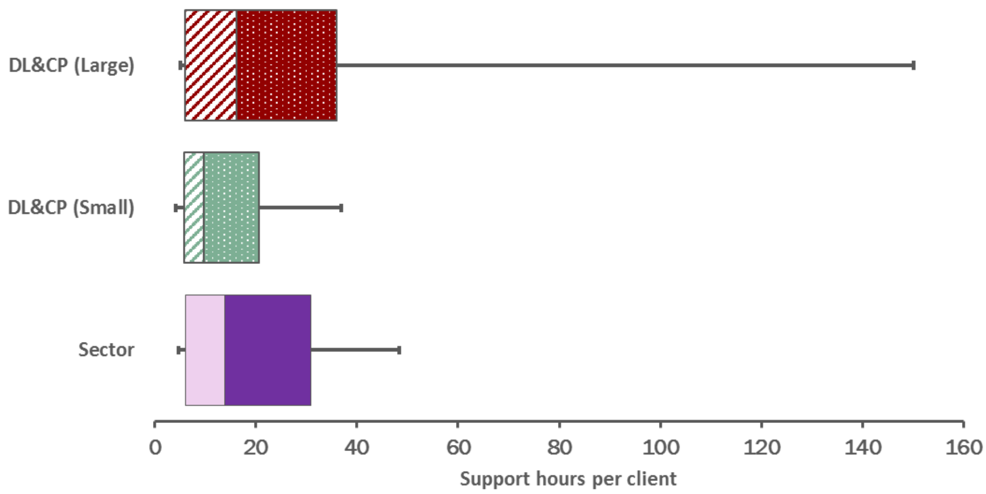
Figure 31(a) - Average staff support (hours) per client - Individual, In home
DL&CP – *Selected Fortnight*



* Sector n = 24; Small n = 9; Large n = 15.

Figure 31(a) shows that for *Individual – In-home*, the average support service hours per client was comparable for Small and Large Provider Groups. Across the Sector, the median for the average support service hours provided was 12.6, made up of 13.8 hours for Small Providers and 11.4 hours for Large Providers. For the Small Provider Group, the interquartile range was from 6.8 to 20.9 support service hours per client, and from 7.3 to 23.9 hours for the Large Provider Group.

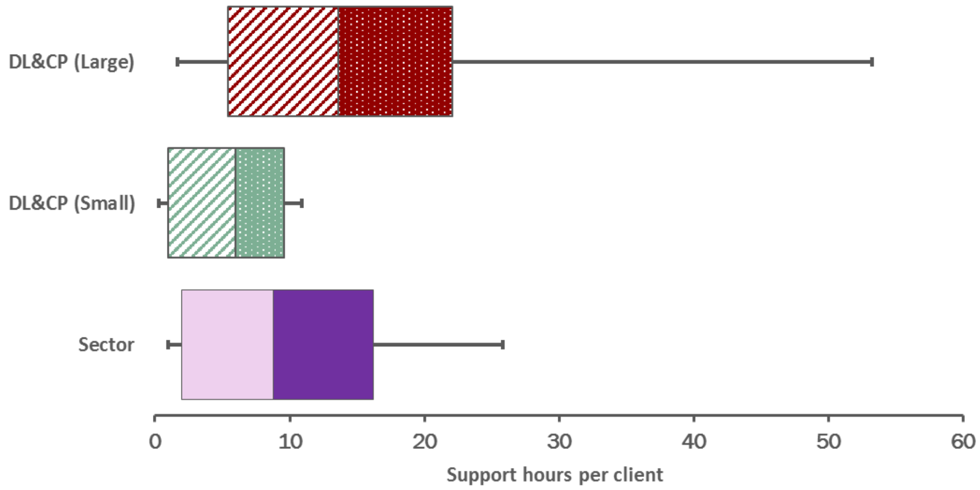
Figure 31(b) - Average staff support (hours) per client - Individual, In community
DL&CP – *Selected Fortnight*



* Sector n = 29; Small n = 12; Large n = 17.

Figure 31(b) shows that for the *Individual – In community*, the Sector median for average support service hours per client was 13.8 with an interdecile range from 4.6 to 48.4 hours and interquartile range from 6.0 to 30.9 hours. The median for the Large Providers was 16.1 hours per client with an interquartile range of between 6.0 and 36.0 hours, which was higher than the median of 9.6 hours per client and an interquartile range of between 5.8 to 20.6 hours for the Small Providers.

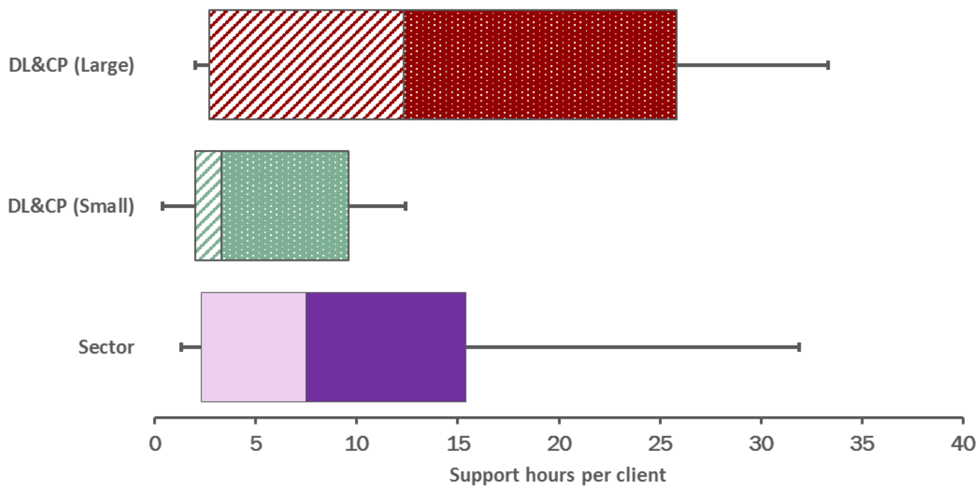
Figure 31(c) - Average staff support (hours) per client - Group, In community
DL&CP – *Selected Fortnight*



* Sector n = 22; Small n = 9; Large n = 13.

Figure 31(c) shows that for the *Group – In Community*, the Sector median for the average support service hours per client was 8.8, with an interquartile range of between 2.0 and 16.2 hours. Large Providers had higher average support service hours per client. The median was 13.6 hours, and the interquartile range was between 5.4 and 22.1 hours for Large Providers compared to a median of 6.0 hours and an interquartile range of between 1.0 to 9.6 hours for the Small Providers.

Figure 31(d) -Average staff support (hours) per client - Group, In Centre
DL&CP – *Selected Fortnight*



* Sector n = 23; Small n = 9; Large n = 14.

Figure 31(d) shows that for the *Group – In centre*, the Sector median for average support service hours per client was 7.5. By comparison to the other service modes and settings, the range was narrower, with an interdecile range falling between 1.3 and 31.9 hours per client with an interquartile range between 2.3 and 15.4 hours. Like *Individual – In Community* and *Group – In centre* service combinations, Large Providers had higher support service hours per client than Small Providers. The median for Large Providers was 12.3 hours per client (compared to 3.3 hours for Small Providers) with an interquartile range from 2.7 to 25.8 hours (compared to from 2.0 to 9.6 hours for Small Providers).

Chapter 3 – Supported independent living

This Chapter presents the benchmarking results for Supported Independent Living (SIL) services.

3.1 Service context

This section provides essential SIL service context. It looks at revenues, and SIL client and service delivery attributes. Please note that the range of the categories used in the revenue Figures is not uniform. It has been optimised for presentation purposes. Total revenues comprise:

- Disability revenues
    - Block funding (State and Territory and Commonwealth)
    - NDIS funding
    - Other individual funding (State and Territory and Commonwealth)
    - Fees from private clients
- Philanthropy revenue
- Other revenue

3.1.1 Supported Independent Living (SIL) Revenue

Figure 32, Figure 33 and Figure 34 look at the relative service size (based on SIL revenue) and the proportion of the provider revenue that comes from SIL services. The data relates to the 2015/16 financial year.

Figure 32 categorises total SIL revenue from all sources for the 22 Collection One respondents that provided SIL services. Approximately 14% of participating providers had total SIL revenues of $12m or higher. A little more than one-half of respondents had total SIL revenues of $4m or less.

Figure 32 - Summary of total SIL Revenue
SIL – *2015/16*

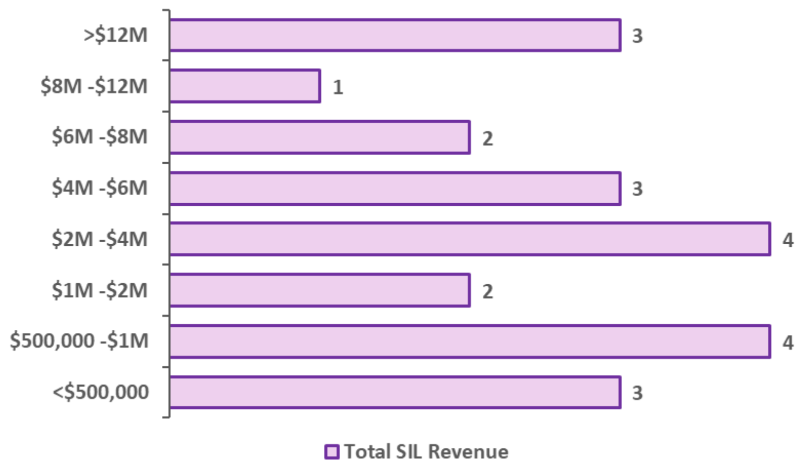


Figure 33 shows that across the Sector, the interdecile range for SIL revenue as a proportion of total revenue was from 5.0% to 74.9%, with the median being 31.0%. Large Providers earned a higher proportion of their revenue from SIL services than the Small Providers, with half of the Small Providers receiving 6.5% or less of their total revenues from SIL services, compared to 47.4% for

Large Providers. There were no providers of SIL services that received all of their revenue from SIL related sources.

Figure 33 - SIL revenue as a proportion of total revenue
SIL – *2015/16*

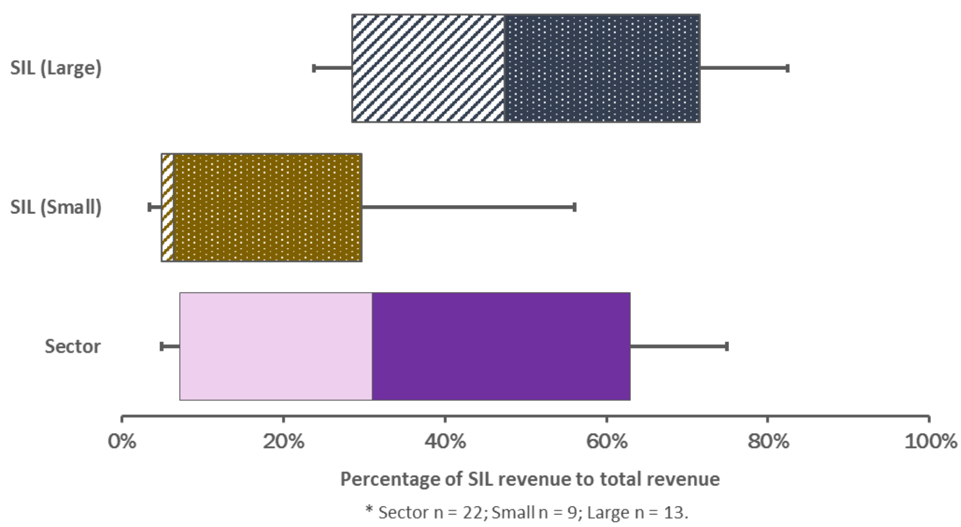
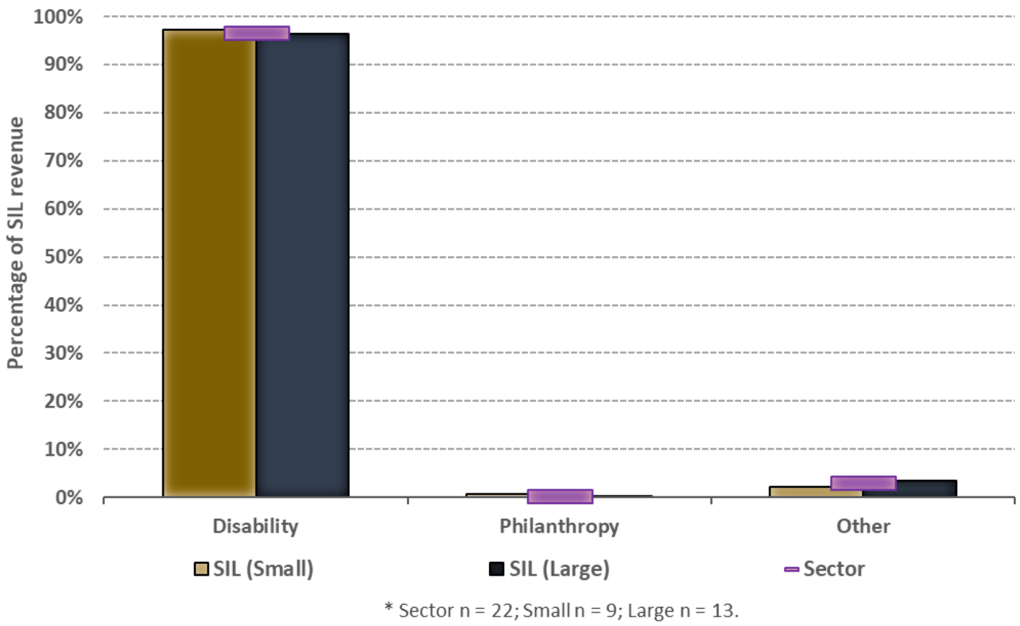


Figure 34 shows that in 2015/16 most of the SIL revenue comprised of disability revenue which was proportionally similar for both peer groups. Disability revenue accounted for 97.2% of all SIL revenue for Small Providers and 96.4% for Large Providers. Philanthropic revenue was the smallest component of SIL revenue, accounting for 0.6% for Small Providers and 0.1% for Large Providers. Other revenue accounted for 2.2% for Small Providers and 3.5% for Large Providers.

Figure 34 - Composition of SIL total revenue (SIL)
SIL – *2015/16*

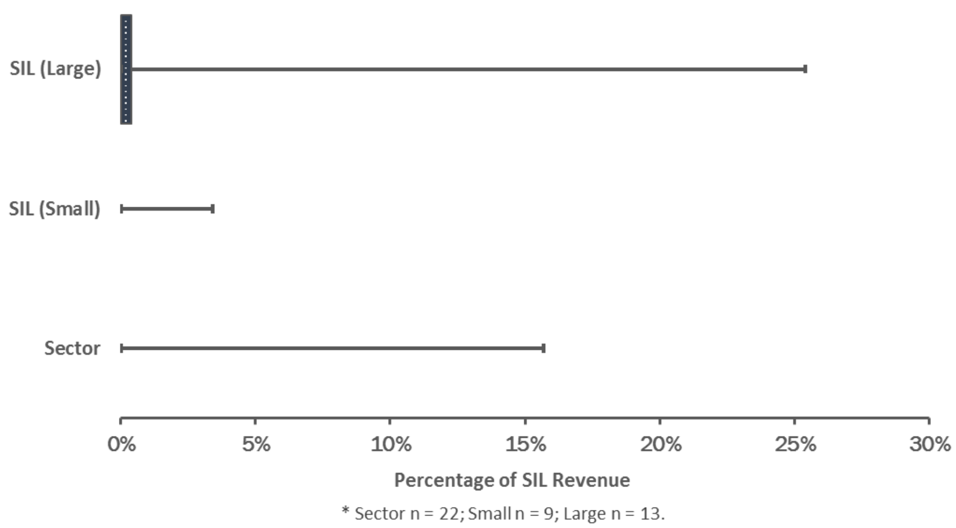


3.1.2 NDIS transition

This section details the percentage of SIL service revenue funded by the NDIS. The metrics indicate the extent to which SIL services had transitioned to the NDIS in 2015/16. The effects of the transition to the Scheme on providers are not evenly distributed, and most providers had not commenced providing services to NDIS participants in this period.

Figure 35 shows that the interdecile range for the ratio of NDIS SIL revenue to total SIL revenue ranged from 0% to 15.7% for the Sector. However, for both Small and Large Providers, the median proportion of NDIS revenue was 0%. *A*t least one provider in each group had NDIS revenues of more than zero.

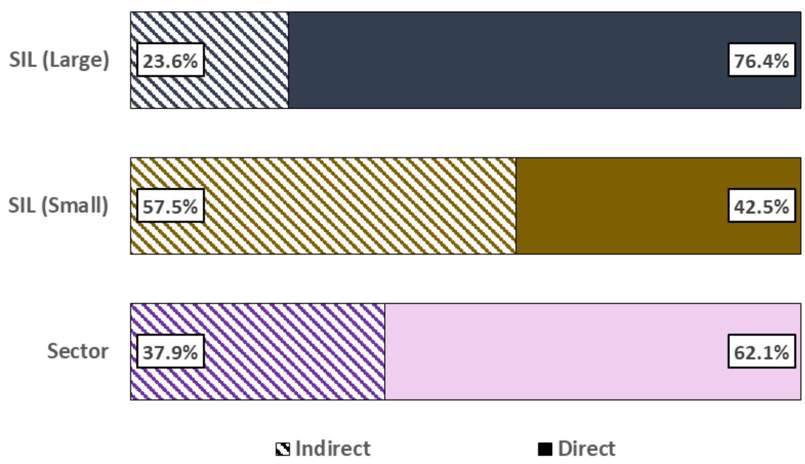
Figure 35 - SIL NDIS revenue as a proportion of total SIL disability revenue
SIL – *2015/16*



3.1.3 SIL Client Characteristics

Figure 36 looks at the proportion of SIL clients with a psychosocial disability (note the psychosocial disability was not necessarily the primary disability), which was reported to be 37.9%. On average, the Small Provider Group had proportionally more clients with a psychosocial disability (57.5% compared to 42.5% for Large Providers).

Figure 36 - Proportion of clients with psychosocial disability
SIL – *2015/16*



* Sector n = 19; Small n = 8; Large n = 11.

3.2 Hours of service delivery

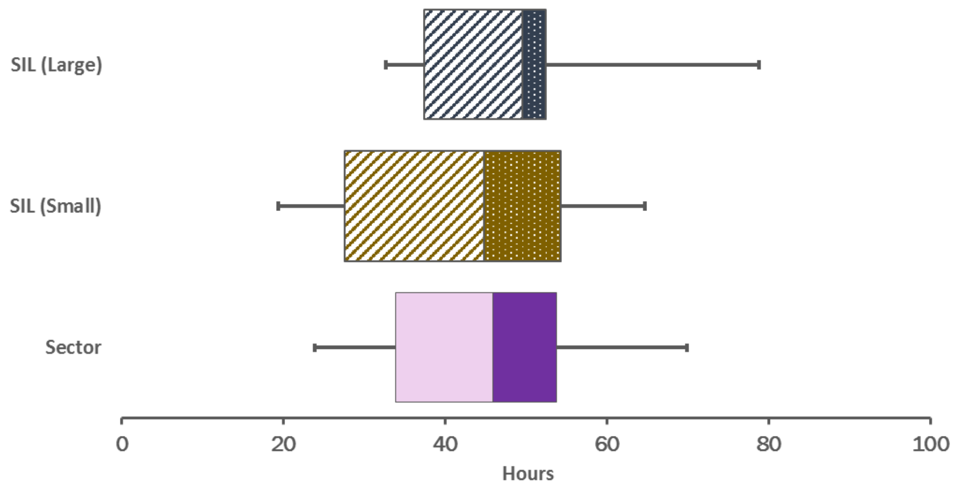
This section looks at average hours worked for Support Workers and Line Managers, as well as direct and indirect hours of service for SIL.

3.2.1 Average Support Worker hours

This section presents the distribution of the average hours worked by Support Workers, as well as the proportion of Support Worker hours spent on direct service delivery (client facing and providing direct service to a client).

Figure 37 is based on the average number of Support Worker Hours for each participating provider and displays the distribution for Peer Groups and the Sector (i.e. all SIL provider responses). It shows that the Sector median was 45.9 hours per fortnight, equivalent to 0.6 FTE, with an interdecile range from 23.9 to 69.9 hours. On average, Support Workers worked more hours across the Large Provider group, with a median of 49.5 hours and an interquartile range from 37.4 to 52.5 hours, compared to a median of 44.8 hours and an interquartile range from 27.6 to 54.3 hours for Small Providers.

Figure 37 - Average hours worked by Support Workers (headcount)
SIL – *Selected Fortnight*



* Sector n = 19; Small n = 7; Large n = 12.

The Survey also asked providers to estimate the number of hours that Support Workers spent on direct service delivery (i.e. predominantly client-facing activity) compared to the total hours worked. *Figure 38* provides a summary of the proportions reported across the Sector and for each of the SIL Peer Groups.

Figure 38 - Proportion of direct and indirect hours for Support Workers
SIL – *Selected Fortnight*

* Sector n = 17; Small n = 6; Large n = 11.

Figure 38 shows that direct service delivery activity consumes the majority of Support Worker hours for Large and Small Providers. The indirect proportion of Support Worker hours comprised 4.6% for the Sector, 6.1% for Small Providers and 3.8% for Large Providers.

3.2.2 Average Line Manager hours

This section presents the distribution of the average hours worked by Line Managers during the selected fortnight. For each provider, the average number hours was calculated, as well as the median, minimum and maximum values, and quartiles for the Provider Peer Groups and the Sector (i.e. all SIL provider responses).

Figure 39 - Average hours worked by Line Managers (headcount)
SIL – *Selected Fortnight*

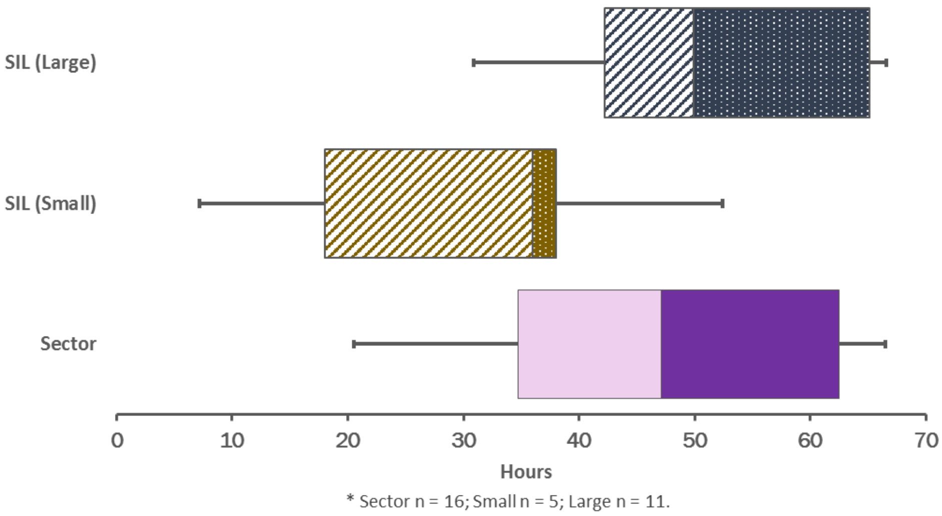


Figure 39 shows that the Sector median for the average hours worked by Line Managers was 47.1 in the two week period (equivalent to 0.6 FTE). The interdecile range for average Line Manager hours was from 20.5 to 66.5 hours. The interquartile range for the Sector was from 34.7 to 62.5 hours.

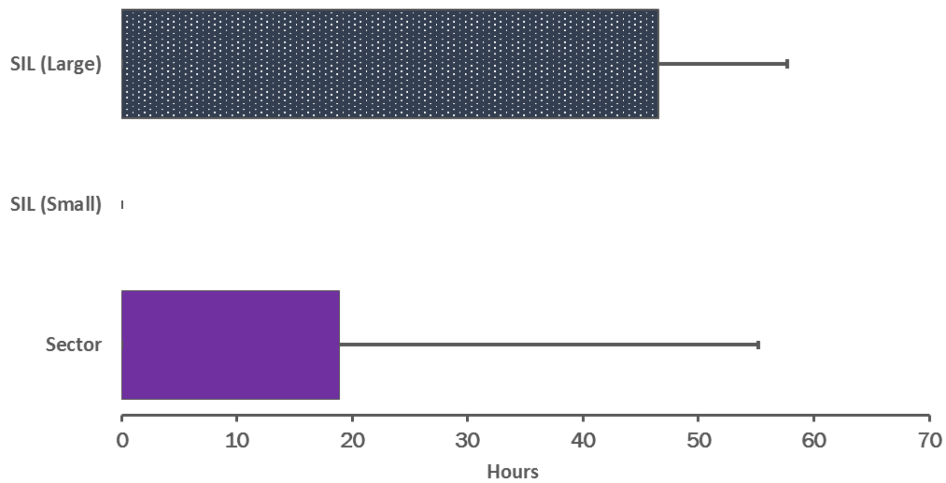
Line Managers in the Large Provider Group, on average, worked more hours (a median of 49.9 hours) compared to those at Small Providers (a median of 36.0 hours). The Large Provider Group had a narrower spread, with an interdecile range for average hours ranging from 30.9 to 66.6 hours and an interquartile range from 42.2 to 65.1 hours. By comparison, the interdecile range for the Small Provider Group ranged between 7.2 and 52.4 hours and the interquartile range from 18.0 to 38.0 hours.

3.2.3 Hours worked delivering NDIS funded services

Providers were asked to estimate the number of hours their organisation spent delivering NDIS funded services. Given that there were a limited number of providers that had commenced their transition to the Scheme in 2015/16, there are few data points to support analysis of NDIS funded services. These few data points will provide a baseline for future longitudinal study.

Figure 40 shows that Smaller Providers did not provide any NDIS funded SIL services in the period. For Large Provider, the interdecile range for hours worked on NDIS funded services was from zero to 57.7 hours, with a median of zero hours. Only three of the Large Providers had NDIS funded SIL services.

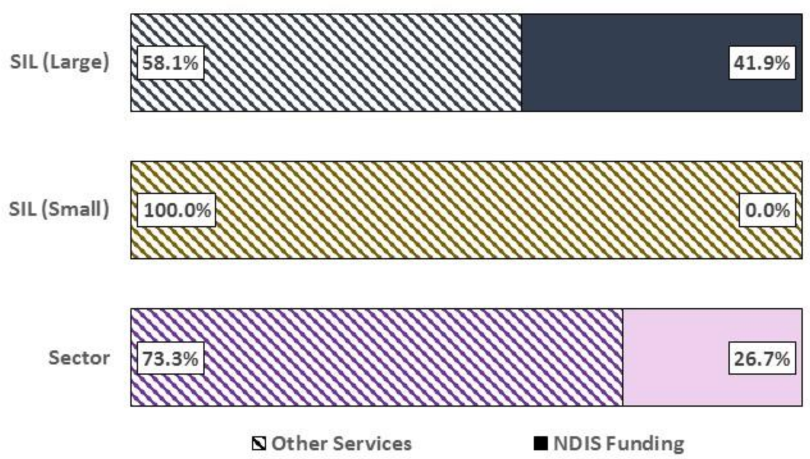
Figure 40 - Average hours worked in NDIS funded Services by Support Workers (headcount)
SIL – *Selected Fortnight*



* Sector n = np; Small n = <5; Large n = 7.

Figure 41 shows that NDIS funded services, on average, accounted for 0% of Support Worker hours across the Small Provider Group, 41.9% for the Large Provider Group and 26.7% across the Sector. Please note that as there are less than five respondents for Small Providers, the data should be interpreted with caution.

Figure 41 - Proportion hours by NDIS and non-NDIS funded services
SIL – *Selected Fortnight*



* Sector n = np; Small n = <5; Large n = 7.

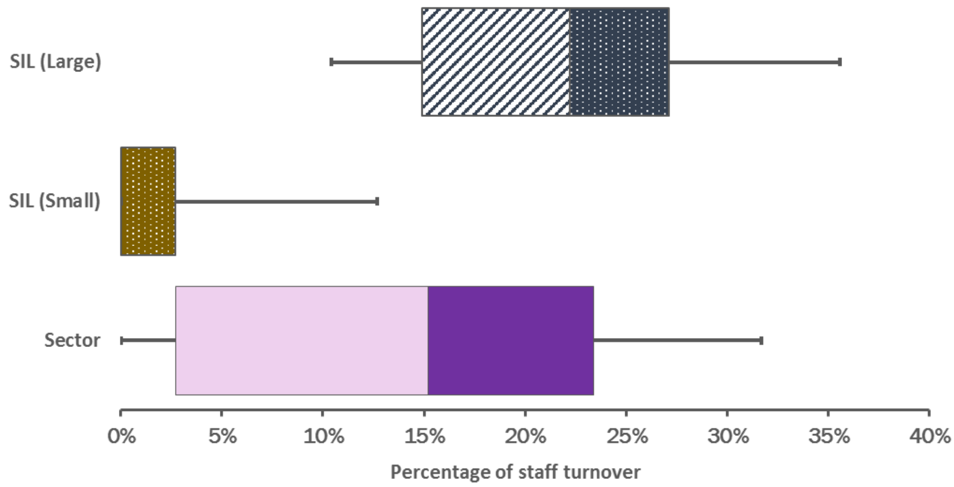
3.3 Staffing characteristics

This section examines staffing metrics such as turnover, tenure (length of service), mix and Line Manager to Support Worker ratios.

3.3.1 Turnover of employed staff

Figure 42 displays the distribution of the staff turnover rate for SIL staff at each participating provider (i.e. the number of staff who have left the organisation as a proportion of the total amount of staff employed by that organisation over the 2015/16 financial year).

Figure 42 - Staff turnover
SIL – *2015/16*



* Sector n = 19; Small n = 7; Large n = 12.

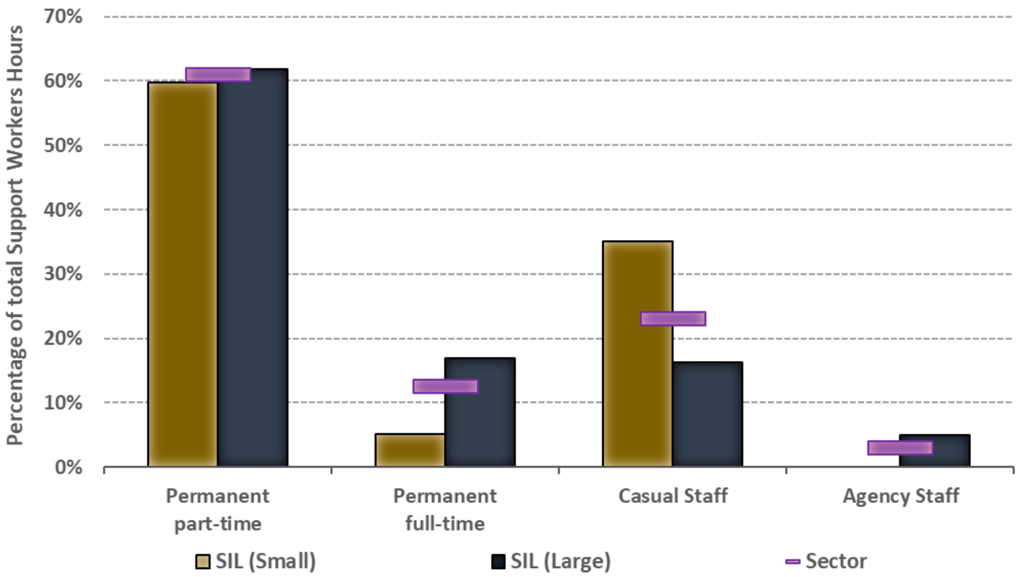
Figure 42 shows that the Sector interdecile range for staff turnover was from 0% to 31.7%, with a median of 15.2%. Large Providers had a higher staff turnover ratio with 75% of respondents reporting 14.9% or higher staff turnover. Large Providers had a median staff turnover ratio of 22.2% and an interquartile range from 14.9% to 27.1%. At least half of the Small Providers reported no staff turnover, resulting in a median of 0% and an interquartile range from 0% to 2.7%.

3.3.2 Workforce composition

Participating providers submitted details on the proportions of staff by employment type that make up the workforce (i.e. *permanent full time, permanent part-time, casual and agency staff*) that delivers SIL services to clients.

Figure 43 shows that *permanent part-time* staff provided the majority of SIL Support Worker hours, an average of 61.0% across the Sector with Small Providers at 59.8% and Large Providers at 61.8%. Large Providers had a higher proportion of *permanent full-time* staff compared to Small Providers (16.9% and 5.1% respectively), and Small Providers had a higher percentage of *casual* staff than Large Providers (35.1% and 16.3% respectively). Small Providers did not use *agency* staff.

Figure 43 - Proportion of Support Worker hours (all employment types)
SIL – *Selected Fortnight*

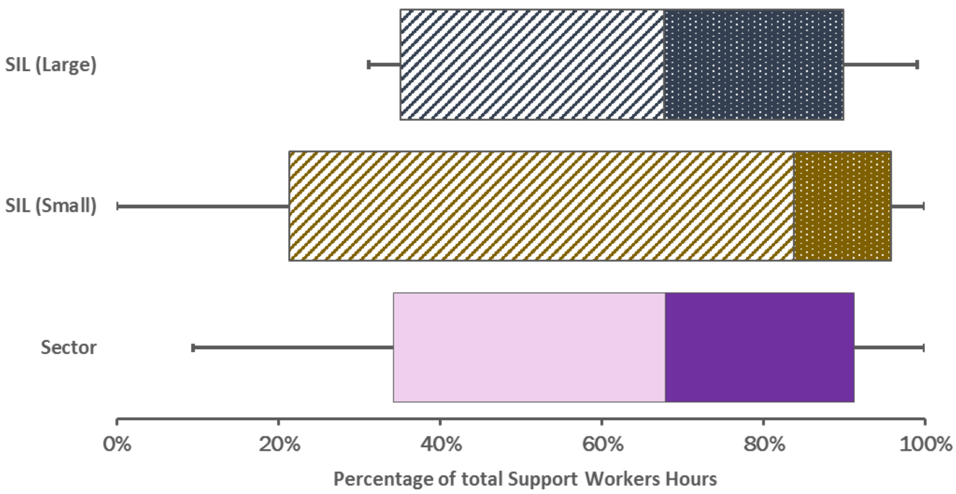


* Sector n = 19; Small n = 7; Large n = 12.

Figures 44(a) – 44(c) provide a further comparison of the distribution of the proportion of hours worked by SIL staff for each employment type. Data is not provided for the use of *agency* Support Workers, as this employment type was used only by three Large Providers.

Figure 44(a) shows that Small Providers had a wider interquartile range (21.4% to 95.8%) than Large Providers (35.1% to 89.9%) for *permanent part-time* staff as a proportion of all Support Workers. The Sector median was 67.9%, with an interdecile range from 9.5% to 100%. For both peer groups the *90th percentile* for the proportion of *permanent part-time* staff was close to, or at, 100% (99.1% for Large Providers and 100% for Small Providers). However, the 10th percentile for Large Providers was 31.2% for *permanent part-time*, compared to 0% for Small Providers.

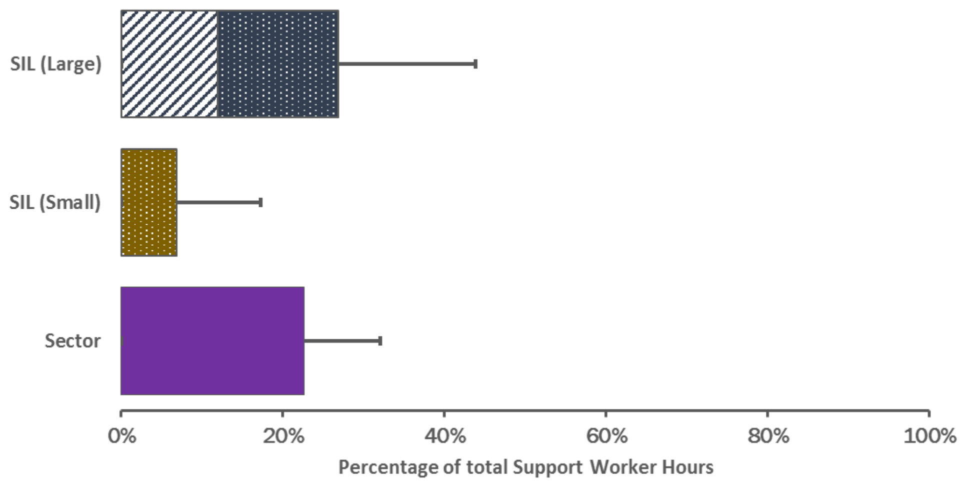
Figure 44(a) - Distribution of the proportion of Support Worker hours - Permanent Part-time
SIL – *Selected Fortnight*



* Sector n = 19; Small n = 7; Large n = 12.

Figure 44(b) shows that half of the Small Provider Group did not have any *permanent full-time* Support Workers. The interdecile range for the proportion of *permanent full-time* Support Workers for Small Providers was between 0% and 17.2%, compared to between 0% and 43.8% for Large Providers. Overall, the Large Provider Group had a higher proportion of *permanent full-time* Support Workers, with an interquartile range from 0% to 26.9% and a median of 11.9%. A quarter of Large Providers did not use *permanent full-time* Support Workers.

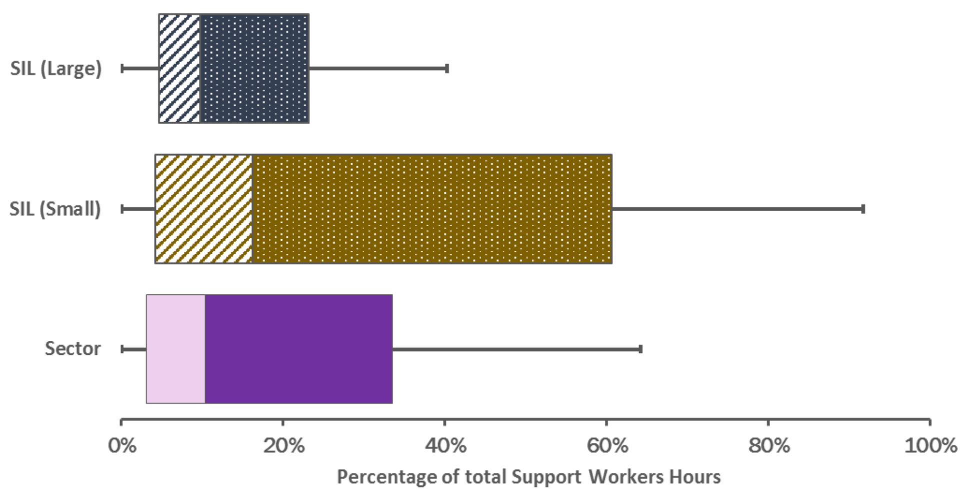
Figure 44(b) - Distribution of the proportion of Support Worker hours - Permanent Full-time
SIL – *Selected Fortnight*



* Sector n = 19; Small n = 7; Large n = 12.

Figure 44(c) shows that Small Providers used a higher proportion of casual staff than Large Providers. For Small Providers the interquartile range for the proportion of Support workers employed on a casual basis was from 4.2% to 60.6%, with a median of 16.2%. Large Providers had a smaller spread, with an interdecile range from 0% to 40.3%, a median of 9.8% and an interquartile range from 4.7% to 23.2%. For the Sector as a whole, the median for the proportion of Support workers employed on a casual basis was 10.4% with the interquartile range from 3.1% to 33.5%.

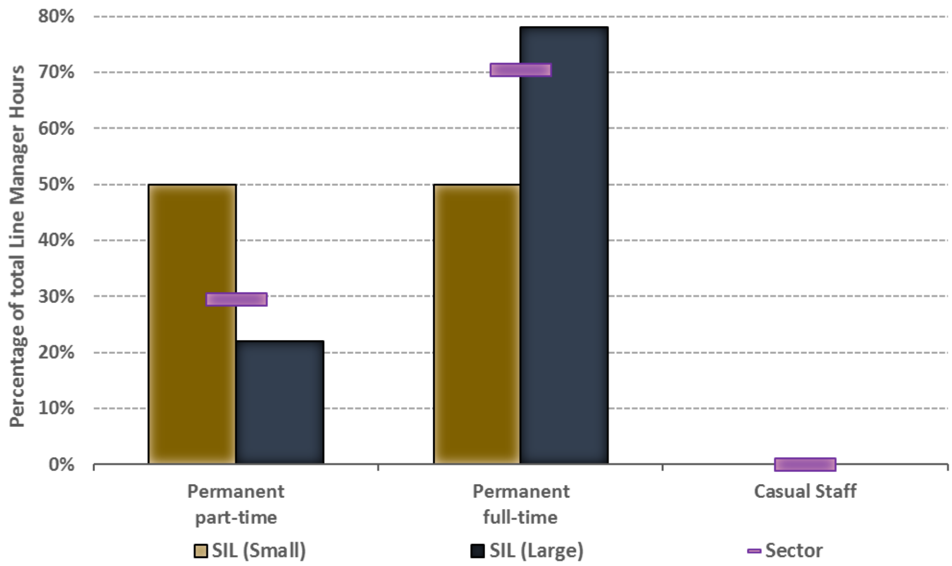
Figure 44(c) - Distribution of the proportion of Support Worker hours - Casual Staff
SIL – *Selected Fortnight*



* Sector n = 19; Small n = 7; Large n = 12.

Participating providers also submitted details on the proportions of staff by employment type that make up the Line Manager workforce (i.e. *permanent full time, permanent part-time, casual and agency staff*) for SIL services. The following figures examine the proportion of total Line Manager hours worked by employment type.

Figure 45 - Proportion of Line Manager hours by employment types
SIL – *Selected Fortnight*

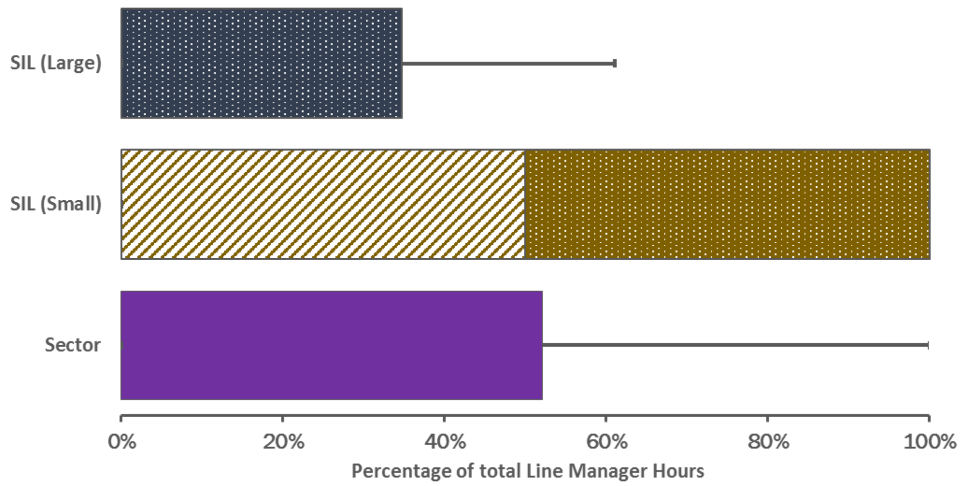


* Sector n = np; Small n = <5; Large n = 11.

Figure 45 shows that neither peer group used *casual* or *agency* staff in the selected fortnight. For Small Providers the proportion of Line Manager hours provided by *Permanent full-time* and *part-time* staff were equal. *Permanent full-time* Line Managers comprised a higher percentage of hours for Large Providers than for Small Providers (78.0% vs 50.0%), but a lower proportion of part-time (22.0% vs 50.0%). For the Sector the overall averages were 70.5% for *Permanent full-time* Line Managers and 29.5% for *Permanent part-time.* Please note that as there were less than five respondents for Small Providers, the data should be interpreted with caution.

Figures 46(a) and 46(b) provide a further comparison of the distribution of the proportion of Line Manager hours for each employment type.

Figure 46(a) - Distribution of the proportion of Line Manager hours - Permanent Part-time
SIL – *Selected Fortnight*

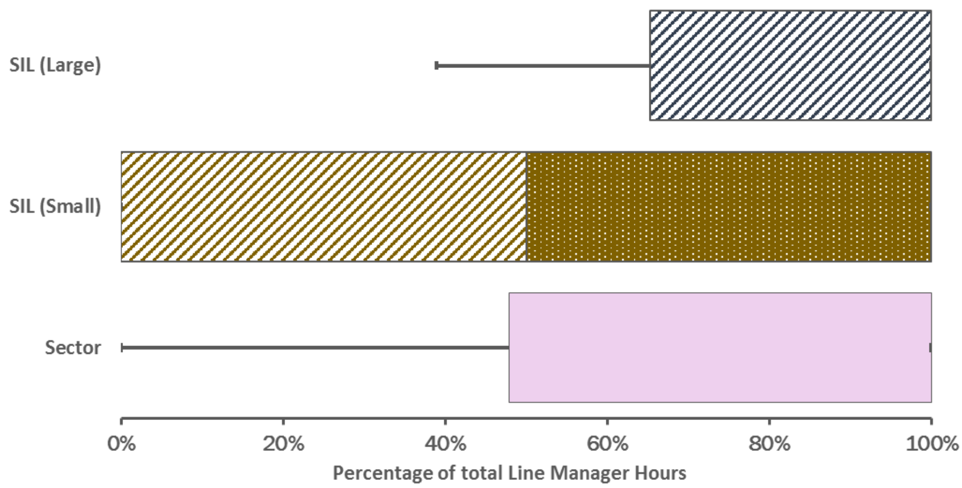


* Sector n = np; Small n = <5; Large n = 11.

Figure 46(a) shows that half of all SIL providers did not have *permanent part-time* Line Managers. Across the Sector, the interdecile range for the proportion of Line Manager hours worked by *permanent part-time* staff was from 0% to 100%. The Small Provider Group had a median proportion of 50.0% compared to 0% for the Large Provider Group. Again, please note that as there were less than five respondents for Small Providers, the data should be interpreted with caution.

Figure 46(b) shows that the majority of SIL providers employed *permanent full-time* Line Managers. The median for the Sector was 100%, with an interdecile range from 0% to 100%. Large Providers had a median of 100%, compared to 50.0% for Small Providers. Again, please note that as there were less than five respondents for Small Providers, the data should be interpreted with caution.

Figure 46(b) - Distribution of the proportion of Line Manager hours - Permanent Full-time
SIL – *Selected Fortnight*



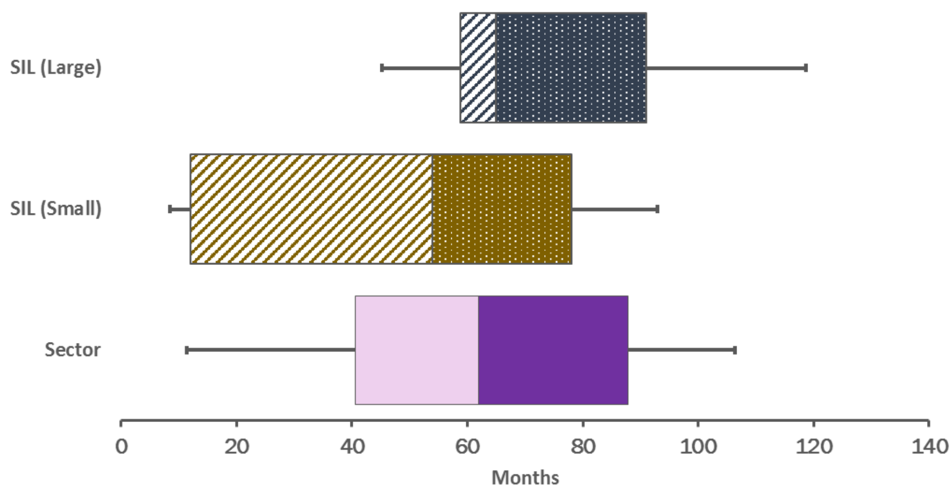
* Sector n = np; Small n = <5; Large n = 11.

3.3.3 Average tenure

The following section examines the average number of years that SIL Support Workers have been working at each provider. Higher tenure (length of service) may increase wage costs, but may also increase productivity and have other benefits to quality of service delivery, client service levels and staff engagement (not measured in this benchmarking study).

Figures 47(a) to 47(c) provide a comparison of the distribution of the average tenure for each participating provider by permanent staff, *casual* staff and all staff.

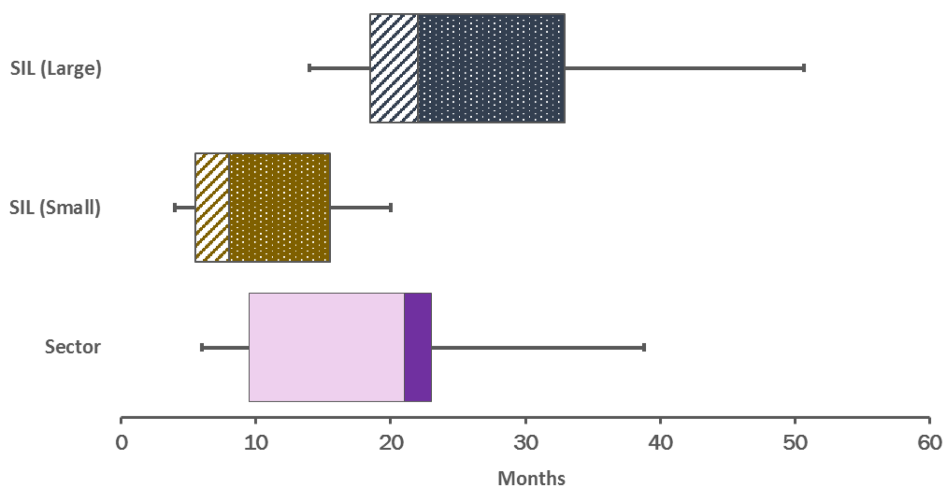
Figure 47(a) - Average staff tenure - Permanent staff
SIL – *Selected Fortnight*



* Sector n = 10; Small n = 5; Large n = 5.

Figure 47(a) shows that Large Providers had a higher median for *permanent* staff tenure (65.0 months) relative to Small Providers (54.0 months). Small Providers had a broader spread in the interquartile range (12.0 to 78.0 months) compared to Large Providers (58.8 to 91.0 months). The interdecile range for staff tenure for the Sector as a whole was from 11.4 months to 106.4 months, with a median of 61.9 months (just over five years).

Figure 47(b) - Average staff tenure - Casual staff
SIL – *Selected Fortnight*

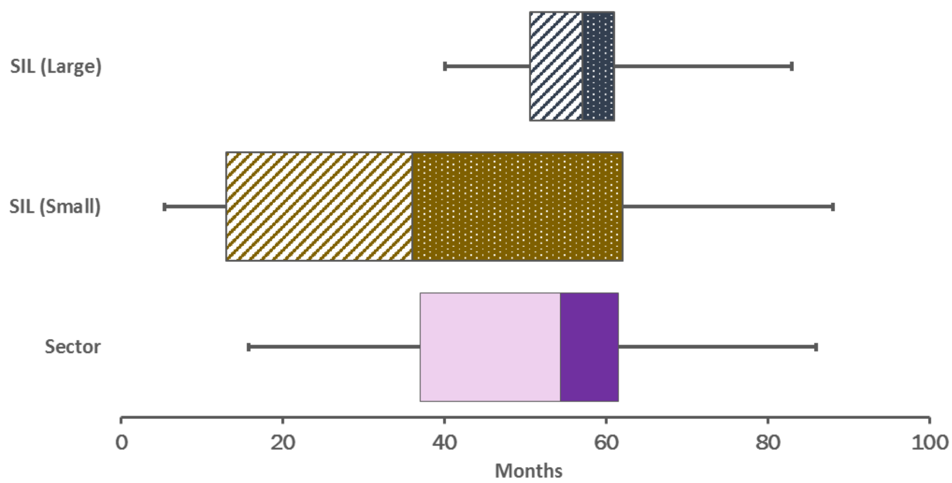


* Sector n = np; Small n = <5; Large n = <5.

Figure 47(b) shows that the average tenure of *casual* SIL staff was greater for Large Providers. The average tenure for casual staff at 75% of the Large Providers was greater than 18.5 months, whereas 75% of Small Providers had an average tenure of greater than 5.5 months. Across the Sector, the interdecile range for average staff tenure was from 6.0 months to 38.8 months, with a median of

21.0. Again, please note that there are less than five respondents for Small Providers, the data should be interpreted with caution.

Figure 47(c) - Average staff tenure - All staff
SIL – *Selected Fortnight*



* Sector n = 18; Small n = 7; Large n = 11.

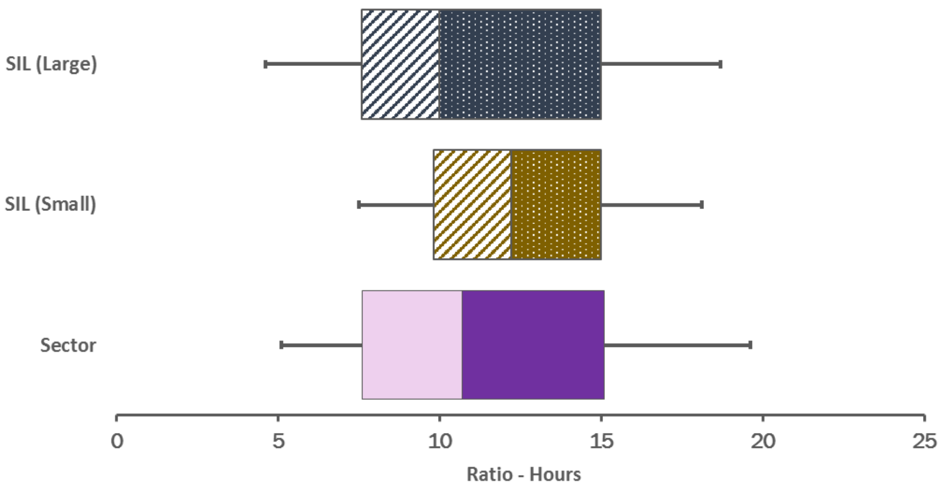
Across all staff categories, *Figure 47(c)* shows that Small Providers had a greater spread for average staff tenure with an interquartile range from 13.0 to 62.0 months (median 36.0 months) compared to Large Providers with an interquartile range from 50.6 to 61.0 months (median 57.0 months). The 10th percentile for average staff tenure was higher for Large Providers (40.0 months) than for Small Providers (5.4 months). The median average staff tenure for the Sector as a whole was 54.3 months, with an interdecile range from 15.8 months to 86.0.

3.3.4 Line Manager staffing ratios

This section examines the ratio of Support Workers to Line Managers for SIL services. The ratios are calculated for hours worked (based on the selected fortnight), as well as for headcount.

Figure 48 examines the distribution of the ratio of Support Worker hours to Line Manager hours for SIL services. It shows that the Sector median was a ratio of 10.7 to 1 (i.e. 10.7 Support Worker hours to one Line Manager hour). The interdecile range for the ratio varied from 5.1 to 19.6 for the sector. Small Providers had a median ratio of 12.2 Support Worker hours to one Line Manager hour, and Large Providers had a median ratio of 10.0. The 75th percentile of the ratio was the same for both Peer Groups at 15.0 Support Worker hours per Line Manager hour. Again, please note that there are less than five respondents for Small Providers, the data should be interpreted with caution.

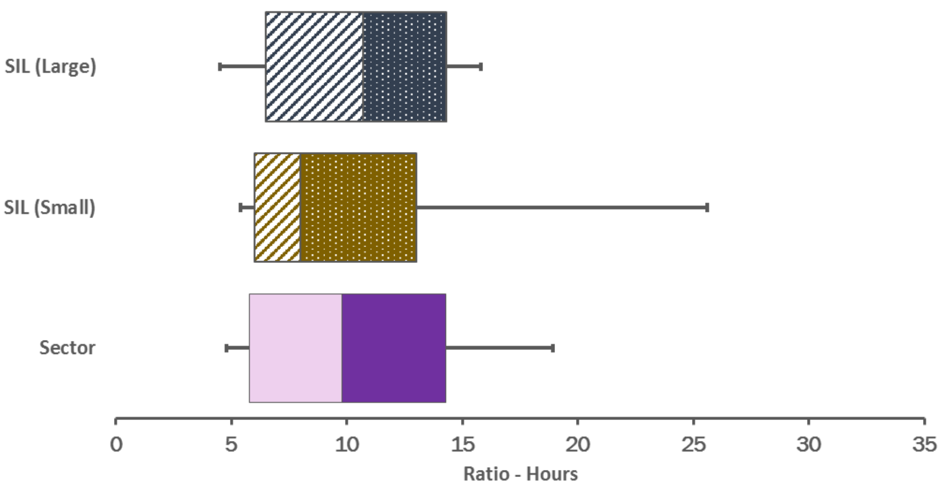
Figure 48 - Number of Support Worker hours per Line Manager hour
SIL – *Selected Fortnight*



* Sector n = np; Small n = <5; Large n = 11.

Figure 49 examines the distribution of the ratio of Support Worker headcount to Line Manager headcount for SIL services. The interdecile range for the ratio was 4.8 to 18.9, with a median of 9.8 to 1. Small Providers had a median ratio of 8.0 with an interdecile range from 5.4 to 25.6. Large Providers had a higher median ratio of 10.7 and a narrower interdecile range from 4.5 to 15.8.

Figure 49 - Number of Support Worker(s) per Line Manager headcount
SIL – *Selected Fortnight*



* Sector n = 16; Small n = 5; Large n = 11.

3.4 Hourly costs

This section examines hourly rates for staff across the various employment types (*permanent full time*, *permanent part-time*, *casual* and *agency* staff). Comparisons are made for base only rates and all-inclusive rates (inclusive of all salary components such as overtime, shift penalties, leave taken).

3.4.1 Hourly costs by employment type (base rate)

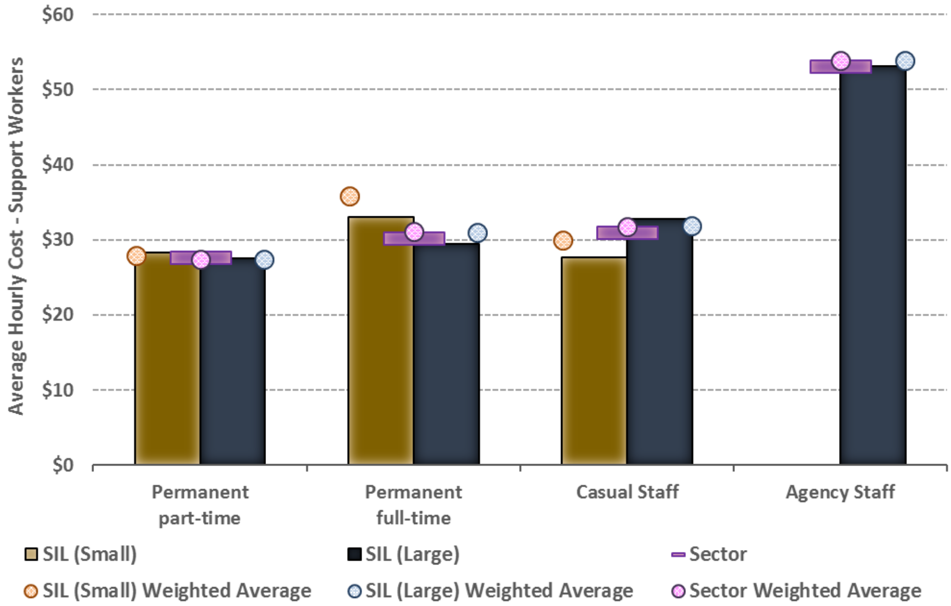
The following figures show the hourly costs for each employment type for Support Workers and Line Managers (separately). All rates are base rate only and relate to the selected fortnight.

Figure 50 examines the hourly costs (base only) for Support Workers by employment type, Peer Group and Sector. Some observations based on the unweighted average data (note that there were less than five responses in the Small Provider Group for permanent full-time and casual staff, and also for agency staff for the Sector; please interpret these results with caution) are:

- **Sector-wide**, the average hourly cost to a provider for *permanent part-time, permanent full-time* and *casual* Support Workers ranged from $27.70 to $31.00 per hour.
- **Sector-wide**, the range in average hourly cost by employment type was similar between the Small Provider Group ($27.70 to $33.00) and the Large Provider Group ($27.50 and $32.80).
- **Agency staff** average hourly cost, which would include any additional agency fees and commissions, at $53.10 per hour for the Sector and Large Providers is higher than the other employment types (please note that the Small Provider Group did not use Agency staff).

Note that Weighted Average hourly costs are also presented in Figure 50. The hourly costs are weighted by the total number of Support Worker hours per employment type.

Figure 50 - Average staff hourly cost (base salary only) for Support Workers (all employment types)
SIL – *Selected Fortnight*

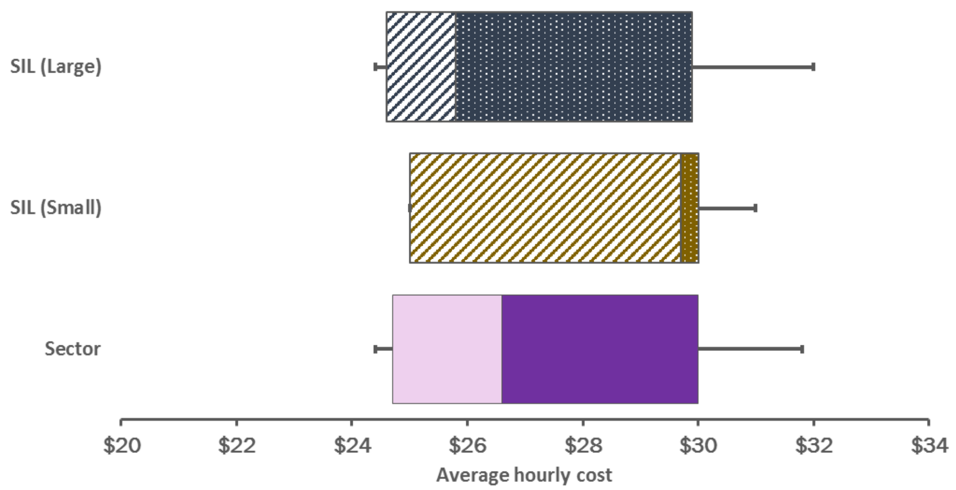


*Permanent part-time: Sector n = 17; Small n = 5; Large n = 12.
~Permanant full-time: Sector n = np; Small n = <5; Large n = 7.
^Casual Staff: Sector n = 14; Small n = 5; Large n = 9.
``Agency Staff: Sector n = np; Small n = <5; Large n = <5.

Figures 51(a) to 51(d) provide a further comparison of the average hourly cost (base only) per Support Worker by employment type.

Figure 51(a) shows that for *permanent part-time* Support Workers, the median for the Sector average hourly (base salary only) cost was $26.60, compared to $29.70 and $25.80 for Small Provider Group and Large Provider Group respectively. The interquartile range was similar for the Sector and both peer groups. However, the interdecile range of the Large Provider Group ($24.40 to $32.00) was wider than for Small Provider Group ($25.00 to $31.00).

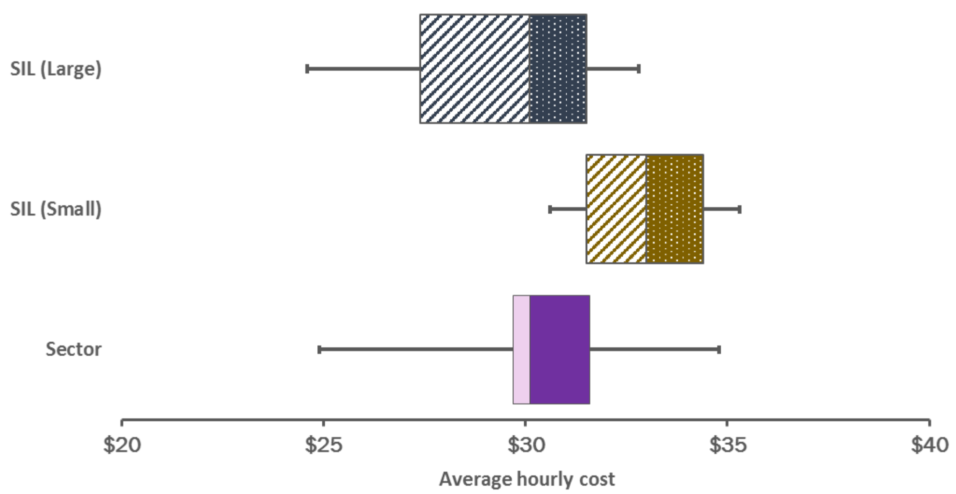
Figure 51(a) -Support Worker average hourly cost (base salary only) - Permanent Part-time
SIL – *Selected Fortnight*



* Sector n = 17; Small n = 5; Large n = 12.

Figure 51(b) shows that the Sector median for the average hourly cost for *permanent full-time* Support Workers was $30.10; for the Small Provider Group it was $33.00, and for the Large Provider Group it was $30.10. The interquartile range and overall range varied between provider groups. For the Sector, the interquartile range was $29.70 to $31.60 per hour, and the interdecile range was $24.90 to $34.80 per hour (note that there were less than five respondents for Small Providers so the data should be interpreted with caution).

Figure 51(b) -Support Worker average hourly cost (base salary only) - Permanent Full-time
SIL – *Selected Fortnight*



* Sector n = np; Small n = <5; Large n = 7.

Figure 51(c) shows that the median for the Sector average hourly cost (base only) for casual Support Workers was $30.60, compared to $29.10 and $31.10 for the Small Provider Group and the Large Provider Group respectively. The interdecile range for both Peer Groups were similar in width, although the range started lower for Small Providers (from $23.70 to $31.20 per hour) compared to the for Large Providers (from $27.40 to $37.70 per hour). Similarly, although the width of the interquartile range was also similar for both peer groups, it was at a higher average cost for Large Providers (from $30.50 to $35.30 per hour) than for Small Providers (from $24.50 to $30.00).

Figure 51(c) -Support Worker average hourly cost (base salary only) - Casual Staff
SIL – *Selected Fortnight*

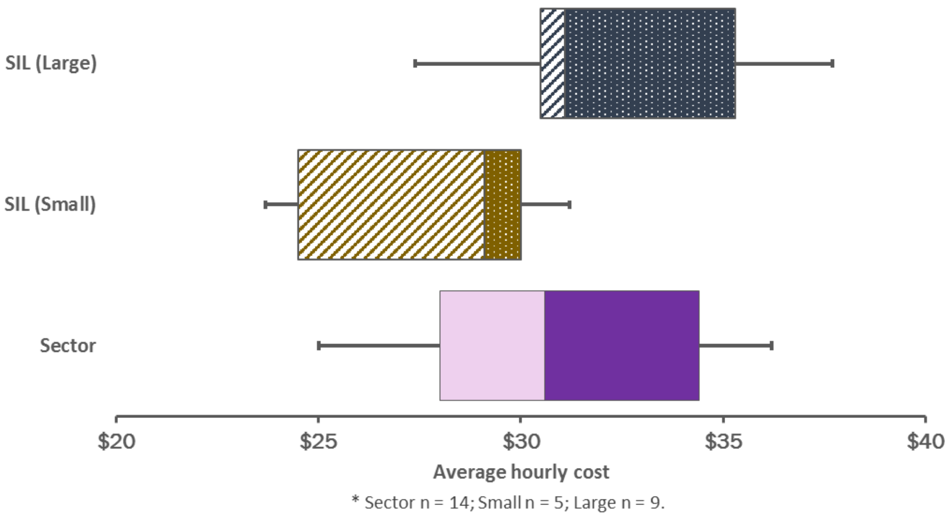


Figure 51(d), shows the median for the Sector average hourly (base salary only) cost for Agency Support workers was $53.80, which was the same as for the Large Provider Group, as the Small Provider Group did not use Agency Support Workers. The interdecile range for the Sector was from $46.80 to $59.10 per hour, and the interquartile range was from $49.40 to $57.10 per hour.

Figure 51(d) -Support Worker average hourly cost (base salary only) - Agency Staff
SIL – *Selected Fortnight*

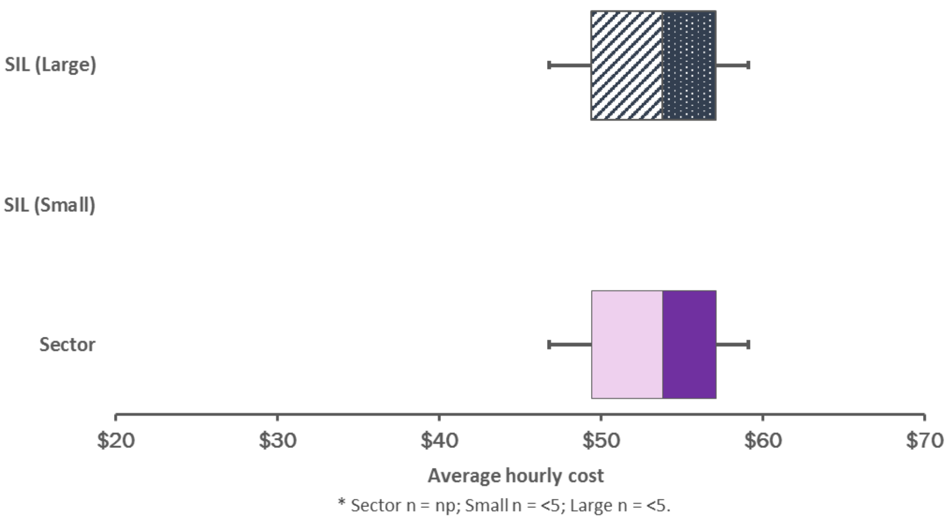
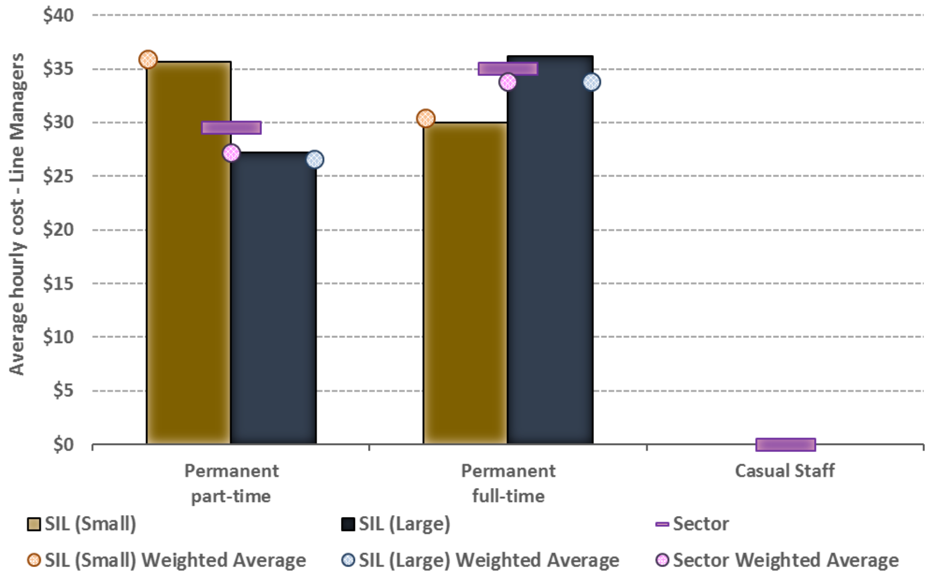


Figure 52 presents the Line Manager average hourly cost (base only) by employment type, Peer Group and Sector for SIL services.

Figure 52 - Average staff hourly cost (base salary only) for Line Managers (all employment types)
SIL – *Selected Fortnight*



*Permanent part-time: Sector n = np; Small n = <5; Large n = 5.
~Permanant full-time: Sector n = np; Small n = <5; Large n = 10.
^Casual Staff: Sector n = np; Small n = <5; Large n = <5.

Some observations based on the unweighted average data (note that there were less than five responses in Small Provider Group for both permanent part-time and permanent full-time so those results should be interpreted with caution) are:

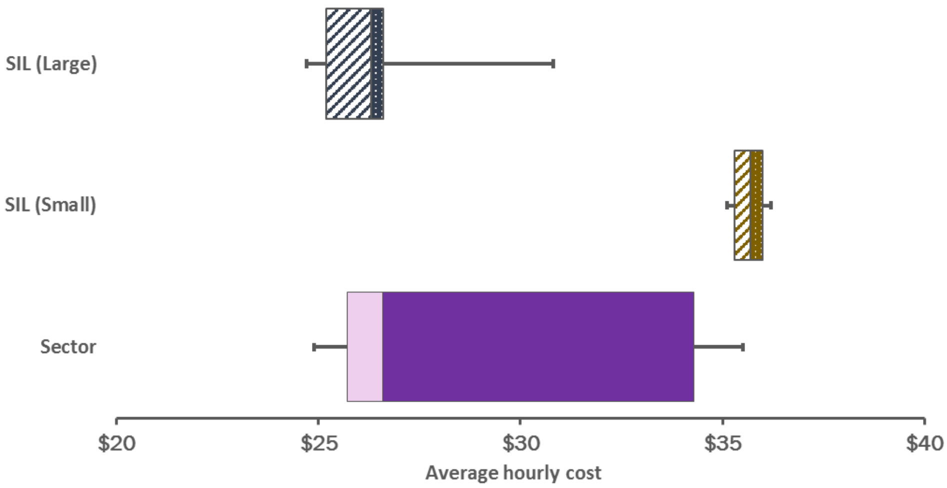
- **Sector-wide**, the average hourly cost for *permanent part-time* and *permanent full-time* Line Managers was $29.60 to $35.10 respectively
- **Sector-wide,** the *Permanent part-time* and *permanent full-time* average costs for Line Managers varied in the Small Provider Group ($35.70 and $30.00 respectively) compared to the Large Provider Group ($27.20 and $36.20 respectively).
- **Sector-wide**, no participating provider employed Line Managers on a *Casual* or *Agency* basis.

Note that Weighted Average hourly costs are also presented in Figure 52. The hourly costs are weighted by the total number of Line Manager hours per employment type.

Figures 53(a) and 53(b) provide a further comparison of the distribution of average hourly cost (base only) for SIL Line Managers by employment type.

Figure 53(a) shows that the median for the Sector average hourly (base only) cost for *permanent part-time* Line Managers was $26.60 per hour, compared to $35.70 for Small Providers and $26.30 for Large Providers. The width of the interdecile range for Small Providers ($35.10 to $36.20) was narrower than that for Large Providers ($24.70 to $30.80), but at a higher level of cost. The interquartile range for Small Providers ($35.30 to $36.00) was also at a higher level of cost that for the Large Providers ($25.20 to $26.60). Again note that there were less than five respondents for Small Providers so the data should be interpreted with caution.

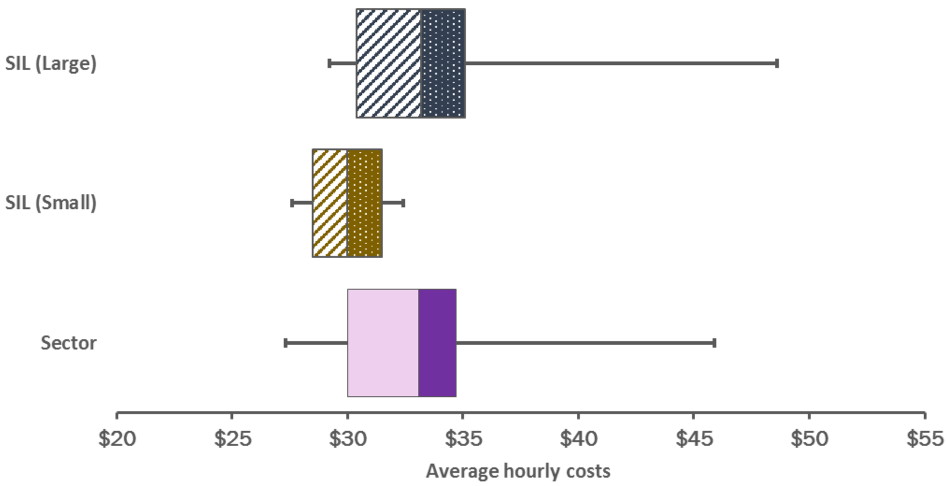
Figure 53(a) -Line Manager average hourly cost (base salary only) - Permanent Part-time
SIL – *Selected Fortnight*



* Sector n = np; Small n = <5; Large n = 5.

Figure 53(b) shows that for permanent full-time SIL Line Managers, the median for the Sector average hourly (base salary only) cost was $33.10, compared to $30.00 and $33.20 for the Small Provider Group and the Large Provider Group respectively. The interdecile range of the Small Provider Group was from $27.60 to $32.40 per hour, which was narrower than for the Large Provider Group from $29.20 to $48.60 per hour. The interquartile range for the Small Provider Group was from $28.50 to $31.50 per hour compared to the Large Provider Group from $30.40 to $35.10 per hour. Again note that there were less than five respondents for Small Providers so the data should be interpreted with caution.

Figure 53(b) - Line Manager average hourly cost (base salary only) - Permanent Full-time
SIL – *Selected Fortnight*



* Sector n = np; Small n = <5; Large n = 10.

3.4.2 Hourly costs by employment type (all inclusive)

This section examines the hourly costs, inclusive of all salary components such as overtime, shift penalties, and leave taken, for each of the employment types for Line Managers and Support Workers working in SIL services.

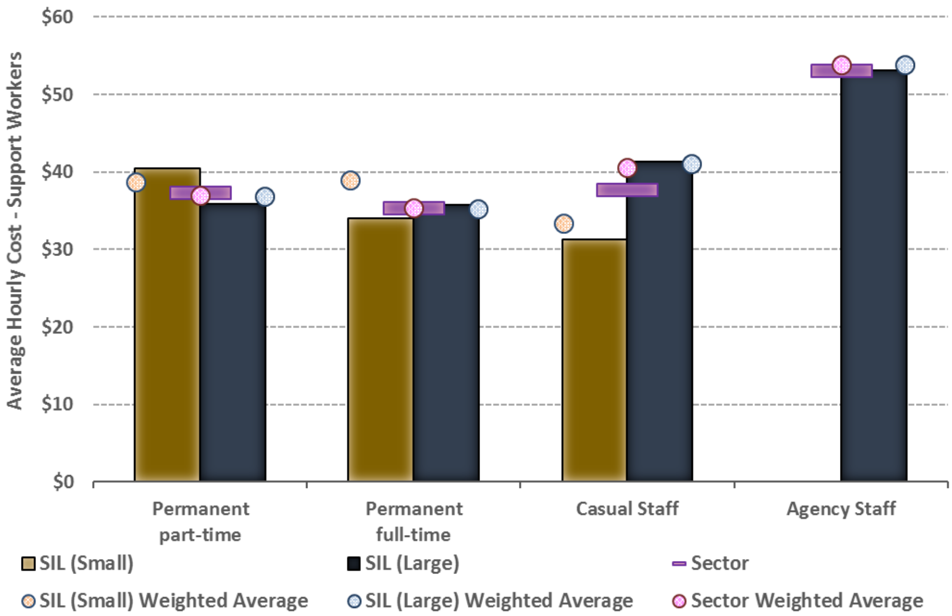
Figure 54 shows the all-inclusive average hourly cost per Support Worker across the Sector ranged between $35.40 and $53.10, which is, as expected, higher than for the base only cost. The inclusion of oncosts such as shift penalties and superannuation results in the all-inclusive rate varying by different amounts contingent upon the employment type. Specifically, based on the unweighted average data (please note that there were less than five responses in Small Provider Group for permanent full-time, and all Agency data so the results should be interpreted with caution), for the Sector:

- **Permanent part-time** staff the average hourly (all inclusive) cost was $37.00, which was 34% or $9.30 per hour higher than the base only cost
- **Permanent full-time** staff the average hourly (all inclusive) cost was $35.40, which was 17% or $5.20 per hour higher than the base only cost
- **Casual** staff the average hourly (all inclusive) cost was $37.40, which was 21% or $6.40 per hour higher than the base only cost
- **Agency** staff average hourly (all inclusive) cost was the same at $53.10 per hour.

Note that Weighted Average hourly costs are also presented in Figure 54. The hourly costs are weighted by the total number of Support Worker hours per employment type.

Figure 54 - Average staff hourly cost (all inclusive) for Support Workers (all employment types)

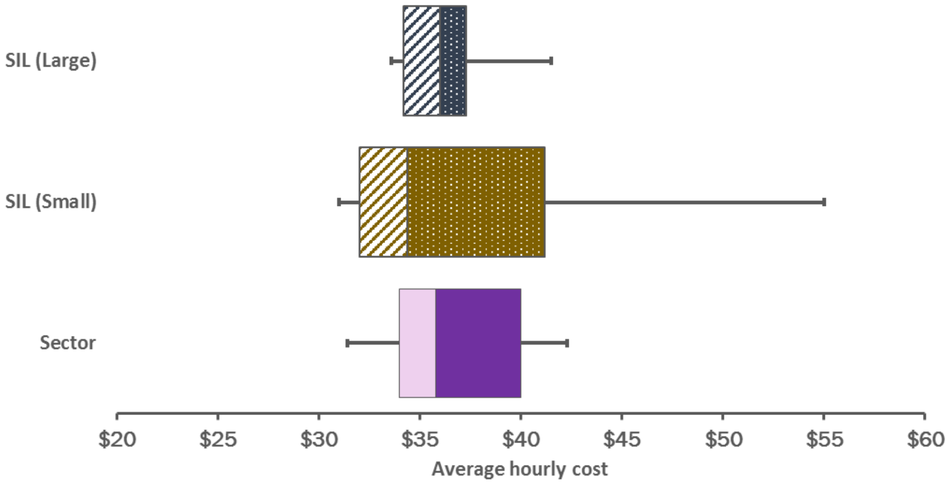
SIL – *Selected Fortnight*



*Permanent part-time: Sector n = 17; Small n = 5; Large n = 12.
~Permanant full-time: Sector n = np; Small n = <5; Large n = 7.
^Casual Staff: Sector n = 14; Small n = 5; Large n = 9.
``Agency Staff: Sector n = np; Small n = <5; Large n = <5.

Figure 55(a) to Figure 55(c) provide a further breakdown of the distributions of the all-inclusive average cost per Support Worker by employment type.

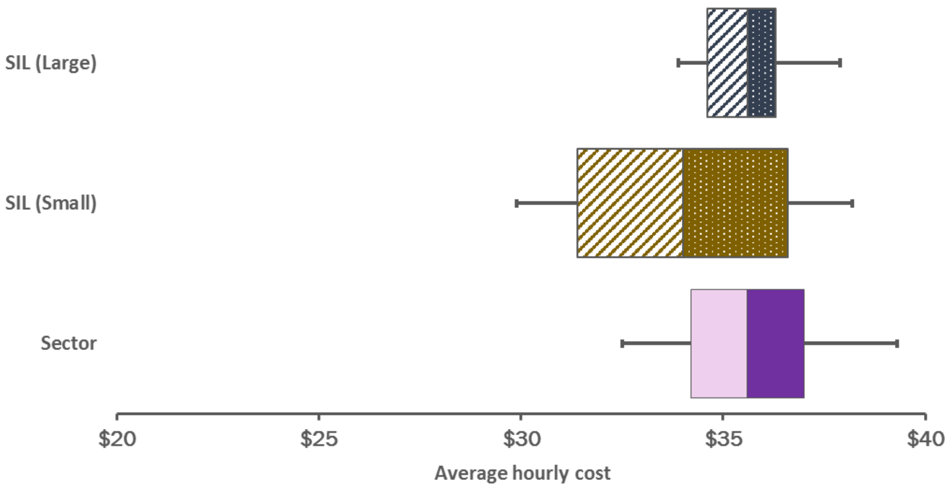
Figure 55(a) - Support Worker average hourly cost (all inclusive) - Permanent Part-time
SIL – *Selected Fortnight*



* Sector n = 17; Small n = 5; Large n = 12.

Figure 55(a) shows that the median for the Sector average hourly cost (all inclusive) for *permanent part-time* Support Workers was $35.80, compared to $34.40 and $36.00 for Small Providers and Large Providers respectively. The interdecile range of the Small Provider Group from $31.00 to $55.00 per hour was wider than for the Large Provider Group from $33.60 to $41.50 per hour. The interquartile range for the Small Provider Group was from $32.00 to $41.20 per hour compared to the Large Provider Group from $34.20 to $37.30 per hour.

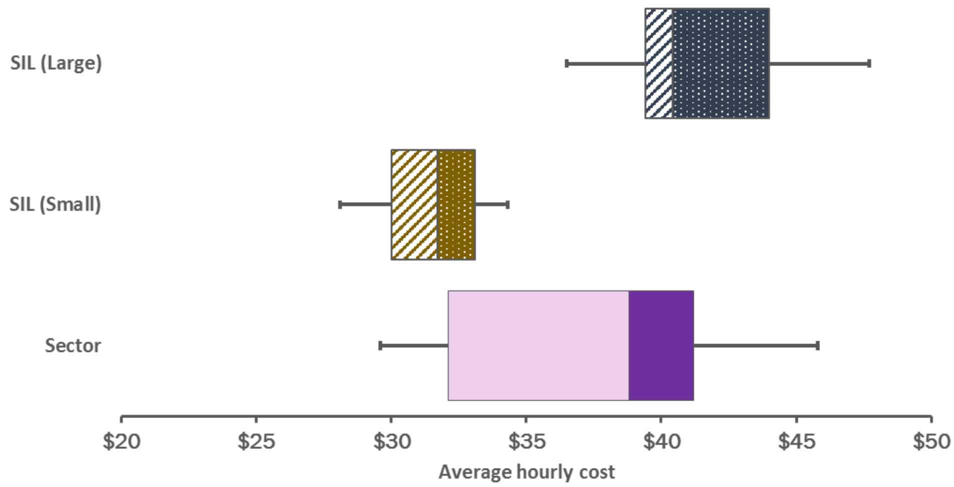
Figure 55(b) - Support Worker average hourly cost (all inclusive) - Permanent Full-time
SIL – *Selected Fortnight*



* Sector n = np; Small n = <5; Large n = 7.

Figure 55(b) shows that the median for the Sector average hourly cost (all inclusive) for *permanent full-time* Support Workers was $35.60 per hour compared to $34.00 and $35.60 for Small Providers and Large Providers respectively. The interdecile range for the Small Providers from $29.90 to $38.20 per hour was wider than for the Large Provider Group from $33.90 to $37.90 per hour. The Small Provider Group had an interquartile range of $31.40 to $36.60 per hour which was wider than for the Large Provider Group of $34.60 to $36.30 per hour. Again, please note that there were less than five respondents for Small Providers so the data should be interpreted with caution.

Figure 55(c) - Support Worker average hourly cost (all inclusive) - Casual Staff
SIL – *Selected Fortnight*



* Sector n = 14; Small n = 5; Large n = 9.

Figure 55(c) shows that the median for the Sector average hourly cost (all inclusive) for *casual* Support Workers was $38.80 compared to $31.70 and $40.40 for Small Providers and Large Providers respectively. The interdecile range for the Small Provider Group from $28.10 to $34.30 per hour was narrower than for the Large Provider Group from $36.50 to $47.70 per hour. The interquartile range for Small Providers was from $30.00 to $33.10 per hour which was narrower, and at a lower level of average hourly cost than for Large Providers from $39.40 to $44.00 per hour.

Note that as the base and all-inclusive salary costs are taken to be identical for agency staff, the data in *Figure 51(d)* is not repeated here. Recall that Figure 51(d) showed that the median of the average hourly cost for agency Support Workers was $53.80 with the interquartile range from $49.40 to $57.10 per hour.

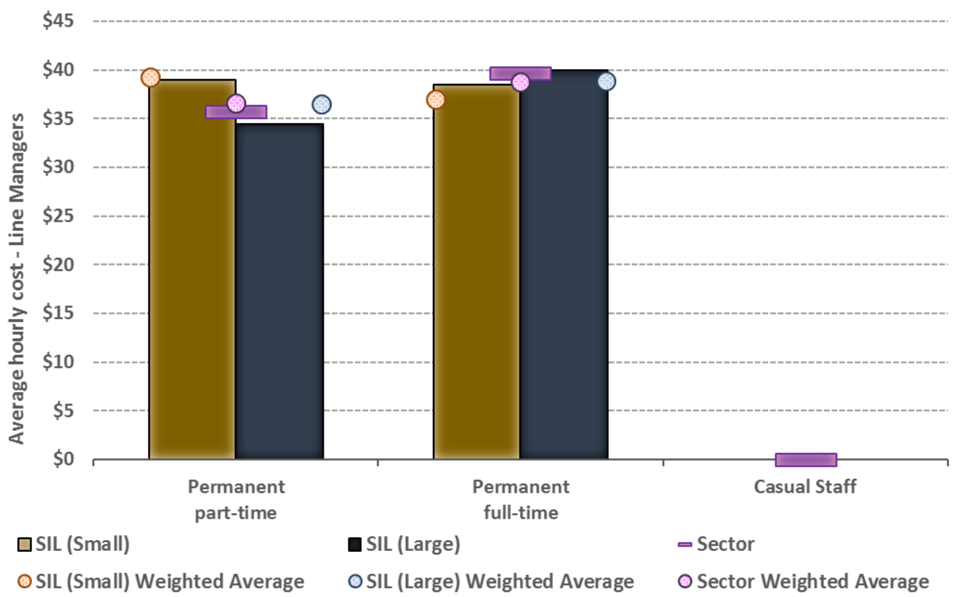
Figure 56 shows that the Sector average hourly cost (all-inclusive) for Line Managers was between $35.40 and $39.50 per hour. The rates are higher than the base only cost. Including oncosts such as shift penalties, overtime and superannuation effects the all-inclusive rate (relative to the base only rate) differently, contingent upon the employment type. Specifically, based on the unweighted average data (please note that there were less than five responses in Small Provider Group for permanent part-time, permanent full-time staff and agency so the results should be interpreted with caution), for the Sector:

- **Permanent part-time staff.** the average hourly (all inclusive) cost was $35.40, which was 20% or $5.80 per hour higher than the base only cost.
- **Permanent full-time staff**, the average hourly (all inclusive) cost was $39.50, which was 13% or $4.40 per hour higher than the base only cost.
- **Casual staff,** participating providers did not employ Line Managers on a casual basis.

Note that Weighted Average hourly costs are also presented in Figure 56. The hourly costs are weighted by the total number of Line Manager hours per employment type.

Figure 56- Average staff hourly cost (all inclusive) for Line Managers (all employment types)

SIL – *Selected Fortnight*



*Permanent part-time: Sector n = np; Small n = <5; Large n = 5.

~Permanant full-time: Sector n = np; Small n = <5; Large n = 11.

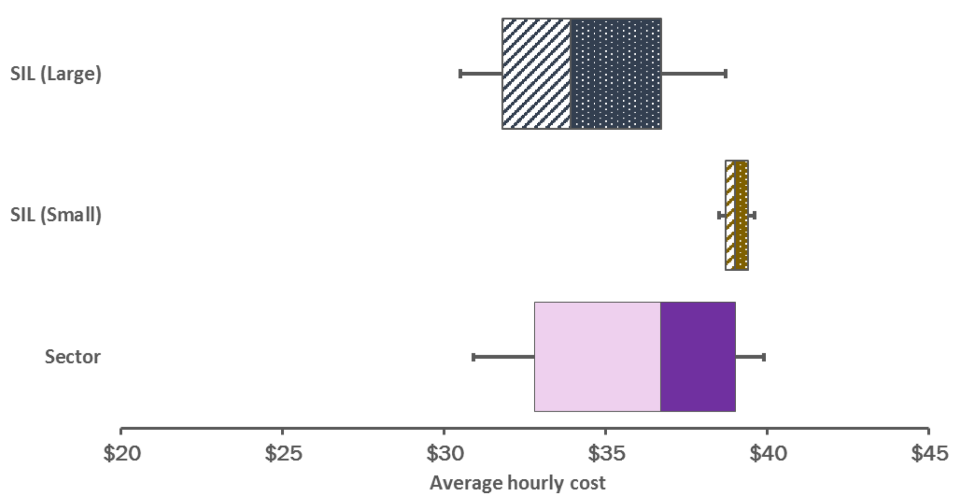
^Casual Staff: Sector n = np; Small n = <5; Large n = <5.

Figures 57(a) and 57(b) provide a further comparison of the distribution of average hourly cost (all-inclusive) for Line Managers by employment type.

Figure 57(a) shows that the median for the Sector average hourly cost (all-inclusive) for *permanent part-time* Line Managers was $36.70 compared to $39.00 and $33.90 for Small Providers and Large Providers respectively. The interdecile range for the Small Provider Group from $38.50 to $39.60 per hour was narrower than for the Large Provider Group from $30.50 to $38.70 per hour. Small Providers had an interquartile range from $38.70 to $39.40 per hour, which was narrower than for Large Providers at $31.80 to $36.70 per hour. Again, note that there were less than five responses in Small Provider Group so the results should be interpreted with caution.

Figure 57(a) - Line Manager average hourly cost (all inclusive) - Permanent Part-time

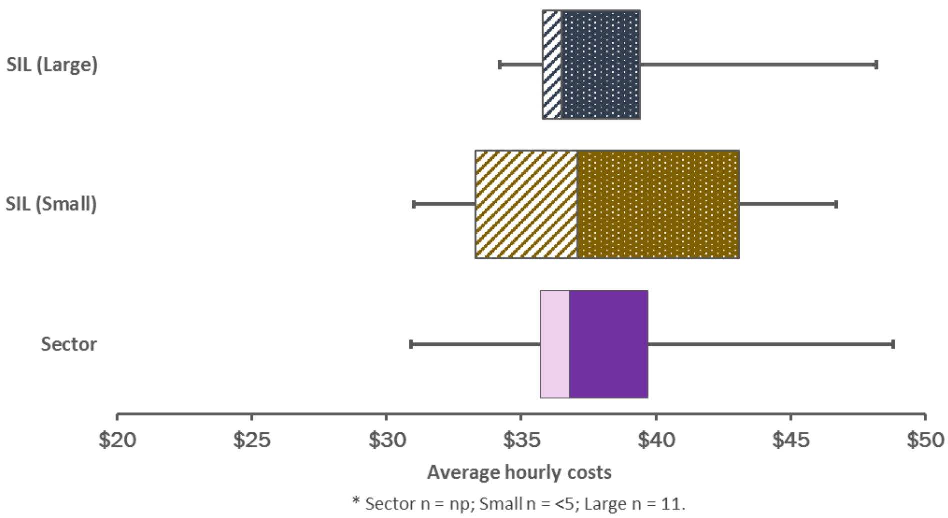
SIL – *Selected Fortnight*



* Sector n = np; Small n = <5; Large n = 5.

Figure 57(b) shows that the median for the Sector average hourly cost (all-inclusive) for *permanent full-time* Line Managers was $36.80, compared to $37.10 and $36.50 for Small Providers and Large Providers respectively. The interdecile range for Small Providers was from $31.00 to $46.70 per hour, which was similar to Large Providers (from $34.20 to $48.20 per hour). Again, note that there were less than five responses in Small Provider Group so the results should be interpreted with caution.

Figure 57(b) - Line Manager average hourly cost (all inclusive) - Permanent Full-time
SIL – *Selected Fortnight*



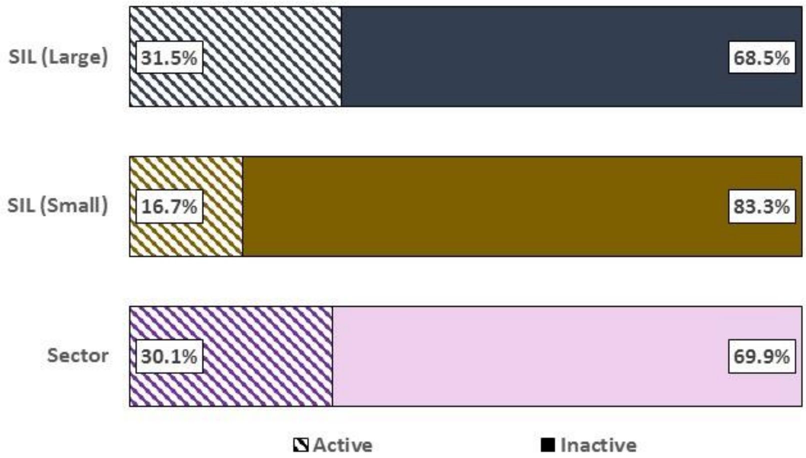
3.5 House characteristics

This section examines various characteristics of the houses used in providing SIL services.

3.5.1 House with active overnight

Figure 58 presents the proportion of *active overnight* houses compared to *inactive overnight* houses for participating providers. It shows that the proportion of *active houses* was 30.1% for the Sector as a whole. Small Providers had a lower proportion of *active houses* (16.7%) than Large Providers (31.5%). Please note that the ratios are derived using the absolute number of houses; there is no adjustment for the size of the houses or the number of residents in each house (*Figure 60* provides some insight into average house size).

Figure 58 - Proportion of active and inactive overnight houses
SIL – *Selected Fortnight*



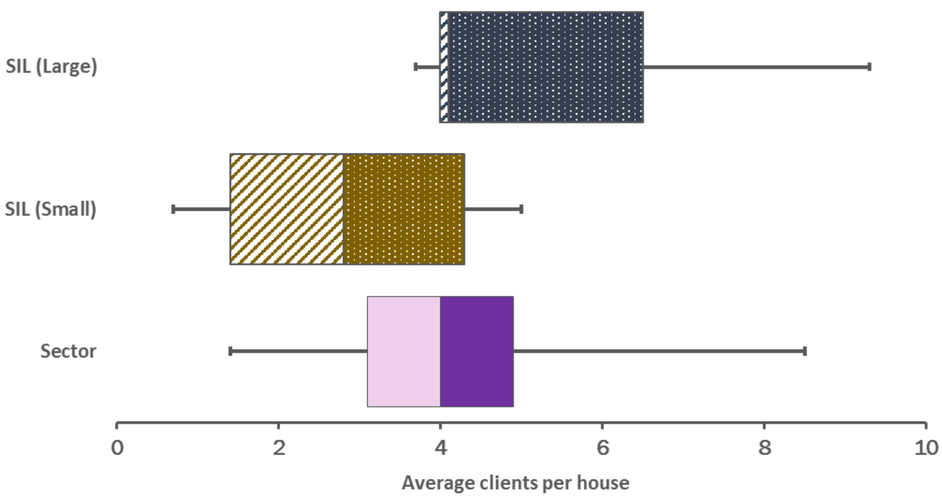
* Sector n = 19; Small n = 8; Large n = 11.

3.5.2 House size

This section examines the size (based on the number of clients) and the number of houses broken down by provider groups and their *active/inactive* classification. The biggest *active house* reported in the Survey had 22 residents in the selected fortnight (*Figure 62*), the biggest *inactive house* had 9 residents in the same period (*Figure 64*).

Figure 59 looks at how many clients were in each house during the selected fortnight (active and inactive combined). It shows that the interdecile range for the average clients per house was from 1.4 to 8.5 across all participating providers with a median of 4.0 clients. On the whole, Small Providers operated smaller houses. For Small Providers, the interdecile range for average clients per house was from 0.7 to 5.0, with a median of 2.8 clients. This was lower than Large Providers, which had an interdecile range from 3.7 to 9.3 and a median of 4.1 clients.

Figure 59 - Average house size (clients) - All houses
SIL – *Selected Fortnight*



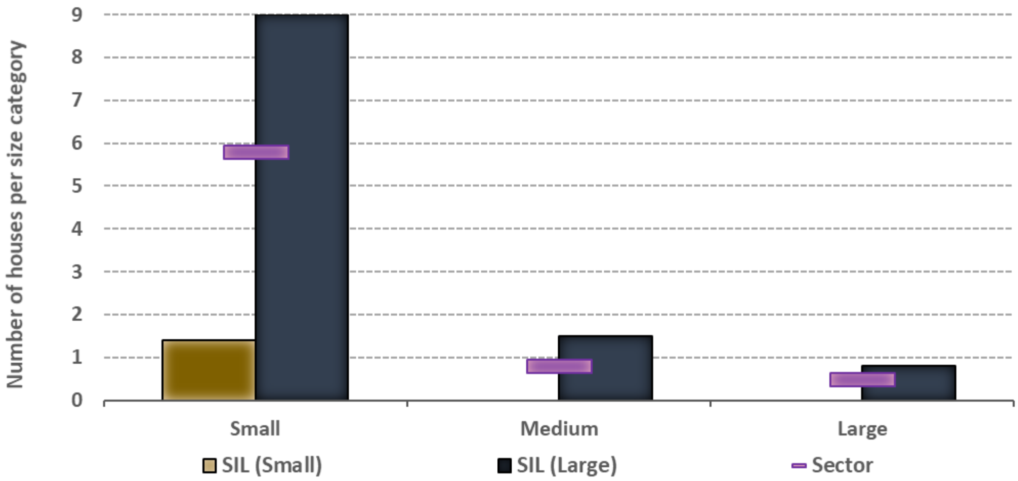
* Sector n = 19; Small n = 8; Large n = 11.

Figure 60 categorises participating provider operated houses (active and inactive combined) into size cohorts. The thresholds for the cohorts are:

- **Small** between one and five clients
- **Medium** between six and ten clients
- **Large** eleven or more clients.

No Small Providers were operating medium or large houses in the selected fortnight, on average, each Small Provider operated 1.4 small houses. Large Providers also predominantly operated small houses, operating on average 9.0 small, 1.5 medium and 0.8 large houses per provider.

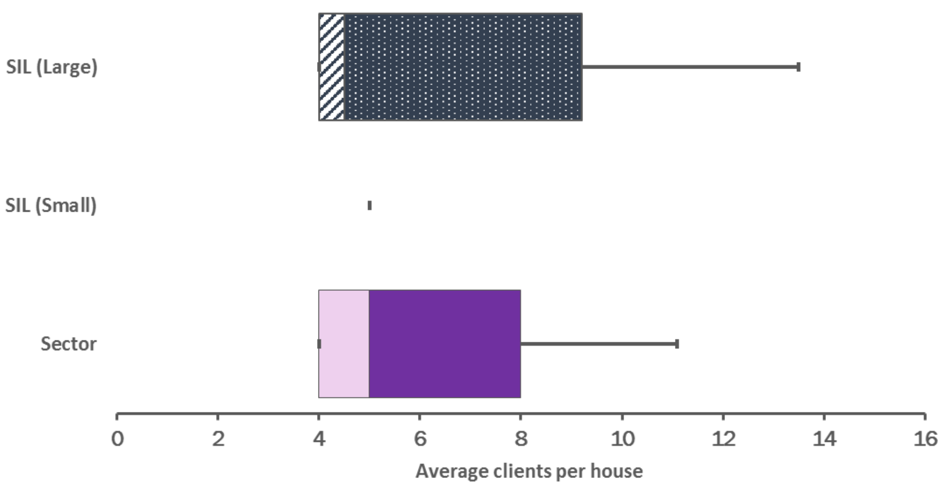
Figure 60 - House size by category - All houses
SIL – *Selected Fortnight*



* Sector n = 19; Small n = 8; Large n = 11.

Figure 61 shows how many clients were in each *active overnight house* during the selected fortnight. The interdecile range for the average clients per *active house* ranged from 4.0 to 11.1 across all providers; the median was 5.0 clients. Half of the *active houses* operated by Large Providers had fewer than 5 clients.

Figure 61 - Average house size (clients) - Active houses
SIL – *Selected Fortnight*



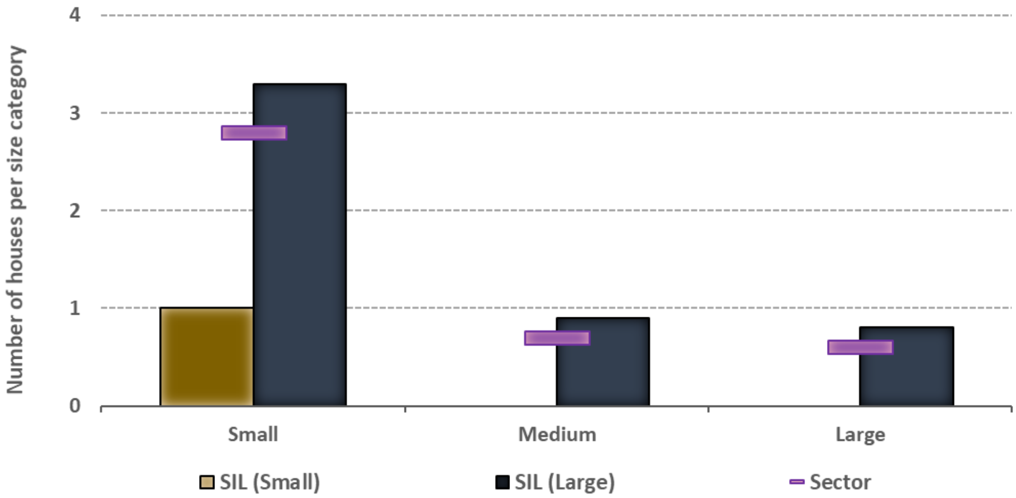
* Sector n = np; Small n = <5; Large n = 8.

Figure 62 categorises participating provider operated active houses into size cohorts. The thresholds for the cohorts are:

- **Small** between one and five clients
- **Medium** between six and ten clients
- **Large** eleven or more clients.

No Small Providers were operating medium or large *active* houses in the selected fortnight, on average, each Small Provider operated 1.0 small *active* house. Large Providers also predominantly operated small *active* houses, operating on average 3.3 small, 0.9 medium and 0.8 large *active* houses in the selected fortnight.

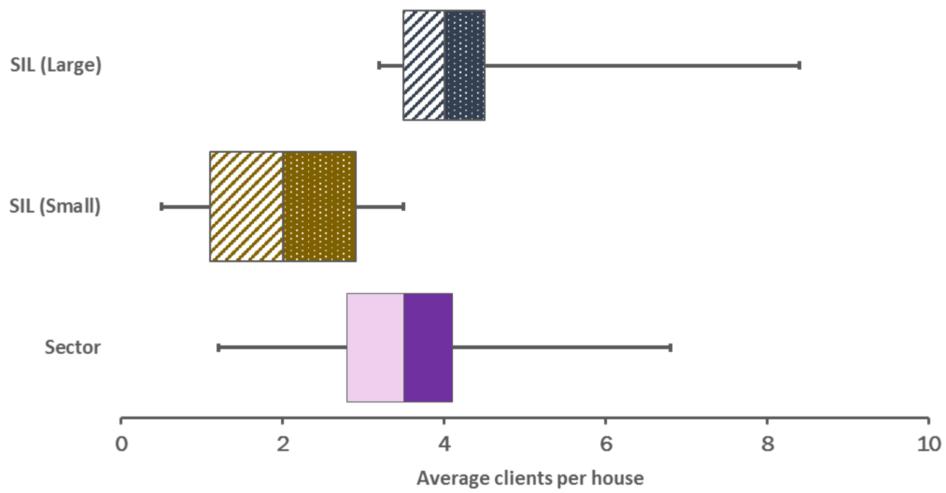
Figure 62 - House size by category - Active houses
SIL – *Selected Fortnight*



* Sector n = np; Small n = <5; Large n = 8.

Figure 63 shows how many clients were in each *inactive overnight house* during the selected fortnight. The interdecile range for average clients per inactive house ranged from 1.2 to 6.8 across all participating providers; the median was 3.5 clients. Large Providers had an interquartile range from 3.5 and 4.5 clients per house compared to Small Providers from 1.1 to 2.9 clients per house.

Figure 63 - Average house size (clients) - Inactive houses
SIL – *Selected Fortnight*

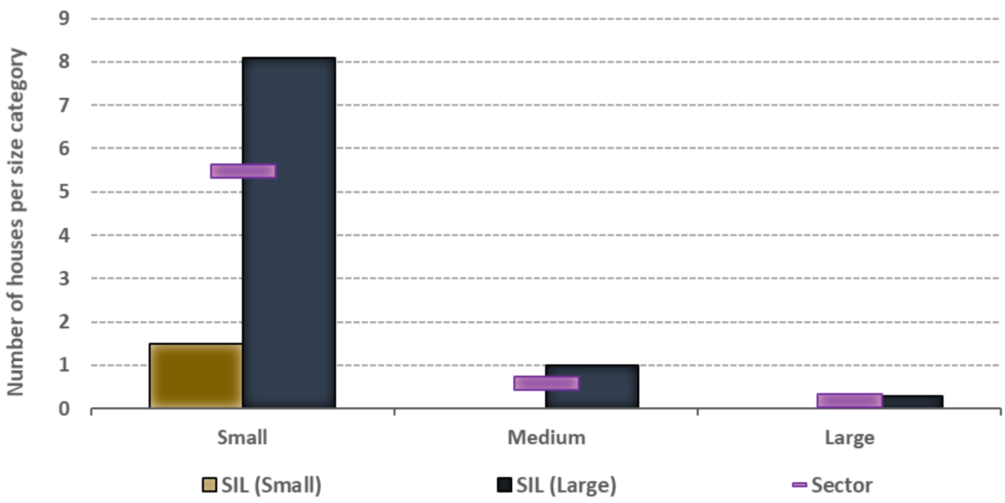


* Sector n = 15; Small n = 6; Large n = 9.

Figure 64 categorises participating provider operated inactive houses into size cohorts. The thresholds for the cohorts are:

- **Small** between one and five clients
- **Medium** between six and ten clients
- **Large** eleven or more clients.

Figure 64 - House size by category - Inactive houses
SIL – *Selected Fortnight*



* Sector n = 15; Small n = 6; Large n = 9.

Figure 64 shows that no Small Providers were operating medium or large *inactive houses* in the selected fortnight, on average, each Small Provider operated 1.5 small *inactive house*. Large Providers also predominantly operated small *active houses*, operating on average 8.1 small, 1.0 medium and 0.3 large inactive houses per provider.

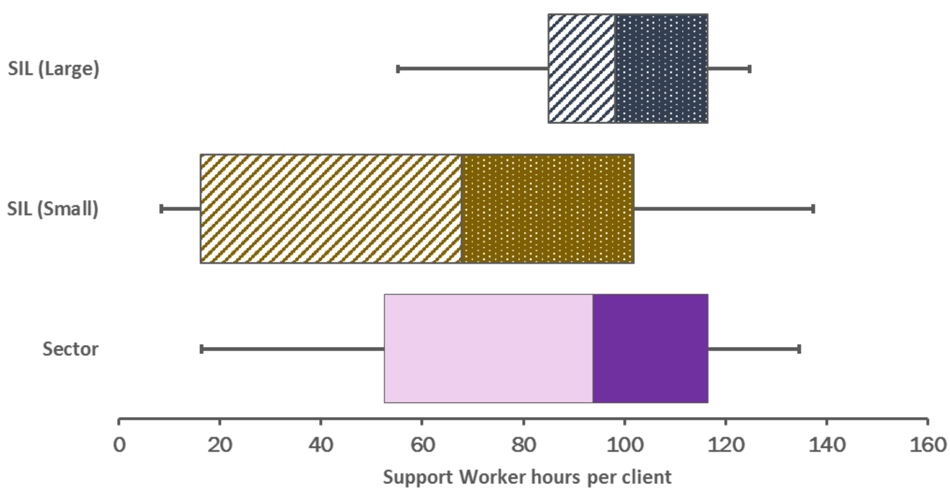
3.6 Hours of service per client

This section examines the average hours of service provided by Support Workers to clients in each SIL house in the selected fortnight. The figures show *active* and *inactive* houses first in aggregate and then separately.

Figure 65 shows that across the participating providers, the interdecile range for the average number of Support Worker hours per client for each house was between 16.4 and 134.6 with the median being 93.8 hours in a two week period (or 46.9 hours per week). Maximum hours per client per house were similar for both groups, but Small Providers, reported broader overall and interquartile ranges in Support Worker hours per client.

Figure 65 - Average Support Workers hours per client - all houses

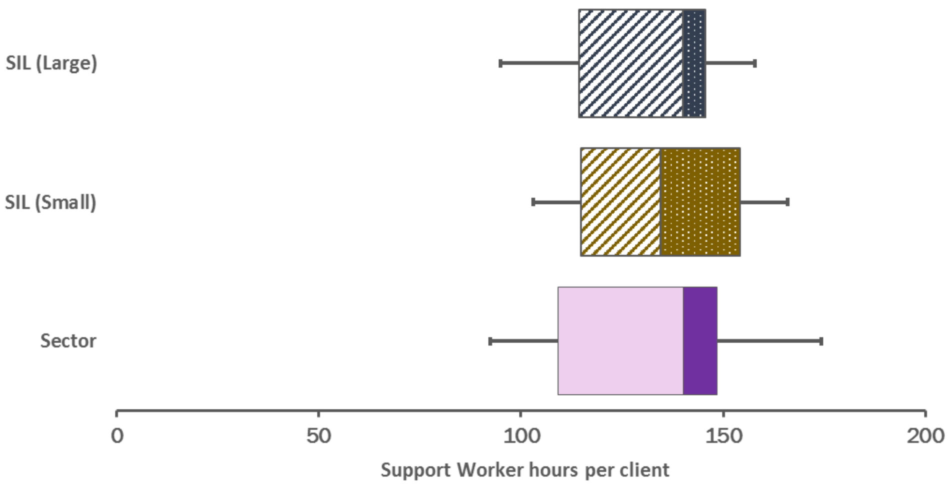
SIL – *Selected Fortnight*



* Sector n = 19; Small n = 8; Large n = 11.

Figure 66 shows that across the participating providers, the interdecile range for the average number of Support Worker hours per client for each *active house* was from 92.5 to 174.2 hours with the median being 140.1 hours in a two week period (or 70.0 hours per week). The peer groups reported similar width in interdecile ranges, but the Small Providers but a wider interquartile range than Large Providers for the number of Support Worker hours per client. Again, please note that there were less than five responses in Small Provider Group so the results should be interpreted with caution.

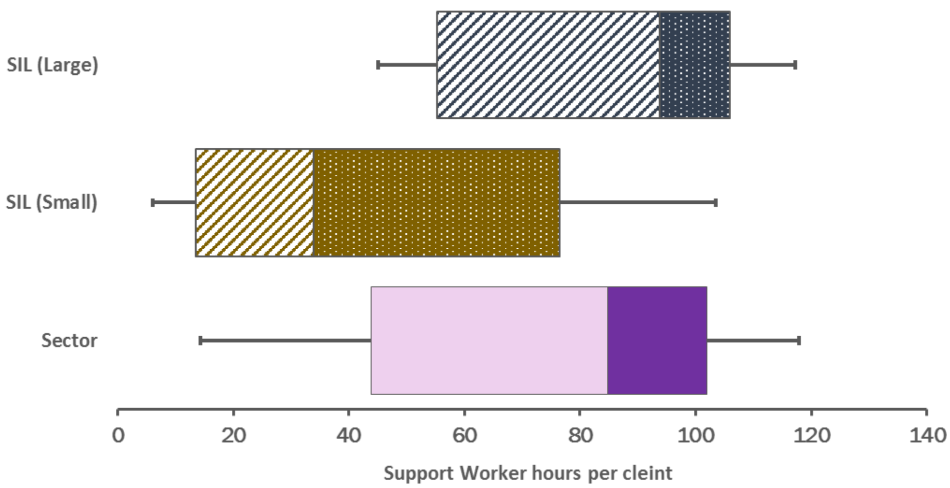
Figure 66 - Support Worker hours per client - active houses
SIL – *Selected Fortnight*



* Sector n = np; Small n = <5; Large n = 8.

Figure 67 shows that across the participating providers, the interdecile range for the average number of Support Worker hours per client for each *inactive house* was between 14.2 and 117.8 hours with the median being 84.7 hours in a two week period (or 42.3 hours per week). Small Providers reported wider interdecile and interquartile ranges, and the median Support Worker hours per in each house was 33.8 for Small Providers and 93.8 for Large Providers. Again, please note that one Small Provider reported an empty house during the selected fortnight and that there were less than five responses in Small Provider Group so the results should be interpreted with caution.

Figure 67 - Support Worker hours per client - inactive houses
SIL – *Selected Fortnight*



* Sector n = 15; Small n = 6; Large n = 9.

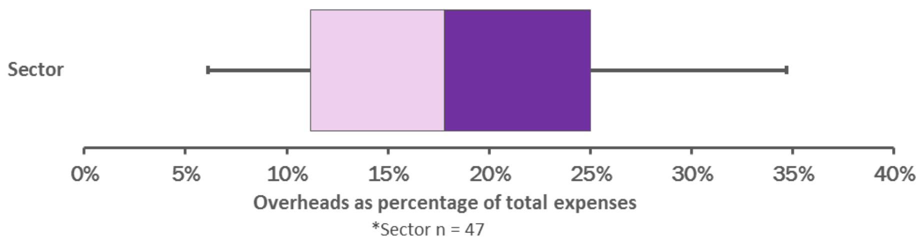
Chapter 4 – Organisational overheads

This Chapter examines organisational overhead costs. Please note that providers that offer both DL&CP and SIL services are counted as one unit in the benchmark indicators in this Chapter.

The Survey asked respondents to identify organisational overhead expenses as a proportion of total expenses. Respondents received guidance that overheads should comprise land and building costs, fleet, marketing, IT and 'Other' costs but not costs that have a clear operational connection to DL&CP or SIL (such as divisional management of individual services). All but one of the 48 participating providers answered this question.

Figure 68 shows that the interdecile range for overhead costs as a proportion of total expenses was from 6.1% to 34.7%. The interquartile range was narrower from 11.2% to 25.0% with a median of 17.8%.

Figure 68 - Overheads as a proportion of total expenses (all services)
All Providers – *2015/16*



Chapter 5 – Financials (2015/16)

Chapter 4, Chapter 5 and Chapter 6 report on service provider level metrics (i.e. they are not broken down by individual service).

This Chapter presents financial measures commonly used by businesses (across all industries) to assess the financial health and liquidity of an entity.

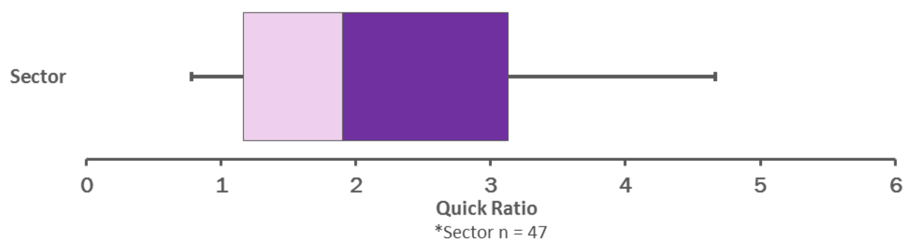
5.1 Quick ratio

The quick ratio is a broad indicator that an organisation has the cash to pay its bills. A higher ratio indicates a greater ability to pay upcoming bills on time. A quick ratio higher than 1:1 indicates that the business can meet its current financial obligations with the available quick funds on hand. A quick ratio lower than 1:1 may be an indication of reliance on inventory or other assets to pay its short-term liabilities.

The quick ratio = (current assets – inventories) / current liabilities.

Figure 69 shows that the interdecile range for the quick ratio for participating providers was between 0.78 and 4.67. The median quick ratio was 1.9, and the interquartile range was from 1.17 to 3.13.

Figure 69 - Quick ratio (all services)
All Providers – *2015/16*



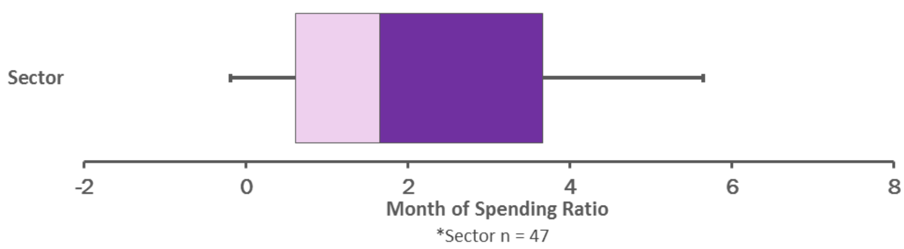
5.2 Month of spending ratio

The month of spending ratio measures the number of months of 'cash' currently available to cover expenditure. As a rule of thumb, three months or more is preferred.

Month of spending ratio = (current assets – current liabilities) / (total expenses – depreciation) x 12

Figure 70 highlights that the 10th percentile value for the Survey respondent group was *negative* 0.19 months and the 90th percentile value was 5.65 months. The median month of spending ratio for all respondents was 1.65 months. The interquartile range demonstrates clustering of responses for middle 50% of participating providers, in particular in the 2nd Quartile with 25% of respondents reporting ratios between 0.61 and 1.65 months.

Figure 70 - Month of spending ratio (all services)
All Providers – *2015/16*



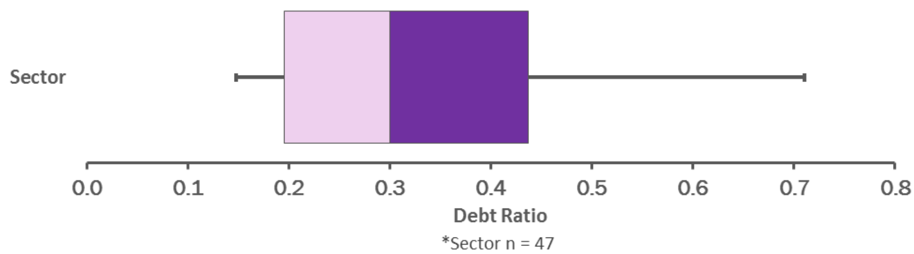
5.3 Debt ratio

The debt ratio indicates the proportion of an entity's assets that are financed by debt. The preferred result is low, toward zero. Higher ratios may be an indication of an entity's inability to service its total debt; higher ratios are also undesirable in industries and sectors with volatile cash flows.

The debt ratio = Total liabilities / Total assets

Figure 71 shows that the interdecile range for participating providers was from 0.15 and 0.71. The median debt ratio was 0.3, and the interquartile range was from 0.2 to 0.44.

Figure 71 - Debt ratio (all services)
All Providers – *2015/16*



Chapter 6 – Overall business context

This Chapter describes some of the features of Survey respondents in a business context. Please note that providers that offer both DL&CP and SIL services are counted as one unit in the benchmark indicators in this Chapter.

6.1 Revenue analysis

This section looks at some revenue related metrics. Please note that the range of the categories used in the revenue Figures is not uniform. It has been optimised for presentation purposes. Total revenues comprise:

- Disability revenues
  - Block funding (State and Territory and Commonwealth)
  - NDIS funding
  - Other individual funding (State and Territory and Commonwealth)
  - Fees from private clients
- Philanthropy revenue
- Other revenue

6.1.1 Total revenue

Figure 72 presents total provider revenue from all sources including revenue from sources other than DL&CP and SIL services.

Figure 72 - Summary of providers by Revenue (all services)
All Providers – *2015/16*

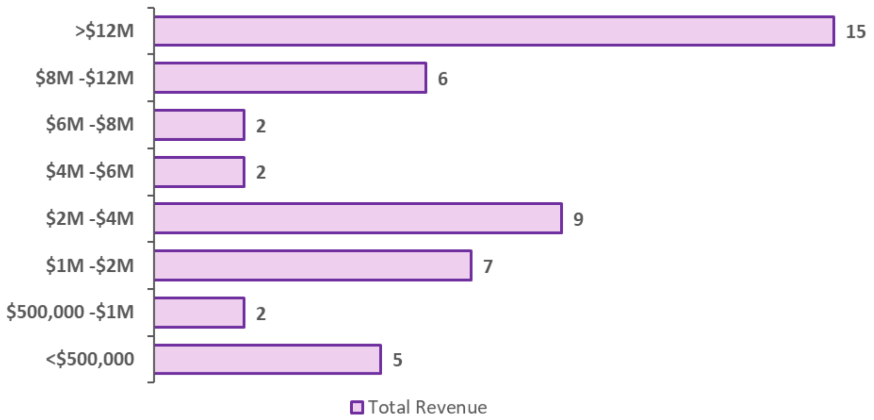
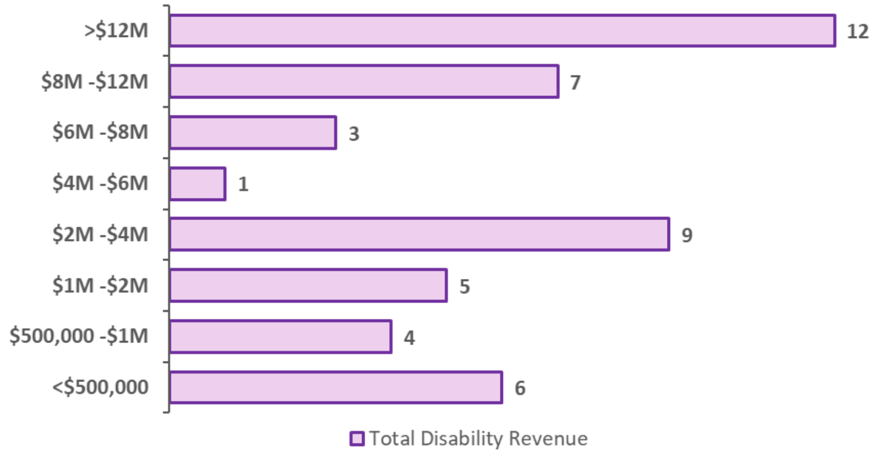


Figure 72 shows that 31.9% of Survey respondents had total revenues of $12m or higher and 29.8% had total revenues of less than $2m. In 2015/16 the Australian Tax Office classified entities with total revenues of less than $2M as small business entities.

6.1.2 Total disability services revenue

Figure 73 presents disability revenue from all sources including revenue from sources other than DL&CP and SIL services. Approximately 25.5% Survey respondents had disability revenues of $12m or higher and 31.9% of respondents had total revenues of less than $2m. Disability revenue comprises the highest proportion of total revenue (82.0% in 2015/16 - see *Figure 75*).

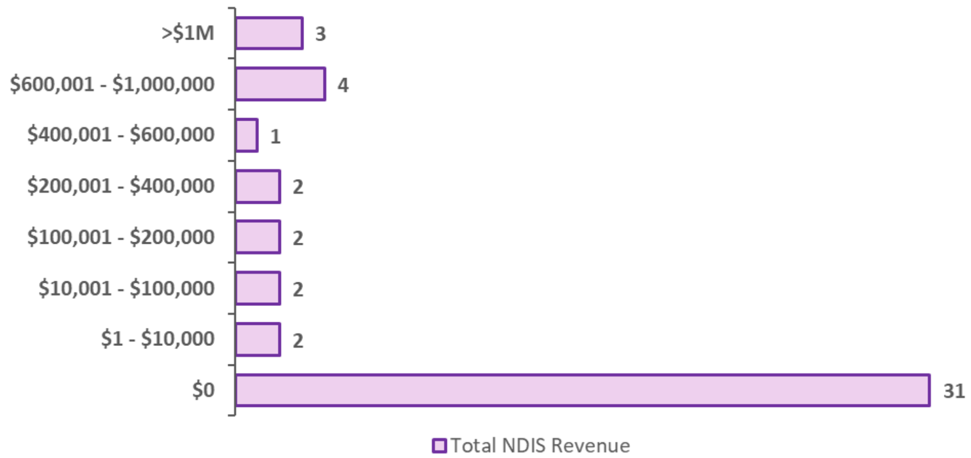
Figure 73 - Summary of providers by disability revenue (all services)
All Providers – *2015/16*



6.1.3 Total NDIS revenue

Figure 74 presents NDIS for all services (including NDIS revenue for out-of-scope services, i.e. not DL&CP or SIL services) provided in 2015/16. It shows that about 6.4% of Survey respondents had NDIS revenues of $1m or more. Most providers (66.0%) did not receive any NDIS funding in the period. Please note that the transition to NDIS funding was at an early stage for participating providers and had not commenced at all for many providers.

Figure 74 - Summary of providers by total NDIS revenue (all services)
All Providers – *2015/16*



6.2 Disability service focus

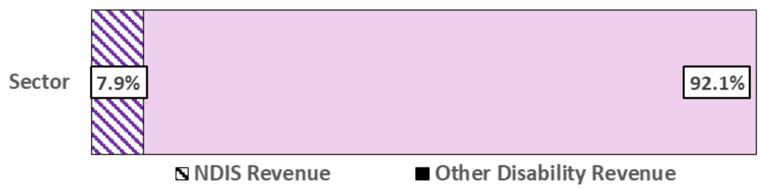
Figure 75 presents disability revenue as a proportion of total revenue including disability revenue from sources other than DL&CP and SIL services. It shows that for participating providers disability revenue comprised the most substantial proportion of total revenue in 2015/16 at 82.0%.

Figure 75 - Proportion of disability revenue to total revenue (all services)
All Providers – *2015/16*

6.3 NDIS transition

Figure 76 presents NDIS revenue as a proportion of the total disability revenue in 2015/16. It shows that NDIS revenue comprised 7.9% of disability revenue in 2015/16. NDIS revenues are expected to increase proportionally over time as the Scheme rolls out.

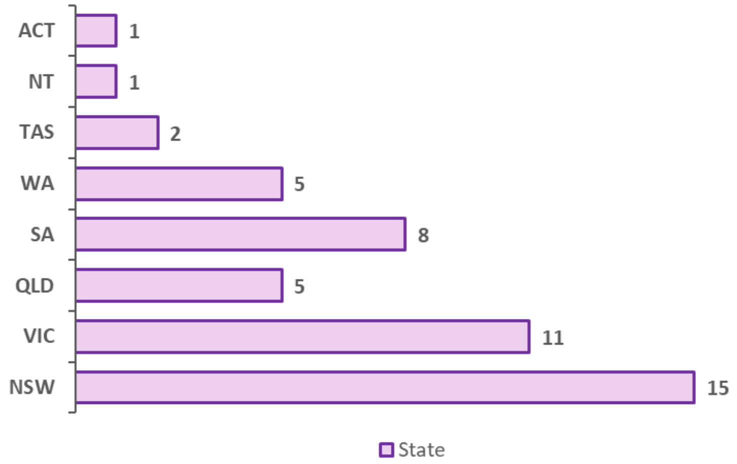
Figure 76 - Proportion of NDIS revenue to total revenue (all services)
All Providers – *2015/16*



6.4 Service location

Figure 77 presents the distribution of the location of Survey respondents by State. It shows that 31.9% of participating providers were located in NSW. There was at least one participating provider from each State and Territory. Broadly, the proportions of participating providers by location follow the Australian population proportions.

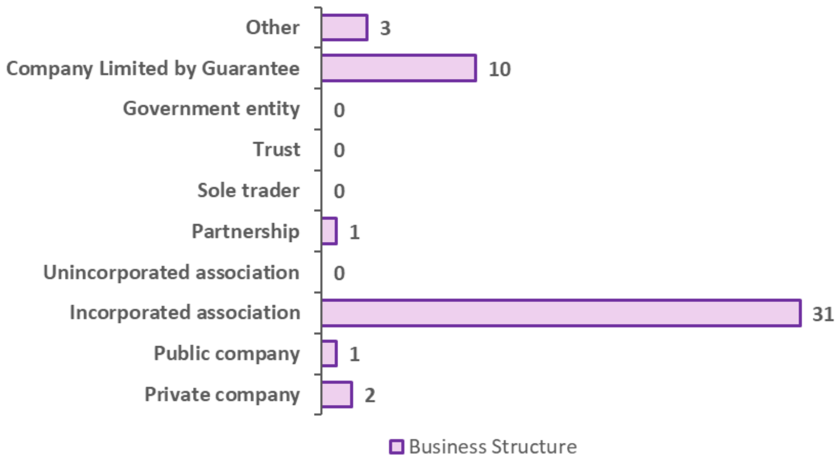
Figure 77 - Summary of providers by State (all services)
All Providers – *2015/16*



6.5 Business structure

Figure 78 shows the count of Survey respondents by business structure. It shows that Incorporated Association is the most common structure amongst the Survey respondents, accounting for 66.0%. The next most common structure was Company Limited by Guarantee with 21.3%.

Figure 78 - Summary of providers by Business Structure (all services)
All Providers – *2015/16*



Appendix A – Chapter 1 data

Figure 1 - Summary of providers by Peer Group

	Count
DL&CP (<$2M DLCP Revenue)	23
DL&CP (>$2M DLCP Revenue)	25

Figure 2 - Summary of providers by Peer Group

	Count
SIL (<$2M SIL Revenue)	9
SIL (>$2M SIL Revenue)	13

Appendix B – Chapter 2 DL&CP data

Figure 3 - Summary of total DL&CP Revenue

	<$500,000	$500,000 -$1M	$1M - $2M	$2M - $4M	$4M - $6M	$6M - $8M	$8M - $12M	>$12M
Sector	9	6	7	8	4	6	4	3

Figure 4 - DL&CP revenue as a proportion of total revenue

	10th Percentile	25th Percentile	Median	75th Percentile	90th Percentile	Count
Small Providers	6.5%	25.3%	43.3%	100.0%	100.0%	22
Large Providers	14.1%	20.6%	42.1%	93.4%	100.0%	25
Sector	10.8%	22.6%	42.1%	99.3%	100.0%	47

Figure 5 - Composition of DL&CP total revenue

	Disability	Philanthropy	Other	Count
Small Providers	93.1%	0.3%	6.6%	22
Large Providers	97.6%	1.0%	1.4%	25
Sector	95.5%	0.7%	3.8%	47

Figure 6 - DL&CP NDIS revenue as a proportion of total DL&CP disability revenue

	10th Percentile	25th Percentile	Median	75th Percentile	90th Percentile	Count
Small Providers	0.0%	0.0%	0.0%	0.6%	65.1%	22
Large Providers	0.0%	0.0%	0.0%	2.1%	19.5%	25
Sector	0.0%	0.0%	0.0%	1.3%	31.6%	47

Figure 7 - Proportion of DL&CP clients with psychosocial disability

	Clients with psychosocial disability	Count
Small Providers	23.1%	16
Large Providers	33.0%	22
Sector	28.8%	38

Figure 8 - Number of clients per service mode and setting

	Individual - In home Clients	Individual - In community Clients	Group - In community Clients	Group - In centre Clients	Individual - In home: Count	Individual - In community: Count	Group - In community: Count	Group - In centre: Count
Small Providers	13.5	16.8	36.8	62.6	19	20	17	15
Large Providers	70.5	74.9	64.7	70.9	21	21	19	18
Sector	43.5	46.5	51.5	67.2	40	41	36	33

Figure 9 - Average hours worked per Support Worker(s) (headcount)

	10th Percentile	25th Percentile	Median	75th Percentile	90th Percentile	Count
Small Providers	21.9	23.6	35.4	38.6	58.5	21
Large Providers	28.8	33.1	36.2	46.3	57.6	23
Sector	23.2	30.5	35.9	46.2	58.3	44

Figure 10 - Proportion of direct and indirect hours for Support Workers

	Indirect	Direct	Count
Small Providers	11.4%	88.6%	22
Large Providers	9.8%	90.2%	20
Sector	10.6%	89.4%	42

Figure 11 - Average hours worked by Line Manager(s) (headcount)

	10th Percentile	25th Percentile	Median	75th Percentile	90th Percentile	Count
Small Providers	16.8	26.6	40.0	67.1	70.2	19
Large Providers	34.3	50.5	61.4	70.7	76.0	22
Sector	25.0	35.9	53.2	68.4	76.0	41

Figure 12 - Average hours worked in NDIS funded Services by Support Worker(s) (headcount)

	10th Percentile	25th Percentile	Median	75th Percentile	90th Percentile	Count
Small Providers	0.0	0.0	0.0	6.5	24.5	17
Large Providers	0.0	0.0	0.0	0.3	16.4	15
Sector	0.0	0.0	0.0	4.2	20.5	32

Figure 13 - Proportion hours by NDIS and non-NDIS funded services

	Other Services	NDIS Funding	Count
Small Providers	77.5%	22.5%	18
Large Providers	87.8%	12.2%	15
Sector	82.2%	17.8%	33

Figure 14 - Staff turnover

	10th Percentile	25th Percentile	Median	75th Percentile	90th Percentile	Count
Small Providers	0.0%	0.0%	11.8%	31.4%	43.2%	21
Large Providers	8.5%	17.8%	23.2%	31.8%	49.2%	22
Sector	0.0%	8.6%	20.8%	31.7%	47.8%	43

Figure 15 - Proportion of Support Worker hours by employment type

	Permanent part-time	Permanent full-time	Casual Staff	Agency Staff	Count
Small Providers	57.3%	13.0%	27.9%	1.8%	21
Large Providers	53.4%	25.0%	21.1%	0.5%	23
Sector	55.3%	19.3%	24.4%	1.1%	44

Figure 16 - Distribution of the proportion of Support Worker hours - all employment types

	10th Percentile	25th Percentile	Median	75th Percentile	90th Percentile	Count
Distribution of the proportion of Support Worker hours - Permanent Part-time						
Small DL&CP providers	0.0%	36.6%	60.5%	92.1%	100.0%	21
Large DL&CP providers	25.3%	32.7%	52.0%	68.8%	85.7%	23
Sector	17.0%	33.7%	52.3%	84.3%	95.7%	44
Distribution of the proportion of Support Worker hours - Permanent Full-time						
Small DL&CP providers	0.0%	0.0%	0.0%	11.4%	29.9%	21
Large DL&CP providers	0.0%	5.6%	23.7%	35.4%	59.4%	23
Sector	0.0%	0.0%	8.9%	29.9%	58.9%	44
Distribution of the proportion of Support Worker hours - Casual Staff						
Small DL&CP providers	0.0%	0.0%	7.5%	48.4%	92.0%	21
Large DL&CP providers	0.0%	6.3%	13.7%	29.7%	55.1%	23
Sector	0.0%	2.7%	12.7%	37.8%	63.1%	44
Distribution of the proportion of Support Worker hours - Agency Staff						
Small DL&CP providers	0.0%	0.0%	0.0%	0.0%	0.0%	21
Large DL&CP providers	0.0%	0.0%	0.0%	0.0%	0.6%	23
Sector	0.0%	0.0%	0.0%	0.0%	0.2%	44

Figure 17 - Proportion of Line Manager hours by employment type

	Permanent part-time	Permanent full-time	Casual Staff	Count
Small Providers	29.1%	65.3%	5.6%	18
Large Providers	20.5%	79.4%	0.0%	22
Sector	24.4%	73.1%	2.5%	40

Figure 18 - Distribution of the proportion of Line Manager hours - all employment types

	10th Percentile	25th Percentile	Median	75th Percentile	90th Percentile	Count
Distribution of the proportion of Line Manager hours - Permanent Part-time						
Small DL&CP providers	0.0%	0.0%	0.0%	36.6%	100.0%	18
Large DL&CP providers	0.0%	0.0%	12.6%	30.1%	51.4%	22
Sector	0.0%	0.0%	11.1%	32.9%	100.0%	40
Distribution of the proportion of Line Manager hours - Permanent Full-time						
Small DL&CP providers	0.0%	15.8%	89.9%	100.0%	100.0%	18
Large DL&CP providers	48.6%	69.9%	87.1%	100.0%	100.0%	22
Sector	0.0%	63.6%	87.1%	100.0%	100.0%	40
Distribution of the proportion of Line Manager hours - Casual Staff						
Small DL&CP providers	0.0%	0.0%	0.0%	0.0%	0.0%	18
Large DL&CP providers	0.0%	0.0%	0.0%	0.0%	0.0%	22
Sector	0.0%	0.0%	0.0%	0.0%	0.0%	40

Figure 19 - Average staff tenure by employment type (months)

	10th Percentile	25th Percentile	Median	75th Percentile	90th Percentile	Count
Average staff tenure - Permanent staff						
Small DL&CP providers	13.5	35.4	50.0	78.0	125.0	11
Large DL&CP providers	31.4	49.0	65.7	88.1	96.0	15
Sector	21.0	39.9	57.0	86.3	112.5	26
Average staff tenure - Casual staff						
Small DL&CP providers	1.9	5.5	14.4	22.1	25.3	10
Large DL&CP providers	14.0	17.0	27.0	36.5	54.0	11
Sector	3.4	12.0	18.0	28.0	37.0	21
Average staff tenure - All staff						
Small DL&CP providers	6.0	16.0	36.0	46.0	62.0	21
Large DL&CP providers	32.8	37.8	50.5	67.3	105.0	20
Sector	14.0	33.0	44.0	60.0	100.0	41

Figure 20 - Number of Support Worker(s) hours per Line Manager hour

	10th Percentile	25th Percentile	Median	75th Percentile	90th Percentile	Count
Small Providers	1.5	2.4	4.9	8.7	12.0	18
Large Providers	4.9	6.3	9.7	11.9	13.7	22
Sector	2.1	4.5	7.0	10.9	13.2	40

Figure 21 - Number of Support Worker(s) per Line Manager headcount

	10th Percentile	25th Percentile	Median	75th Percentile	90th Percentile	Count
Small Providers	2.1	3.3	6.3	8.5	12.9	19
Large Providers	7.0	9.5	13.0	17.0	22.6	22
Sector	3.0	6.3	9.5	16.0	20.8	41

Figure 22a - Average staff hourly cost (base salary only) for Support Workers (all employment types)

	Permanent part-time	Permanent full-time	Casual Staff	Agency Staff	Part-time Count	Full-time Count	Casual Count	Agency Count
Small Providers	$28.00	$27.40	$30.80	$30.60	18	8	15	<5
Large Providers	$25.90	$27.80	$29.00	$46.80	23	19	19	<5
Sector	$26.80	$27.70	$29.80	$43.60	41	27	34	np

Figure 22b - Average staff hourly cost (base salary only) for Support Workers (all employment types) – Weighted Average

	Permanent part-time	Permanent full-time	Casual Staff	Agency Staff	Part-time Count	Full-time Count	Casual Count	Agency Count
Small Providers	$26.90	$26.60	$29.70	$30.60	18	8	15	<5
Large Providers	$25.20	$28.50	$28.40	$41.90	23	19	19	<5
Sector	$25.40	$28.30	$28.50	$38.40	41	27	34	np

Figure 23 - Support Worker average hourly cost (base salary only) - All employment types

	10th Percentile	25th Percentile	Median	75th Percentile	90th Percentile	Count
Support Worker average hourly cost (base salary only) - Permanent Part-time						
Small DL&CP providers	$23.80	$25.60	$28.00	$30.10	$31.90	18
Large DL&CP providers	$23.00	$24.00	$25.30	$27.00	$28.60	23
Sector	$23.40	$24.40	$26.00	$28.60	$30.70	41
Support Worker average hourly cost (base salary only) - Permanent Full-time						
Small DL&CP providers	$20.50	$24.60	$27.40	$33.20	$35.40	8
Large DL&CP providers	$24.90	$25.50	$27.20	$29.40	$33.40	19
Sector	$24.50	$25.30	$27.30	$30.80	$33.70	27
Support Worker average hourly cost (base salary only) - Casual Staff						
Small DL&CP providers	$24.90	$28.30	$30.50	$32.20	$37.60	15
Large DL&CP providers	$24.50	$26.40	$28.70	$30.20	$33.90	19
Sector	$24.30	$26.80	$29.40	$31.80	$36.30	34
Support Worker average hourly cost (base salary only) - Agency Staff						
Small DL&CP providers	$30.60	$30.60	$30.60	$30.60	$30.60	<5
Large DL&CP providers	$39.70	$43.10	$45.70	$49.40	$54.90	<5
Sector	$33.30	$37.50	$45.00	$46.40	$53.60	np

Figure 24a - Average staff hourly cost (base salary only) for Line Managers (all employment types)

	Permanent part-time	Permanent full-time	Casual Staff	Part-time Count	Full-time Count	Casual Count
Small Providers	$32.30	$39.10	$23.30	8	13	<5
Large Providers	$34.40	$34.70	$29.10	14	21	<5
Sector	$33.70	$36.40	$26.20	22	34	np

Figure 24b - Average staff hourly cost (base salary only) for Line Managers (all employment types) – Weighted Average

	Permanent part-time	Permanent full-time	Casual Staff	Part-time Count	Full-time Count	Casual Count
Small Providers	$32.70	$38.60	$23.30	8	13	<5
Large Providers	$32.30	$35.60	$29.10	14	21	<5
Sector	$32.40	$36.10	$23.80	22	34	np

Figure 25 - Line Manager average hourly cost (base salary only) - All employment types

	10th Percentile	25th Percentile	Median	75th Percentile	90th Percentile	Count
Line Manager average hourly cost (base salary only) - Permanent Part-time						
Small DL&CP providers	$25.10	$26.00	$31.20	$36.30	$39.80	8
Large DL&CP providers	$26.10	$32.60	$33.50	$35.90	$40.40	14
Sector	$25.40	$28.30	$33.50	$36.30	$41.30	22
Line Manager average hourly cost (base salary only) - Permanent Full-time						
Small DL&CP providers	$27.30	$29.70	$37.80	$41.20	$44.40	13
Large DL&CP providers	$30.20	$32.80	$33.60	$36.30	$40.00	21
Sector	$27.40	$32.30	$33.90	$38.10	$44.40	34
Line Manager average hourly costs (base salary only) - Casual Staff						
Small DL&CP providers	$23.30	$23.30	$23.30	$23.30	$23.30	<5
Large DL&CP providers	$29.10	$29.10	$29.10	$29.10	$29.10	<5
Sector	$23.80	$24.70	$26.20	$27.60	$28.50	np

Figure 26a - Average staff hourly cost (all inclusive) for Support Workers (all employment types)

	Permanent part-time	Permanent full-time	Casual Staff	Agency Staff	Part-time Count	Full-time Count	Casual Count	Agency Count
Small Providers	$33.10	$30.50	$34.90	$30.60	18	8	15	<5
Large Providers	$30.00	$30.70	$32.60	$46.80	23	19	19	<5
Sector	$31.40	$30.60	$33.60	$43.60	41	27	34	np

Figure 26b - Average staff hourly cost (all inclusive) for Support Workers (all employment types)

	Permanent part-time	Permanent full-time	Casual Staff	Agency Staff	Part-time Count	Full-time Count	Casual Count	Agency Count
Small Providers	$30.60	$29.90	$35.40	$30.60	18	8	15	<5
Large Providers	$29.80	$31.60	$32.60	$41.90	23	19	19	<5
Sector	$29.90	$31.50	$32.90	$38.40	41	27	34	np

Figure 27 - Support Worker average hourly cost (all inclusive) - All employment types

	10th Percentile	25th Percentile	Median	75th Percentile	90th Percentile	Count
Support Worker average hourly cost (all inclusive) - Permanent Part-time						
Small DL&CP providers	$28.80	$30.60	$31.80	$34.70	$39.00	18
Large DL&CP providers	$25.00	$26.80	$28.70	$32.40	$34.20	23
Sector	$25.40	$27.60	$31.20	$33.30	$37.40	41
Support Worker average hourly cost (all inclusive) - Permanent Full-time						
Small DL&CP providers	$23.50	$26.90	$30.00	$36.60	$39.30	8
Large DL&CP providers	$25.70	$28.00	$29.80	$35.00	$37.00	19
Sector	$25.60	$27.30	$29.80	$35.30	$37.30	27
Support Worker average hourly cost (all inclusive) - Casual Staff						
Small DL&CP providers	$28.60	$30.50	$33.90	$38.20	$42.90	15
Large DL&CP providers	$27.70	$30.80	$32.30	$34.80	$39.20	19
Sector	$28.60	$30.50	$33.10	$35.70	$43.00	34
Support Worker average hourly cost (all inclusive) - Agency Staff						
Small DL&CP providers	$30.60	$30.60	$30.60	$30.60	$30.60	<5
Large DL&CP providers	$39.70	$43.10	$45.70	$49.40	$54.90	<5
Sector	$33.30	$37.50	$45.00	$46.40	$53.60	np

Figure 28a - Average staff hourly cost (all inclusive) for Line Managers (all employment types)

	Permanent part-time	Permanent full-time	Casual Staff	Part-time Count	Full-time Count	Casual Count
Small Providers	$35.60	$43.30	$25.50	8	14	<5
Large Providers	$38.20	$38.20	$29.10	14	22	<5
Sector	$37.30	$40.20	$27.30	22	36	np

Figure 28b - Average staff hourly cost (all inclusive) for Line Managers (all employment types) – Weighted Average

	Permanent part-time	Permanent full-time	Casual Staff	Part-time Count	Full-time Count	Casual Count
Small Providers	$35.40	$42.10	$25.50	8	14	<5
Large Providers	$36.00	$38.80	$29.10	14	22	<5
Sector	$35.80	$39.40	$25.80	22	36	np

Figure 29 - Line Manager average hourly cost (all inclusive) - All employment types

	10th Percentile	25th Percentile	Median	75th Percentile	90th Percentile	Count
Line Manager average hourly cost (all inclusive) - Permanent Part-time						
Small DL&CP providers	$27.40	$28.60	$34.90	$39.80	$43.50	8
Large DL&CP providers	$29.80	$33.80	$36.80	$40.80	$46.50	14
Sector	$28.00	$32.60	$36.40	$39.80	$47.30	22
Line Manager average hourly cost (all inclusive) - Permanent Full-time						
Small DL&CP providers	$30.00	$33.50	$42.00	$47.60	$49.00	14
Large DL&CP providers	$30.90	$35.70	$36.90	$40.80	$45.70	22
Sector	$30.00	$35.50	$37.20	$42.70	$48.80	36
Line Manager average hourly cost (all inclusive) - Casual Staff						
Small DL&CP providers	$25.50	$25.50	$25.50	$25.50	$25.50	<5
Large DL&CP providers	$29.10	$29.10	$29.10	$29.10	$29.10	<5
Sector	$25.80	$26.40	$27.30	$28.20	$28.70	np

Figure 30 - Support Worker hours of service per client

	10th Percentile	25th Percentile	Median	75th Percentile	90th Percentile	Count
Small Providers	0.8	2.5	6.4	9.1	30.5	14
Large Providers	5.6	9.5	16.9	24.2	37.1	18
Sector	1.7	5.9	10.4	20.7	37.3	32

Figure 31 - Average staff support (hours) per clients by service mode and setting

	10th Percentile	25th Percentile	Median	75th Percentile	90th Percentile	Count
Average staff support (hours) per client - Individual, In home						
Small DL&CP providers	5.0	6.8	13.8	20.9	152.5	9
Large DL&CP providers	4.8	7.3	11.4	23.9	46.3	15
Sector	4.7	6.7	12.6	23.8	118.0	24
Average staff support (hours) per client - Individual, In community						
Small DL&CP providers	4.1	5.8	9.6	20.6	36.9	12
Large DL&CP providers	5.0	6.0	16.1	36.0	150.1	17
Sector	4.6	6.0	13.8	30.9	48.4	29
Average staff support (hours) per client - Group, In community						
Small DL&CP providers	0.3	1.0	6.0	9.6	10.9	9
Large DL&CP providers	1.7	5.4	13.6	22.1	53.2	13
Sector	1.0	2.0	8.8	16.2	25.8	22
Average staff support (hours) per client - Group, In Centre						
Small DL&CP providers	0.4	2.0	3.3	9.6	12.4	9
Large DL&CP providers	2.0	2.7	12.3	25.8	33.3	14
Sector	1.3	2.3	7.5	15.4	31.9	23

Appendix C – Chapter 3 SIL data

Figure 32 - Summary of total SIL Revenue

	<$500,000	$500,000 -$1M	$1M - $2M	$2M - $4M	$4M - $6M	$6M - $8M	$8M - $12M	>$12M
Sector	3	4	2	4	3	2	1	3

Figure 33 - SIL revenue as a proportion of total revenue

	10th Percentile	25th Percentile	Median	75th Percentile	90th Percentile	Count
Small Providers	3.4%	5.0%	6.5%	29.7%	56.1%	9
Large Providers	23.8%	28.6%	47.4%	71.6%	82.4%	13
Sector	5.0%	7.2%	31.0%	62.9%	74.9%	22

Figure 34 - Composition of SIL total revenue

	Disability	Philanthropy	Other	Count
Small Providers	97.2%	0.6%	2.2%	9
Large Providers	96.4%	0.1%	3.5%	13
Sector	96.7%	0.3%	3.0%	22

Figure 35 - SIL NDIS revenue as a proportion of total DL&CP disability revenue

	10th Percentile	25th Percentile	Median	75th Percentile	90th Percentile	Count
Small Providers	0.0%	0.0%	0.0%	0.0%	3.4%	9
Large Providers	0.0%	0.0%	0.0%	0.4%	25.4%	13
Sector	0.0%	0.0%	0.0%	0.0%	15.7%	22

Figure 36 - Proportion of SIL clients with psychosocial disability

	Clients with psychosocial disability	Count
Small Providers	57.5%	8
Large Providers	23.6%	11
Sector	37.9%	19

Figure 37 - Average hours worked per Support Worker(s) (headcount)

	10th Percentile	25th Percentile	Median	75th Percentile	90th Percentile	Count
Small Providers	19.4	27.6	44.8	54.3	64.7	7.0
Large Providers	32.7	37.4	49.5	52.5	78.8	12.0
Sector	23.9	33.9	45.9	53.8	69.9	19.0

Figure 38 - Proportion of direct and indirect hours for Support Workers

	Indirect	Direct	Count
Small Providers	6.1%	93.9%	6
Large Providers	3.8%	96.2%	11
Sector	4.6%	95.4%	17

Figure 39 - Average hours worked per Line Manager(s) (headcount)

	10th Percentile	25th Percentile	Median	75th Percentile	90th Percentile	Count
Small Providers	7.2	18.0	36.0	38.0	52.4	5
Large Providers	30.9	42.2	49.9	65.1	66.6	11
Sector	20.5	34.7	47.1	62.5	66.5	16

Figure 40 - Average hours worked in NDIS funded Services by Support Worker(s) (headcount)

	10th Percentile	25th Percentile	Median	75th Percentile	90th Percentile	Count
Small Providers	0.0	0.0	0.0	0.0	0.0	<5
Large Providers	0.0	0.0	0.0	46.5	57.7	7
Sector	0.0	0.0	0.0	18.9	55.2	np

Figure 41 - Proportion hours by NDIS and non-NDIS funded services

	Other Services	NDIS Funding	Count
Small Providers	100.0%	0.0%	<5
Large Providers	58.1%	41.9%	7
Sector	73.3%	26.7%	np

Figure 42 - Staff turnover

	10th Percentile	25th Percentile	Median	75th Percentile	90th Percentile	Count
Small Providers	0.0%	0.0%	0.0%	2.7%	12.7%	7
Large Providers	10.4%	14.9%	22.2%	27.1%	35.6%	12
Sector	0.0%	2.7%	15.2%	23.4%	31.7%	19

Figure 43 - Proportion of Support Worker hours (all employment types)

	Permanent part-time	Permanent full-time	Casual Staff	Agency Staff	Count
Small Providers	59.8%	5.1%	35.1%	0.0%	7
Large Providers	61.8%	16.9%	16.3%	4.9%	12
Sector	61.0%	12.6%	23.2%	3.1%	19

Figure 44 - Distribution of the proportion of Support Worker hours - all employment types

	10th Percentile	25th Percentile	Median	75th Percentile	90th Percentile	Count
Distribution of the proportion of Support Worker hours - Permanent Part-time						
Small SIL providers	0.0%	21.4%	83.8%	95.8%	100.0%	7
Large SIL providers	31.2%	35.1%	67.7%	89.9%	99.1%	12
Sector	9.5%	34.3%	67.9%	91.2%	100.0%	19
Distribution of the proportion of Support Worker hours - Permanent Full-time						
Small SIL providers	0.0%	0.0%	0.0%	6.9%	17.2%	7
Large SIL providers	0.0%	0.0%	11.9%	26.9%	43.8%	12
Sector	0.0%	0.0%	0.0%	22.6%	32.0%	19
Distribution of the proportion of Support Worker hours - Casual Staff						
Small SIL providers	0.0%	4.2%	16.2%	60.6%	91.7%	7
Large SIL providers	0.0%	4.7%	9.8%	23.2%	40.3%	12
Sector	0.0%	3.1%	10.4%	33.5%	64.2%	19
Distribution of the proportion of Support Worker hours - Agency Staff						
Small SIL providers	0.0%	0.0%	0.0%	0.0%	0.0%	7
Large SIL providers	0.0%	0.0%	0.0%	0.2%	3.1%	12
Sector	0.0%	0.0%	0.0%	0.0%	1.3%	19

Figure 45 - Proportion of Line Manager hours (all employment types)

	Permanent part-time	Permanent full-time	Casual Staff	Count
Small Providers	50.0%	50.0%	0.0%	<5
Large Providers	22.0%	78.0%	0.0%	11
Sector	29.5%	70.5%	0.0%	np

Figure 46 - Distribution of the proportion of Line Manager hours - all employment types

	10th Percentile	25th Percentile	Median	75th Percentile	90th Percentile	Count
Distribution of the proportion of Line Manager hours - Permanent Part-time						
Small SIL providers	0.0%	0.0%	50.0%	100.0%	100.0%	<5
Large SIL providers	0.0%	0.0%	0.0%	34.7%	61.0%	11
Sector	0.0%	0.0%	0.0%	52.1%	100.0%	np
Distribution of the proportion of Line Manager hours - Permanent Full-time						
Small SIL providers	0.0%	0.0%	50.0%	100.0%	100.0%	<5
Large SIL providers	39.0%	65.3%	100.0%	100.0%	100.0%	11
Sector	0.0%	47.9%	100.0%	100.0%	100.0%	np
Distribution of the proportion of Line Manager hours - Casual Staff						
Small SIL providers	0.0%	0.0%	0.0%	0.0%	0.0%	<5
Large SIL providers	0.0%	0.0%	0.0%	0.0%	0.0%	11
Sector	0.0%	0.0%	0.0%	0.0%	0.0%	np

Figure 47 - Average staff tenure by employment type

	10th Percentile	25th Percentile	Median	75th Percentile	90th Percentile	Count
Average staff tenure - Permanent staff						
Small SIL providers	8.4	12.0	54.0	78.0	93.0	5
Large SIL providers	45.2	58.8	65.0	91.0	118.6	5
Sector	11.4	40.6	61.9	87.8	106.4	10
Average staff tenure - Casual staff						
Small SIL providers	4.0	5.5	8.0	15.5	20.0	<5
Large SIL providers	14.0	18.5	22.0	32.9	50.7	<5
Sector	6.0	9.5	21.0	23.0	38.8	np
Average staff tenure - All staff						
Small SIL providers	5.4	13.0	36.0	62.0	88.0	7
Large SIL providers	40.0	50.6	57.0	61.0	83.0	11
Sector	15.8	37.0	54.3	61.5	86.0	18

Figure 48 - Number of Support Worker(s) hours per Line Manager hour

	10th Percentile	25th Percentile	Median	75th Percentile	90th Percentile	Count
Small Providers	7.5	9.8	12.2	15.0	18.1	<5
Large Providers	4.6	7.6	10.0	15.0	18.7	11
Sector	5.1	7.6	10.7	15.1	19.6	np

Figure 49 - Number of Support Worker(s) per Line Manager headcount

	10th Percentile	25th Percentile	Median	75th Percentile	90th Percentile	Count
Small Providers	5.4	6.0	8.0	13.0	25.6	5
Large Providers	4.5	6.5	10.7	14.3	15.8	11
Sector	4.8	5.8	9.8	14.3	18.9	16

Figure 50a - Average staff hourly cost (base salary only) for Support Workers (all employment types)

	Permanent part-time	Permanent full-time	Casual Staff	Agency Staff	Part-time Count	Full-time Count	Casual Count	Agency Count
Small Providers	$28.30	$33.00	$27.70		5	<5	5	<5
Large Providers	$27.50	$29.50	$32.80	$53.10	12	7	9	<5
Sector	$27.70	$30.20	$31.00	$53.10	17	np	14	np

Figure 50b - Average staff hourly cost (base salary only) for Support Workers (all employment types) – Weighted Average

	Permanent part-time	Permanent full-time	Casual Staff	Agency Staff	Part-time Count	Full-time Count	Casual Count	Agency Count
Small Providers	$27.90	$35.80	$29.90		5	<5	5	<5
Large Providers	$27.40	$31.00	$31.90	$53.90	12	7	9	<5
Sector	$27.40	$31.10	$31.70	$53.90	17	np	14	np

Figure 51 - Support Worker average hourly cost (base salary only) - All employment types

	10th Percentile	25th Percentile	Median	75th Percentile	90th Percentile	Count
Support Worker average hourly cost (base salary only) - Permanent Part-time						
Small SIL providers	$25.00	$25.00	$29.70	$30.00	$31.00	5
Large SIL providers	$24.40	$24.60	$25.80	$29.90	$32.00	12
Sector	$24.40	$24.70	$26.60	$30.00	$31.80	17
Support Worker average hourly cost (base salary only) - Permanent Full-time						
Small SIL providers	$30.60	$31.50	$33.00	$34.40	$35.30	<5
Large SIL providers	$24.60	$27.40	$30.10	$31.50	$32.80	7
Sector	$24.90	$29.70	$30.10	$31.60	$34.80	np
Support Worker average hourly cost (base salary only) - Casual Staff						
Small SIL providers	$23.70	$24.50	$29.10	$30.00	$31.20	5
Large SIL providers	$27.40	$30.50	$31.10	$35.30	$37.70	9
Sector	$25.00	$28.00	$30.60	$34.40	$36.20	14
Support Worker average hourly cost (base salary only) - Agency Staff						
Small SIL providers						<5
Large SIL providers	$46.80	$49.40	$53.80	$57.10	$59.10	<5
Sector	$46.80	$49.40	$53.80	$57.10	$59.10	np

Figure 52a - Average staff hourly cost (base salary only) for Line Managers (all employment types)

	Permanent part-time	Permanent full-time	Casual Staff	Part-time Count	Full-time Count	Casual Count
Small Providers	$35.70	$30.00		<5	<5	
Large Providers	$27.20	$36.20		5	10	
Sector	$29.60	$35.10		np	np	

Figure 52b - Average staff hourly cost (base salary only) for Line Managers (all employment types) – Weighted Average

	Permanent part-time	Permanent full-time	Casual Staff	Part-time Count	Full-time Count	Casual Count
Small Providers	$35.90	$30.40		<5	<5	
Large Providers	$26.60	$33.80		5	10	
Sector	$27.20	$33.80		np	np	

Figure 53 - Line Manager average hourly cost (base salary only) - All employment types

	10th Percentile	25th Percentile	Median	75th Percentile	90th Percentile	Count
Line Manager average hourly cost (base salary only) - Permanent Part-time						
Small SIL providers	$35.10	$35.30	$35.70	$36.00	$36.20	<5
Large SIL providers	$24.70	$25.20	$26.30	$26.60	$30.80	5
Sector	$24.90	$25.70	$26.60	$34.30	$35.50	np
Line Manager average hourly cost (base salary only) - Permanent Full-time						
Small SIL providers	$27.60	$28.50	$30.00	$31.50	$32.40	<5
Large SIL providers	$29.20	$30.40	$33.20	$35.10	$48.60	10
Sector	$27.30	$30.00	$33.10	$34.70	$45.90	np
Line Manager average hourly costs (base salary only) - Casual Staff						
Small SIL providers						
Large SIL providers						
Sector						

Figure 54a - Average staff hourly cost (all inclusive) for Support Workers (all employment types)

	Permanent part-time	Permanent full-time	Casual Staff	Agency Staff	Part-time Count	Full-time Count	Casual Count	Agency Count
Small Providers	$40.40	$34.00	$31.30		5	<5	5	
Large Providers	$35.90	$35.70	$41.30	$53.10	12	7	9	<5
Sector	$37.30	$35.40	$37.70	$53.10	17	np	14	np

Figure 54b - Average staff hourly cost (all inclusive) for Support Workers (all employment types) – Weighted Average

	Permanent part-time	Permanent full-time	Casual Staff	Agency Staff	Part-time Count	Full-time Count	Casual Count	Agency Count
Small Providers	$38.70	$39.00	$33.40		5	<5	5	
Large Providers	$36.90	$35.30	$41.10	$53.90	12	7	9	<5
Sector	$37.00	$35.40	$40.60	$53.90	17	np	14	np

Figure 55 - Support Worker average hourly cost (all inclusive) - All employment types

	10th Percentile	25th Percentile	Median	75th Percentile	90th Percentile	Count
Support Worker average hourly cost (all inclusive) - Permanent Part-time						
Small SIL providers	$31.00	$32.00	$34.40	$41.20	$55.00	5
Large SIL providers	$33.60	$34.20	$36.00	$37.30	$41.50	12
Sector	$31.40	$34.00	$35.80	$40.00	$42.30	17
Support Worker average hourly cost (all inclusive) - Permanent Full-time						
Small SIL providers	$29.90	$31.40	$34.00	$36.60	$38.20	<5
Large SIL providers	$33.90	$34.60	$35.60	$36.30	$37.90	7
Sector	$32.50	$34.20	$35.60	$37.00	$39.30	np
Support Worker average hourly cost (all inclusive) - Casual Staff						
Small SIL providers	$28.10	$30.00	$31.70	$33.10	$34.30	5
Large SIL providers	$36.50	$39.40	$40.40	$44.00	$47.70	9
Sector	$29.60	$32.10	$38.80	$41.20	$45.80	14
Support Worker average hourly cost (all inclusive) - Agency Staff						
Small SIL providers						
Large SIL providers	$46.80	$49.40	$53.80	$57.10	$59.10	<5
Sector	$46.80	$49.40	$53.80	$57.10	$59.10	np

Figure 56a - Average staff hourly cost (all inclusive) for Line Managers (all employment types)

	Permanent part-time	Permanent full-time	Casual Staff	Part-time Count	Full-time Count	Casual Count
Small Providers	$39.00	$38.50		<5	<5	
Large Providers	$34.40	$40.00		5	11	
Sector	$35.70	$39.70		np	np	

Figure 56b - Average staff hourly cost (all inclusive) for Line Managers (all employment types) – Weighted Average

	Permanent part-time	Permanent full-time	Casual Staff	Part-time Count	Full-time Count	Casual Count
Small Providers	$39.30	$37.00		<5	<5	
Large Providers	$36.50	$38.90		5	11	
Sector	$36.60	$38.80		np	np	

Figure 57 - Line Manager average hourly cost (all inclusive) - All employment types

	10th Percentile	25th Percentile	Median	75th Percentile	90th Percentile	Count
Line Manager average hourly cost (all inclusive) - Permanent Part-time						
Small SIL providers	$38.50	$38.70	$39.00	$39.40	$39.60	<5
Large SIL providers	$30.50	$31.80	$33.90	$36.70	$38.70	5
Sector	$30.90	$32.80	$36.70	$39.00	$39.90	np
Line Manager average hourly cost (all inclusive) - Permanent Full-time						
Small SIL providers	$31.00	$33.30	$37.10	$43.10	$46.70	<5
Large SIL providers	$34.20	$35.80	$36.50	$39.40	$48.20	11
Sector	$30.90	$35.70	$36.80	$39.70	$48.80	np
Line Manager average hourly cost (all inclusive) - Casual Staff						
Small SIL providers						
Large SIL providers						
Sector						

Figure 58 - Proportion of active and inactive overnight houses

	Active	Inactive	Count
Small Providers	16.7%	83.3%	8
Large Providers	31.5%	68.5%	11
Sector	30.1%	69.9%	19

Figure 59 - Average house size (clients) - All houses

	10th Percentile	25th Percentile	Median	75th Percentile	90th Percentile	Count
Small Providers	0.7	1.4	2.8	4.3	5.0	8
Large Providers	3.7	4.0	4.1	6.5	9.3	11
Sector	1.4	3.1	4.0	4.9	8.5	19

Figure 60 - House size by category - All houses

	Small	Medium	Large	Count
Small Providers	1.4	0.0	0.0	8
Large Providers	9.0	1.5	0.8	11
Sector	5.8	0.8	0.5	19

Figure 61 - Average house size (clients) - Active houses

	10th Percentile	25th Percentile	Median	75th Percentile	90th Percentile	Count
Small Providers	5.0	5.0	5.0	5.0	5.0	<5
Large Providers	4.0	4.0	4.5	9.2	13.5	8
Sector	4.0	4.0	5.0	8.0	11.1	np

Figure 62 - House size by category - Active houses

	Small	Medium	Large	Count
Small Providers	1.0	0.0	0.0	<5
Large Providers	3.3	0.9	0.8	8
Sector	2.8	0.7	0.6	np

Figure 63 - Average house size (clients) - Inactive houses

	10th Percentile	25th Percentile	Median	75th Percentile	90th Percentile	Count
Small Providers	0.5	1.1	2.0	2.9	3.5	6
Large Providers	3.2	3.5	4.0	4.5	8.4	9
Sector	1.2	2.8	3.5	4.1	6.8	15

Figure 64 - House size by category - Inactive houses

	Small	Medium	Large	Count
Small Providers	1.5	0.0	0.0	6
Large Providers	8.1	1.0	0.3	9
Sector	5.5	0.6	0.2	15

Figure 65 - Average Support Workers hours per client - all houses

	10th Percentile	25th Percentile	Median	75th Percentile	90th Percentile	Count
Average Support Workers hours per client - all houses						
Small SIL providers	8.4	16.1	67.7	101.8	137.3	8
Large SIL providers	55.2	85.0	98.1	116.5	124.8	11
Sector	16.4	52.6	93.8	116.5	134.6	19

Figure 66 - Support Worker hours per client - active houses

	10th Percentile	25th Percentile	Median	75th Percentile	90th Percentile	Count
Support Worker hours per client - active houses						
Small SIL providers	103.1	114.9	134.5	154.2	166.0	<5
Large SIL providers	94.9	114.3	140.1	145.6	157.9	8
Sector	92.5	109.1	140.1	148.5	174.2	np

Figure 67 - Support Worker hours per client - Inactive houses

	10th Percentile	25th Percentile	Median	75th Percentile	90th Percentile	Count
Support Worker hours per client (inactive house) - all houses						
Small SIL providers	6.0	13.4	33.8	76.5	103.5	6
Large SIL providers	45.1	55.2	93.8	105.9	117.2	9
Sector	14.2	43.8	84.7	102.0	117.8	15

Appendix D – Chapter 4 data

Figure 68 - Overheads as a proportion of total expenses

	10th Percentile	25th Percentile	Median	75th Percentile	90th Percentile	Count
Sector	6.1%	11.2%	17.8%	25.0%	34.7%	47

Appendix E – Chapter 5 data

Figure 69 - Quick ratio

	10th Percentile	25th Percentile	Median	75th Percentile	90th Percentile	Count
Sector	0.78	1.17	1.90	3.13	4.67	47

Figure 70 - Month of spending ratio

	10th Percentile	25th Percentile	Median	75th Percentile	90th Percentile	Count
Sector	-0.19	0.61	1.65	3.66	5.65	47

Figure 71 - Debt ratio

	10th Percentile	25th Percentile	Median	75th Percentile	90th Percentile	Count
Sector	0.15	0.20	0.30	0.44	0.71	47

Appendix F – Chapter 6 data

Figure 72 - Summary of providers by Revenue

	<$500,000	$500,000 -$1M	$1M - $2M	$2M - $4M	$4M - $6M	$6M - $8M	$8M - $12M	>$12M
Sector	5	2	7	9	2	2	6	15

Figure 73 - Summary of providers by disability revenue

	<$500,000	$500,000 -$1M	$1M - $2M	$2M - $4M	$4M - $6M	$6M - $8M	$8M - $12M	>$12M
Sector	6	4	5	9	1	3	7	12

Figure 74 - Summary of providers by total NDIS revenue

	$0	$1 - $10,000	$10,001 - $100,000	$100,001 - $200,000	$200,001 - $400,000	$400,001 - $600,000	$600,001 - $1,000,000	>$1M
Sector	31	2	2	2	2	1	4	3

Figure 75 - Proportion of disability revenue to total revenue

	Disability Revenue	Other Revenue	Count
Sector	82.0%	18.0%	47

Figure 76 - Proportion of NDIS revenue to total revenue

	NDIS Revenue	Other Disability Revenue	Count
Sector	7.9%	92.1%	47

Figure 77 - Summary of providers by State

	NSW	VIC	QLD	SA	WA	TAS	NT	ACT
Sector	15	11	5	8	5	2	1	1

Figure 78 - Summary of providers by Business Structure

	Private company	Public company	Incorporated association	Unincorporated association	Partnership	Sole trader	Trust	Government entity	Company Limited by Guarantee	Other
Sector	2	1	31	0	1	0	0	0	10	3