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Sector Summary Report

National Disability Service Providers Benchmarking Survey – Collection 2 (2016/17)

Version 1.2

14/12/2018

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Version control

Table 1 provides a log of changes to versions of this document.

Table 1: Record of changes

No	Change	Version Number	Date Published
0	Initial document	1.0	31st October 2018
1	Section 2.5.1 – corrected the transposal of Group and Individual modes of service provided in bullet point form in the introductory paragraph (describing the Sector level average client numbers)	1.1	22nd November 2018
2	Section 2.5.1 - Figures 32(a) to 32(d) - narrative changed from Individual - in home – 13.7 hours (1.1 or 8.7% FEWER hours compared to 12.6 hours in 2015/16) to 13.7 hours (1.1 or 8.7% MORE hours compared to 12.6 hours in 2015/16))		
3	Appendix B – Table 'Figure 7 - Proportion of clients by primary disability category'. The Small Metro count was incorrectly shown as 0. Corrected to show 17.	1.2	14th December 2018

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List of Figures

Abbreviations in this report

Abbreviation	*Definition*
Base labour cost	Standard rate paid to employees for normal hours worked in the selected fortnight ***excluding*** any additional payments for shift penalties, overtime, superannuation, etc.
Actual labour cost	Actual amount paid to employees for hours worked in the selected fortnight, comprising base labour cost plus additional payments for overtime, shift penalties, leave taken and superannuation (***excludes*** leave accruals, salary and wages accrual, workers compensation premiums, payroll tax and organisational overheads)
C1	Collection 1 (2015/16)
C2	Collection 2 (2016/17)
DL&CP	Daily Living and Community Participation
SIL	Supported Independent Living
TS	Therapeutic Services
EBA	Enterprise Bargaining Agreement
NDIA	National Disability Insurance Scheme Launch Transition Agency
NDIS	National Disability Insurance Scheme
FTE	Full Time Equivalent

Executive Summary

This document, independently produced by AbleInsight, is the second public report from the recently 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), Mental Health Australia MHS) and Community Mental Health Australia (CMHA), 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 2 (C2) Survey, conducted from April to August 2018, in respect of data relating to services provided in the financial year ended 30th June 2017. C2 brings together the contributions of 73 disability services providers that submitted 77 Surveys. Three providers in C2 submitted more than one completed Survey for their organisation, due to services being delivered in more than one State. Of the participating providers, 28 also completed the Collection 1 (C1) Survey. This is the first AbleInsight public report that allows for observations of important changes in financial and operational Sector metrics captured as the NDIS rolled out over the two year period between July 2015 and June 2017.

The Survey

For C1 and C2 alike, the focus of the Survey is on the collection of financial, workforce and client volume-based measures for 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).

Consistent with the C1 approach some Survey questions relate to the full 2016/17 financial year, and some relate to the 'Selected Fortnight'. In C2 this is the fortnight including the 22nd May 2017.

Data limitations

While both C1 and C2 Survey data have undergone considerable validation and are assured to be of reasonable quality; we need to acknowledge some potential limitations:

- 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.

AbleInsight introduced many new validation and assurance processes in C2 based upon the learnings from C1, and will continue to improve the Survey collection infrastructure and processes with each annual iteration.

Data presentation and Peer Groups

Nine C2 Peer Groups have been defined in total and they are applied according to the Services discussed in each Chapter of the Report. There are four DL&CP Peer Groups that are based on respondent location (metro and non-metro) in combination with size as measured by the number of Support Workers (full time equivalent (FTE)); and there are two SIL Peer Groups that are based on respondent size as measured by the number of SIL clients. There are a further three Peer Groups based on respondent size measured by total organisation revenue, these have been used in the Chapters that discuss non-service-specific metrics.

In this report, most point-in-time analysis is presented by Peer Group and year-on-year analysis is shown at whole of sector level. The Peer Groups are detailed enough to provide meaningful comparisons to a group of similar organisations for participating providers but not too detailed, so as to minimise re-identification risks. As the number of participating providers increases in future collections, the number of Peer Groups will be expanded to make the comparisons even more useful. The final groups for C2 are summarised in Table 2.

Table 2: Summary of C2 Peer Groups and Comparators

Short name	Service	Peer Group definition	No of members
Small Metro	DL&CP	Metro service location with less than 20 Support Workers (FTE)	17
Large Metro	DL&CP	Metro service location with 20 or more Support Workers (FTE)	28
Small Non-Metro	DL&CP	Non-metro service location with less than 20 Support Workers (FTE)	16
Large Non-Metro	DL&CP	Non-metro location with 20 or more Support Workers (FTE)	13
Small (SIL)	SIL	Less than 30 clients	18
Large (SIL)	SIL	30 clients or more	19
Small	All Services	Small (revenue $1m to $2m)	21
Medium	All Services	Medium (revenue $2m - $10m)	31
Large	All Services	Large (revenue greater than $1-0m)	25
C2	All Services	Survey results for 2016/17 financial year	77
C1	All Services	Survey results for 2015/16 financial year	48

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. In addition to highlighting key numbers (and movements between numbers) in the presented Figures the commentary will occasionally draw the reader's attention to the **significance of a measure to the sector in general terms** and it may **guide the reader in 'typical approaches' to interpretation**. 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

Of the 77 completed Survey responses 74 organisations provided DL&CP services. The number of responses in each Peer Group is summarised below, provider size is based upon the number of Support Workers, calculated in full-time equivalent (FTE) terms:

- **Small Metro**: 17 surveys – Metro location - less than 20 Support Workers
- **Large Metro:** 28 surveys – Metro location - 20 or more Support Workers
- **Small Non-Metro:** 16 surveys - Non-metro location - less than 20 Support Workers
- **Large Non-Metro:** 13 surveys - Non-metro location - 20 or more Support Workers

At the Sector level the average number of clients per provider by service delivery mode and setting were reported as follows:

- 38.4 clients for **Group – In centre** (28.8 fewer clients compared to 67.2 in 2015/16)
- 31.1 clients for **Group – In community** (20.4 fewer clients compared to 51.5 in 2015/16)
- 76.2 clients for **Individual – In community** (29.7 more clients compared to 46.5 in 2015/16)

- 61.1 clients for **Individual – In home** (17.9 more clients compared to 43.5 in 2015/16).

On average, Large Metro providers had more clients per service mode and setting than their Large Non-Metro counterparts except for services provided in **Group – In centre**.

Intellectual disability was the dominant primary disability category across all Peer Groups. Providers reported that on average 57% of their clients had an intellectual disability.

On average, 22% of provider's clients had complex behaviour needs. Large providers had a higher proportion, 25.7% for Metro and 24.6% for Non-Metro, than Small providers, 16.5% for Metro and 19.4% for Non-Metro. On average, 12% of provider's clients had complex medical needs. Large providers had a higher proportion, 20% for Metro and 12.3% for Non-Metro, than Small providers, 7.1% for Metro and 3.1% for Non-Metro.

DL and CP providers reported a higher proportion of casually employed Support Workers in C2 than C1 increasing by 12 percentage points from 24% (C1) to 36% (C2) of staff hours. Decreases were reported for part-time, down 14 percentage points 57% (C1) to 43% (C2), and for full-time down 3 percentage points from 19% (C1) to 16% (C2). These data indicate that employment of Support Workers in the Sector is becoming more casualised.

Increases in Line Manager span-of-control were observed between C1 and C2, measured by Support Worker to Line Manager ratios. In 2016/17 the median ratio calculated by **FTE** was 7 to 1, up 0.5 FTE year-on-year on 6.5 to 1. The median ratio calculated by **Headcount** was 11.4 to 1 up 1.9 headcount year-on-year on 9.5 to 1.

There were increases in the average hourly Support Worker **base** labour cost (i.e. standard rate paid to employees for normal hours worked in the selected fortnight excluding any additional payments for shift penalties, overtime, superannuation, etc.):

- **Permanent part-time:** the average hourly base labour cost was $26.60, up year-on-year by 2.3% or $0.60 per on the 2015/16 cost of $26.00.
- **Permanent full-time:** the average hourly base labour cost was $28.50, up year-on-year by 4.4% or $1.20 per hour on the 2015/16 cost of $27.30.
- **Casual:** the average hourly base labour cost was $30.30, up year-on-year by 3.1% or $0.90 per hour on the 2015/16 cost of $29.40.

Supported independent living

Of the 77 completed Survey responses, 37 organisations provided SIL services. The number of responses in each Peer Group is summarised below, provider size is based upon average number of clients per provider:

- **Group 5:** 18 surveys (SIL –Less than 30 clients)
- **Group 6:** 19 surveys (SIL – 30 clients or more).

The average number of Houses per provider more than doubled year-on-year from 4.0 Houses in 2015/16 to 9.0 Houses in 2016/17. The median for Small providers was 2.0 Houses, ranging between 1 and 6.9 Houses; and the median for Large providers was 17.0 Houses, ranging between 8.6 and 40.6 Houses.

The Sector median for the average number of clients per **active** House, decreased year-on-year from 5.0 clients in 2015/16 to 4.7 Clients in 2016/17. Small providers had an average of 4.8 clients per House, which was higher than Large providers with an average of 4.2 clients per House.

For **inactive** Houses, the Sector median for the average number of clients per House was 4.3 for Large providers and 3.0 clients per House for Small providers. The Sector median for the average number of clients per **inactive** House, increased year-on-year from 3.5 clients in 2015/16 to 4.1 clients in 2016/17.

SIL providers reported a higher proportion of casually employed Support Workers in C2 than C1 increasing by six percentage points from 22% (C1) to 28% (C2) of hours and of full-time staff, increasing three percentage points from 11% (C1) to 14% (C2). Decreases were reported for part-time staff down ten percentage points 66% (C1) to 56% (C2). Part-time was still the largest employment category with 60% and 51% for Large and Small providers respectively. Few providers used agency staff.

There were increases in the average hourly Support Worker **base** labour cost:

- **Permanent part-time:** the average hourly base labour cost was $26.90, up year-on-year by 1.1% or $0.30 per hour on the 2015/16 cost of $26.60.
- **Permanent full-time:** the average hourly base labour cost was $29.40, down year-on-year by 2.3% or $0.70 per hour on the 2015/16 cost of $30.10.
- **Casual:** the average hourly base labour cost was $31.90, up year-on-year by 4.2% or $1.30 per hour on the 2015/16 cost of $30.60.

Introduction

This document, independently produced by AbleInsight, is the second public report from the recently 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 2 (C2) Survey, conducted from April to August 2018, in respect of data relating to services provided in the financial year ended 30th June 2017.

This is the first public report produced by AbleInsight that allows for changes in financial and operational metrics at Sector level to be observed, as the NDIS was rolled out over the two year period from July 2015 to June 2017. 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, workforce and service delivery with those of other similar services
- assist providers to operate as part of a vibrant and responsive market for disability supports.

For Collection 1 (C1) and C2 alike, the focus of the Survey is on the collection of financial, workforce and client volume measures for three core support services 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).

Consistent with the C1 approach, some Survey questions relate to the full 2016/17 financial year, and some relate to the 'Selected Fortnight'. In C2 this is the fortnight including the 22nd May 2017.

This report marks the start of longitudinal analysis from the Survey (showing, wherever possible, comparisons to the C1 Survey results for the 2015/16 financial year). Notable movements in key Sector level metrics are brought to the attention of the reader. The Survey will accumulate value quickly from hereon, as future data collections and reports identify and quantify Sector trends from a growing longitudinal dataset. And, as the longitudinal dataset grows so too will the scope of the surveyed services. AbleInsight confirms the expansion of Survey scope to include Therapy Services for Collection 3 (C3) and is committed to expanding the Survey to cover more services delivered in more NDIS support categories in future data collections.

C2 brings together the contributions of 73 disability services providers, three providers submitted more than one completed Survey, due to distinct management of services in different States resulting in 77 unique Survey submissions. Survey submissions cover 111 benchmarked services in total (74 DL&CP and 37 SIL). Of the 73 participating providers, 28 also completed the C1 Survey.

It should be noted that there are cases where benchmarking metrics are not applicable to the full range of providers, and there are cases where providers were simply unable to submit data due to data availability and other issues. Therefore, the number of responses does vary between some of the reported metrics, and this information has been disclosed on all Figures in this report.

While both C1 and C2 Survey data have undergone considerable validation and are assured to be of reasonable quality; we need to acknowledge some potential limitations:

- the difficulties in ensuring consistency in the 'judgements' that participating providers needed to make to allocate their cost and staff resources to the reported (in-scope) service categories
- the inherent risks in interpreting information derived from the relatively smaller sample sizes that were available for some measures
- AbleInsight introduced many new validation and assurance processes in C2 based on the learnings from C1 and will continue to improve the Survey collection infrastructure and processes with each annual iteration.

Contributing providers have already received their customised Provider Report that highlights variations between their results (including C1 versus C2 comparisons where relevant), the results for their peers and the sector as a whole. This Sector Summary Report is intended to provide new and further insights, especially when reflecting upon Sector level changes between C1 and C2, 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), Mental Health Australia (MHA) and Community Mental Health Australia (CMHA). Representatives of all four organisations are members of an Expert Advisory Group (EAG) formed by AbleInsight to oversee the operation of the Benchmarking Function and Survey. The EAG also includes members representing disability service providers.

About this report

This report provides benchmark comparisons and associated commentary for financial, workforce and service metrics for providers that completed the C2 Survey. Where possible and relevant, C1 Survey data is incorporated exclusively for comparison purposes; further detail can be found at [*C1 Sector Summary Report*[1]].

This report is written and structured as a reference tool so that users can skip to areas of interest without needing to read it all. Only graphical presentation of data is used in the body of the report, with the **numerical benchmarking results (in summary tabular form) available in Appendices A to F.** A Table of Figures is provided at the start of this report to assist with 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. In addition to highlighting key numbers (and movements between numbers) in the presented Figures the commentary will occasionally draw the reader's attention to the **significance of a measure to the sector in general terms,** and it may **guide the reader in 'typical approaches' to interpretation**. This style has been adopted to reflect 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, three points of comparison have been presented:

- Sector C2– the results of all providers that participated in the C2 Survey for the service category
- Sector C1– the results of all providers that participated in the C1 survey for the service category
- Peer Group[2]– a corresponding group of providers, based on characteristics (contingent upon the theme of the Chapter) such as the number of support workers, location type, numbers of clients and total revenues.

Unless otherwise indicated all Figures relate to the Selected Fortnight (i.e. the fortnight including 22nd May 2017).

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[3].

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 AbleInsight (2018). Sector Summary Report – National Disability Service Providers Benchmarking Survey, Collection in (2015/16). Retrieved from https://www.surveymanager.ableinsight.com.au/media/

[2] Nine C2 Peer Groups have been defined. There are four DL&CP Peer Groups, two SIL Peer Groups and a further three Peer Groups based on respondent revenue. 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.

[3] Peer Group aggregation methodology has 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

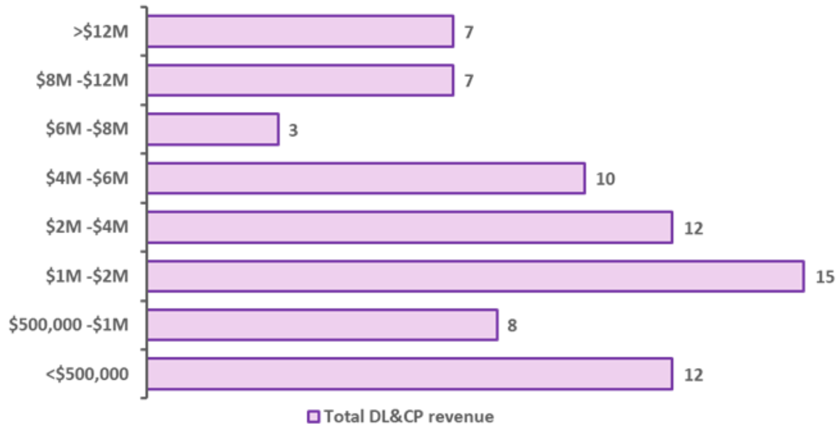
This section provides an overview of the four types of figures used in this report and explains how to interpret each one.

First, please note that the figure footnote (see below) for figure types 2, 3 and 4 report the relevant numbers of survey respondents. 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 customised provider level reports from re-identifying data for an individual provider.

Sector 2015/16 n = 47; Sector 2016/17 n = 74, Small Metro n = 17, Large Metro n = 28, Small Non-Metro n = 16, Large Non-Metro n = 13.

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.



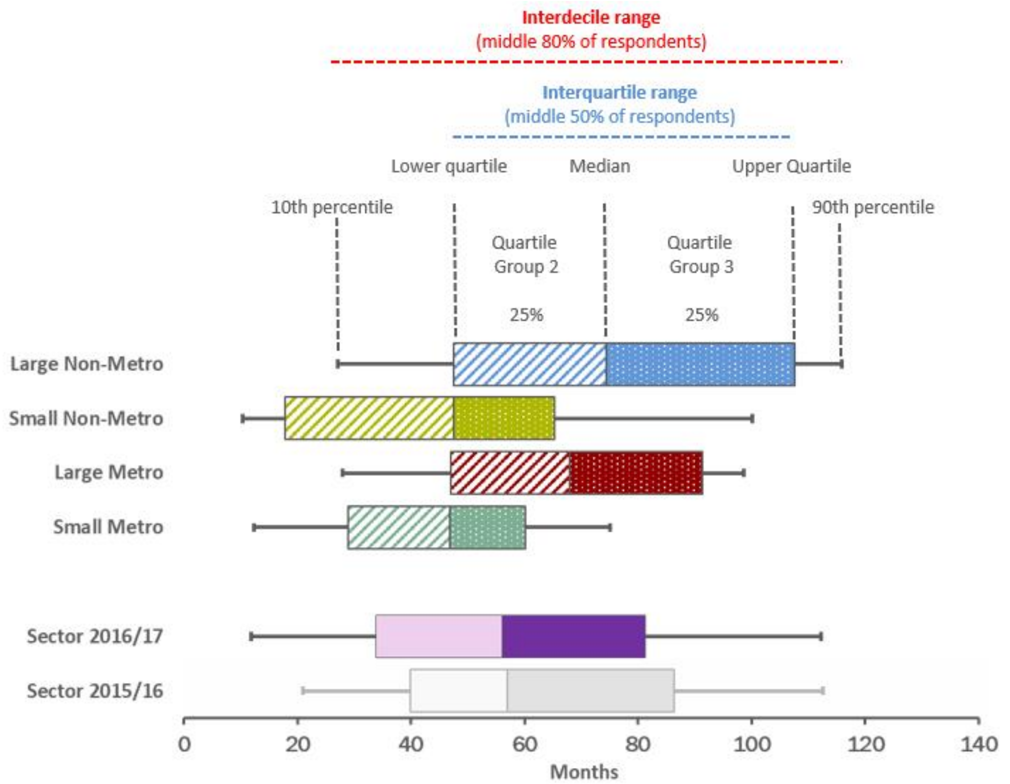
Sector 2016/17 n = 74.

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 the presentation of the distribution of the metric across the benchmarking survey participants.

The 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.

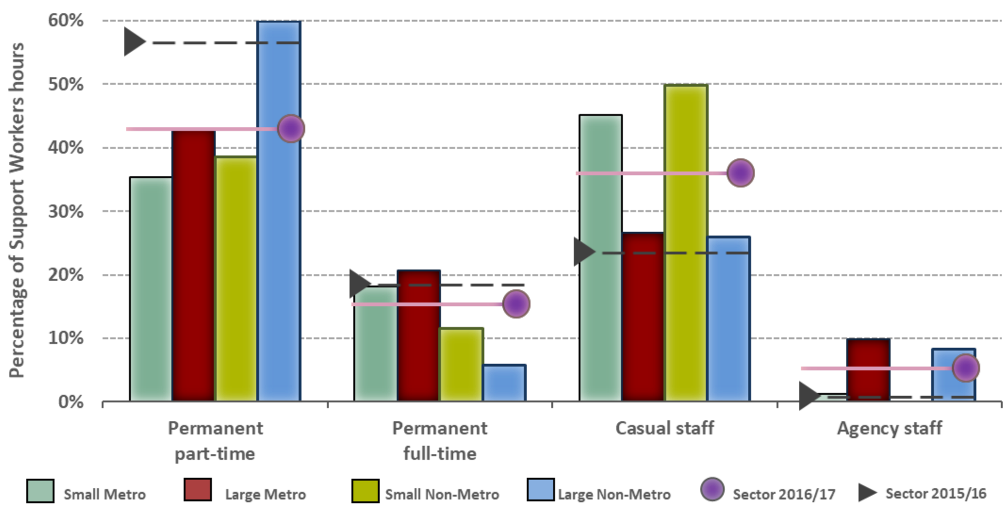


Sector 2015/16 n = 26; Sector 2016/17 n = 60, Small Metro n = 15, Large Metro n = 21, Small Non-Metro n = 14, Large Non-Metro n = 10.

Example. The figure above for DL&CP Casual Support Worker Tenure (i.e. length-of-service) shows for the group **Large Non-Metro** that the interquartile range was from 47.6 to 107.6 months. Quartile group 2 fell between 47.6 months and 74.4 months, and quartile group 3 fell between 74.4 and 107.6 months. Note that responses in Quartile 3 are spread over a greater range than in Quartile 2. The median staff tenure was 74.4 months.

Figure type 3 – 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 2016/17 (coloured bars) with the Sector for 2015/16 (dotted black line with black triangle) and Sector 2016/17 (unbroken purple line with purple circle). For this Figure type, averages are based on the actual metric calculated for each Provider (i.e. in the example, the percentage of support worker hours for each employment type for each Provider).

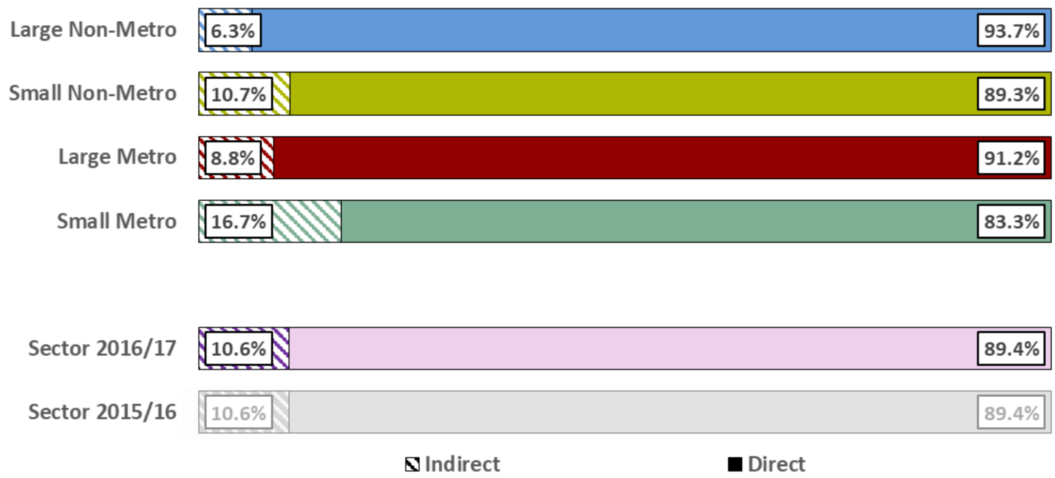


Sector 2015/16 n = 44; Sector 2016/17 n = 72, Small Metro n = 17, Large Metro n = 27, Small Non-Metro n = 16, Large Non-Metro n = 12.

The figure above shows that Large Non-Metro DL&CP service providers, on average, have the highest proportion of permanent part-time staff.

Figure type 4 – Comparison of binary metrics

This figure type shows the breakdown of 'binary' metrics for Peer Groups 2016/17 (C2) and for the Sector for 2016/17 (C2) and where feasible, Sector comparisons for 2015/16 (C1). Each horizontal bar sums to 100%. In the example below, indirect costs make up 16.7% of all costs for Small Metro DL&CP providers (green bar), and their direct costs comprise the remaining 83.3% of their total cost. You can see that the Large Non-Metro, Small Non-Metro and Large Metro providers have a lower proportion of indirect costs (6.3%, 10.7% and 8.8% respectively).



Sector 2015/16 n = 42; Sector 2016/17 n = 74, Small Metro n = 17, Large Metro n = 28, Small Non-Metro n = 16, Large Non-Metro n = 13.

Chapter 1 – Respondent characteristics

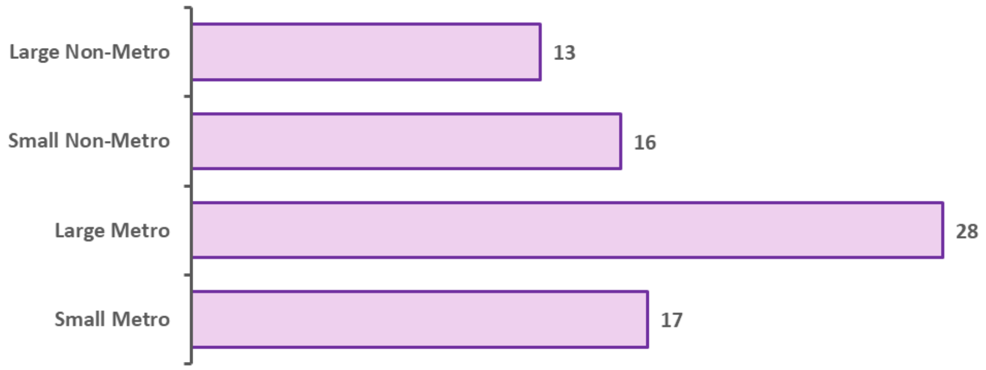
There were 73 disability service providers (77 unique surveys) that participated in C2 of the Benchmarking Survey (74 DL&CP and 37 SIL, resulting in 111 benchmarked services). We defined six Peer Groups across DL&CP and SIL services (four for DL&CP and two for SIL) for data comparison purposes. In addition, a further three Peer Groups are defined based on total organisational revenue for the financial metrics presented in Chapters 4, 5 & 6.

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 and, for DL&CP only, location. As the number of participating providers increases in future collections, the number of Peer Groups will be expanded to make the comparisons even more useful. The final groups for reporting C2 data are:

- Group 1 - DL&CP providers in metropolitan areas with fewer than 20 Support Worker FTE
- Group 2 - DL&CP providers in metropolitan areas with 20 or more Support Worker FTE
- Group 3 - DL&CP providers in non-metropolitan areas with fewer than 20 Support Worker FTE
- Group 4 - DL&CP providers in non-metropolitan areas with 20 or more Support Worker FTE
- Group 5 - SIL providers with fewer than 30 clients
- Group 6 - SIL providers with 30 or more clients

Figure 1 - Providers by DL&CP Peer Group

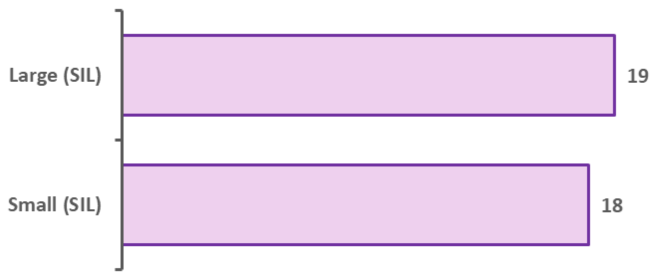
DL&CP



Sector 2016/17 n = 74.

Figure 2 - Providers by SIL Peer Group

SIL



Sector 2016/17 n = 37.

Chapter 2 – Daily Living and Community Participation

This Chapter provides the benchmark results for Daily Living and Community Participation (DL&CP) services. Peer Groups are referred to by their short name throughout the analysis, short names and Peer Group definitions can be found in Table 3.

Table 3: Summary of C2 Peer Groups used in DL&CP analysis

Short name	Service	Peer Group definition
Small Metro	DL&CP	Metro service location with less the 20 Support Workers (FTE)
Large Metro	DL&CP	Metro service location with 20 or more Support Workers (FTE)
Small Non-Metro	DL&CP	Non-metro service location with less than 20 Support Workers (FTE)
Large Non-Metro	DL&CP	Non-metro location with 20 or more Support Workers (FTE)
C2	All Services	Survey results for 2016/17 financial year
C1	All Services	Survey results for 2015/16 financial year

2.1 Service context

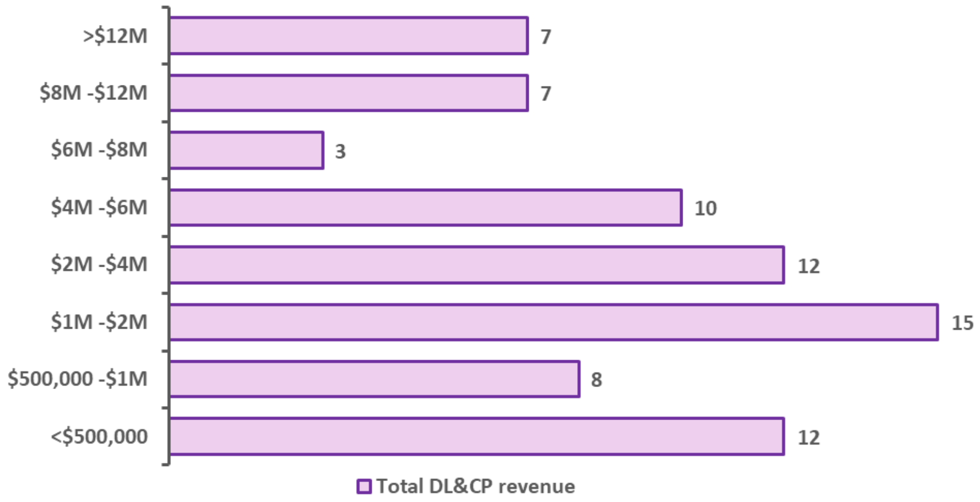
This section provides some essential DL&CP service context. It examines revenues, and DL&CP client and service delivery attributes. Please note that the range of the categories used in *Figure 3* is not uniform. It has been optimised for presentation purposes. Total revenues comprise:

- 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 categorise the providers according to revenue brackets, the distribution of DL&CP revenue as a proportion of total revenue, and the breakdown of DL&CP by revenue source (disability services provision, philanthropic or other), respectively. The data relates to the 2016/17 financial year.

Figure 3 - Total DL&CP revenue
DL&CP – *2016/17*

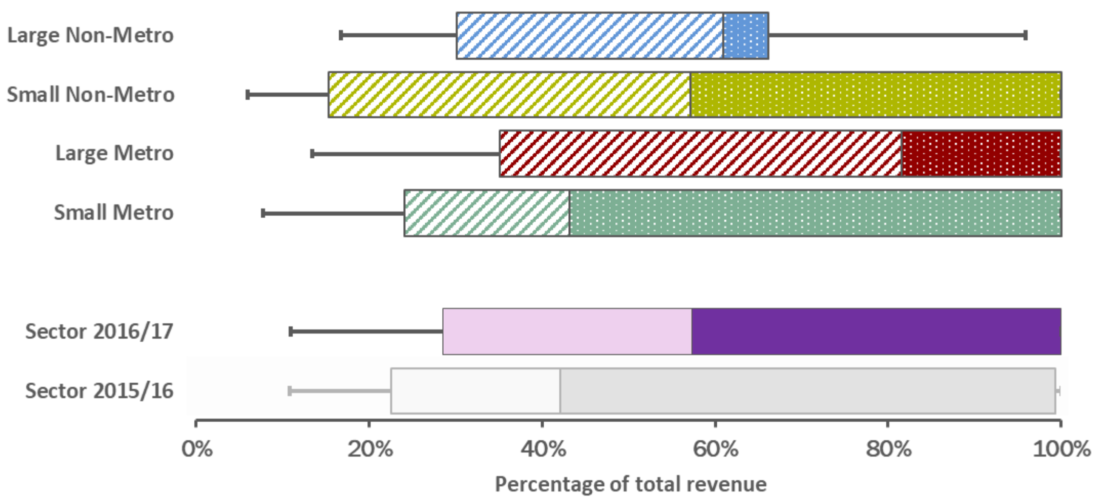


Sector 2016/17 n = 74.

As shown in *Figure 3*, DL&CP revenue varied across providers, ranging from 12 providers with annual revenues of less than $0.5M to seven providers with revenues of more than $12M for the 2016/17 financial year. Providers with revenue less than $2M accounted for 47.3% of survey respondents.

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

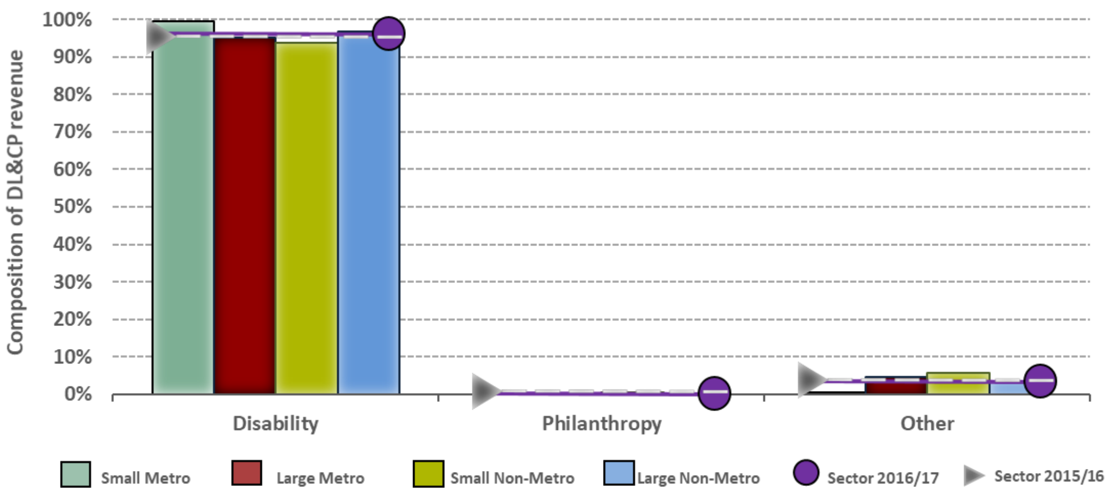
Figure 4 - DL&CP revenue as a proportion of all revenue - distribution
DL&CP – *2016/17*



Sector 2015/16 n = 47; Sector 2016/17 n = 74, Small Metro n = 17, Large Metro n = 28, Small Non-Metro n = 16, Large Non-Metro n = 13.

Figure 4 shows that across the Sector, the median DL&CP revenue as a proportion of total revenue increased in 2016/17 to 57% (compared to 42% in 2015/16, representing a 15 percentage point increase). The interdecile range across respondents remained the same at between 11% and 100% for both C1 and C2. The Peer Groups medians ranged from 43% (Small Metro) to 82% (Large Metro), and DL&CP revenue typically comprised a smaller proportion of total revenue for the smaller providers than their corresponding metro and non-metro larger counterparts.

Figure 5 - Composition of total revenue for DL&CP services
DL&CP – *2016/17*



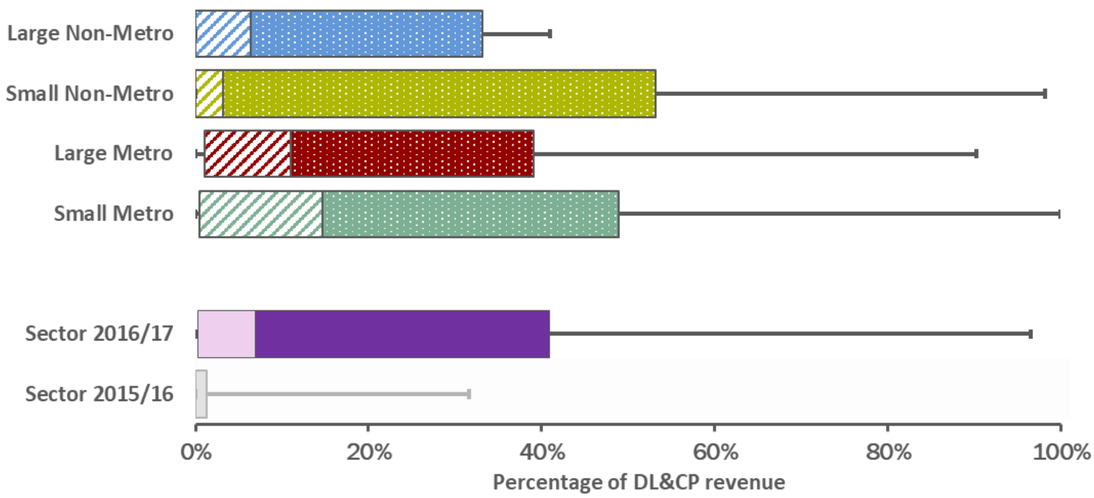
Sector 2015/16 n = 47; Sector 2016/17 n = 74, Small Metro n = 17, Large Metro n = 28, Small Non-Metro n = 16, Large Non-Metro n = 13.

Figure 5 deconstructs DL&CP revenue. All providers reported that the majority of their DL&CP revenue was disability revenue, which accounted on average for 96% of their total revenue. Other revenue sources accounted for an average of 3.6%, and philanthropic revenue 0.2%. There is little change in composition at a Sector level between 2015/16 and 2016/17, and there were only small variations across three of the four Peer Groups, with the fourth, Small Metro providers, the most significantly skewed towards disability revenue (99.5%); these providers reported other revenues of 0.5% and no philanthropic revenue.

2.1.2 NDIS transition

This section details NDIS revenue as a percentage of DL&CP disability revenue. This metric helps to understand the extent to which DL&CP services had transitioned to the NDIS Scheme for the 2016/17 financial year. The degree of the transition to the Scheme is not evenly distributed, with instances (in all Peer Groups) where providers had not commenced transition to the Scheme at all.

Figure 6 - NDIS revenue as a proportion of total disability revenue for DL&CP services - distribution
DL&CP – *2016/17*



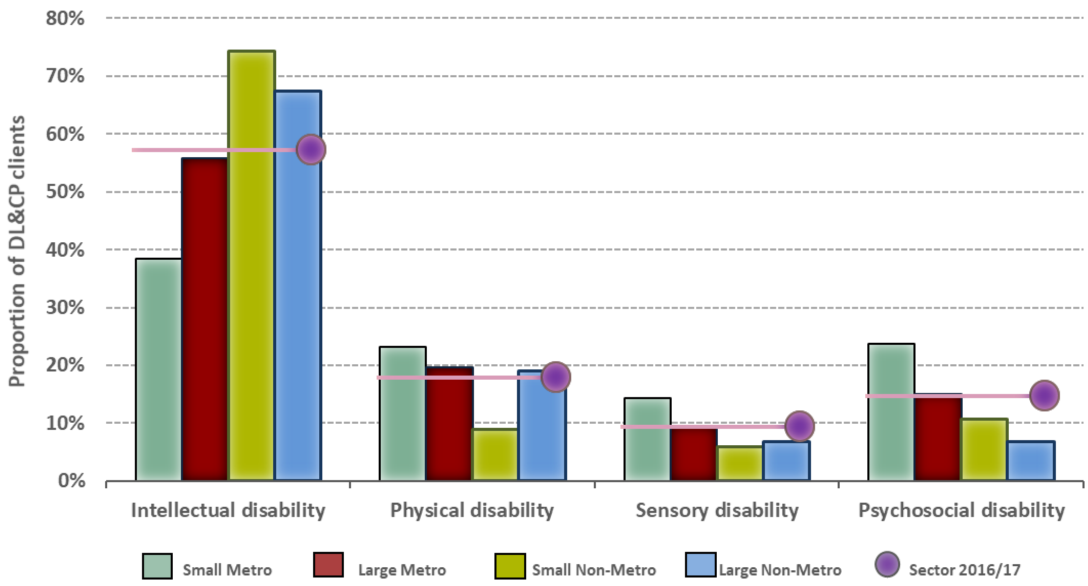
Sector 2015/16 n = 47; Sector 2016/17 n = 74, Small Metro n = 17, Large Metro n = 28, Small Non-Metro n = 16, Large Non-Metro n = 13.

Figure 6 demonstrates that at the Sector level, the proportion of DL&CP services funded through the Scheme increased between 2015/16 and 2016/17. In 2016/17 median NDIS revenue for the Sector accounted for 7% of disability revenue compared to 0% in 2015/16, the range of results for C2 broadened in this period underscoring the reach of the Scheme roll-out, in 2015/16 the range was between 0% to 32%, in 2016/17 this had increased to between 0% and 100%. The uneven distribution of the Scheme roll-out is apparent at the Peer Group level and highlights the more rapid take-up of the scheme in metropolitan areas. Some of the providers in the Small Metro Peer Group reported complete transition (i.e. 100% of their DL&CP disability revenue was funded by the NDIS) and this group had a higher median value at 15% compared to 11% for Large Metro, 3% for Small Non-Metro and 6% for Large Non-Metro.

2.1.3 DL&CP Client Characteristics

Figure 7 examines the primary disability categories of DL&CP clients. This metric is newly incorporated for the 2016/17 (C2) Survey. The Figure shows that intellectual disability is the proportionally dominant primary disability category across all Peer Groups and it is most pronounced in Small Non-Metro providers and least pronounced in Small Metro providers. At the Sector level, providers reported that on average 57% of their clients had an intellectual disability, this varied between the Peer Groups from 39% (Small Metro) to 74% (Small Non-Metro). Sensory disability was the least prominent category for the Sector.

Figure 7 - Proportion of clients by primary disability category
DL&CP – *2016/17*

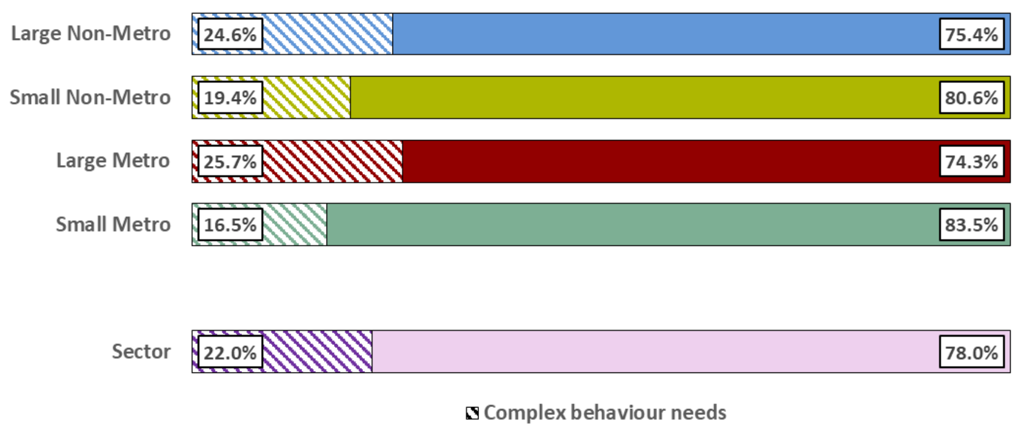


Sector 2016/17 n = 70, Small Metro n = 17, Large Metro n = 27, Small Non-Metro n = 15, Large Non-Metro n = 11.

The next two Figures, also newly incorporated for the C2 Survey, look at client complexity characteristics, they examine the proportion of clients that have:

- ***complex behaviour needs*** defined as clients with a behaviour support plan (*Figure 8*)
- ***complex medical needs*** defined as clients who require regular medical interventions such as ventilator management; trachea functioning, care and management; complex bowel care (enemas); PEG feeding and management; catheter changing; insulin administration and management (*Figure 9*).

Figure 8 – Proportion of DL&CP clients with complex behaviour needs
DL&CP – *2016/17*



Sector 2016/17 n = 74, Small Metro n = 17, Large Metro n = 28, Small Non-Metro n = 16, Large Non-Metro n = 13.

Figure 8 shows at the Sector level providers reported that on average 22.0% of their clients had complex behaviour needs. This proportion was relatively consistent across all Peer Groups ranging from 16.5% (Small Metro) to 25.7% (Large Metro). However, the Large providers had a slightly higher proportion of clients with complex behaviours, 25.7% for Metro and 24.6% for Non-Metro, than Small providers, 16.5% for Metro and 19.4% for Non-Metro.

Figure 9 – Proportion of DL&CP clients with complex medical needs
DL&CP – *2016/17*

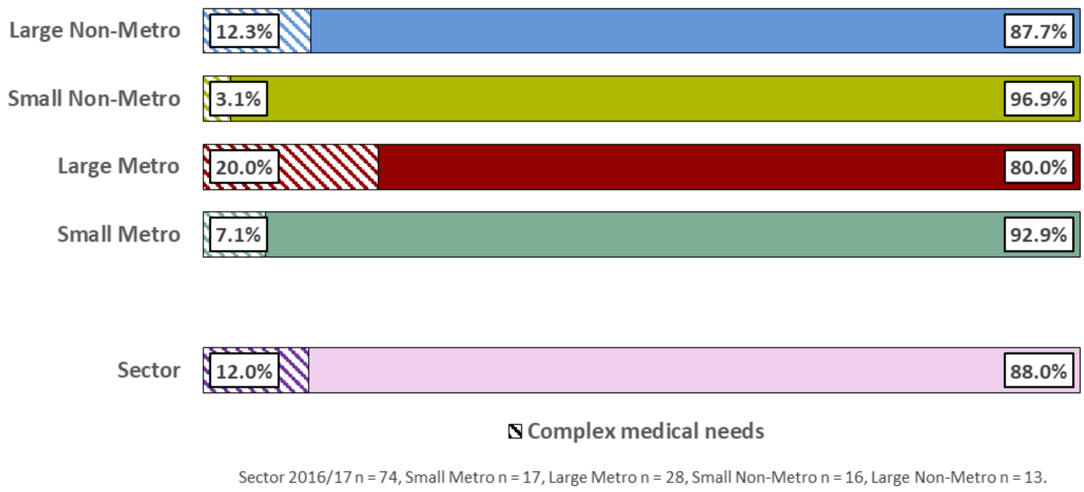


Figure 9 shows at the Sector level providers reported that on average 12.0% of their clients had complex medical needs. This proportion varied across Peer Groups depending on the size and location of the provider. Again, Large providers had a higher ratio of clients with complex medical needs, 20.0% for Metro and 12.3% for Non-Metro, than Small providers, 7.1% for Metro and 3.1% for Non-Metro.

2.2 Hours worked and direct hours versus indirect hours

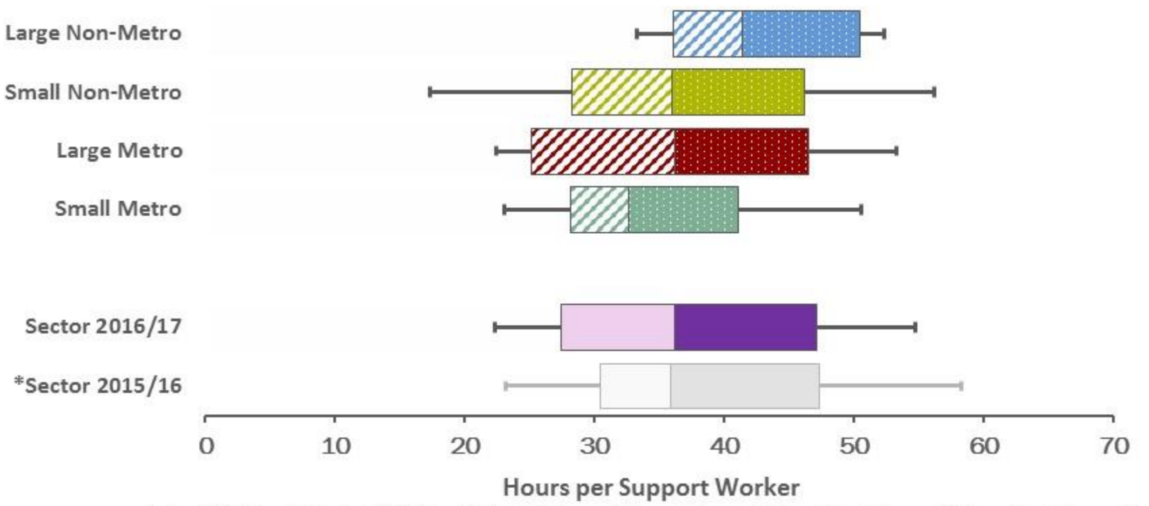
This section examines average hours worked by Support Workers and Line Managers and goes on to examine Support Worker utilisation by measuring the proportion of Support Worker hours spent delivering direct face-to-face client service generally, and then more specifically to clients who are NDIS Scheme participants. The data are based upon the fortnight that includes the 22nd May 2017.

2.2.1 Average Support Worker hours

At the Sector level, *Figure 10* demonstrates reasonable consistency in median hours worked by Support Workers in each of the selected fortnights surveyed for C1 and C2; the median increased by 0.3 hours from 35.9 hours in 2015/16 to 36.2 hours in 2016/17. Over the same period, the spread narrowed and decreased slightly with results for C1 between 23.2 to 58.3 hours and C2 between 22.3 to 54.7 hours. Variation was reported by providers in different Peer Groups, *Figure 10* shows an 8.7-hour difference in median Support Worker hours in the fortnight between Small Metro providers, reporting 32.7 hours, and Large Non-Metro providers reporting 41.4 hours.

This result can be interpreted in the context of *Figure 16 (Proportion of Support Worker hours by employment type),* which shows that Large Non-Metro providers have proportionally more permanent part-time employees than any of the other Peer Groups and the lowest proportion of permanent full-time staff.

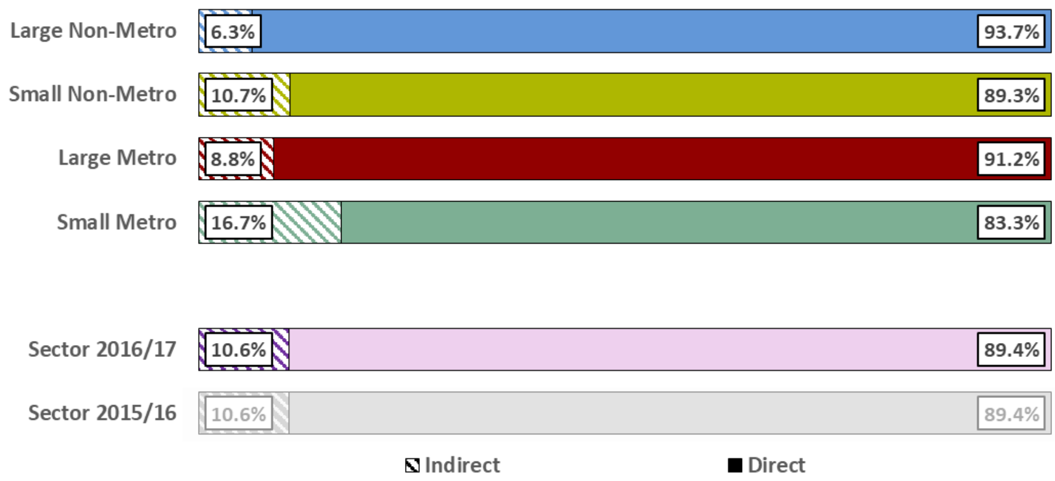
Figure 10 - Average hours worked per Support Workers - distribution
DL&CP – *Selected Fortnight*



Sector 2015/16 n = 44; Sector 2016/17 n = 69, Small Metro n = 17, Large Metro n = 25, Small Non-Metro n = 16, Large Non-Metro n = 11.
*Sector 2015/16 restated to exclude agency hours

The Survey also asked providers to estimate the number of hours that Support Workers spent on direct service delivery (i.e. direct client facing time) compared to the number of total hours worked. *Figure 11* provides a summary of the proportions reported across the Sector and for each of the DL&CP Peer Groups.

Figure 11 - Proportion of direct and indirect hours for Support Workers
DL&CP – *Selected Fortnight*



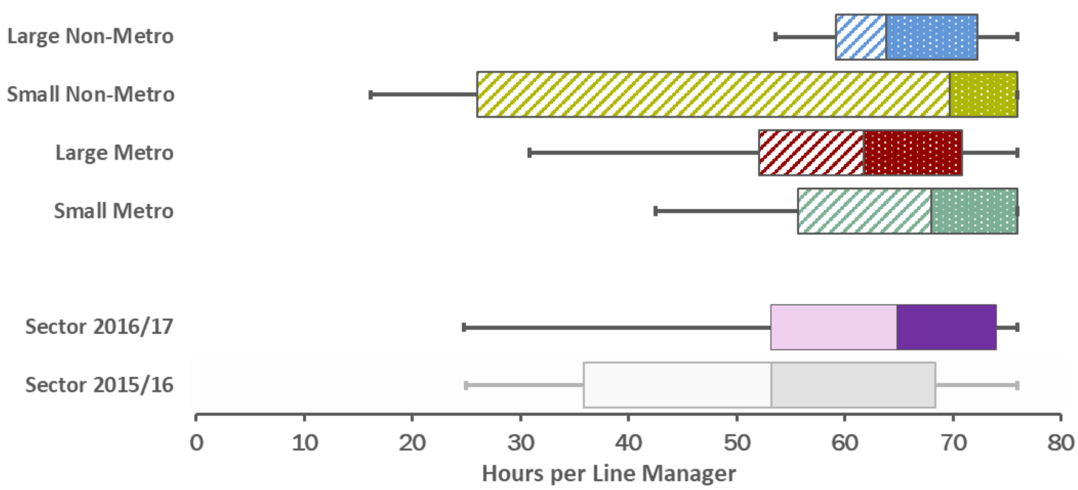
Sector 2015/16 n = 42; Sector 2016/17 n = 74, Small Metro n = 17, Large Metro n = 28, Small Non-Metro n = 16, Large Non-Metro n = 13.

Figure 11 shows that across all providers, Support Workers spent an average of 89.4% of their time on direct client facing activities in 2016/17, which was identical to the result for 2015/16. The results varied within a 10.4% range across the Peer Groups, Large providers had slightly higher results (91.2% for Metro and 93.7% for Non-Metro) than Small providers (83.3% for Metro and 89.3% for Non-Metro). *Figures 10 and 11* show that Support Workers at Large providers generally worked more hours in the selected fortnight and also that more of those hours were direct client facing.

2.2.2 Average Line Managers hours

This section presents the distribution of the average hours worked by Line Managers during the selected fortnight.

Figure 12 - Average hours worked by Line Manager - distribution
DL&CP – *Selected Fortnight*



Sector 2015/16 n = 41; Sector 2016/17 n = 65, Small Metro n = 14, Large Metro n = 26, Small Non-Metro n = 14, Large Non-Metro n = 11.

Figure 12 shows that, at Sector level, Line Managers worked an additional 11.6 hours in the corresponding fortnight in 2016/17 than in 2015/16, the C2 median was 64.8 hours up from 53.2

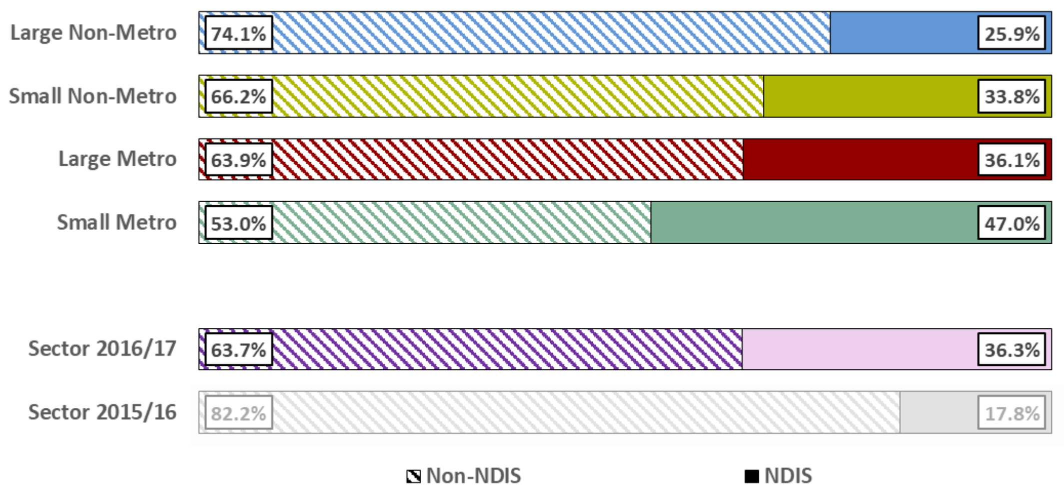
hours in C1, representing a 21.8% increase. This increase in hours worked is consistent with an increase in Line Managers 'span of control' observed between C1 and C2 in *Figure 20 [Support Workers to Line Manager ratio (FTE)] and Figure 21 [Support Workers to Line Manager ratio (Headcount)*], suggesting that as the Scheme has rolled out Line Managers work more hours. The median across the four Peer Groups varied by 8.0 hours, with smaller providers ranging between 68.0 hours for Metro and 69.7 hours for Non-Metro, compared to larger providers with 61.7 hours for Metro and 63.8 for Non-Metro.

2.2.3 Hours worked delivering NDIS funded services

Providers were asked to estimate the number of hours their organisation spent providing services to NDIS clients. The data provided in *Figure 13* relates to the Selected Fortnight.

The year-on-year results for the Sector show that the average proportion of Support Worker hours provided to NDIS clients has grown 18.5 percentage points from 17.8% in 2015/16 to 36.3% in 2016/17. Peer Group results ranged from 25.9% (Large Non-Metro) to 47.0% (Small Metro), all Peer Group results were higher than the Sector average for C1. There is a strong correlation between the Peer Groups results for this measure and the corresponding results in *Figure 6 [NDIS revenue as a proportion of total disability revenue],* the uneven distribution of the Scheme roll-out is evident in both measures (noting that *Figure 6* relates to the full 2016/17 year and *Figure 13* refers to the Selected Fortnight occurring in May 2017).

Figure 13 - Proportion of NDIS and Non-NDIS Support Worker hours
DL&CP – *Selected Fortnight*



Sector 2015/16 n = 33; Sector 2016/17 n = 74, Small Metro n = 17, Large Metro n = 28, Small Non-Metro n = 16, Large Non-Metro n = 13.

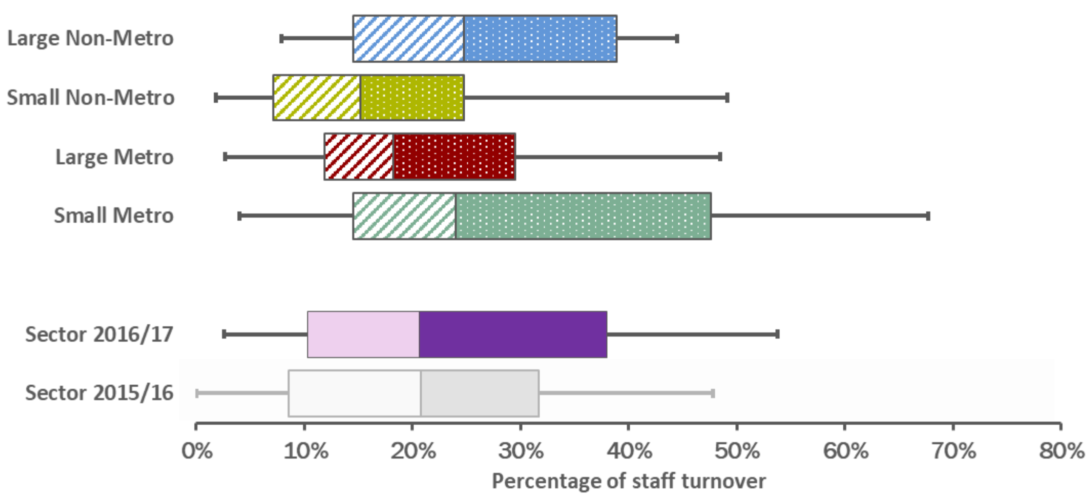
2.3 Staffing characteristics

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

2.3.1 Turnover of employed staff

A higher staff turnover rate may contribute to a lower utilisation rate, due to factors such as training new staff and increased recruitment effort. Staff turnover measures the number of staff who have left in a 12 month period, as a proportion of the average total number of staff in the same 12 month period. At the Sector level *Figure 14* shows that median staff turnover was 21.0% for 2016/17, which is the same as 2015/16. However, the interdecile broadened and increased slightly, growing from between 0% and 47.8% (C1) to between 2.6% and 53.8% (C2). There is some variation in staff turnover rates across the peer groups; Large Non-Metro providers experienced similar rates to Small Metro providers (24.0% and 24.8% respectively) but Small Non-Metro providers reported a lower rate of 15.2%.

Figure 14 - Staff turnover - distribution
DL&CP – *2016/17*



Sector 2015/16 n = 43; Sector 2016/17 n = 66, Small Metro n = 16, Large Metro n = 24, Small Non-Metro n = 16, Large Non-Metro n = 10.

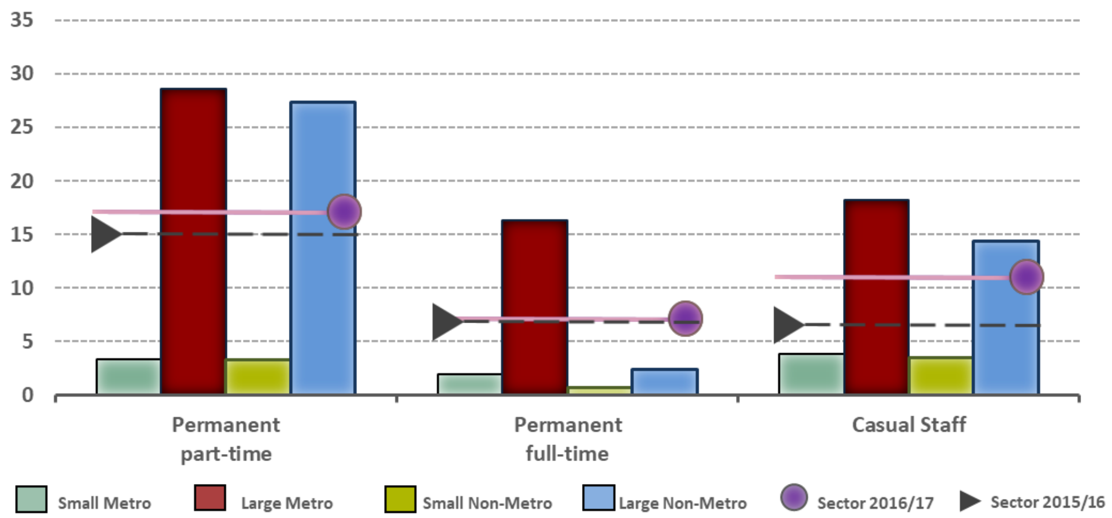
2.3.2 Workforce composition

This section examines the absolute and relative (FTE) composition of the DL&CP workforce according to employment type (i.e. *full time, part-time, casual and agency*) and staff type (Support Worker and Line Manager), during the Selected Fortnight.

Figure 15 shows the average number of Support Workers (FTE) by employment type. The Sector year-on-year results show increases in average absolute numbers of Support Workers per provider in both part-time (up 0.4 FTE from 6.8 FTE in C1 to 7.2 FTE in C2) and casual (up 4.5 FTE from 6.5 FTE in C1 to 11.0 FTE in C2) categories. However, absolute numbers are not meaningful by themselves (they serve to give context to the metrics that follow); this is especially true since Support Worker FTE is one of the dimensions used to create the C2 Peer Groups. Large Metro providers employed 63.2 Support Workers (FTE) and Large Non-Metro providers 44.2 Support Workers (FTE); the relative composition by employment type is shown in *Figure 15.*

Note that individual distributions can be found for each Employment Type for each Peer Group in the *Figure 15 Components Table* in *Appendix B*.

Figure 15 - Average number of Support Workers by employment type (FTE)
DL&CP – *Selected Fortnight*

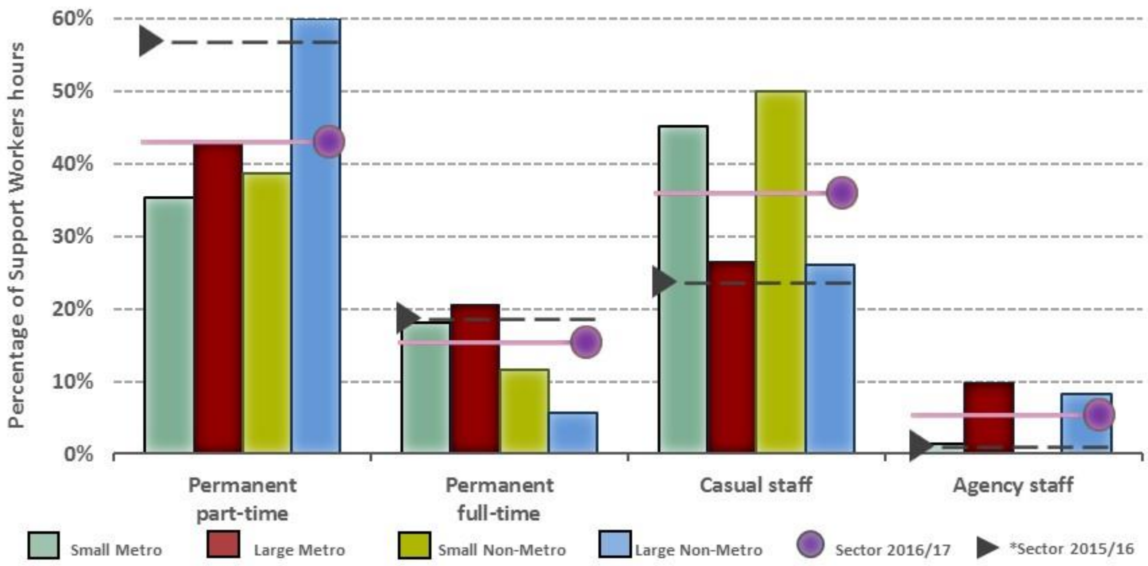


Sector 2015/16 n = 48; Sector 2016/17 n = 74, Small Metro n = 17, Large Metro n = 28, Small Non-Metro n = 16, Large Non-Metro n = 13.

Figure 16 shows the average proportion of Support Workers (FTE) by employment type. At the Sector level, this figure demonstrates greater reliance upon casual staff which increased by 12 percentage points from 24% (C1) to 36% (C2), as well as greater reliance on agency staff, increasing four percentage points from 1% (C1) to 5% (C2). Corresponding decreases were reported for both permanent part-time and full-time categories, part-time was down 14 percentage points 57% (C1) to 43% (C2), and full-time was down three percentage points from 19% (C1) to 16% (C2). These data indicate that employment in the Sector is becoming more casualised. Small providers in metro and non-metro locations have the highest proportion of casual staff (FTE) 45% and 50% respectively, while large providers in metro and non-metro locations had the highest proportion of part-time staff (FTE) 43% and 60% respectively.

Note that individual distributions for relative composition can be found for each Employment Type for each Peers Group in the *Figure 16 Components Table* in *Appendix B*.

Figure 16 - Proportion of Support Worker hours by employment type
DL&CP – *Selected Fortnight*

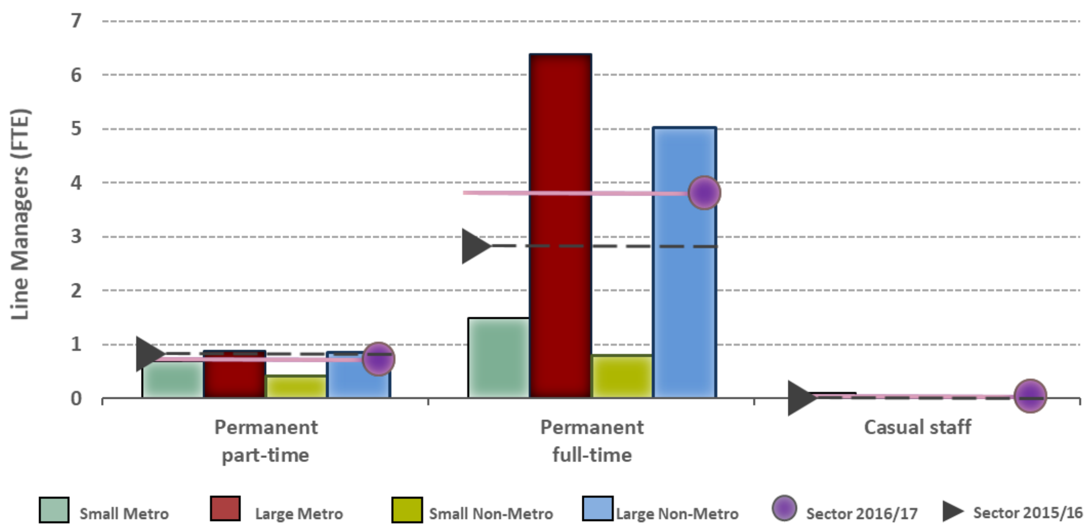


Sector 2015/16 n = 44; Sector 2016/17 n = 72, Small Metro n = 17, Large Metro n = 27, Small Non-Metro n = 16, Large Non-Metro n = 12.
*Sector 2015/16 restated to include shift penalties

Figure 17 shows the average number of Line Managers (FTE) by employment type. The Sector year-on-year results show an increase in average numbers of Line Managers (FTE) per provider in the full-time category up 1.0 FTE from 2.8 FTEs (C1) to 3.8 FTEs (C2) and near identical results year-on-year in the part-time and casual categories (amongst the Survey respondents casuals are rarely if ever used in Line Manager roles). Absolute numbers are a function of the number of Support Workers which is increasing (*Figure 15*), in combination with the Line Manager's span of control measures (also increasing) detailed in *Figure 20 [Support Workers to Line Manager ratio (FTE)]* and in *Figure 21 [Support Workers to Line Manager ratio (Headcount)*] which both suggest that Line Managers are working more hours to cover the increased span of control.

Note that individual distributions can be found for each Employment Type for each Peers Group in the *Figure 17 Components Table* in *Appendix B*.

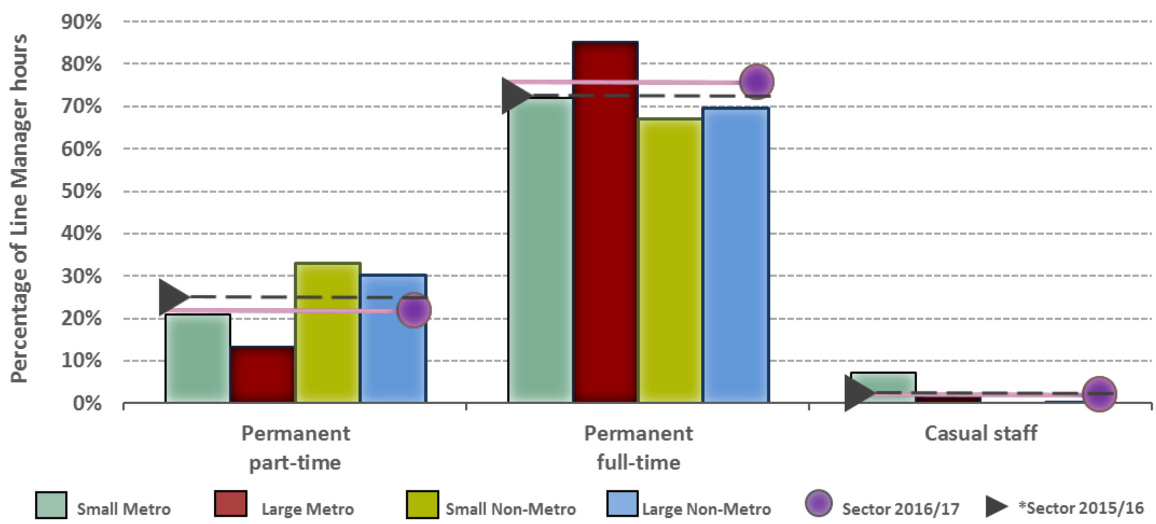
Figure 17 - Average number of Line Managers by employment type (FTE)
DL&CP – *Selected Fortnight*



Sector 2015/16 n = 48; Sector 2016/17 n = 74, Small Metro n = 17, Large Metro n = 28, Small Non-Metro n = 16, Large Non-Metro n = 13.

Figure 18 shows the average proportion of Line Managers (FTE) by employment type. At the Sector level, Line Manager' roles are filled mostly by full-time staff, and they accounted for 76% of hours in C2, up three percentage points from C1 (73%). Part-time staff provide the bulk of the remaining hours accounting for 22% in C2, which was down two percentage points from 25% (C1). At the Peer Group level, Large Metro providers made greater use of full-time staff at 85% of hours, which was 13% higher than the next highest Peer Group; Small Metro providers were only Peer Group to register any significant use of casual staff in Line Manager roles with 7.1% of hours.

Figure 18 - Proportion of Line Manager hours by employment type
DL&CP – *Selected Fortnight*



Sector 2015/16 n = 40; Sector 2016/17 n = 65, Small Metro n = 14, Large Metro n = 26, Small Non-Metro n = 14, Large Non-Metro n = 11.
*Sector 2015/16 restated to include shift penalties

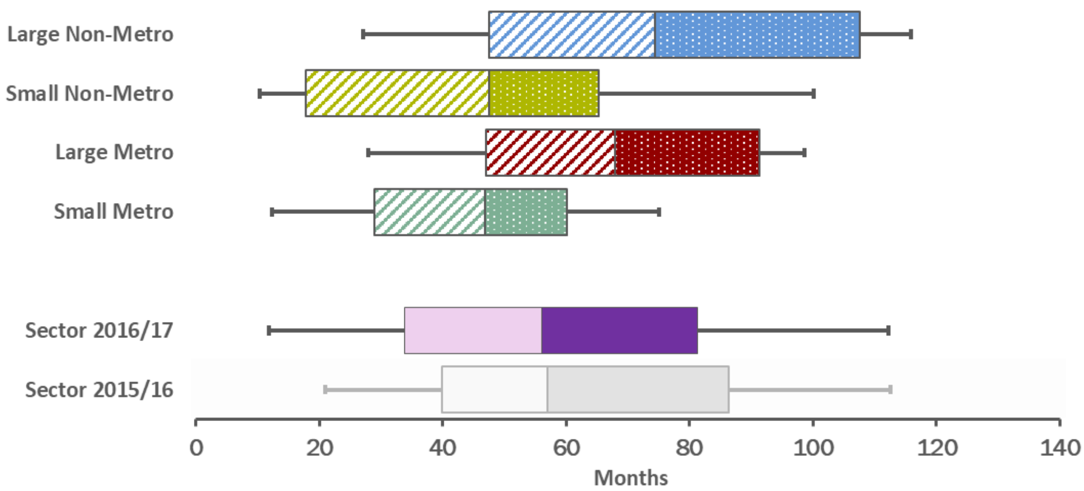
Note that individual distributions for relative composition can be found for each Employment Type for each Peers Group in the *Figure 18 Components Table* in *Appendix B*.

2.3.3 Average tenure

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

Figures 19(a) and Figure 19(b) compare the distribution of the average length-of-service for Support Workers in each Peer Group for permanent staff and casual staff respectively.

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

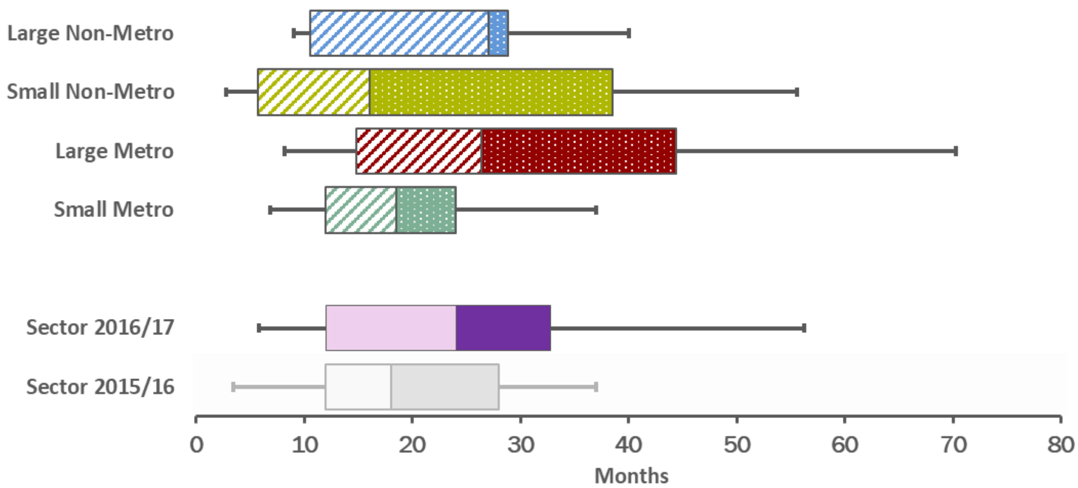


Sector 2015/16 n = 26; Sector 2016/17 n = 60, Small Metro n = 15, Large Metro n = 21, Small Non-Metro n = 14, Large Non-Metro n = 10.

Figure 19(a) shows that the Sector median for the average tenure of permanent staff in 2016/17 was 56.1 months, which was almost the same as for the previous year (57.0 months), both the interdecile and interquartile ranges broadened slightly. Across all providers, average tenure was between a minimum of 11.9 months to a maximum of 112.2 months (more than nine years). Overall, Large providers had a higher average tenure for permanent staff with 68.0 months for Metro and 74.4 months for Non-Metro, compared with Small providers reporting 46.9 months and 47.5 months for Metro and Non-Metro respectively.

Figure 19(b) - Average staff tenure - casual staff - distribution

DL&CP – *Selected Fortnight*



Sector 2015/16 n = 21; Sector 2016/17 n = 65, Small Metro n = 16, Large Metro n = 23, Small Non-Metro n = 15, Large Non-Metro n = 11.

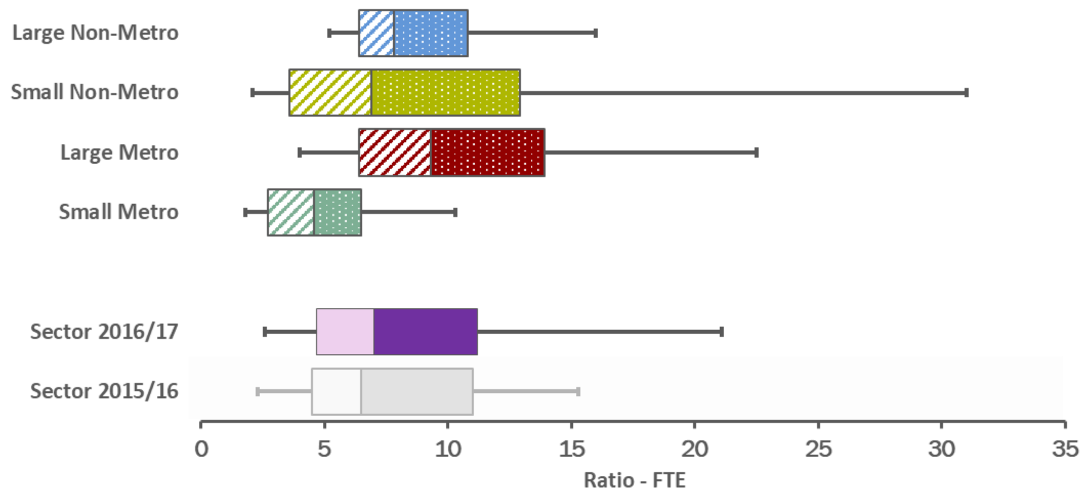
Figure 19(b) shows that the Sector median for the average tenure of casual staff in 2016/17 was 24.0 months, which was six months higher than the previous year (18.0 months in 2015/16, representing a 33.3% increase) and 32 months less than that for permanent staff 56 months (see *Figure 19(a)*). The spread of values at the Sector level increased from between 3.4 months to 37.0 months (C1) to between 5.8 months to 56.2 months (C2). These results indicate that providers are holding onto casual staff for longer periods demonstrating increased casualisation of Support Workers. Maximum average tenure for casual staff was 56.2 months which was less than half of the maximum tenure for permanent staff. Larger providers had higher median average casual staff tenure than their smaller counterparts, 26.4 months and 27.0 months for Large Metro and Large Non-Metro providers respectively compared to 18.5 months and 16.0 months for Small Metro and Small Non-Metro providers respectively.

2.3.4 Line Manager staffing ratios

This section examines two forms of the ratio of Support Workers to Line Managers for DL&CP services. The ratio is calculated for FTEs which is a proxy for the amount of client service that each Line Manager supervises. The ratio is also calculated for headcount which is more closely aligned with the number of Support Workers and thus effort involved in logistics, scheduling and line management responsibilities.

Figure 20 summarises the distribution of the ratio of Support Worker FTE to Line Manager FTE. It shows that in 2016/17 the Sector median was 7 Support Workers to 1 Line Manager. This was 0.5 FTE greater than the 2015/16 Survey results of 6.5 to 1. The increasing span-of-control apparent in *Figure 20* is consistent with *Figure 12* which shows that Line Managers at the Sector level worked an additional 11.6 hours more in the corresponding fortnight in 2016/17 than in 2015/16, the C2 median was 64.8 hours up from 53.2 hours in C1.

Figure 20 - Support Workers to Line Manager ratio (FTE) - distribution
DL&CP – *Selected Fortnight*

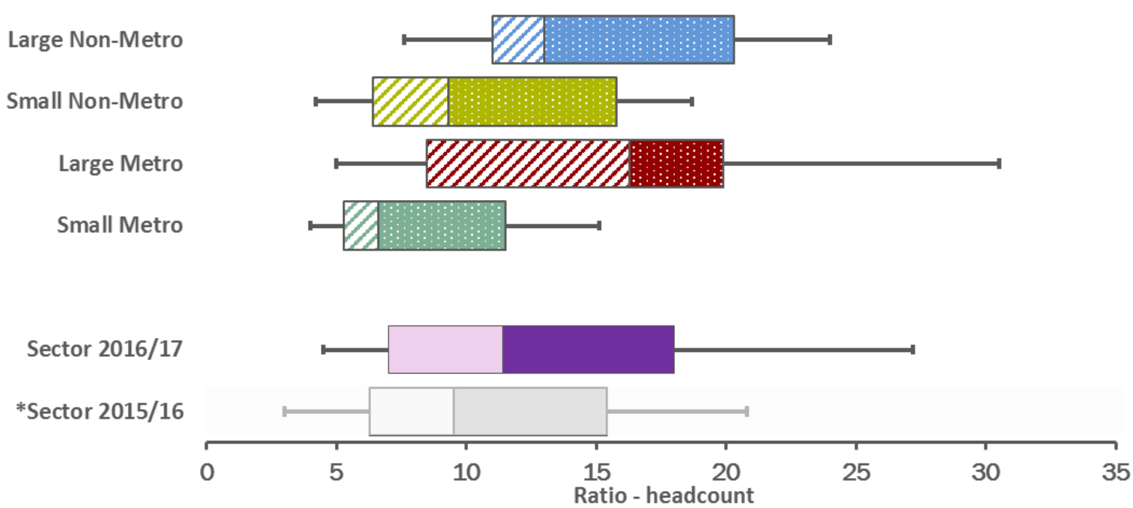


Sector 2015/16 n = 40; Sector 2016/17 n = 64, Small Metro n = 14, Large Metro n = 25, Small Non-Metro n = 14, Large Non-Metro n = 11.

This ratio varied across the Sector, between 2.6 to 1 and 21.10 to 1 (FTE). In general, Large providers had higher ratios with medians of 9.3 to 1 for Metro and 7.8 to 1 for Non-Metro, compared to Small providers with medians of 4.6 to 1 for Metro and 6.9 to 1 for Non-Metro.

Figure 21 shows the Support Worker to Line Manager headcount ratio. The 2016/17 Sector median was 11.4 Support Workers for every Line Manager (headcount). This result is 1.9 headcount higher than the 2015/16 Sector result of 9.5 to 1. Again, the increasing span-of-control apparent in *Figure 21* is consistent with *Figure 12* which shows that Line Managers at the Sector level worked an additional 11.6 hours more in the corresponding fortnight in 2016/17 than in 2015/16, the C2 median was 64.8 hours up from 53.2 hours in C1. Similar to *Figure 20*, Large providers had higher median ratios, 16.3 and 13.0 to 1 for Metro and Non-Metro respectively, compared to Small providers with 6.6 and 9.3 to 1 for Metro and Non-Metro respectively.

Figure 21 - Support Workers to Line Manager ratio (headcount) - distribution
DL&CP – *Selected Fortnight*



Sector 2015/16 n = 41; Sector 2016/17 n = 65, Small Metro n = 14, Large Metro n = 26, Small Non-Metro n = 14, Large Non-Metro n = 11.
*Sector 2015/16 restated to exclude agency staff

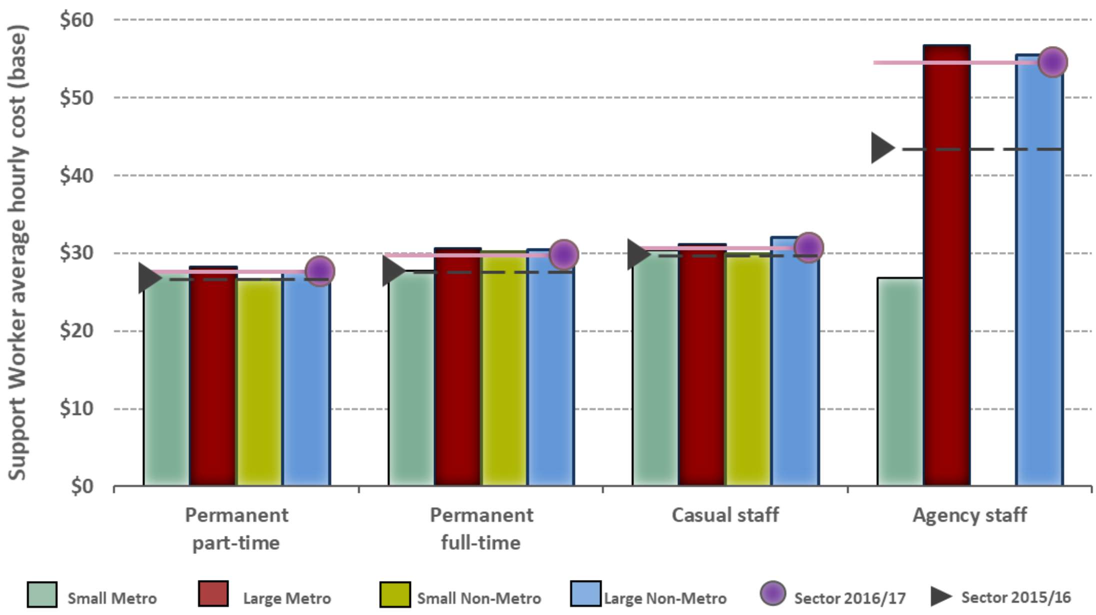
2.4 Hourly costs

This section examines hourly costs and relative cost composition for staff across employment types (*full time*, *part-time*, *casual* and *agency* staff). Comparisons are made for **base labour costs** (i.e. standard rate paid to employees for normal hours worked in the selected fortnight excluding any additional payments for shift penalties, overtime, superannuation, etc.) and **actual labour costs** (Actual amount paid to employees for hours worked in the selected fortnight, comprising base labour cost plus additional payments for overtime, shift penalties, leave taken and superannuation (excludes leave accruals, salary and wages accrual, workers compensation premiums, payroll tax and organisational overheads)

2.4.1 Support Worker hourly costs

Figure 22 presents the average hourly Support Worker **base labour cost** by employment type. Some key observations follow the figure below. Individual distributions for average hourly base labour costs can be found for each Employment Type and each Peer Group in *Figures 23(a) – 23(d).*

Figure 22 - Average hourly Support Work cost by employment type (base labour cost)
DL&CP – *Selected Fortnight*



Permanent part-time: Sector 2015/16 n = 41; Sector 2016/17 n =61, Small Metro = 15, Large Metro = 24, Small Non-Metro = 12, Large Non-Metro = 10.
Permanent full-time: Sector 2015/16 n = 27; Sector 2016/17 n =np, Small Metro = 8, Large Metro = 17, Small Non-Metro = 5, Large Non-Metro = <5.
Casual Staff: Sector 2015/16 n = 34; Sector 2016/17 n =63, Small Metro = 17, Large Metro = 23, Small Non-Metro = 14, Large Non-Metro = 9.
Agency Staff: Sector 2015/16 n = 5; Sector 2016/17 n =np, Small Metro = <5, Large Metro = 13, Small Non-Metro = <5, Large Non-Metro = <5.

- **Sector-wide:** in 2016/17 the average base labour cost to a provider for a Support Worker hour ranged from $27.70 (part-time) to $54.70 (agency) per hour. These results are an increase over the 2015/16 results ranging from $26.80 to $43.60. Costs in all employment categories were up; agency was the most significant increase ($11.10 per hour).
- **Permanent staff:** at the Sector level the 2016/17 average base labour hourly cost for full-time staff was $29.90, which was $2.20 higher than for part-time staff at $27.70 per hour. These results increased slightly from 2015/16; up $2.20 from $27.70 for full-time and up $0.90 from $26.80 for part-time).

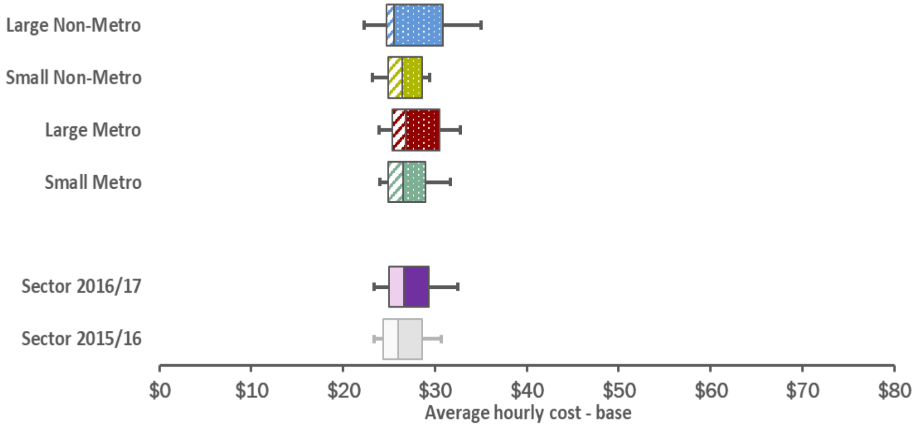
- **Casual staff:** at the Sector level the 2016/17 average base labour hourly cost was $30.80 per hour, which was $0.90 higher than for permanent staff (previous point) and $1.00 higher than in 2015/16 ($29.80). The higher average base labour cost is understood to compensate for absent benefits such as paid leave that is available to permanent staff.
- **Agency staff** had the highest hourly cost ($54.70). Hourly agency costs include any additional agency fees and commissions. Note that C2 Survey respondents reported low levels of agency staff, please interpret results with caution.
- **Overall:** base labour hourly costs varied little between the Peer Groups. The majority of providers use pay awards such as SCHADS for permanent employees, and that generally the higher casual pay cost compensates the staff member for absent benefits such as leave.

Figures 23(a) – 23(d) deconstruct the average base hourly costs shown in Figure 22, they present Peer Group and Sector (C1 and C2) distributions for each of the employment categories. Note that supporting tables containing the underlying data can be found in the Figures 23a to 23d - Average hourly Support Worker cost by employment type (base labour cost) - Distribution Table in Appendix B

At the Sector level, in all cases, the 2016/17 (C2) median base average base labour hourly cost was higher than in 2015/16 (C1). At the Peer Group level, for full-time, part-time and casual Support Workers the interdecile and interquartile ranges were generally broader for Large providers. Medians between Peer Groups varied little with no discernible pattern between employment types, the median base labour hourly cost for part-time staff ranged between $25.50 and $26.80, a difference of $1.30 per hour; full-time staff ranged between $27.30 and $30.60, a difference of $3.30; and casuals ranged between $29.90 and $30.90, a difference of $1.00. Only Metro providers used agency resources.

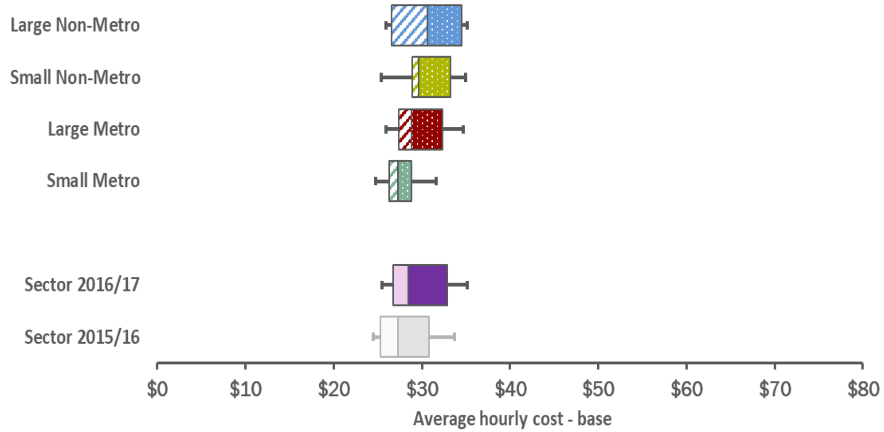
Average hourly Support Worker cost (base labour cost) – distribution DL&CP – *Selected Fortnight*

Figure 23(a) - Part-time staff



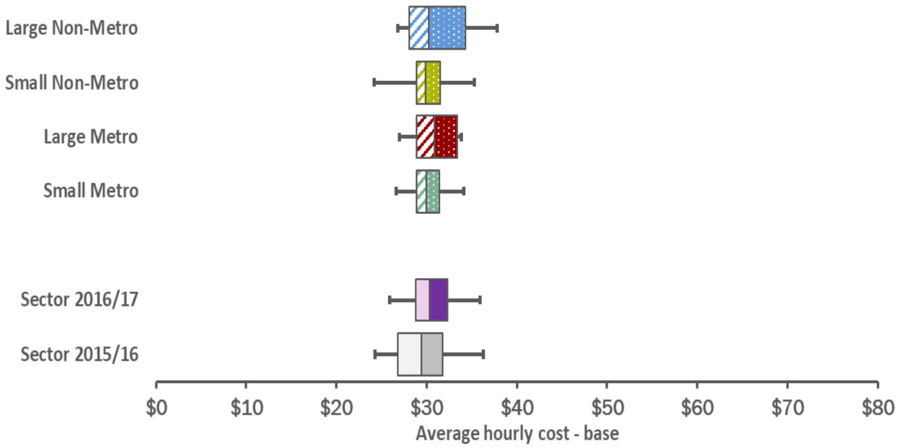
Sector 2015/16 n = 41; Sector 2016/17 n = 61, Small Metro n = 15, Large Metro n = 24, Small Non-Metro n = 12, Large Non-Metro n = 10.

Figure 23(b) - Full-time staff



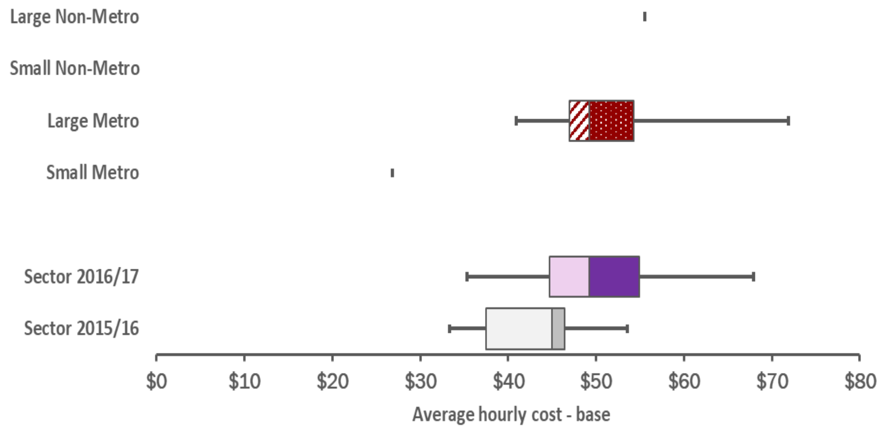
Sector 2015/16 n = 27; Sector 2016/17 n = np, Small Metro n = 8, Large Metro n = 17, Small Non-Metro n = 5, Large Non-Metro n = <5.

Figure 23(c) - Casual staff



Sector 2015/16 n = 34; Sector 2016/17 n = 63, Small Metro n = 17, Large Metro n = 23, Small Non-Metro n = 14, Large Non-Metro n = 9.

Figure 23(d) - Agency staff

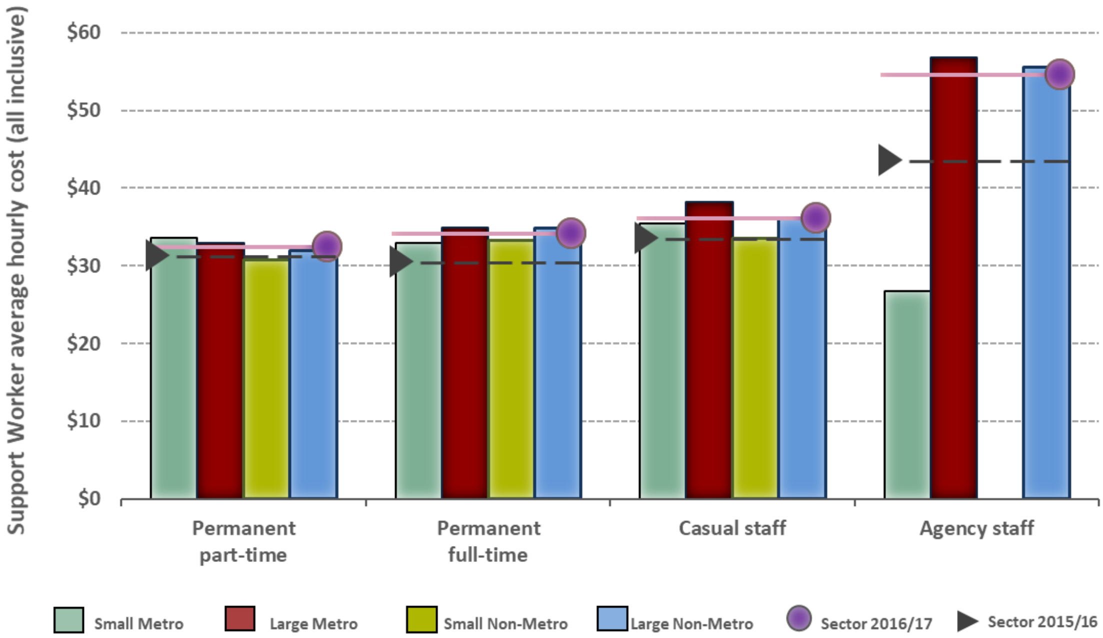


Sector 2015/16 n = 5; Sector 2016/17 n = np, Small Metro n = <5, Large Metro n = 13, Small Non-Metro n = <5, Large Non-Metro n = <5.

Figure 24 presents average hourly costs (**actual labour cost**) for Support Workers by employment type*.* Some key observations from *Figure 24* are:

- **Sector-wide**: results ranged between $32.50 actual labour cost per hour for part-time staff to $54. per hour for agency staff.
- **Permanent part-time:** the average hourly actual labour cost was $32.40, which was 17.0% or $4.70 per hour higher than the base labour cost of $27.70. In 2015/16 (C1) the actual labour cost was also 17.0% or $4.60 higher than the 2015/16 (C1) base labour cost of $26.80, the results suggest that part-time Support Workers are receiving similar amounts of higher paid hours in the two periods. Year-on-year, 2016/17 actual labour costs are 3.0% or $1.10 per hour higher than the 2015/16 costs of $31.40.
- **Permanent full-time** average hourly actual labour cost was $34.20, which was 14.4% or $4.30 per hour higher than the base labour cost of $29.90. In 2015/16 (C1) the actual labour cost was 10.5% or $2.90 higher than the 2015/16 (C1) base labour cost of $27.70, which suggests that full-time Support Workers are on average, receiving more higher paid hours in 2016/17 (C2) than they were in 2015/16. Year-on-year, 2016/17 actual labour cost is 11.8% or $3.60 per hour higher than the 2015/16 cost of $30.60.
- **Casual** average hourly actual cost was $36.20, which was 17.5% or $5.40 per hour higher than the base labour only cost of $30.80. In 2015/16 (C1) the actual labour cost was 12.8% or $3.80 higher than the 2015/16 (C1) base labour cost of $29.80, which suggests that casual Support Workers are on average, receiving higher paid hours in 2016/17 (C2) than they were in 2015/16. Year-on-year, 2016/17 actual labour costs are 7.7% or $2.60 per hour higher than the 2015/16 cost of $33.60.

Figure 24 - Average hourly Support Worker cost by employment type (actual labour cost)
DL&CP – *Selected Fortnight*



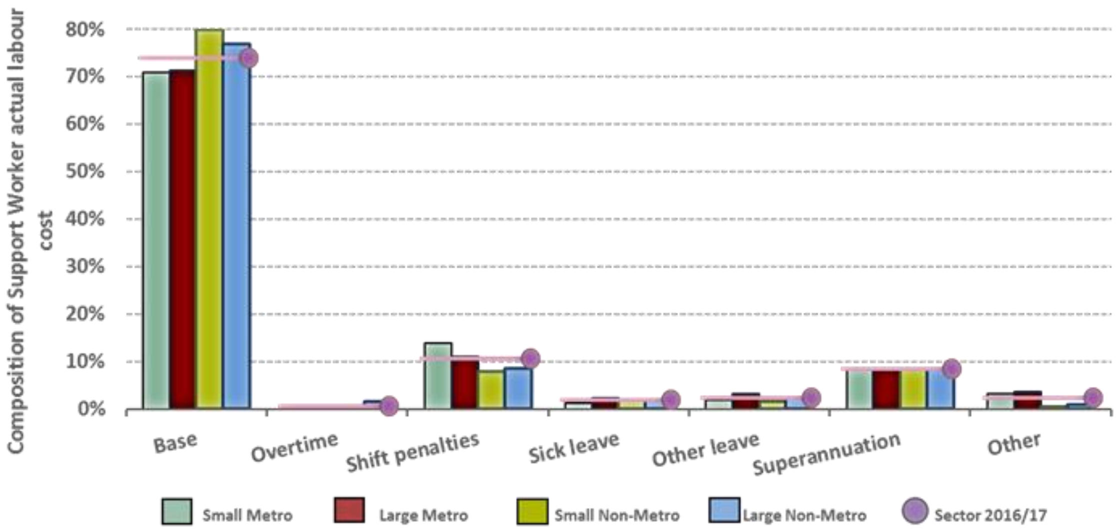
Permanent part-time: Sector 2015/16 n = 41; Sector 2016/17 n =61, Small Metro = 15, Large Metro = 24, Small Non-Metro = 12, Large Non-Metro = 10.
Permanent full-time: Sector 2015/16 n = 27; Sector 2016/17 n =np, Small Metro = 8, Large Metro = 17, Small Non-Metro = 5, Large Non-Metro = <5.
Casual Staff: Sector 2015/16 n = 34; Sector 2016/17 n =64, Small Metro = 17, Large Metro = 24, Small Non-Metro = 14, Large Non-Metro = 9.
Agency Staff: Sector 2015/16 n = 5; Sector 2016/17 n =np, Small Metro = <5, Large Metro = 13, Small Non-Metro = <5, Large Non-Metro = <5.

Figure 25 shows the relative composition of the hourly Support Worker actual labour cost. This metric is newly incorporated for the 2016/17 (C2) Survey. The composition of the Sector level hourly actual labour cost in percentage terms is as follows:

- Base – 74%
- Shift penalties – 11%
- Superannuation – 9%
- Sick leave – 2%
- Other leave (annual leave and long service leave paid during the selected fortnight) – 2%
- Other – 2%
- Overtime – 1%

Within the Peer Groups, shift penalties and ‘other’ payroll costs were the main drivers of variation in relative cost composition. Metro providers had proportionally higher utilisation of shift penalties with 14% for Small providers and 11% for Large providers respectively, compared with Non-Metro-based services reporting 8% for Small and 9% for Large respectively).

Figure 25 - Support Worker actual labour cost composition
DL&CP – *Selected Fortnight*



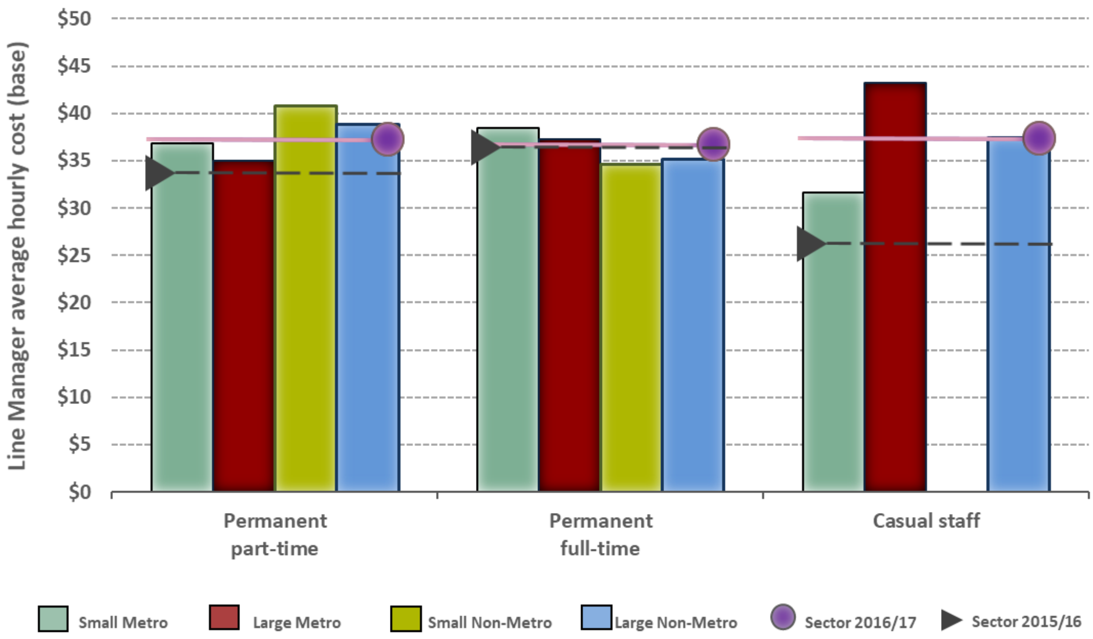
Sector 2016/17 n = 69, Small Metro n = 17, Large Metro n = 25, Small Non-Metro n = 16, Large Non-Metro n = 11.

Note that individual distributions can be found for each payroll cost category for each Peer Group in *Figure 25 Components - Support Worker actual labour cost composition - Distribution Table* in *Appendix B*.

2.4.2 Line Managers hourly costs

Figure 26 presents the average hourly Line Manager **base labour cost** by employment type. Some key observations follow the figure below. Individual distributions for average hourly base labour costs can be found for each Employment Type and each Peer Group in *Figures 27(a) to 27(c).*

Figure 26 - Average hourly Line Manager cost by employment type (base labour cost)
DL&CP – *Selected Fortnight*



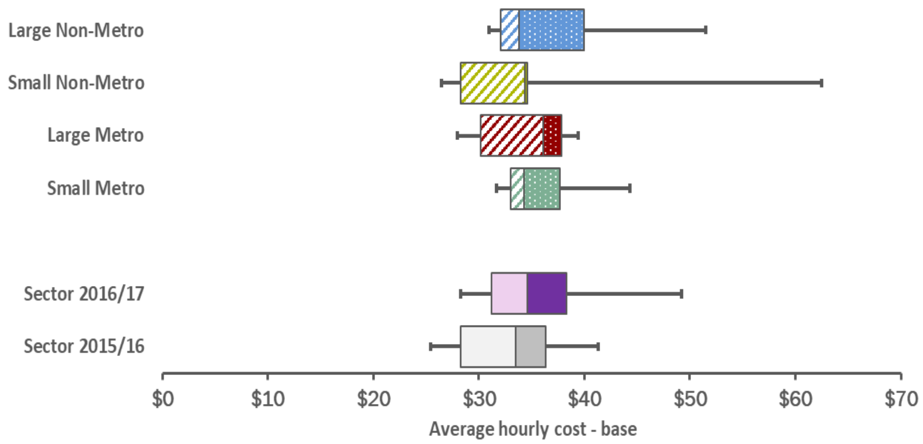
Permanent part-time: Sector 2015/16 n = 22; Sector 2016/17 n =27, Small Metro = 6, Large Metro = 10, Small Non-Metro = 5, Large Non-Metro = 6.
Permanent full-time: Sector 2015/16 n = 34; Sector 2016/17 n =56, Small Metro = 12, Large Metro = 25, Small Non-Metro = 10, Large Non-Metro = 9.
Casual Staff: Sector 2015/16 n = 2; Sector 2016/17 n =np, Small Metro = <5, Large Metro = <5, Small Non-Metro = <5, Large Non-Metro = <5.

- **Sector-wide:** in 2016/17 the average base labour cost to a provider for a Line Manager hour ranged from $36.70 (full-time) to $37.40 (casual) per hour. These results are an increase over the 2015/16 (C1) results ranging from $26.20 (casual) to $36.40 (full-time). Note that C1 and C2 respondents made minimal use of casual staff in Line Manager roles and thus casual hourly base labour costs should be interpreted with caution.
- **Permanent staff**: at the Sector level the 2016/17 average hourly base labour cost for full-time staff was $36.70, which was $0.60 lower than for part-time staff at $37.30 per hour. These results increased slightly from 2015/16; up $0.30 from $36.40 for full-time and up $3.60 from $33.70 for part-time). At the Peer Group level, the average hourly base labour cost for full-time Line Managers was higher for Metro than Non-Metro based services with the converse being the case for part-time Line Managers.

Note that C1 and C2 respondents made minimal use of casual staff in Line Manager roles and thus hourly casual base labour costs should be interpreted with caution.

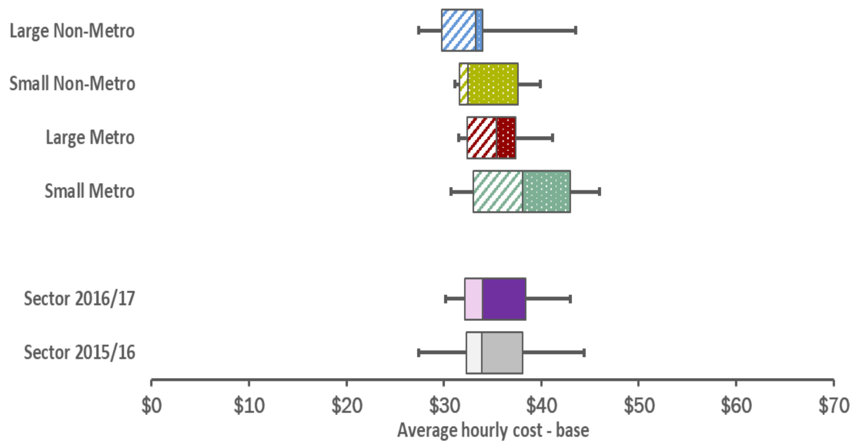
Average hourly Line Manager cost (base labour cost) - distribution DL&CP – *Selected Fortnight*

Figure 27(a) - Part-time staff



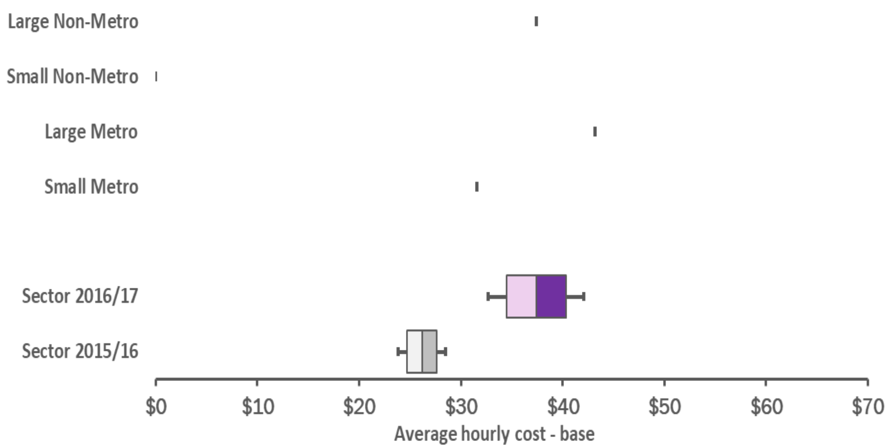
Sector 2015/16 n = 22; Sector 2016/17 n = 27, Small Metro n = 6, Large Metro n = 10, Small Non-Metro n = 5, Large Non-Metro n = 6.

Figure 27(b) - Full-time staff



Sector 2015/16 n = 34; Sector 2016/17 n = 56, Small Metro n = 12, Large Metro n = 25, Small Non-Metro n = 10, Large Non-Metro n = 9.

Figure 27(c) - Casual staff



Sector 2015/16 n = 2; Sector 2016/17 n = np, Small Metro n = <5, Large Metro n = <5, Small Non-Metro n = <5, Large Non-Metro n = <5.

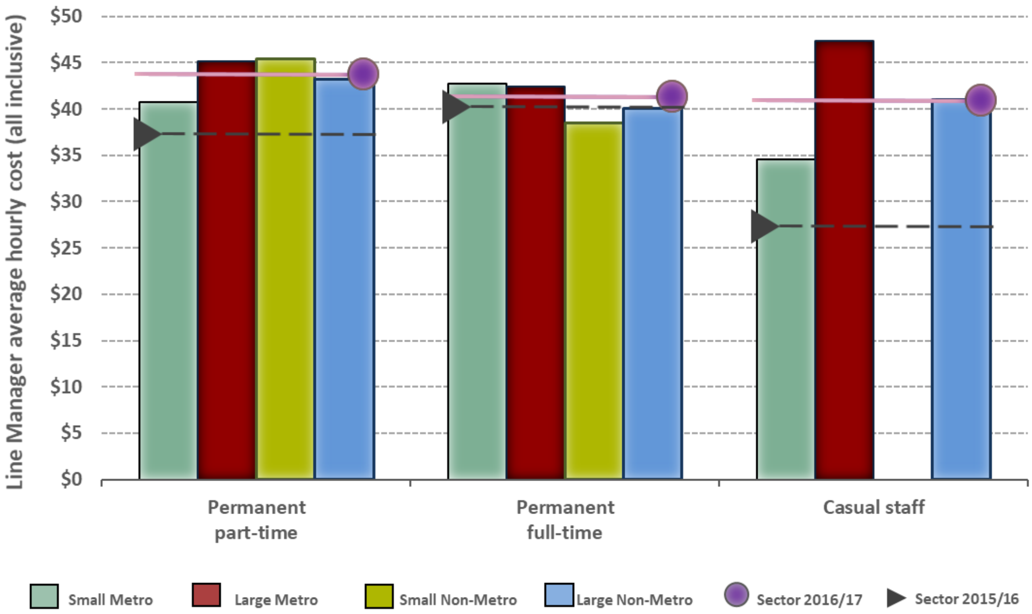
Figures 27(a) to 27(c) deconstruct the average base labour hourly costs shown in *Figure 26,* they present Peer Group and Sector (C1 and C2) distributions for each of the employment categories. Note that supporting tables containing the underlying data can be found in the *Figures 27(a) to 27(c) - Average hourly Line Manager cost by employment type (base labour cost) - Distribution Table* in *Appendix B.* As already noted, C2 Survey respondents made very little use of casual staff in Line Manager roles and thus should be interpreted with caution.

At the Sector level, in all cases, the 2016/17 (C2) median base labour average hourly cost was higher than in 2015/16 (C1). At the Peer Group level, greater variability is apparent in the hourly costs of part-time Support Workers; the interdecile and interquartile ranges were generally broader than for full-time Support Workers except Small Metro providers. The median hourly cost for part-time staff ranged between $34.40 and $36.10, a difference of $1.70; and full-time staff ranged between $32.50 and $38.10, a difference of $5.60 per hour.

Figure 28 shows that at the Sector level, the average hourly actual labour cost per Line Manager ranged between $41.00 (casual) to $43.80 (part-time) per hour. No providers reported the use of agency staff in Line Manager' roles. The hourly **actual labour costs** vary to a greater degree than **base labour** costs due to the inclusion of additional payments such as shift penalties and overtime which vary between providers and superannuation which is legislated to fall within a fairly narrow band. Some key observations from *Figure 28* are:

- **Permanent part-time:** the average hourly actual labour cost was $43.80, which was 17.4% or $6.50 per hour higher than the base labour cost of $37.30. In 2015/16 (C1) the actual labour cost was 10.7% or $3.60 higher than the 2015/16 (C1) base labour cost of $33.70, the results suggest that part-time Support Workers are receiving increased amounts of higher paid hours in the two periods. Year-on-year, 2016/17 (C2) actual labour costs are 17.4% or $6.50 per hour higher than the 2015/16 (C1) cost of $37.30.
- **Permanent full-time:** the average hourly actual labour cost was $41.40, which was 1.7% or $0.70 per hour higher than the base labour cost of $40.70. In 2015/16 (C1) the actual labour cost was 10.4% or $3.80 higher than the 2015/16 (C1) base labour cost of $36.40, the results suggest that part-time Support Workers are receiving similar amounts of higher paid hours in the two periods. Year-on-year, 2016/17 (C2) actual labour costs are 3.0% or $1.20 per hour higher than the 2015/16 (C1) cost of $40.20.
- **Casual:** the average hourly actual labour cost was $41.00, which was 9.6% or $3.60 per hour higher than the base labour cost of $37.40. In 2015/16 (C1) the actual labour cost was 4.2% or $1.10 higher than the 2015/16 (C1) base labour cost of $26.20, the results suggest that part-time Support Workers are receiving amounts of higher paid hours in the two periods. Year-on-year, 2016/17 (C2) actual labour costs are 50.2% or $13.70 per hour higher than the 2015/16 (C1) cost of $27.30.

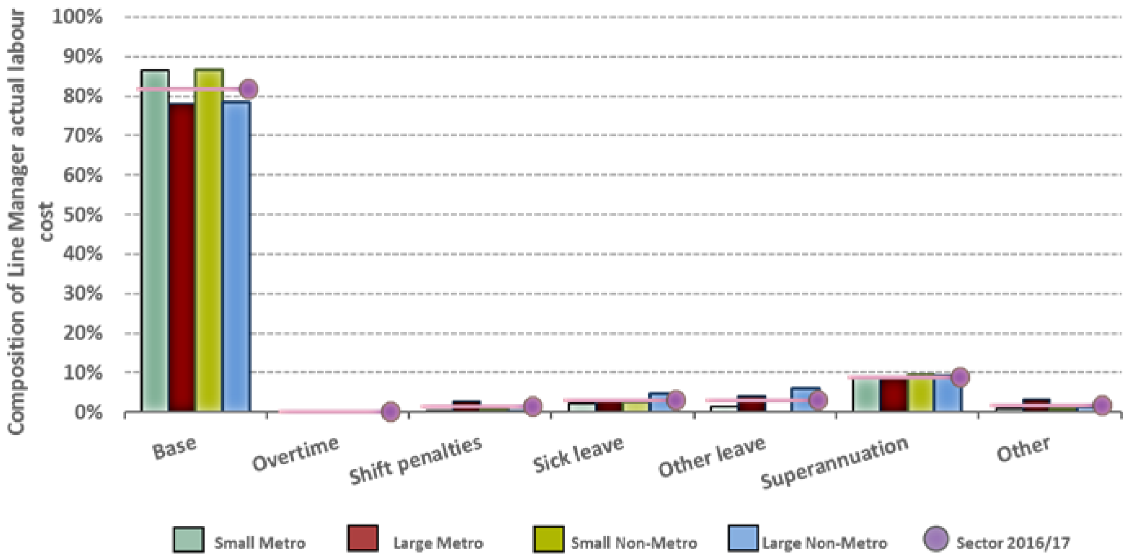
Figure 28 - Average hourly Line Manager cost by employment type (actual labour cost)
DL&CP – *Selected Fortnight*



Permanent part-time: Sector 2015/16 n = 22; Sector 2016/17 n =29, Small Metro = 6, Large Metro = 12, Small Non-Metro = 5, Large Non-Metro = 6.
Permanent full-time: Sector 2015/16 n = 36; Sector 2016/17 n =56, Small Metro = 12, Large Metro = 25, Small Non-Metro = 10, Large Non-Metro = 9.
Casual Staff: Sector 2015/16 n = 2; Sector 2016/17 n =np, Small Metro = <5, Large Metro = <5, Small Non-Metro = <5, Large Non-Metro = <5.

Figure 29 - Line Manager actual labour cost composition

DL&CP – *Selected Fortnight*



Sector 2016/17 n = 65, Small Metro n = 14, Large Metro n = 26, Small Non-Metro n = 14, Large Non-Metro n = 11.

Figure 29 shows the relative composition of the hourly actual labour cost for Line Managers. This metric is newly incorporated for the 2016/17 (C2) Survey. The composition of the Sector hourly actual labour cost in percentage terms is as follows:

- Base – 82%
- Superannuation – 9%
- Sick leave – 3%
- Other leave (annual leave and long service leave paid during the selected fortnight) – 3%
- Other – 2%
- Shift penalties – 1%
- Overtime – 0%

At the Peer Group level, Small providers had a higher proportional representation of base labour costs, accounting for 87% of hourly actual labour costs for both Metro and Non-Metro, and 78% in Large providers for both Metro and Non-Metro. C2 Survey respondents did not report any costs in the Overtime category for the selected fortnight. Other leave, such as annual leave and long service leave paid, was the main driver of variation in relative cost composition and were higher in Large organisations (4% and 6% for Metro and Non-Metro respectively) than for Small organisations (2% and 0% for Metro and Non-Metro respectively).

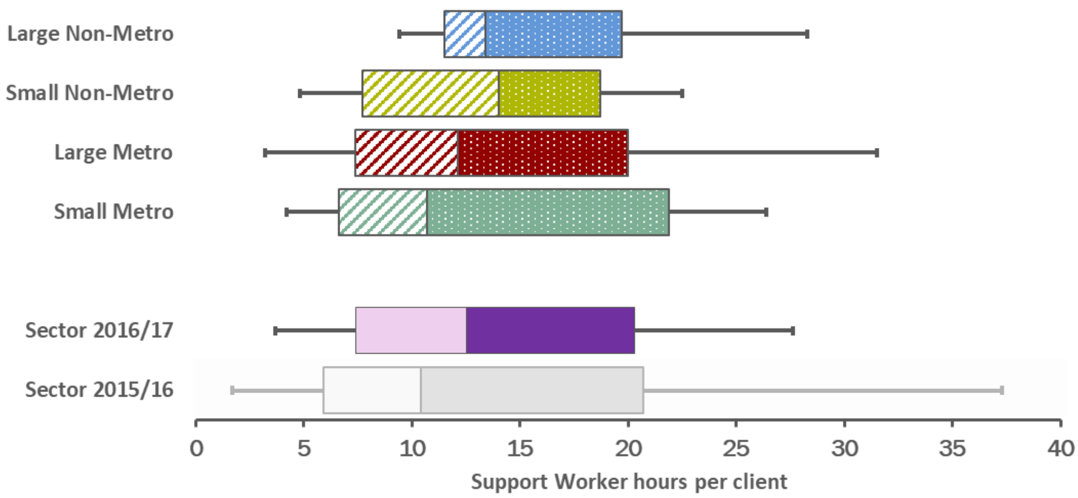
Note that individual distributions can be found for each payroll cost category for each Peer Group in *Figure 29 Components - Line Manager actual labour cost composition - Distribution Table* in *Appendix B*.

2.5 Hours of service per client

This section examines average hours of service provided to DL&CP clients (in total and by service mode and setting), it also reviews the average numbers of clients by service mode and setting. Results are based on the data collected for the selected fortnight (occurring in May 2017).

Figure 30 shows that the Sector median for average hours of service was 12.5 hours per client, which was 2.1 hours (20.2%) higher than the 10.4 hours per client for 2015/16 (C1). The interquartile range for C2 was between 3.7 and 27.6 hours of service per client, which is narrower than the C1 range of 1.7 to 37.3 hours. By comparison to 2015/16, clients are on average receiving more hours of service more consistently. At the Peer Group level, median hours per client were higher for Non-Metro providers 14.0 hours (Small) and 13.4 hours (Large), compared to Metro providers 10.7 hours (Small) and 12.1 hours (Large). Large Non-Metro providers had the narrowest interquartile range of between 11.5 and 19.7 hours per client.

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



Sector 2015/16 n = 32; Sector 2016/17 n = 68, Small Metro n = 15, Large Metro n = 26, Small Non-Metro n = 15, Large Non-Metro n = 12.

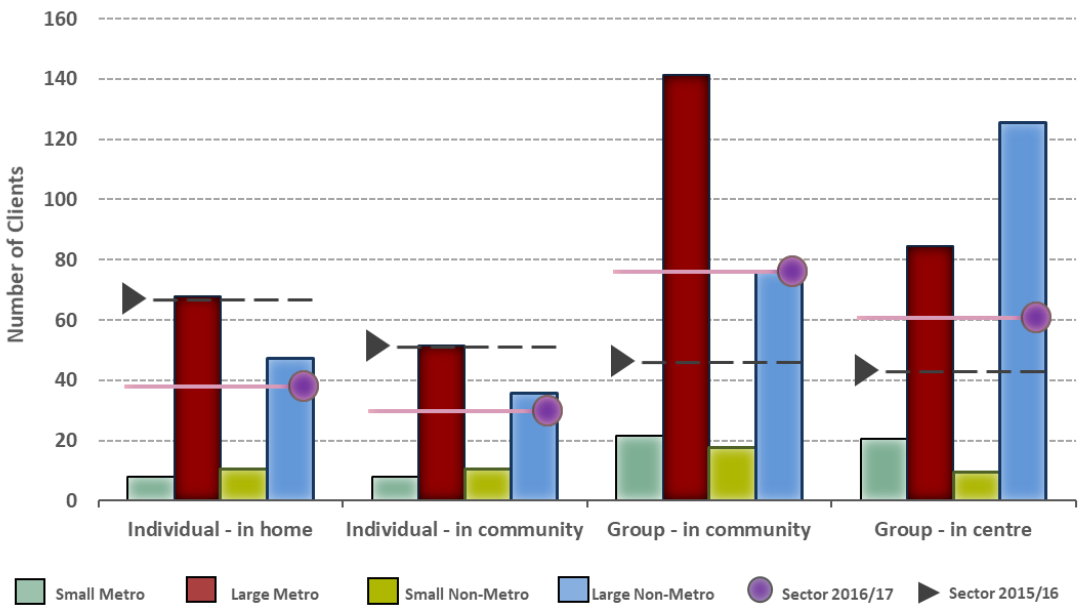
2.5.1 Service mode and setting

Figure 31 details the average number of clients reported by C2 Survey respondents by service mode and setting. At the Sector level the average number of clients were reported as follows:

- 38.4 clients for **Individual – In home** (28.8 fewer clients compared to 67.2 in 2015/16)
- 31.1 clients for **Individual – In community** (20.4 fewer clients compared to 51.5 in 2015/16)
- 76.2 clients for **Group – In community** (29.7 more clients compared to 46.5 in 2015/16)
- 61.1 clients for **Group – In centre** (17.9 more clients compared to 43.5 in 2015/16).

Note that service modes and settings are not mutually exclusive, the same client can be counted in more than category. As expected the average number of clients for Small providers was lower than for Large providers across all service modes and settings. On average, Large Metro providers had more clients per service mode and setting than their Large Non-Metro counterparts except for services provided in **Group – In centre**.

Figure 31 - Average number of clients per service mode and setting
DL&CP – *Selected Fortnight*



Individual - In home: Sector 2015/16 n = 33; Sector 2016/17 n =68, Small Metro = 15, Large Metro = 26, Small Non-Metro = 15, Large Non-Metro = 12.
Individual - In community: Sector 2015/16 n = 36; Sector 2016/17 n =68, Small Metro = 15, Large Metro = 26, Small Non-Metro = 15, Large Non-Metro = 12.
Group - In community: Sector 2015/16 n = 41; Sector 2016/17 n =68, Small Metro = 15, Large Metro = 26, Small Non-Metro = 15, Large Non-Metro = 12.
Group - In centre: Sector 2015/16 n = 40; Sector 2016/17 n =68, Small Metro = 15, Large Metro = 26, Small Non-Metro = 15, Large Non-Metro = 12.

Figures 32(a) to 32(d) examine the distribution of the average hours per client across each of the service modes and settings. The average hours of service per client for group modes were lower than for individual modes. However, the difference between the modes narrowed between C1 and C2 with the average hours of service per client reducing for individual modes and increasing for group modes. Please note that both Surveys are based on limited data points, and caution should be exercised in interpreting these changes in the context of the Sector as a whole. The Sector medians for 2016/17 (C2) were:

- **Individual - in home** – 13.7 hours (1.1 or 8.7% more hours compared to 12.6 hours in 2015/16)
- **Individual - in community** – 10.9 hours (2.9 or 21.0% fewer hours compared to 13.8 hours in 2015/16)
- **Group - in community** – 9.8 hours (1.0 or 11% more hours compared to 8.8 hours in 2015/16)
- **Group - in centre** – 9.8 hours (2.3 or 30.7% more hours compared to 7.5 hours in 2015/16)

At the Peer Group level, average hours of service per client for individual modes were generally lower for **Metro** providers:

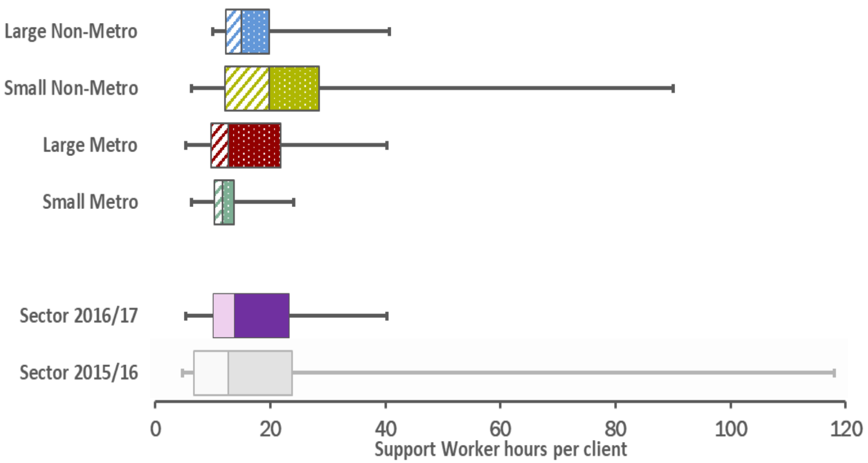
- **Individual - in home:** Clients received on average 11.6 and 7.6 hours of service from Small Metro and Large Metro providers respectively and 19.7 and 10.9 hours of service from Small Non-Metro and Large Non-Metro providers respectively.
- **Individual - in community:** Clients received on average 12.6 and 10.0 hours of service from Small Metro and Large Metro providers respectively and 15.0 and 15.9 hours of service from Small Non-Metro and Large Non-Metro providers respectively.

For group modes (in community and in centre), the average hours of service provided to clients were lower in **Small** providers:

- **Group - in community**: Clients received on average 4.2 and 7.5 hours of service from Small Metro and Small Non-Metro providers respectively and 11.1 and 13.4 hours of service from Large Metro and Large Non-Metro providers respectively.
- **Group - in centre:** Clients received on average 7.5 and 6.6 hours of service from Small Metro and Small Non-Metro providers respectively and 9.8 and 14.4 hours of service from Large Metro and Large Non-Metro providers respectively.

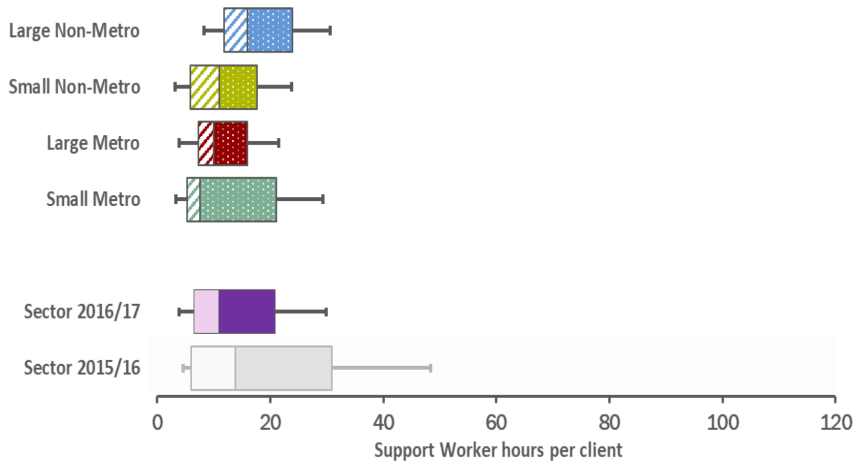
Average hours of service per client (Support Work) – distribution DL&CP – *Selected Fortnight*

Figure 32(a) - Individual, in home



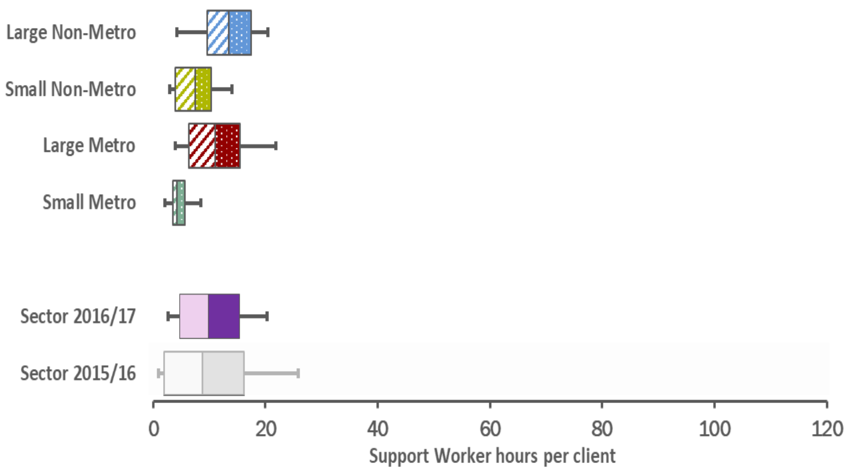
Sector 2015/16 n = 24; Sector 2016/17 n = 53, Small Metro n = 9, Large Metro n = 20, Small Non-Metro n = 13, Large Non-Metro n = 11.

Figure 32(b) - Individual, in community



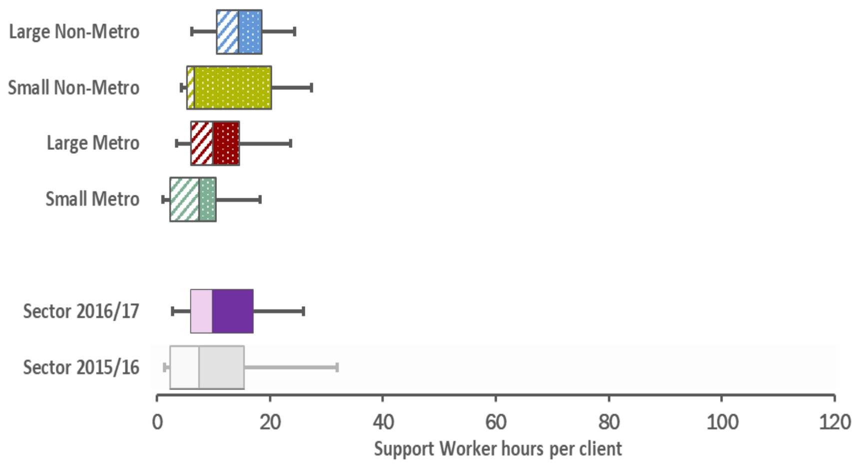
Sector 2015/16 n = 29; Sector 2016/17 n = 56, Small Metro n = 12, Large Metro n = 20, Small Non-Metro n = 12, Large Non-Metro n = 12.

Figure 32(c) - Group, in community



Sector 2015/16 n = 22; Sector 2016/17 n = 40, Small Metro n = 6, Large Metro n = 19, Small Non-Metro n = 6, Large Non-Metro n = 9.

Figure 32(d) - Group, in centre



Sector 2015/16 n = 23; Sector 2016/17 n = 38, Small Metro n = 6, Large Metro n = 17, Small Non-Metro n = 7, Large Non-Metro n = 8.

Chapter 3 – Supported independent living

This Chapter presents the benchmarking results for Supported Independent Living (SIL) services. Peer Groups are referred to by their short name throughout the analysis, short names and Peer Group definitions can be found in Table 4.

Table 4: Summary of C2 Peer Groups used in SIL analysis

Short name	Service	Peer Group definition
Small (SIL)	SIL	Less than 30 clients
Large (SIL)	SIL	30 clients or more
C2	All Services	Survey results for 2016/17 financial year
C1	All Services	Survey results for 2015/16 financial year

3.1 Service context

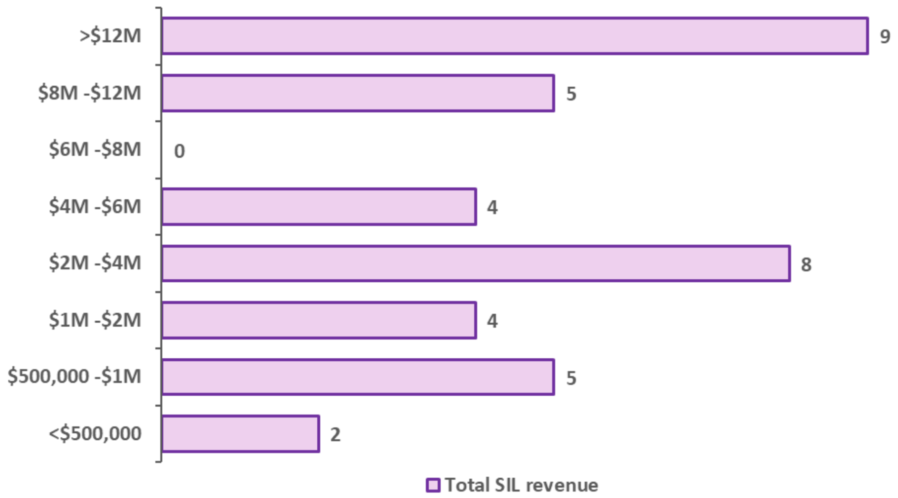
This section provides some essential SIL service context. It examines revenues, and SIL client and service delivery attributes. Please note that the range of the categories used in *Figure 33* is not uniform. It has been optimised for presentation purposes. Total revenues comprise:

- 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 33, Figure 34 and Figure 35 categorise the providers according to revenue brackets, the distribution of SIL revenue as a proportion of total revenue, and the breakdown of SIL by revenue source (disability services provision, philanthropic or other), respectively. The data relates to the 2016/17 financial year.

Figure 33 - Total SIL revenue
SIL – *2016/17*

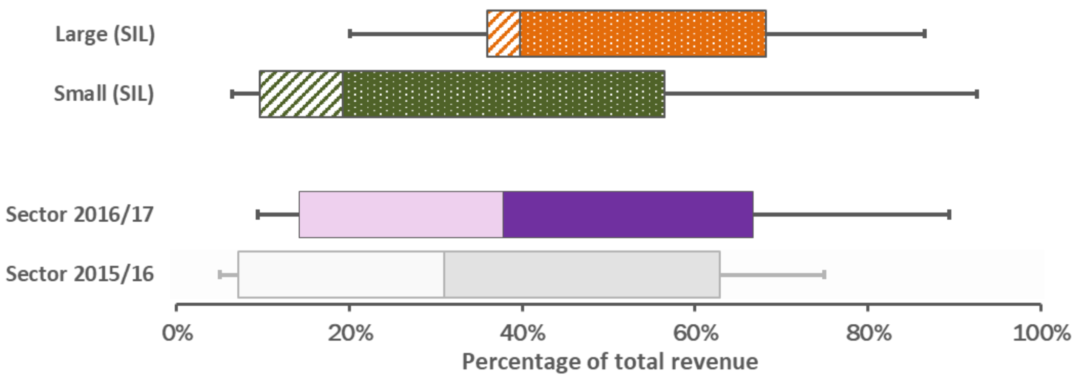


Sector 2016/17 n = 37.

As shown in *Figure 33* SIL revenue varied across providers, ranging from two providers with annual revenues of less than $0.5M to nine providers with revenues of more than $12M for the 2016/17 financial year. Providers with revenue of $4M or less accounted for 51.4% of Survey respondents.

Figure 34 shows that across the Sector, the median SIL revenue as a proportion of total revenue increased in 2016/17 to 38% (up seven percentage points compared to 31% in 2015/16). The interdecile range for SIL revenue as a proportion of total revenue ranged from 9% to 89% which was both higher and broader than the range reported in 2015/16 (C1) of 5% to 75%. The Peer Group medians were 4% for Small providers and 19% for Large providers. However, the interdecile range was greater for the Small providers, ranging from 6% to 93%, compared with 20% to 87% for Large organisations. No SIL providers amongst the C2 Survey respondents received all of their revenue from SIL related sources.

Figure 34 - SIL revenue as a proportion of all revenue - distribution
SIL – *2016/17*

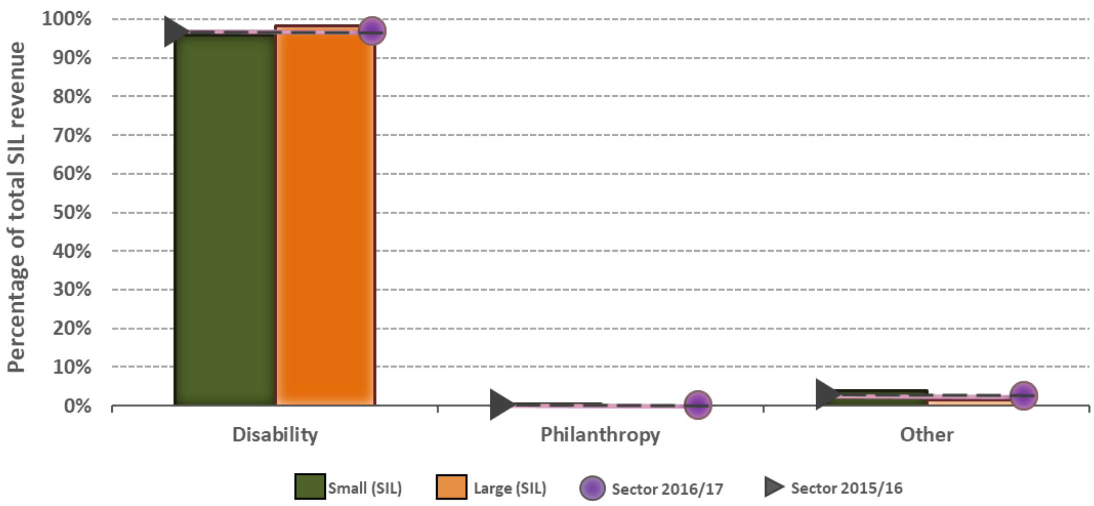


Sector 2015/16 n = 22; Sector 2016/17 n = 37, Small (SIL) n = 18, Large (SIL) n = 19.

Figure 35 deconstructs SIL revenue. All providers reported that the majority of their SIL revenue was disability revenue, which accounted on average for 97.2% of their total revenue. Other revenue sources accounted for an average of 2.7%, and philanthropic revenue 0.2%. There is little change in composition at a Sector level between 2015/16 and 2016/17, and there were only small variations across the Peer Groups, with Large providers slightly more skewed towards disability revenue with 98.4% compared to 95.8%.

Figure 35 - SIL revenue composition

SIL – *2016/17*



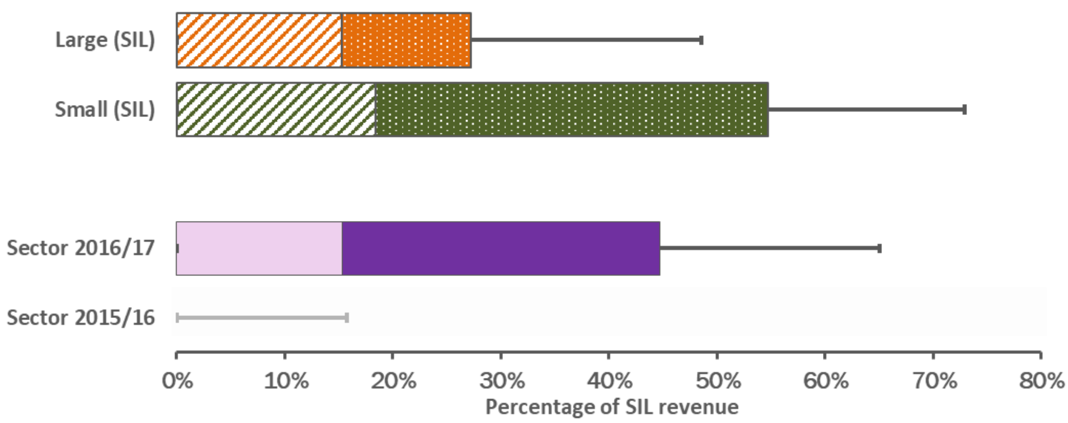
Sector 2015/16 n = 22; Sector 2016/17 n = 37, Small (SIL) n = 18, Large (SIL) n = 19.

3.1.2 NDIS transition

This section details NDIS revenue as a percentage of SIL disability revenue. This metric helps to understand the extent to which SIL services had transitioned to the NDIS Scheme for the 2016/17 financial year. The degree of the transition to the Scheme is not evenly distributed, with instances (in both Peer Groups) where providers had not commenced transition to the Scheme at all.

Figure 36 demonstrates that at the Sector level, the proportion of SIL services funded through the Scheme increased between 2015/16 and 2016/17. In 2016/17 median NDIS revenue for the Sector accounted for 15% of disability revenue compared to 0% in 2015/16, the range of results for C2 broadened in this period underscoring the reach of the Scheme roll-out; in 2015/16 the range was between 0% and 16%, in 2016/17 this had increased to between 0% and 65%. The uneven distribution of the Scheme roll-out is apparent at the Peer Group level and highlights the more rapid take-up of the scheme in Small providers. Both Peer Groups had higher median values, 18% for Small and 15% for Large compared to Sector median for C1. The interdecile interquartile ranges were greater for Small providers.

Figure 36 - NDIS revenue as a proportion of total SIL disability revenue - distribution
SIL – *2016/17*

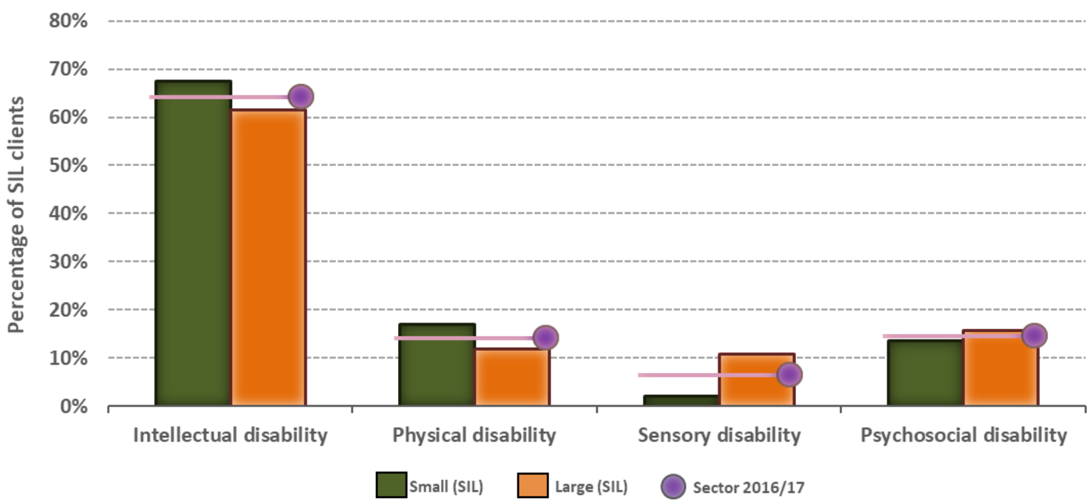


Sector 2015/16 n = 22; Sector 2016/17 n = 37, Small (SIL) n = 18, Large (SIL) n = 19.

3.1.3 SIL Client Characteristics

Figure 37 examines the primary disability categories of DL&CP clients. This metric is newly incorporated for the 2016/17 (C2) Survey. The Figure shows that intellectual disability is the proportionally dominant primary disability category across both Peer Groups and it is most pronounced in Small providers. At the Sector level, providers reported that on average 64% of their clients had an intellectual disability, this varied between the Peer Groups from 61% (Large) to 67% (Small). Sensory disability was the least prominent category for the Sector. Small providers reported that on average 17% of their clients had a physical disability and 14% had a psychosocial disability. This situation is reversed with Large providers; they reported that on average 12% of their clients had a physical disability and 16% had a psychosocial disability.

Figure 37 - Proportion of clients by primary disability category
SIL – *2016/17*



Sector 2016/17 n = 35, Small (SIL) n = 17, Large (SIL) n = 18.

The next two figures, also newly incorporated for the C2 Survey, look at client complexity characteristics, they examine the proportion of clients that have:

- ***complex behaviour needs*** defined as clients with a behaviour support plan (*Figure 38*)
- ***complex medical needs*** defined as clients who require regular medical interventions such as ventilator management; trachea functioning, care and management; complex bowel care (enemas); PEG feeding and management; catheter changing; insulin administration and management (*Figure 39*).

Figure 38 shows at the Sector level providers reported that on average 34.3% of their clients had complex behaviour needs. This proportion varied across Peer Groups, 27.2% for Small and 41.1% for Large providers.

Figure 38 – Proportion of SIL clients with complex behaviour needs
SIL – *2016/17*

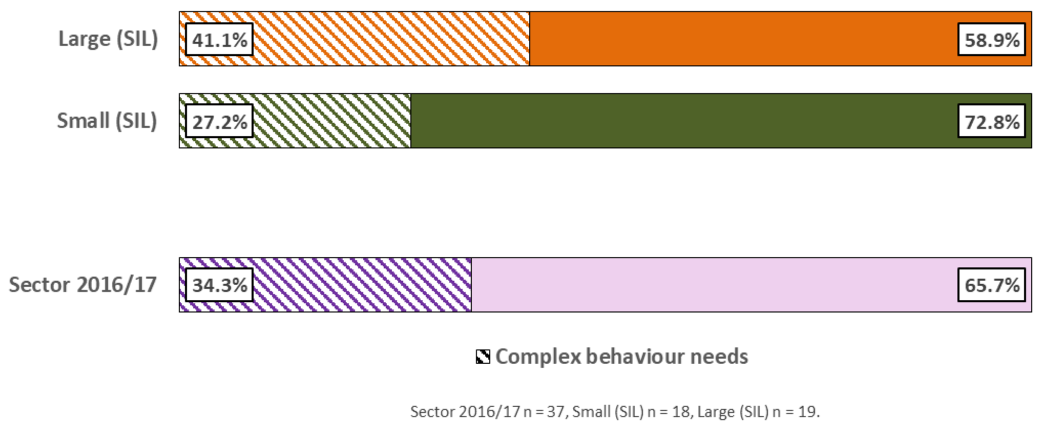
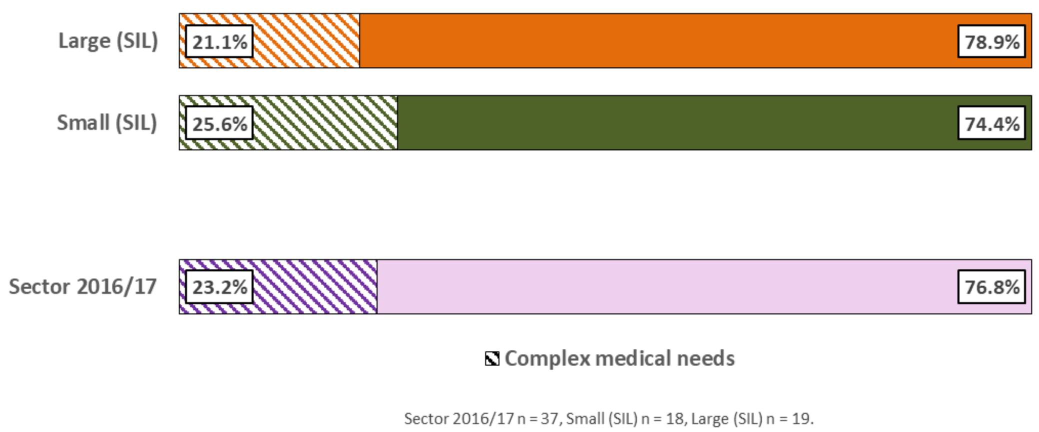


Figure 39 shows at the Sector level providers reported that on average 23.2% of their clients had complex medical needs. Small providers had a higher proportion of clients with complex medical needs (25.6%) compared to Small providers (21.1%).

Figure 39 – Proportion of SIL clients with complex medical needs
SIL – *2016/17*



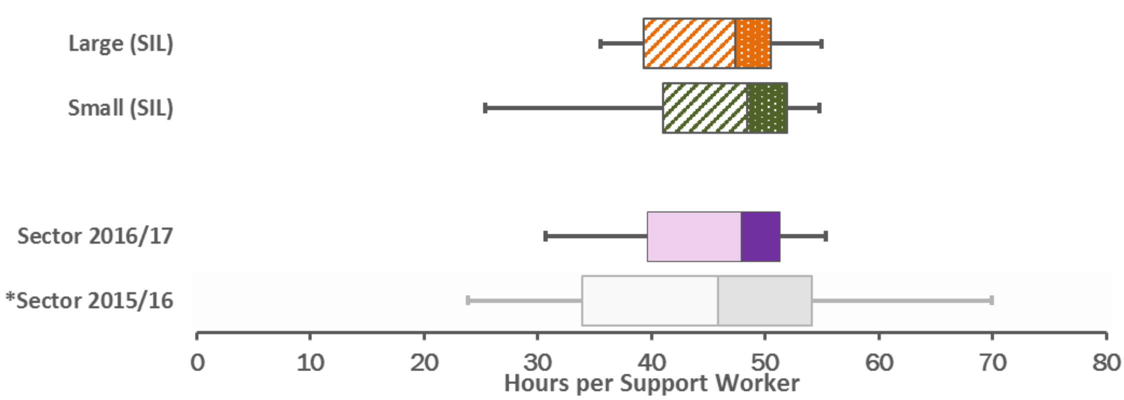
3.2 Hours of service delivery

This section examines average hours worked by Support Workers and Line Managers and goes on to examine Support Worker utilisation by measuring the proportion of Support Worker hours spent delivering direct face-to-face client service generally, and then more specifically to clients who are NDIS Scheme participants. The data are based upon the fortnight that includes the 22nd May 2017.

3.2.1 Average Support Worker hours

At the Sector level, *Figure 40* shows there was reasonable consistency in median hours worked by Support Workers in each of the selected fortnights surveyed for C1 and C2, the median increased by 2.0 hours or 4.4%, growing from 45.9 hours in 2015/16 to 47.9 hours in 2016/17. However, over the same period the spread both narrowed and decreased slightly with results for C1 between 23.9 and 69.9 hours moving to between 30.7 and 55.3 hours for 2016/17 (C2). Little variation was reported between Peer Groups; *Figure 40* shows a one hour difference in median Support Worker hours in the fortnight, Small providers reported 48.4 hours and Large providers reported 47.4 hours.

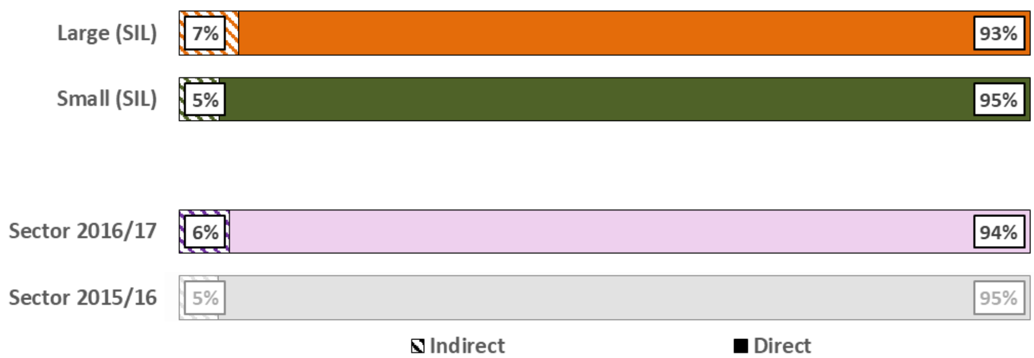
Figure 40 - Average hours worked per Support Worker - distribution
SIL – *Selected Fortnight*



Sector 2015/16 n = 19; Sector 2016/17 n = 36, Small (SIL) n = 17, Large (SIL) n = 19.
*Sector 2015/16 restated to exclude agency hours

The Survey also asked providers to estimate the number of hours that Support Workers spent on direct service delivery (i.e. direct client facing time) compared to the number of total hours worked. *Figure 41* provides a summary of the proportions reported across the Sector and for each of the SIL Peer Groups.

Figure 41 - Proportion of direct and indirect hours for Support Workers
SIL – *Selected Fortnight*



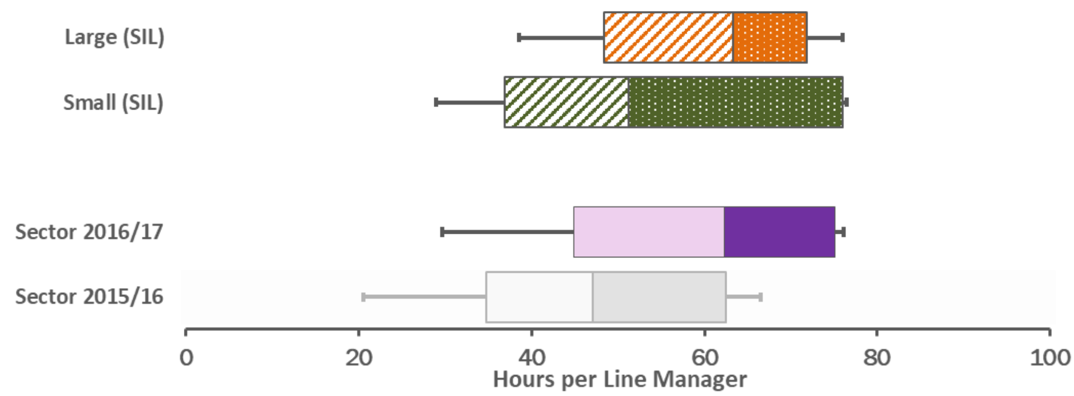
Sector 2015/16 n = 17; Sector 2016/17 n = 37, Small (SIL) n = 18, Large (SIL) n = 19.

Figure 41 shows that across all providers, Support Workers spent an average of 94% of their time on direct client facing activities in 2016/17, compared to 95% for 2015/16. The results varied within a two percentage points range across the Peer Groups, Small providers had higher results (95%) than Large providers (93%).

3.2.2 Average Line Manager hours

This section presents the distribution of the average hours worked by Line Managers during the selected fortnight.

Figure 42 - Average hours worked per Line Manager - distribution
SIL – *Selected Fortnight*



Sector 2015/16 n = 16; Sector 2016/17 n = 34, Small (SIL) n = 16, Large (SIL) n = 18.

Figure 42 shows that Line Managers at the Sector level worked an additional 15.2 hours or 32.3% more in the corresponding fortnight in 2016/17 than in 2015/16, the C2 median was 62.3 hours, compared to 47.1 hours in C1. The median across the two Peer Groups varied by 12.1 hours, with 51.2 hours for Small organisations and 63.3 hours for Large organisations. Both Groups reported similar maximum hours per Line Manager of approximately 76 hours at the 90th percentile for the two weeks.

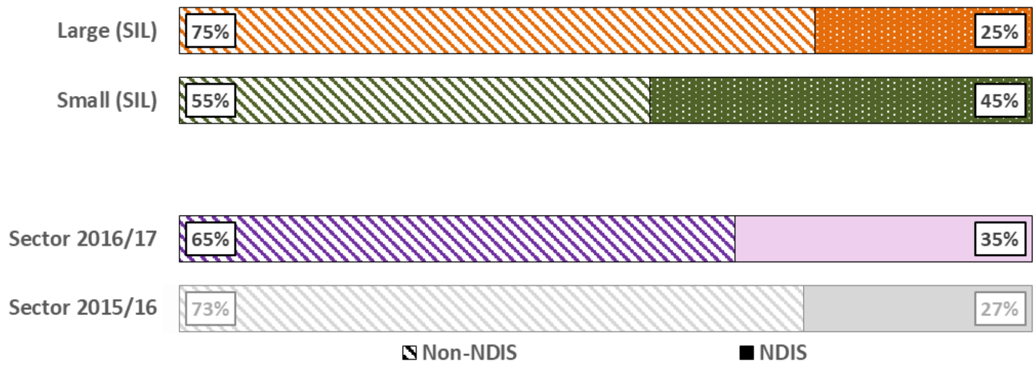
3.2.3 Hours worked delivering NDIS funded services

Providers were asked to estimate the number of hours their organisation spent delivering services to NDIS clients. The data provided in *Figure 43* relates to the Selected Fortnight.

The year-on-year results for the Sector show that the average proportion of Support Worker hours provided to NDIS clients has grown nine percentage points from 27% NDIS hours in 2015/16 to 36% NDIS hours in 2016/17. Peer Group results varied by 20 percentage points with 25% NDIS hours for Small providers and 45% NDIS hours for Large providers. There is a strong correlation between the Peer Groups results for this measure and the corresponding results in *Figure 36 [NDIS revenue as a proportion of total disability revenue*]. The more pronounced take-up of the Scheme amongst Small providers is evident in both measures (noting that *Figure 36* relates to the full 2016/17 year and *Figure 43* relates to the Selected Fortnight occurring in May 2017).

Figure 43 - Proportion of NDIS and non-NDIS Support Worker hours

SIL – *Selected Fortnight*



Sector 2015/16 n = 11; Sector 2016/17 n = 37, Small (SIL) n = 18, Large (SIL) n = 19.

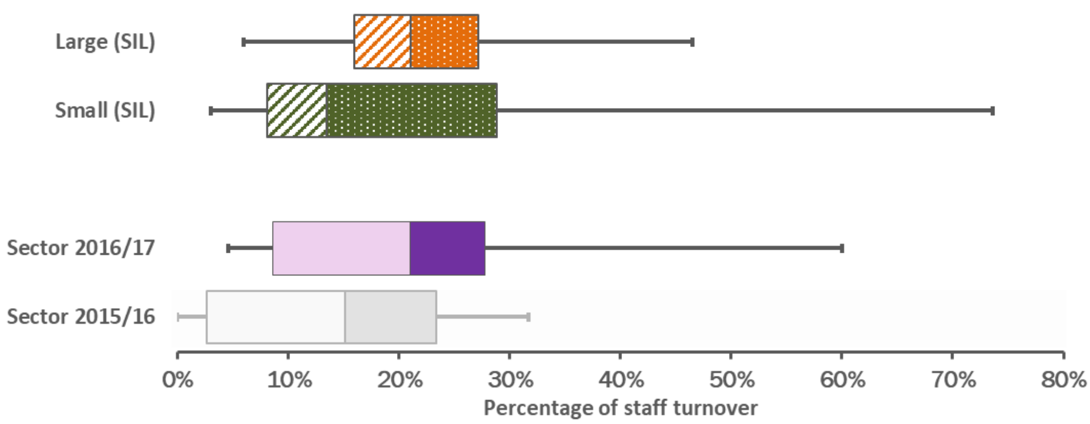
3.3 Staffing characteristics

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

3.3.1 Turnover of employed staff

A higher staff turnover rate may contribute to a lower utilisation rate, due to factors such as training new staff and increased recruitment effort. Staff turnover measures the number of staff who have left in a 12 month period, as a proportion of the average total number of staff in the same 12 month period. At the Sector level *Figure 44* shows that median staff turnover was six percentage points higher for 2016/17 (21%) compared to the 2015/16 financial year (15%). However, the interdecile range broadened and increased, growing from between 0% and 31.7% (C1) to between 4.6% and 60.0% (C2). The median turnover rate was 21% and 14% for Large and Small providers respectively. The interdecile range was higher in Small organisations (3% to 74%) than for Large organisations (6% to 47%).

Figure 44 - Staff turnover - distribution
SIL – *2016/17*



Sector 2015/16 n = 19; Sector 2016/17 n = 29, Small (SIL) n = 15, Large (SIL) n = 14.

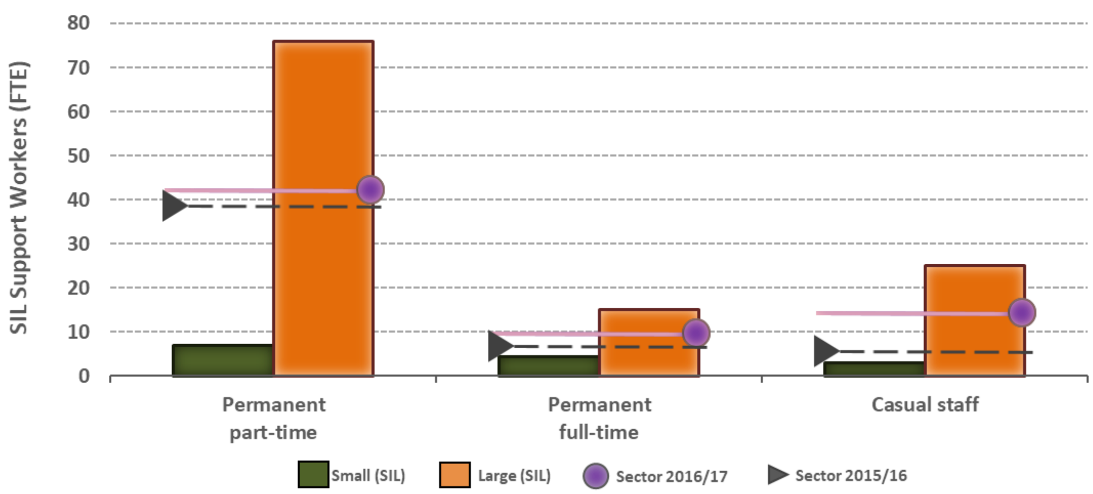
3.3.2 Workforce composition

This section examines the absolute and relative (FTE) composition of the SIL workforce according to employment type (i.e. *full time, part-time, casual and agency*) and staff type (Support Worker and Line Manager), during the Selected Fortnight.

Figure 45 shows the average number of Support Workers (FTE) by employment type. The Sector year-on-year results show increases in average absolute numbers of Support Workers per provider in all employment categories: full-time (up 3.1 FTE from 6.8 FTE in C1 to 9.9 FTE in C2); part-time (up 3.7 FTE from 38.7 FTE in C1 to 42.4 FTE in C2); and casual (up 9.9 FTE from 5.7 FTE in C1 to 14.4 FTE in C2) categories. However, absolute numbers are not meaningful by themselves (they serve to give context to the metrics that follow). In total, Large providers employed on average 116.1 Support Workers (FTE) and Small providers 14.5 Support Workers (FTE), the relative composition of FTE is shown in *Figure 46.*

Note that individual distributions can be found for each Employment Type for each Peer Group in the *Figure 45 Components Table* in *Appendix C*.

Figure 45 - Average number of Support Workers by employment type (FTE)
SIL – *Selected Fortnight*



Sector 2015/16 n = 22; Sector 2016/17 n = 37, Small (SIL) n = 18, Large (SIL) n = 19.

Figure 46 shows the average proportion of Support Workers (FTE) by employment type. At the Sector level, this figure demonstrates greater reliance upon casual staff which increased six percentage points from 22% (C1) to 28% (C2) as well as greater reliance on full-time staff, increasing three percentage points from 11% (C1) to 14% (C2). There was a corresponding decrease for part-time which was down ten percentage points 66% (C1) to 56% (C2). These data indicate that employment in the Sector is becoming more casualised. Small providers have the highest proportion of casual staff (FTE) at 29% and Large providers closely follow at 27%. Despite reductions year-on-year, part-time was still the largest employment category with 60% and 51% for Large and Small providers respectively.

Note that individual distributions for relative composition can be found for each Employment Type for each Peers Group in the *Figure 46 Components Table* in *Appendix C*.

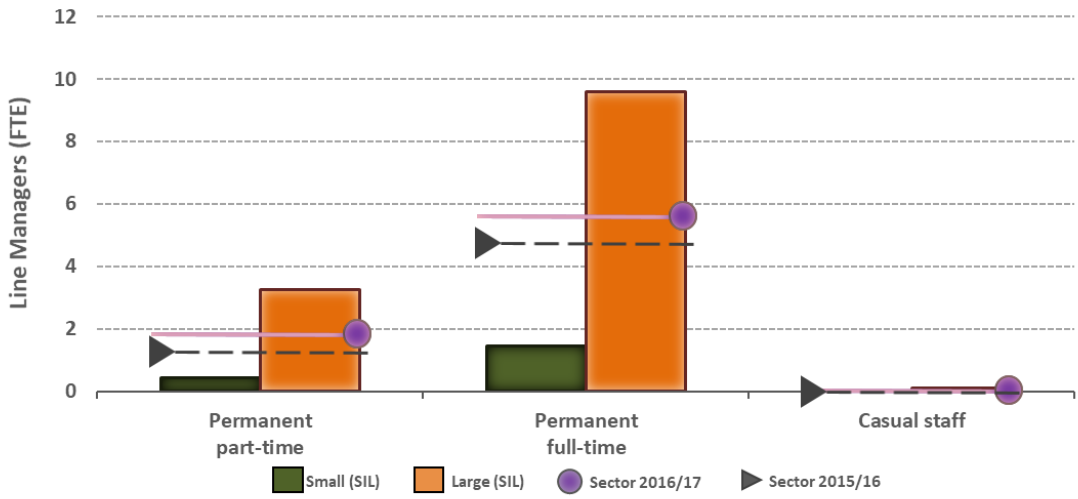
Figure 46 - Proportion of Support Worker hours by employment type
SIL – *Selected Fortnight*

Sector 2015/16 n = 19; Sector 2016/17 n = 36, Small (SIL) n = 17, Large (SIL) n = 19.
*Sector 2015/16 restated to include shift penalties

Figure 47 shows the average number of Line Managers (FTE) by employment type. The Sector year-on-year results show an increase in average numbers of Line Managers (FTE) per provider in the full-time category up 0.8 FTE from 4.8 FTEs (C1) to 5.6 FTEs (C2); and part-time category up 0.6 FTE from 1.3 FTEs (C1) to 1.9 FTEs (C2); and near identical results year-on-year for casual staff (amongst the Survey respondents casuals are rarely if ever used in Line Manager roles). Absolute numbers are a function of the number of Support Workers which are increasing (*Figure 47*), in combination with the Line Manager's span of control measures, which are also increasing in the context of headcount and decreasing in the context of FTE (detailed in *Figure 50 [Support Workers to Line Manager ratio (FTE)]* and in *Figure 51 [Support Workers to Line Manager ratio (Headcount)]*) taken together, these measures suggest that Line Managers are increasing their workloads over time.

Note that individual distributions can be found for each Employment Type for each Peer Group in the *Figure 47 Components Table* in *Appendix C*.

Figure 47 - Average number of Line Managers by employment type (FTE)
SIL – *Selected Fortnight*

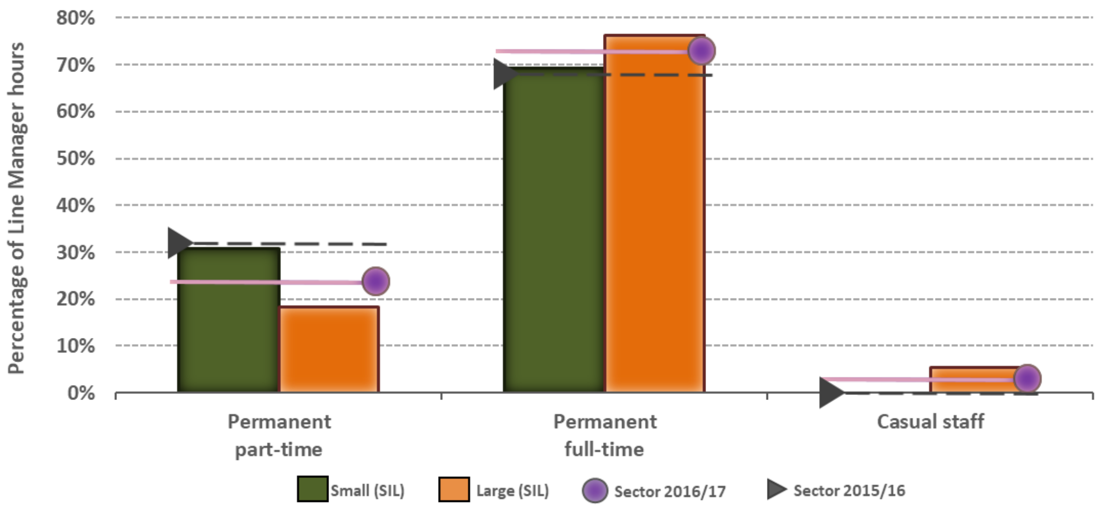


Sector 2015/16 n = 22; Sector 2016/17 n = 37, Small (SIL) n = 18, Large (SIL) n = 19.

Figure 48 shows the average proportion of Line Managers (FTE) by employment type. At the Sector level, Line Manager' roles are mostly filled by full-time staff and they accounted for 73% of hours in C2, up four percentage points from C1 (69%). Part-time staff provide the bulk of the remaining hours accounting for 24% in C2, which was down eight percentage points from 32% (C1). At the Peer Group level, Large providers made greater use of full-time staff at 76% which was seven percentage points higher than the Small provider group (69%). Only larger organisations reported the use of casual staff in Line Manager roles with 6% of hours.

Figure 48 - Proportion of Line Managers hours by employment type

SIL – *Selected Fortnight*



Sector 2015/16 n = 15; Sector 2016/17 n = 35, Small (SIL) n = 16, Large (SIL) n = 19.

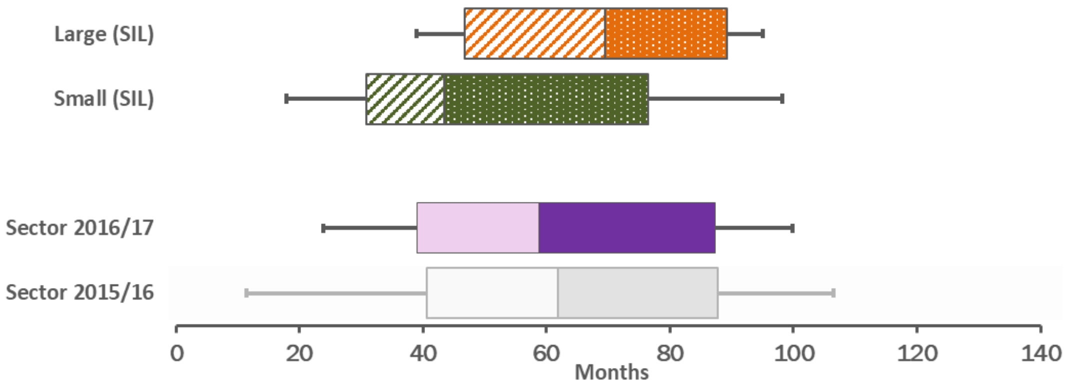
Note that individual distributions for relative composition can be found for each Employment Type for each Peers Group in the *Figure 48 Components Table* in *Appendix C*.

3.3.3 Average tenure

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

Figures 49(a) and Figure 49(b) compare the distribution of the average length-of-service for Support Workers in each Peer Group for permanent staff and casual staff respectively.

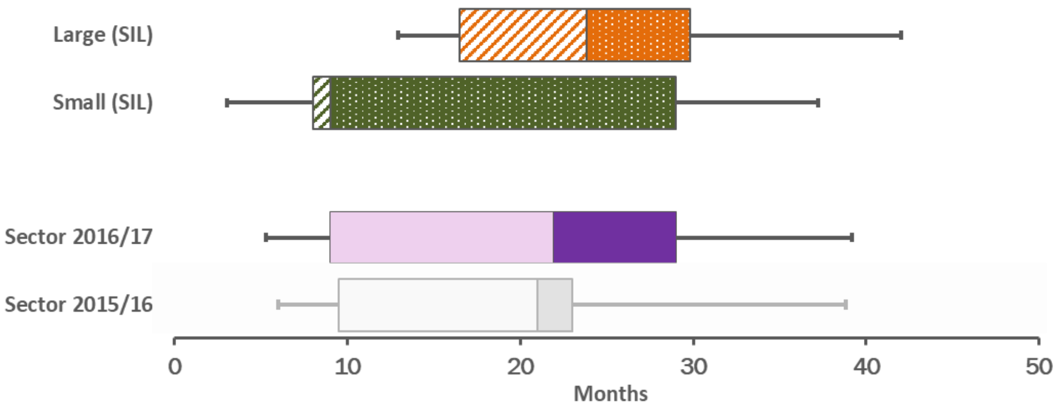
Figure 49(a) - Average staff tenure - permanent staff - distribution
SIL – *Selected Fortnight*



Sector 2015/16 n = 10; Sector 2016/17 n = 30, Small (SIL) n = 14, Large (SIL) n = 16.

Figure 49(a) shows that the Sector median for the average tenure of permanent staff in 2016/17 was 58.7 months, which was slightly lower than the previous year (61.9 months in 2015/16, representing a 5.2% decrease), the interdecile ranger narrowed moderately, and the interquartile range narrowed slightly. Across all providers, average tenure fell between a minimum of 23.8 months to a maximum of 99.9 months (more than eight years). Overall, Large providers had a higher average tenure for permanent staff at 69.4 months, compared with Small providers reporting 43.5 months.

Figure 49(b) - Average staff tenure - casual staff - distribution
SIL – *Selected Fortnight*



Sector 2015/16 n = 7; Sector 2016/17 n = 29, Small (SIL) n = 13, Large (SIL) n = 16.

Figure 49(b) shows that the Sector median for the average tenure of casual staff in 2016/17 was 21.9 months, which was nearly the same as the previous year (21.0 months in 2015/16) and 37.7 months less than that for permanent staff 58.7 months (*Figure 49(a)*). The interdecile range at the Sector level increased from between 6.0 months to 38.8 months (C1) to between 5.3 months to 39.2 months (C2). Maximum average tenure for casual staff was 39.2 months which was less than half of the maximum tenure for permanent staff. Large providers had higher median average casual staff tenure than their smaller counterparts, 23.8 months, 14.8 months longer their smaller counterparts at 9.0 months. Small providers had a concentration of responses in Quartile 2 of between 8.0 and 9.0 months in contrast to a notably broader range of responses in Quartile 3 of between 9.0 and 29.0 months.

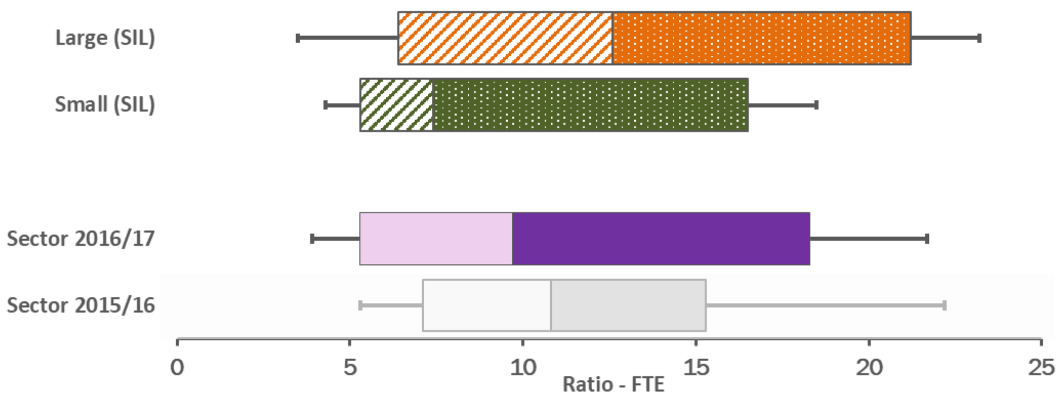
3.3.4 Line Manager staffing ratios

This section examines two forms of the ratio of Support Workers to Line Managers for SIL services. The ratio is calculated for FTE which is a proxy for the amount of client service that each Line Manager supervises. The ratio is also calculated for headcount which is more closely aligned with the number of Support Workers and thus effort involved in logistics, scheduling and line management responsibilities.

Figure 50 summarises the distribution of the ratio of Support Worker FTE to Line Manager FTE. It shows that in 2016/17 the Sector median was 9.7 Support Workers to 1 Line Manager. This ratio was 1.1 FTE less than the 2015/16 Survey results of 10.8 to 1. The interdecile range fell between 3.9 to 1 and 21.7 to 1. Large organisations had a higher median ratio. On average, Line Managers supported 5.2 more FTE in Large providers compared to Small providers, 12.6 to 1 and 7.4 to 1 respectively.

Figure 50 - Support Worker to Line Manager ratio (FTE) - distribution

SIL – *Selected Fortnight*

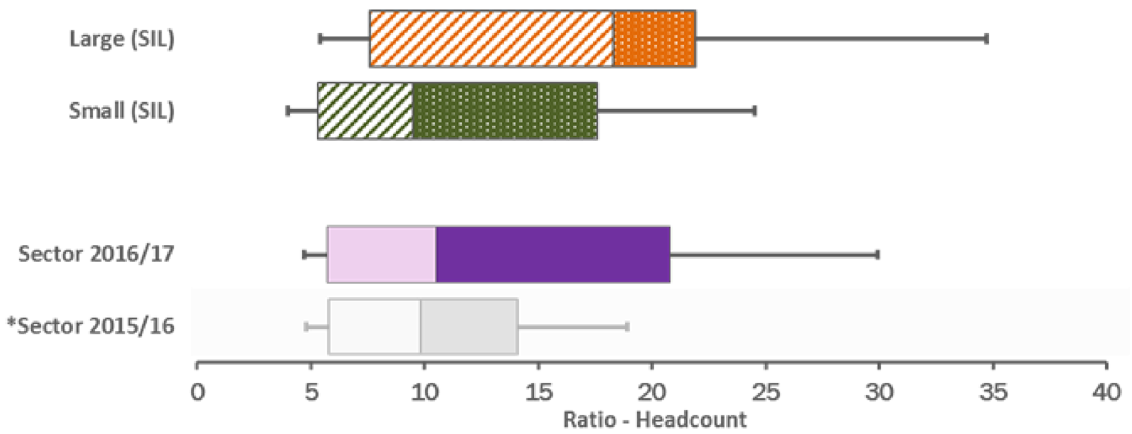


Sector 2015/16 n = 16; Sector 2016/17 n = 35, Small (SIL) n = 16, Large (SIL) n = 19.

Figure 51 shows the Support Worker to Line Manager headcount ratio. The 2016/17 Sector median was 10.5 Support Workers for every Line Manager (headcount). This ratio is 0.7 headcount higher than the 2015/16 Sector result of 9.8 to 1. The interdecile range at the Sector level broadened, and the 90th Percentile increased from 18.9 to 1 to 29.9 to 1. The increasing span-of-control apparent in *Figure 51* is consistent with *Figure 42* which shows that Line Managers at the Sector level worked an additional 15.2 hours more in the corresponding fortnight in 2016/17 than in 2015/16 (the C2 median was 62.3 hours up from 47.1 hours in C1). Similar to *Figure 50*, Large providers had higher median ratios, 18.3, compared to Small providers with 9.5. Taken together with *Figure 50* the data indicate that despite managing similar FTE volumes between C1 & C2, there are disproportionate increases in Line Manager span-of-control (by headcount).

Figure 51 - Support Worker to Line Manager ratio (headcount) - distribution

SIL – *Selected Fortnight*



Sector 2015/16 n = 16; Sector 2016/17 n = 35, Small (SIL) n = 16, Large (SIL) n = 19.
*Sector 2015/16 restated to exclude agency staff

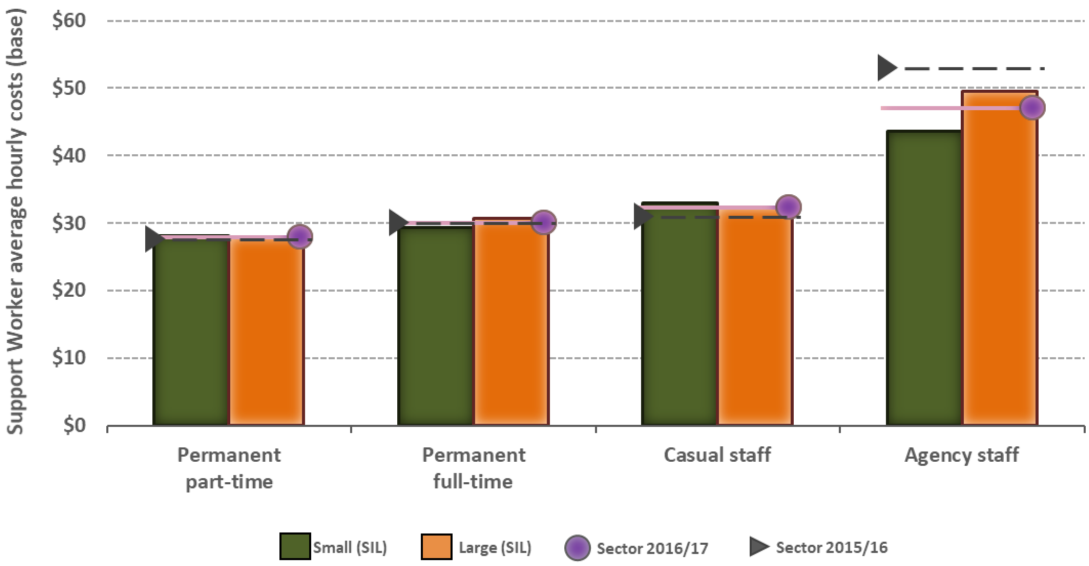
3.4 Hourly costs

This section examines hourly costs and relative cost composition for staff across employment types (*full time*, *part-time*, *casual* and *agency* staff). Comparisons are made for **base labour costs** (i.e. Standard rate paid to employees for normal hours worked in the selected fortnight excluding any additional payments for shift penalties, overtime, superannuation, etc.) and **actual labour costs** (Actual amount paid to employees for hours worked in the selected fortnight, comprising base labour cost plus additional payments for overtime, shift penalties, leave taken and superannuation (excludes leave accruals, salary and wages accrual, workers compensation premiums, payroll tax and organisational overheads)

3.4.1 Support Worker hourly costs

Figure 52 presents the average hourly Support Worker cost (**base labour cost**) by employment type. Some key observations follow the figure below. Note that individual distributions for average hourly base labour costs can be found for each Employment Type and for each Peer Group in *Figures 53(a) – 53(d).*

Figure 52 - Average hourly Support Worker cost by employment type (base labour cost)
SIL – *Selected Fortnight*



Permanent full-time: Sector 2015/16 n = 9; Sector 2016/17 n =20, Small (SIL) = 8, Large (SIL) = 12.
Permanent part-time: Sector 2015/16 n = 17; Sector 2016/17 n =34, Small (SIL) = 16, Large (SIL) = 18.
Casual Staff: Sector 2015/16 n = 14; Sector 2016/17 n =30, Small (SIL) = 13, Large (SIL) = 17.
Agency Staff: Sector 2015/16 n = 3; Sector 2016/17 n =np, Small (SIL) = <5, Large (SIL) = 6.

- **Sector-wide:** in 2016/17 the average base labour cost to a provider for a Support Worker hour ranged from $28.09 (part-time) to $47.16 (agency) per hour. A slight increase over the 2015/16 results ranging from $27.73 to $28.09. Year-on-year, hourly base labour costs increased between collections for part-time staff, from $27.73 (C1) to $28.09 (C2), representing a 1.3% increase and for casual staff, from $31.02 (C1) to $32.49 (C2) representing a 4.7% increase. Hourly costs decreased slightly for full-time and agency, with agency the most pronounced from $53.05 (C1) to $43.68 (C2) (note the use of agency staff was limited, please interpret results with caution).
- **Permanent staff:** at the Sector level the 2016/17 average hourly base labour cost for full-time staff was $30.15, which was $2.06 higher than for part-time staff at $28.09 per hour. These

results varied slightly from 2015/16; down $0.09 from $30.24 for full-time and up by $0.36 from $27.73 for part-time).

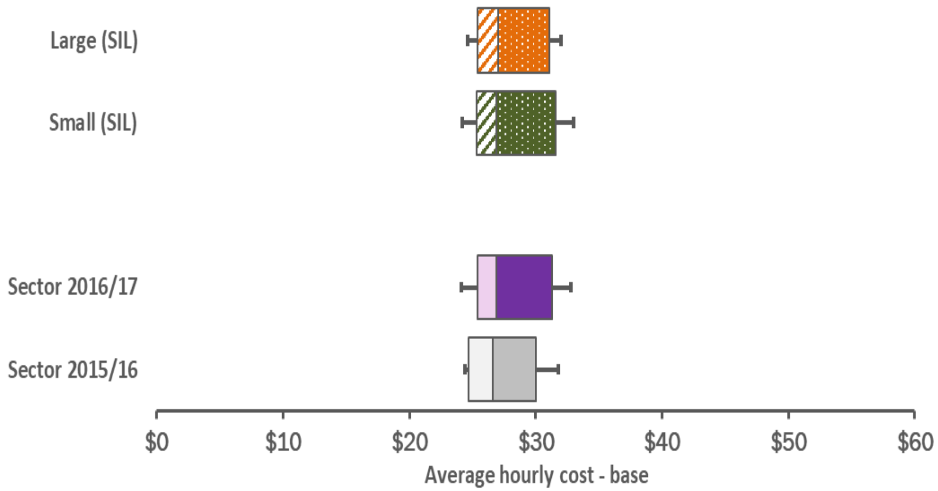
- **Casual staff:** at the Sector level the 2016/17 average hourly base labour cost was $32.49 per hour, which was $2.34 higher than for permanent staff (previous point) and $1.47 higher than in 2015/16 ($31.02). The higher average cost is understood to compensate for absent benefits such as paid leave that is available to permanent staff.
- **Agency staff:** had the highest hourly cost ($47.16). Hourly agency costs include any additional agency fees and commissions. Note that C2 Survey respondents reported low levels of agency staff, please interpret results with caution.
- **Overall:** hourly base labour costs varied little between the Peer Groups. The majority of providers use pay awards such as SCHADS for permanent employees, and generally higher casual pay compensates the staff member for absent benefits such as leave.

Figures 53(a) – 53(d) deconstruct the average base labour hourly costs shown in *Figure 52,* they present Peer Group and Sector (C1 and C2) distributions for each of the employment categories. Note that supporting tables containing the underlying data can be found in the *Figures 53(a) – 53(d) - Average hourly Support Worker cost by employment type (base labour cost) - Distribution Table in Appendix C.*

At the Peer Group level, Large providers reported higher median base labour hourly costs across all employment categories. For Small providers, the median across part-time, full-time and casual staff employment types varied from $26.90 (part-time) to $30.70 (casual) a variation of $3.80. For Larger providers, the median varied from $27.00 (part-time) to $35.10 (casual) which was a difference of $8.10. The interquartile ranges for part-time, full-time and casual Support Workers for Large and Small providers varied little. Variations in agency costs were more pronounced in Small providers than in Large providers.

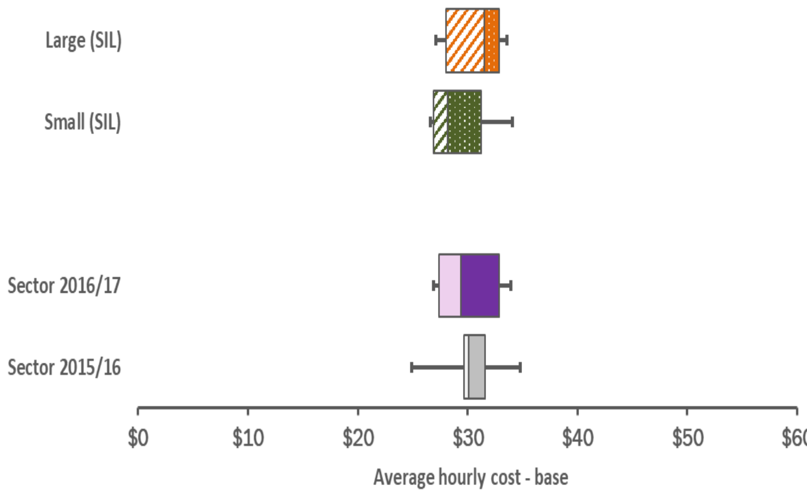
Average hourly Support Worker cost (base labour cost) – distribution SIL – *Selected Fortnight*

Figure 53(a) - Part-time



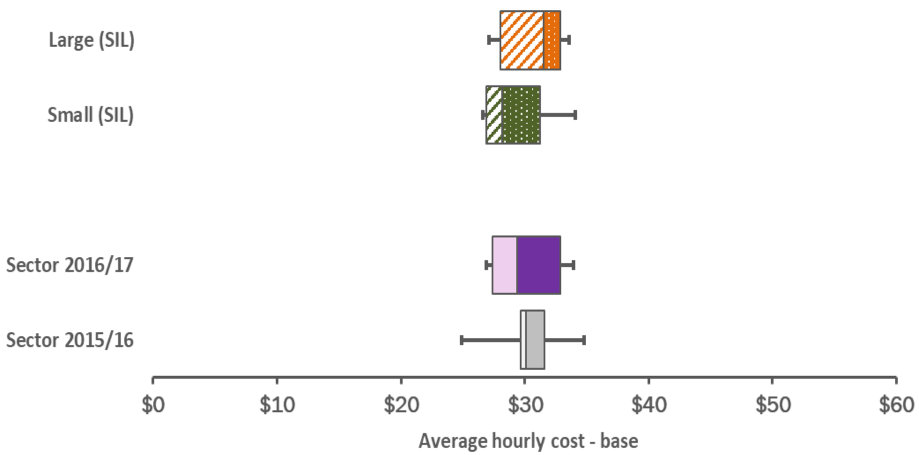
Sector 2015/16 n = 17; Sector 2016/17 n = 34, Small (SIL) n = 16, Large (SIL) n = 18.

Figure 53(b) - Full-time



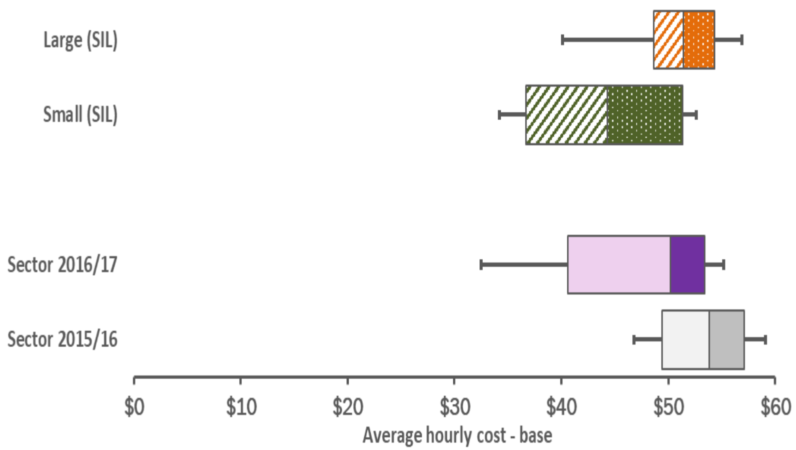
Sector 2015/16 n = 9; Sector 2016/17 n = 20, Small (SIL) n = 8, Large (SIL) n = 12.

Figure 53(c) - Casual staff



Sector 2015/16 n = 9; Sector 2016/17 n = 20, Small (SIL) n = 8, Large (SIL) n = 12.

Figure 53(d) - Agency staff



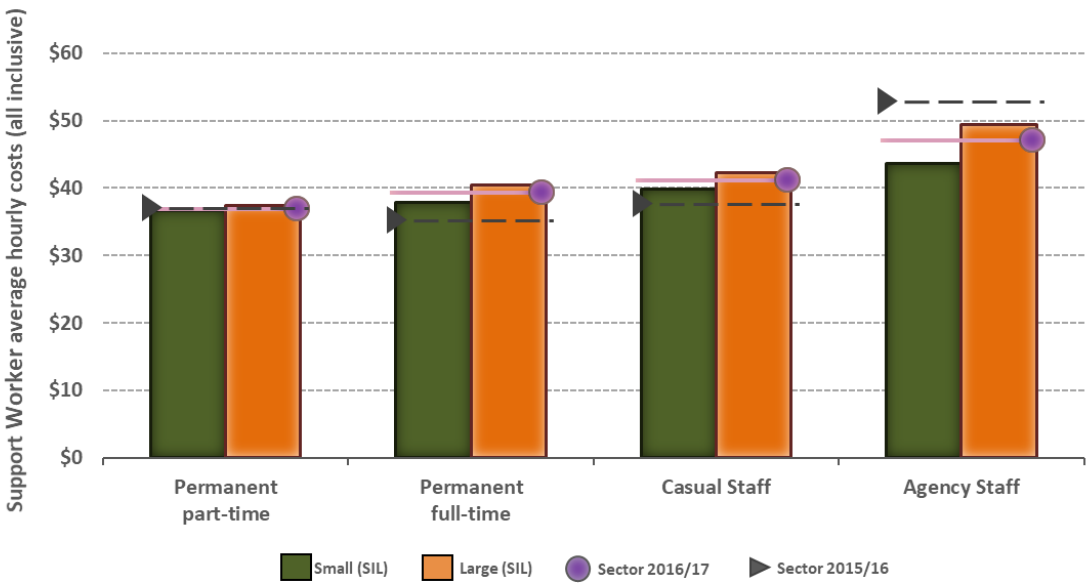
Sector 2015/16 n = 3; Sector 2016/17 n = np, Small (SIL) n = <5, Large (SIL) n = 6.

Figure 54 presents average hourly costs (**actual labour cost**) for Support Workers by employment type*.* Some key observations from *Figure 54* are:

- **Sector-wide**: results ranged between $37.03 per hour for part-time staff and $47.16 per hour for agency staff.
- **Permanent part-time:** the average hourly actual labour cost was $37.03, which was 32.0% or $8.94 per hour higher than the base labour cost of $28.09. In 2015/16 (C1) the actual labour cost was 34.4% or $9.53 higher than the 2015/16 (C1) base labour cost of $27.73, the results suggest that part-time Support Workers are receiving slightly less high paid hours in 2016/17 (C2). Year-on-year, 2016/17 actual labour costs are 6% or $0.23 per hour lower than the 2015/16 cost of $37.26.
- **Permanent full-time** average hourly actual labour cost was $39.39, which was 31% or $9.24 per hour higher than the base labour cost of $30.15. In 2015/16 (C1) the actual labour cost was 16.9% or $5.11 higher than the 2015/16 (C1) base labour cost of $30.24, which suggests that full-time Support Workers are on average, receiving more high paid hours in 2016/17 (C2) than they were in 2015/16. Year-on-year, 2016/17 actual labour costs are up 11.4% or $4.04 per hour higher than the 2015/16 cost of $35.36.
- **Casual** average hourly actual labour cost was $41.26, which was 27% or $8.77 per hour higher than the base labour cost of $41.26. In 2015/16 (C1) the actual labour cost was 21.6% or $6.72 higher than the 2015/16 (C1) base labour cost of $31.02, which suggests that casual Support Workers are on average, receiving more higher paid hours in 2016/17 (C2) than they were in 2015/16. Year-on-year, 2016/17 actual labour costs are 9.3% or $3.53 per hour higher than the 2015/16 cost of $37.74.
- **Agency** average hourly actual labour cost was the same at $47.16 per hour.

Figure 54 - Average hourly Support Worker cost by employment type (actual labour cost)

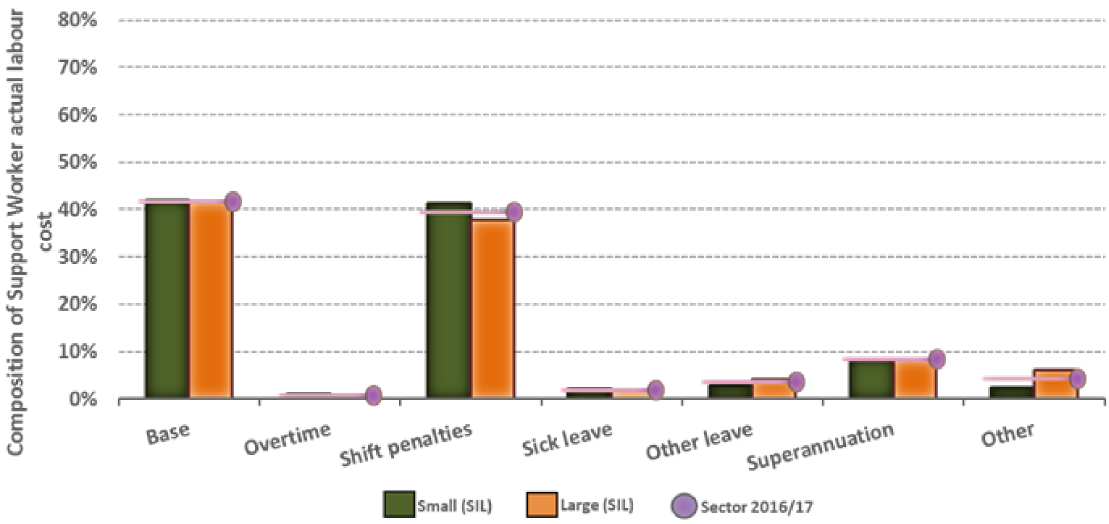
SIL – *Selected Fortnight*



Permanent part-time: Sector 2015/16 n = 17; Sector 2016/17 n =34, Small (SIL) = 16, Large (SIL) = 18.
Permanent full-time: Sector 2015/16 n = 9; Sector 2016/17 n =20, Small (SIL) = 8, Large (SIL) = 12.
Casual Staff: Sector 2015/16 n = 14; Sector 2016/17 n =31, Small (SIL) = 13, Large (SIL) = 18.
Agency Staff: Sector 2015/16 n = 3; Sector 2016/17 n =np, Small (SIL) = <5, Large (SIL) = 6.

Figure 55 - Support Worker actual labour cost composition

SIL – *Selected Fortnight*



Sector 2016/17 n = 36, Small (SIL) n = 17, Large (SIL) n = 19.

Figure 55 shows the relative composition of the hourly Support Worker actual labour cost. This metric is newly incorporated for the 2016/17 (C2) Survey. The composition of the Sector hourly actual labour cost in percentage terms is as follows:

- Base – 42%
- Shift penalties – 39%
- Superannuation – 8%
- Other leave (annual leave and long service leave paid during the selected fortnight) – 4%
- Other – 4%
- Sick leave – 2%
- Overtime – 1%

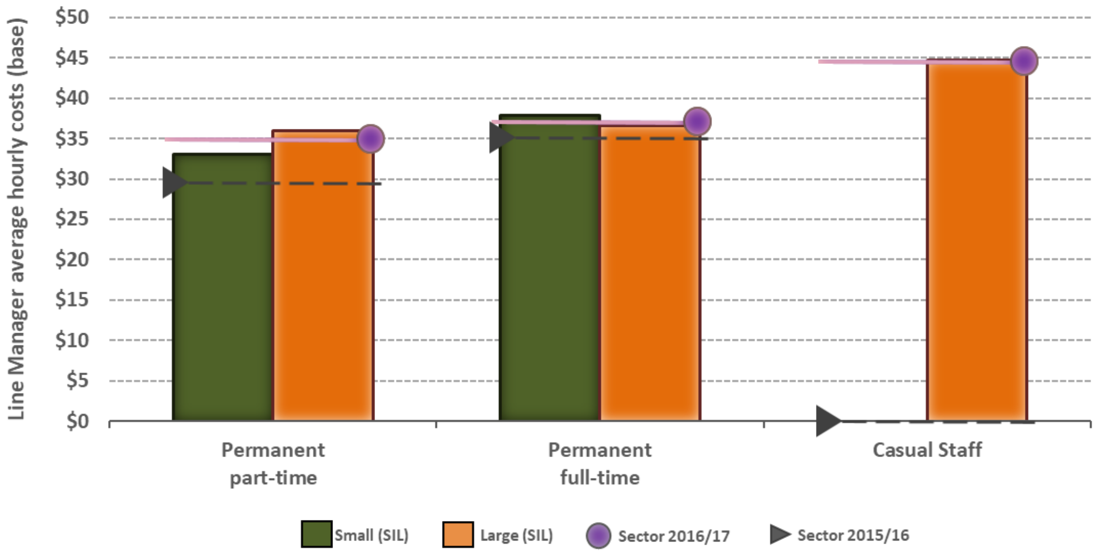
Base accounted for the same proportion of the hourly actual labour cost for both Peer Groups (42%). Shift penalties varied by three percentage points (41% for Small providers 38% for Large providers).

Note that individual distributions can be found for each payroll cost category for each Peer Group in the *Figure 55 Components - Support Worker actual labour cost composition - Distribution Table* in *Appendix C*.

3.4.2 Line Manager hourly costs

Figure 56 presents the average hourly **base labour costs** for Line Managers by employment type. Some key observations follow the figure below. Note that individual distributions for average hourly base labour costs can be found for each Employment Type and each Peer Group in the *Figure 56 Components Table* in *Appendix C.*

Figure 56 - Average hourly Line Manager costs by employment type (base labour costs)
SIL – *Selected Fortnight*



Permanent part-time: Sector 2015/16 n = 7; Sector 2016/17 n =16, Small (SIL) = 5, Large (SIL) = 11.
Permanent full-time: Sector 2015/16 n = 12; Sector 2016/17 n =30, Small (SIL) = 12, Large (SIL) = 18.
Casual Staff: Sector 2015/16 n = 0; Sector 2016/17 n =np, Small (SIL) = <5, Large (SIL) = <5.

- **Sector-wide:** in 2016/17 the average base labour cost to a provider for a Line Manager hour ranged from $35.03 (part-time) to $44.73 (casual) per hour. These results are an increase over the 2015/16 (C1) results ranging from $39.63 (part-time) to $35.14 (full-time).
- **Permanent staff**: at the Sector level the 2016/17 average hourly base labour cost for full-time staff was $37.87, which was $2.84 higher than for part-time staff at $35.03 per hour, representing an 8.1% increase. For the Peer Group, the average hourly base labour cost for part-time staff was $2.00 higher in Small providers ($35.03) compared to Large providers ($33.03), and the converse was the case for full-time staff, where the average hourly base labour cost was $0.74 higher for Large providers ($37.87) compared to Small providers ($37.13).

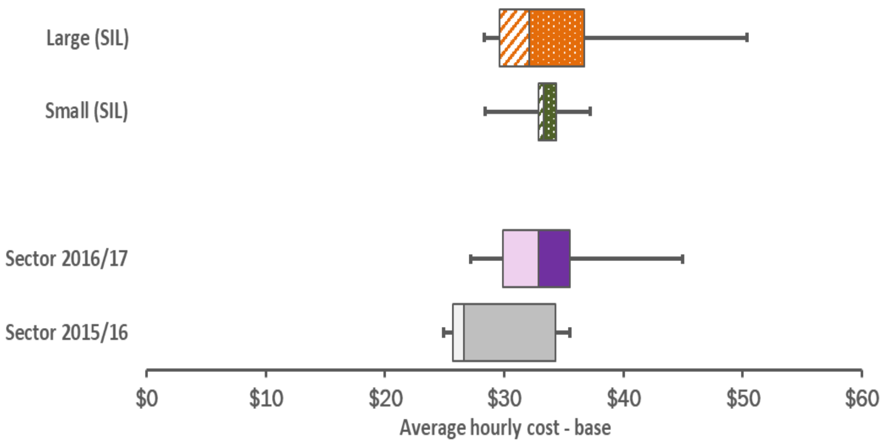
Note that C1 and C2 respondents made very limited or nil use of casual staff in Line Manager roles.

Figures 57(a) and 57(b) deconstruct the average hourly Line Manager base labour costs shown in *Figure 56,* they present Peer Group and Sector (C1 and C2) distributions for each of the employment categories. Note that supporting tables containing the underlying data can be found in the *Figures 57(a) and 57(b) - Average hourly Line Manager cost by employment type (base labour cost) - Distribution Table* in *Appendix C.* As already noted, C2 Survey respondents made very little use of casual staff in Line Manager roles, Figure not shown.

At the Sector level, for part-time and full-time staff, the 2016/17 (C2) median average hourly base labour cost was higher than in 2015/16 (C1). At the Peer Group level, variation in the interquartile and interdecile range was more pronounced for part-time Line Managers, especially in Large providers varying from $28.30 to $50.40 (difference of $22.10) compared with Smaller providers varying from $28.40 to $37.20 (difference of $8.90). Too few participating providers employed casual Line Managers to be able to present the distribution of their average hourly base labour costs. Thus the figure is not shown.

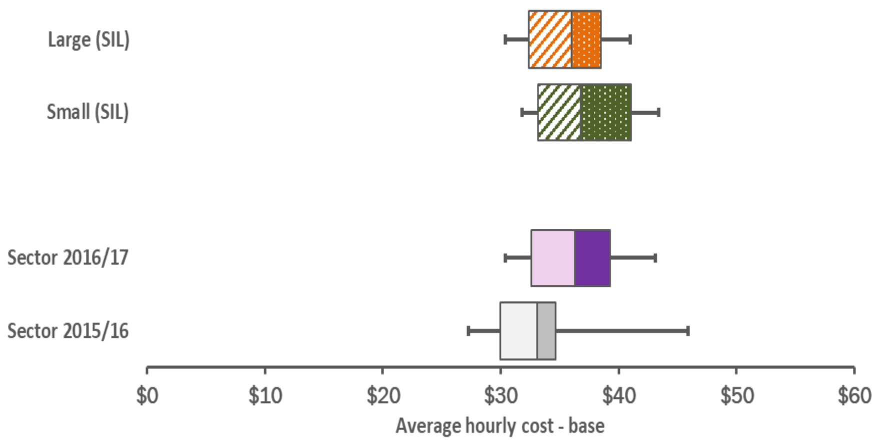
Average hourly Line Manager cost (base labour costs) – distribution SIL – *Selected Fortnight*

Figure 57(a) - Part-time staff



Sector 2015/16 n = 7; Sector 2016/17 n = 16, Small (SIL) n = 5, Large (SIL) n = 11.

Figure 57(b) - Full-time staff



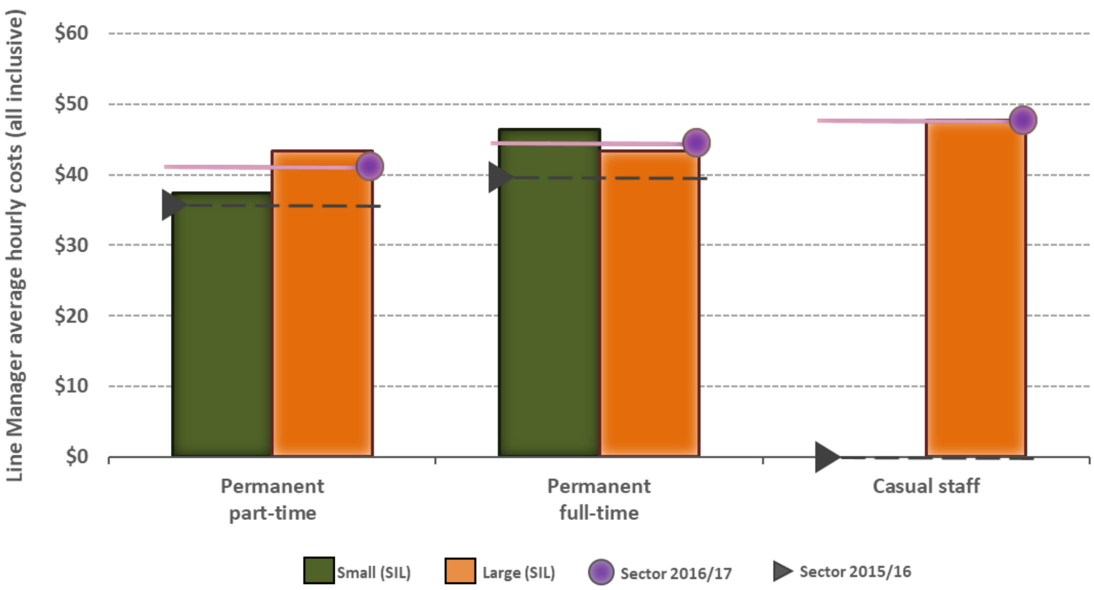
Sector 2015/16 n = 12; Sector 2016/17 n = 30, Small (SIL) n = 12, Large (SIL) n = 18.

Figure 58 shows that at the Sector level, the average hourly actual labour cost per Line Manager ranged between $41.26 (part-time) to $44.77 (casual) per hour. No providers reported the use of agency staff in Line Manager' roles and no C1 respondents reported casual staff in Line Manager roles. The hourly **actual labour costs** vary to a greater degree than base labour costs due to the inclusion of additional payments such as shift penalties and overtime which vary between providers and superannuation which is legislated to fall within a fairly narrow band.

Some key observations from *Figure 58* are:

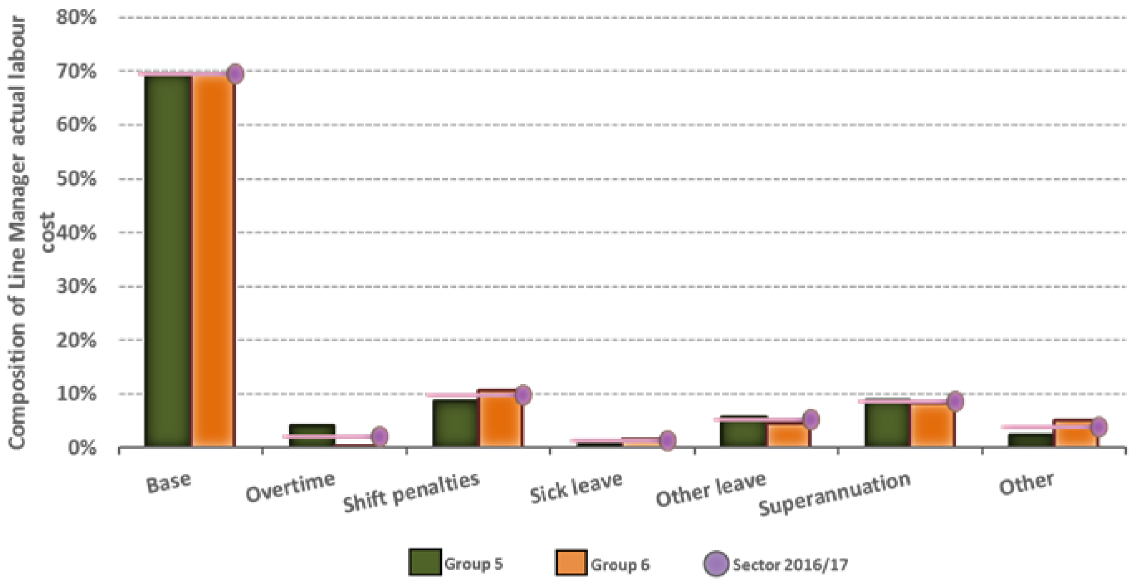
- **Permanent part-time:** the average hourly actual labour cost was $41.26, which was 17.8% or $6.24 per hour higher than the base labour cost of $35.03. In 2015/16 (C1) the actual labour cost was 20.7% or $6.12 higher than the 2015/16 (C1) base labour cost of $29.63, the results suggest that part-time Support Workers are performing slightly less high paid hours between the two periods. Year-on-year, 2016/17 (C2) actual labour costs are 15.4% or $5.52 per hour higher than the 2015/16 (C1) cost of $35.74.
- **Permanent full-time:** the average hourly actual labour cost was $44.59, which was 20.0% or $7.46 per hour higher than the base labour cost of $37.17. In 2015/16 (C1) the actual labour cost was 13.0% or $4.57 higher than the 2015/16 (C1) base labour cost of $35.14, the results suggest that part-time Support Workers are receiving higher amounts of high paid hours in 2016/17 (C2). Year-on-year, 2016/17 (C2) actual labour costs are 12.3% or $4.88 per hour higher than the 2015/16 (C1) cost of $39.72.
- **Casual** average hourly actual labour cost was $47.77, which was 6.8% or $3.04 per hour higher than the base labour only rate of $44.73.

Figure 58 - Average hourly Line Manager cost by employment type (actual labour cost)
SIL – *Selected Fortnight*



Permanent part-time: Sector 2015/16 n = 7; Sector 2016/17 n =17, Small (SIL) = 6, Large (SIL) = 11.
Permanent full-time: Sector 2015/16 n = 14; Sector 2016/17 n =30, Small (SIL) = 12, Large (SIL) = 18.
Casual Staff: Sector 2015/16 n = 0; Sector 2016/17 n =np, Small (SIL) = <5, Large (SIL) = <5.

Figure 59 - Line Manager actual labour cost composition
SIL – *Selected Fortnight*



Sector 2016/17 n = 35, Small (SIL) n = 16, Large (SIL) n = 19.

Figure 59 shows the relative composition of the hourly actual labour cost for Line Managers. This metric is newly incorporated for the 2016/17 (C2) Survey. The composition of the Sector hourly actual labour cost in percentage terms is as follows:

- Base – 70%
- Shift penalties – 10%
- Superannuation – 9%
- Other leave (annual leave and long service leave paid during the selected fortnight) – 5%
- Other – 4%
- Overtime – 2%
- Sick leave – 1%

At the Peer Group level, base labour costs represented 70% of the average actual labour cost for the Sector and Peer Groups. Shift penalties were slightly higher in Large organisations (11%) compared to Small organisations (9%). Only Small providers reported costs in the overtime category (4%). Other leave (such as annual leave and long service leave paid), superannuation and sick leave were relatively consistent for both Peer Groups.

Note that individual distributions can be found for each payroll cost category for each Peer Group in *Figure 59 Components - Line Manager actual labour cost composition - Distribution Table* in *Appendix C*.

3.5 House characteristics

This section examines key attributes of SIL 'Houses' (which include groups of units with common staffing arrangements) and clients, covering average number of Houses per provider, average House size (measured by number of clients per House) and average hours of service per client.

3.5.1 Number of Houses

Figure 60(a) presents the average number of Houses by provider. The overall median number has more than doubled year-on-year from going from 4.0 Houses in 2015/16 (C1) to 9.0 Houses in 2016/17 (C2). Noting that Large and Small SIL provider' Peer Groups are defined according to how many clients they have, the median for Small providers was 2.0 Houses, with an interdecile range of 1.0 to 6.9 and the median for Large providers was 17.0 Houses, with an interdecile range of 8.6 to 40.6.

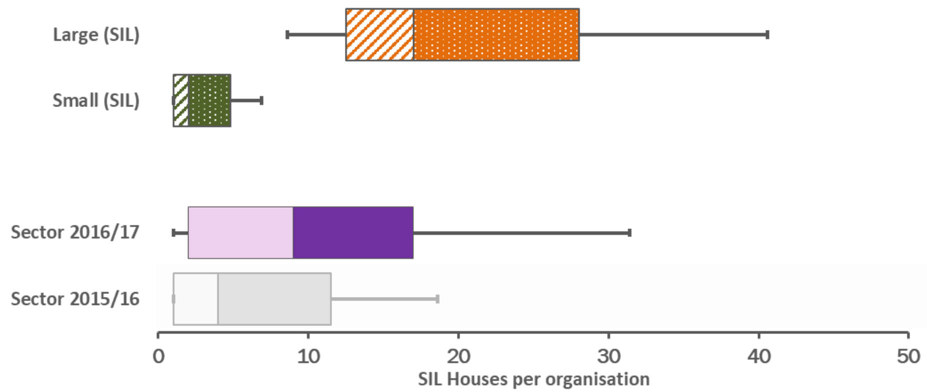
Figure 60(b) and 60(c) show *Figure 60(a)* results separated into **active** and **inactive** Houses respectively.

Figure 60(b): At the Sector level the median average number of **active** Houses per provider more than doubled year-on-year from 2.0 Houses in 2015/16 (C1) to 5.0 Houses in 2016/17 (C2). The median for Small providers was 2.0 Houses with an interdecile range of 1.0 to 5.0 Houses, and for Large providers, the median was 5.0, and the range was 3.0 to 14.4 houses.

Figure 60(c): At the Sector level the median average number of **inactive** House per provider has doubled year-on-year from 4.0 Houses in 2015/16 (C1) to 8.0 Houses in 2016/17 (C2). The median for Small providers was 2.0 Houses with an interdecile range of 1.0 to 4.0 Houses, and for large providers, the median was 13.0, and the range was 4.0 to 36.0.

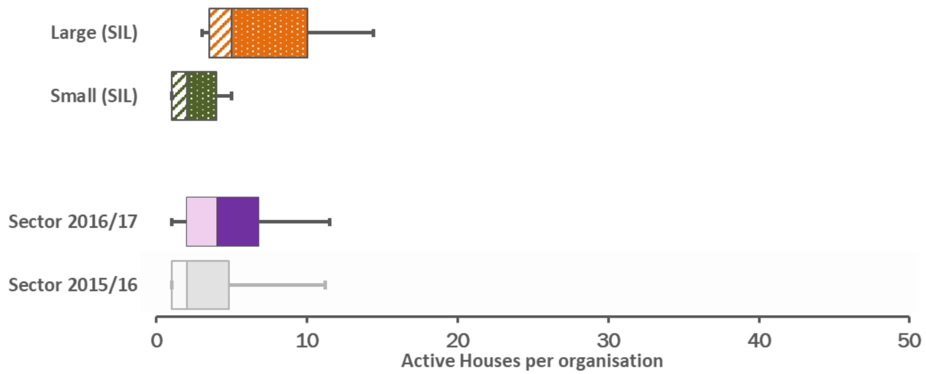
Average number of Houses per organisation – distribution SIL – *Selected Fortnight*

Figure 60(a) – All Houses



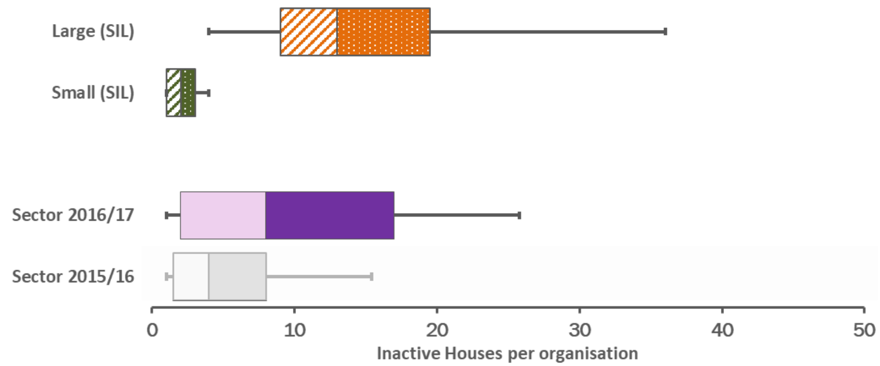
Sector 2015/16 n = 19; Sector 2016/17 n = 37, Small (SIL) n = 18, Large (SIL) n = 19.

Figure 60(b) - Active Houses



Sector 2015/16 n = 10; Sector 2016/17 n = 26, Small (SIL) n = 11, Large (SIL) n = 15.

Figure 60(c) - Inactive Houses



Sector 2015/16 n = 15; Sector 2016/17 n = 29, Small (SIL) n = 11, Large (SIL) n = 18.

3.5.2 Clients per House

Figure 61 presents the average number of clients per House, by provider for all House types. The number of clients has increased slightly year-on-year going from 4.0 clients per House in 2015/16 (C1) to 4.6 clients per House in 2016/17 (C2). Smaller providers had a slightly higher median of 4.9 clients compared to Large providers with 4.5 clients per House. There is a concentration of responses in Quartile 3 for Small providers which suggests that providers prefer between 4.9 and 5.0 clients per House.

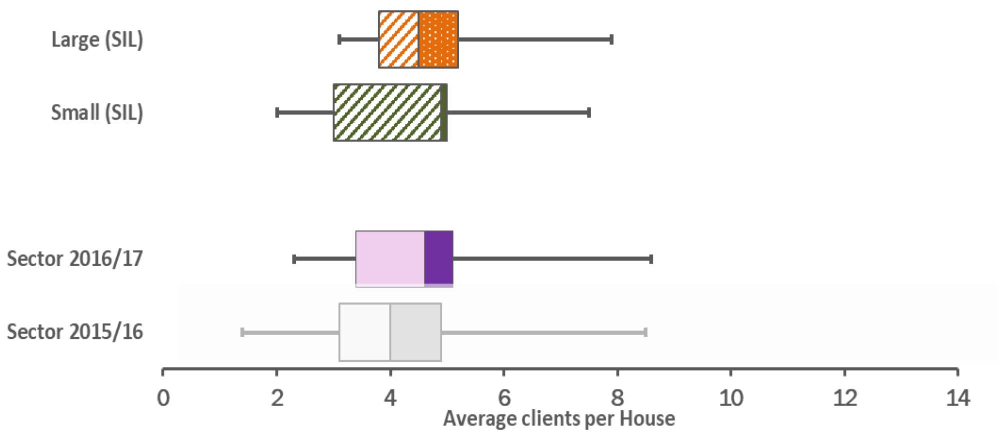
Figure 62 and 63 show *Figure 61* results separated into **active** and **inactive** Houses respectively.

Figure 62: At the Sector level, the median average number of clients per **active** House, decreased marginally year-on-year from 5.0 Clients in 2015/16 (C1) to 4.7 Clients in 2016/17 (C2). Small providers had a slightly higher average number of clients in each House (4.8) compared to Large providers (4.2).

Figure 63: The converse was the case (at the Sector level) for **inactive** Houses, where the median of the average number of clients per House was higher for Large providers (4.2) than for Small providers (3.0). The year on year results for the Sector showed a growth in the average number of clients per House from 3.5 (C1) to 4.1 (C2). There is a concentration of responses in Quartile 2 for Small providers which suggests that providers prefer between 2.7 and 3.0 clients per **inactive** House.

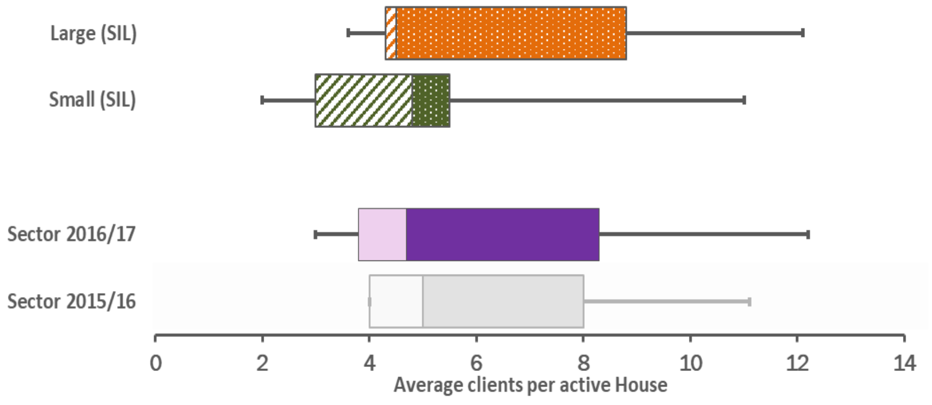
- Average number of clients per House – distribution SIL – *Selected Fortnight*

Figure 61 - all Houses



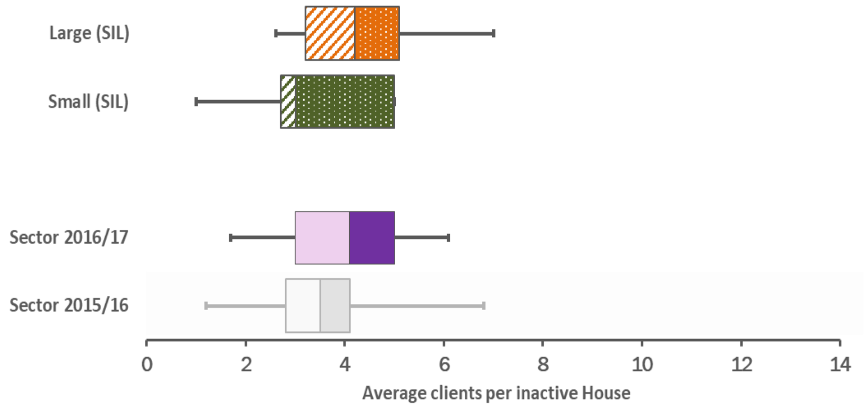
Sector 2015/16 n = 19; Sector 2016/17 n = 37, Small (SIL) n = 18, Large (SIL) n = 19.

Figure 62 - Active Houses



Sector 2015/16 n = 10; Sector 2016/17 n = 26, Small (SIL) n = 11, Large (SIL) n = 15.

Figure 63 - Inactive Houses



Sector 2015/16 n = 15; Sector 2016/17 n = 29, Small (SIL) n = 11, Large (SIL) n = 18.

3.6 Hours of service per client

Figure 64(a) presents the average Support Worker hours of service received per SIL client. At the Sector level, the median number of Support Worker hours per client (all House types) has decreased slightly, going from 94.5 hours per client in 2015/16 (C1) to 93.30 hours per client in 2016/17 (C2), representing a 1.3% decrease. Small providers had lower median hours of 86.1, compared Large providers with 96.2 hours (a difference of 10.1 hours per client). The interdecile range for Large providers was 40.7 to 150.2 hours per client over the two week period, compared to Small providers with between 63.8 and 142.1 hours per client in the same period.

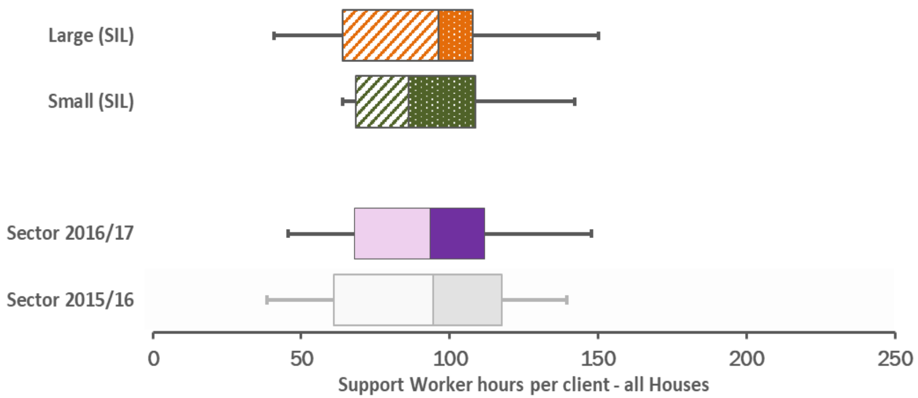
Figure 64(b) and 64(c) show *Figure 64(a)* results separated into clients in **active** and **inactive** Houses respectively.

Figure 64(b): At the Sector level the median number of Support Worker hours per client for **active** Houses has decreased (a difference of 34.5 hours per client per fortnight) going from 140.1 hours in 2015/16 (C1) to 105.5 hours in 2016/17 (C2), representing a 24.7% decrease. Small organisations provided fewer support hours per client with a median of 102.3, compared to Large organisations providing a median of 116.2 hours. However, Small providers had a broader interdecile range of between 64.2 to 247.3 hours per client for the fortnight, compared to Large providers with a range between 63.9 and 202.8.

Figure 64(c) At the Sector level, the median number of Support Worker hours per client for **inactive** Houses has decreased by 10.3 hours per client, going from 85.0 hours in 2015/16 (C1) to 74.7 hours in 2016/17 (C2), representing a 12.1% decrease. Large organisations provided fewer support hours per client with a median of 71.0 hours, compared to Small organisations providing a median of 74.7 hours. However, Large providers had a broader interdecile range between 32.9 to 157.1 hours per client for the fortnight, compared to Small providers with a range between 47.8 and 99.3.

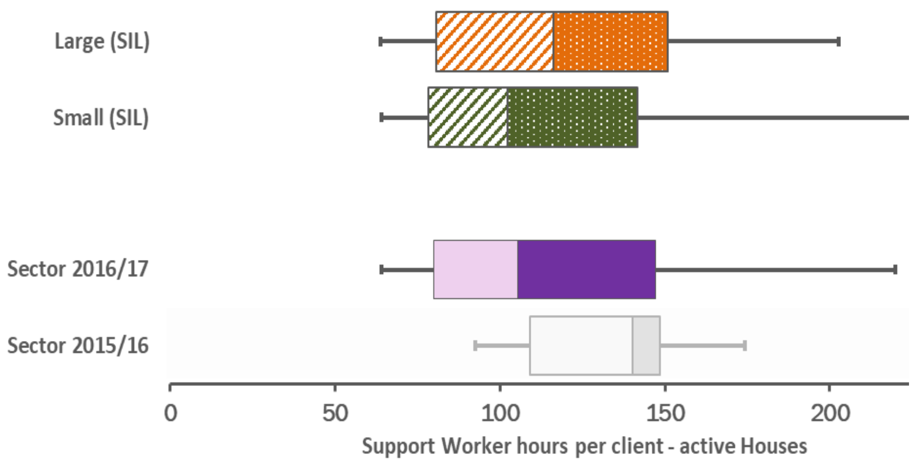
Average Support Workers hours per client – distribution SIL – *Selected Fortnight*

Figure 64(a) - All Houses



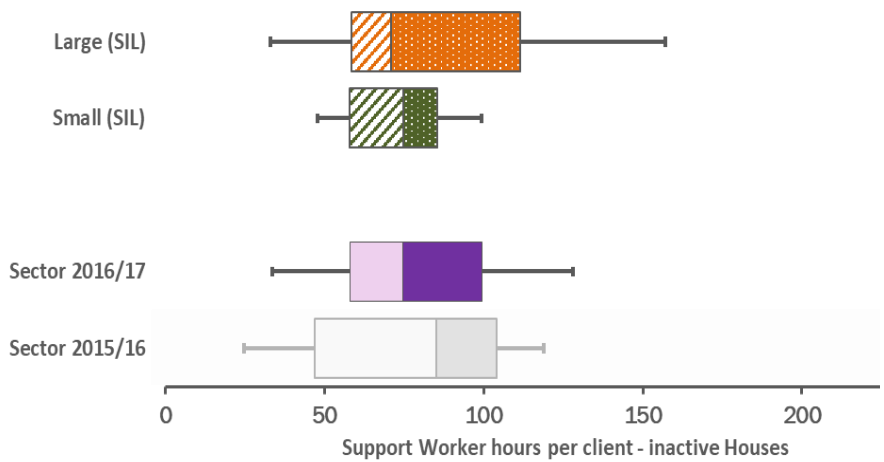
Sector 2015/16 n = 18; Sector 2016/17 n = 37, Small (SIL) n = 18, Large (SIL) n = 19.

Figure 64(b) - Active Houses



Sector 2015/16 n = 10; Sector 2016/17 n = 26, Small (SIL) n = 11, Large (SIL) n = 15.

Figure 64(c) - Inactive Houses



Sector 2015/16 n = 14; Sector 2016/17 n = 29, Small (SIL) n = 11, Large (SIL) n = 18.

Chapter 4 – Organisational overheads

This Chapter examines the overhead costs of Survey respondents at the whole-of-organisation level. Survey respondents are allocated to Peer Groups based upon the revenue of their whole organisation regardless of if they offer DL&CP services or SIL services, or both. Peer Groups are referred to by their short name throughout the analysis, short names and Peer Group definitions can be found in Table 5.

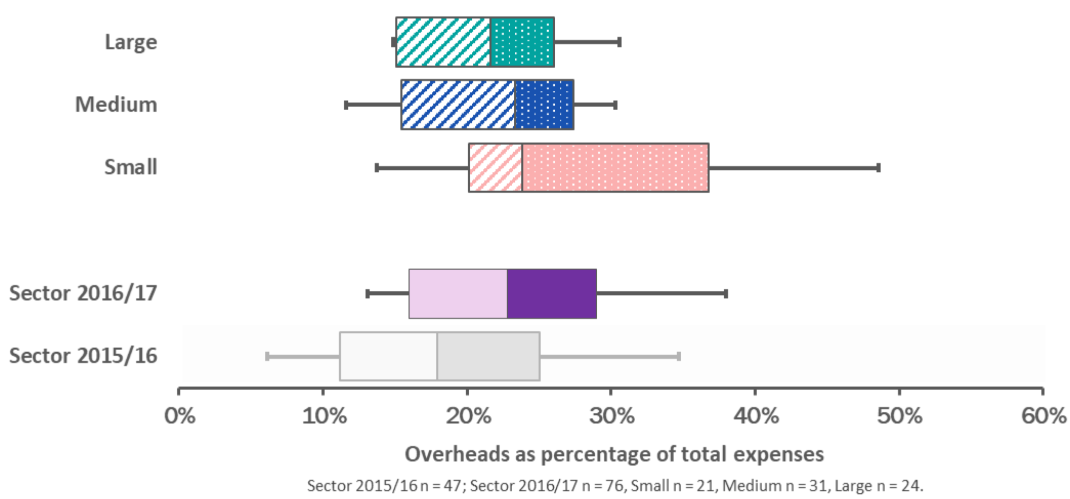
Table 5: Summary of C2 Peer Groups for whole organisation analysis

Short name	Service	Peer Group definition
Small	All Services	Small (revenue up to $2m)
Medium	All Services	Medium (revenue $2m - $10m)
Large	All Services	Large (revenue greater than $10m)
C2	All Services	Survey results for 2016/17 financial year
C1	All Services	Survey results for 2015/16 financial year

Respondents were asked to identify overhead expenses into seven existing categories: non-service level staff (i.e. not Support Workers and Line Managers responsible for direct service delivery), insurance premiums, rent and fittings, fleet, marketing, accounting and audit, IT costs 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 77 participating providers answered this question.

Figure 65 shows that the interdecile range for overhead costs was between 13.1% and 38.0% in 2016/17 (C2), compared to between 6.1% and 34.7% for 2015/16 (C1). The C2 Sector median was 22.8%, which was up 4.9 percentage points on the previous year (17.9%). At the Peer Group level, medians were relatively consistent (24% Small, 23% Medium and 22% Large), however the interdecile range was broader for Small organisations (between 14% and 49%) than for Medium (between 12% and 30%) and Large (between 15% and 31%).

Figure 65 - Overheads as a proportion of total expenses
All Providers – *2016/17*



Chapter 5 – Financials

This Chapter presents financial measures commonly used by businesses to assess the financial health and liquidity of an entity; these financial measures have been applied to Survey respondents at the whole-of-organisation level. Survey respondents are allocated to Peer Groups based upon the revenue of their whole organisation regardless of if they offer DL&CP services or SIL services, or both. Peer Groups are referred to by their short name throughout the analysis, short names and Peer Group definitions can be found in Peer Groups are referred to by their short name throughout the analysis, short names and Peer Group definitions can be found in Table 6.

Table 6: Summary of C2 Peer Groups for whole organisation analysis

Short name	Service	Peer Group definition
Small	All Services	Small (revenue up to $2m)
Medium	All Services	Medium (revenue $2m - $10m)
Large	All Services	Large (revenue greater than $1-0m)
C2	All Services	Survey results for 2016/17 financial year
C1	All Services	Survey results for 2015/16 financial year

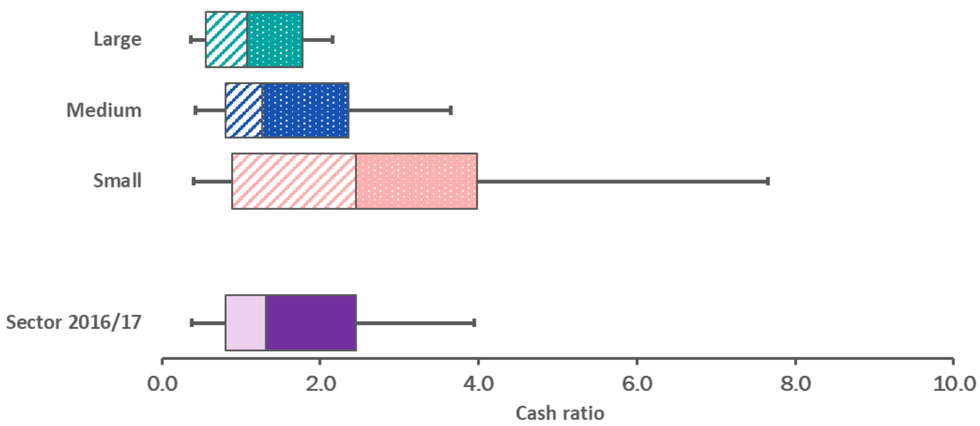
5.1 Cash ratio

The cash ratio shows to what degree the value of liquid assets (cash and cash equivalents) can cover an entity's current liabilities. A ratio of 1:1 indicates that the value of liquid assets and current liabilities are equivalent. A ratio that is higher than 1:1 indicates a greater ability to meet current financial obligations, the convention is to show the ratio formatted as a decimal, this does not mean that a high number is 'good', high numbers can indicate under-utilisation of cash and capital that could be invested elsewhere at the provider.

The cash ratio = (cash + cash equivalents) / current liabilities

Figure 66 shows that at the Sector level the median cash ratio was 1.31. The interdecile range was between 0.37 and 3.94, and the interquartile range was between 0.8 and 2.45. At the Peer Group level, medians, interquartile and interdecile ranges narrow as the size of the provider increases. Small providers had a median ratio of 2.46 which was notably higher than for either Medium (1.26) or Large (1.08) providers. Again the range in the results was greatest for smaller providers (0.4 to 7.65) compared medium (0.43 to 3.65) and large (0.37 to 2.15) providers.

Figure 66 – Cash ratio
All Providers – *2016/17*



Sector 2015/16 n = ; Sector 2016/17 n = 76, Small n = 20, Medium n = 31, Large n = 25.

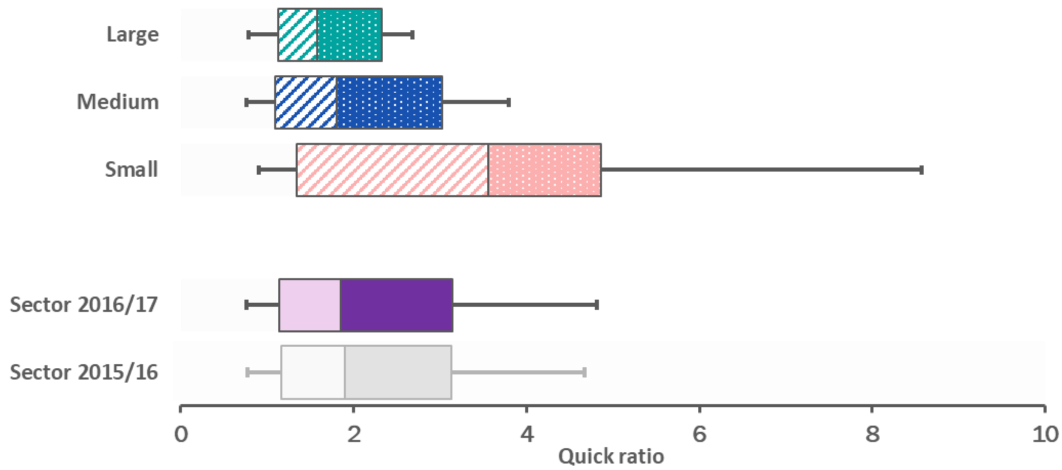
5.2 Quick ratio

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. Like the cash ratio, this does not mean that a high number is 'good' this can indicate under-utilisation of cash and capital that could be invested elsewhere at the provider.

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

Figure 67 at the Sector level the quick ratio is slightly down on the previous year, it was 1.9 in 2015/16 (C1) declining to 1.82 in 2016/17 (C2) representing a 4.4% decrease. The 2016/17 interdecile range was between 0.76 and 4.82 which was very similar to the 2015/16 result of between 0.78 and 4.67. At the Peer Group level, like the cash ratio, medians, interquartile and interdecile ranges narrow as the size of the provider increases. The median quick-ratio was higher for Small providers (3.55) compared with either medium providers (1.81) or large providers (1.58) providers. Again the range was greater for smaller providers (0.90 to 8.58) compares with both medium (0.76 to 3.76) and large (0.79 to 2.68) providers.

Figure 67 - Quick ratio
All Providers – *2016/17*



Sector 2015/16 n = 47; Sector 2016/17 n = 76, Small n = 20, Medium n = 31, Large n = 25.

5.3 Month-of-spending ratio

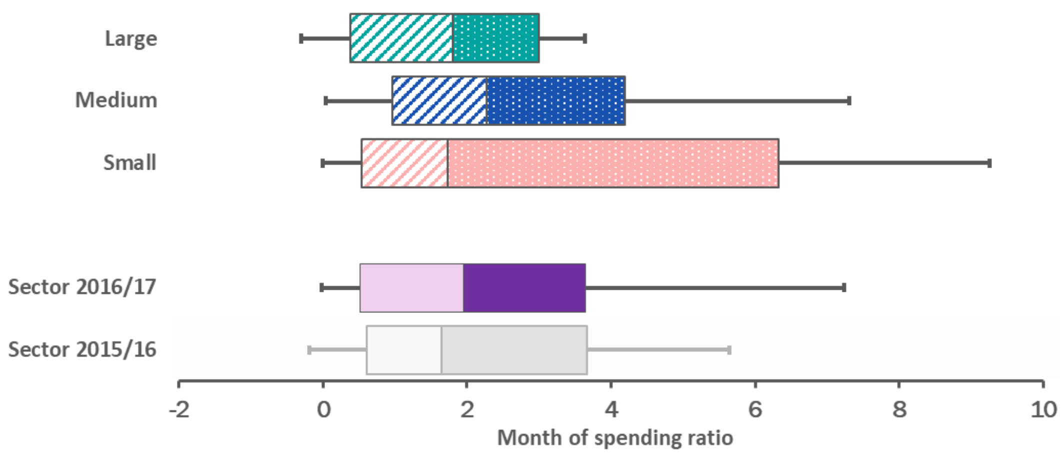
The month-of-spending ratio measures the number of months of 'cash' currently available to cover expenditure.

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

Figure68 highlights that at the Sector level, the 10^{th} percentile was *negative* 0.02 months and the 90^{th} percentile was 7.23 months. This result is an increase on the previous year's interdecile range of *negative* 0.19 months to 5.65 months. The median ratio was 1.96 months which was an increase of 0.31 months over the 2015/16 result of 1.65 months. Medium sized providers had the highest median (2.27 months), followed by Large providers (1.80 months) and then Small providers (1.73 months). The median ratios for the Sector and Peer Groups were all less than three months.

The interdecile range across the Peer Groups varied, Small providers had the largest range (*negative* 0.01 to 9.26 months), followed by Medium providers (0.05 to 7.3 months) and finally Large providers (*negative 0.30* to 3.63 months).

Figure 68 – Month-of-spending ratio
All Providers – *2016/17*



Sector 2015/16 n = 47; Sector 2016/17 n = 69, Small n = 18, Medium n = 29, Large n = 22.

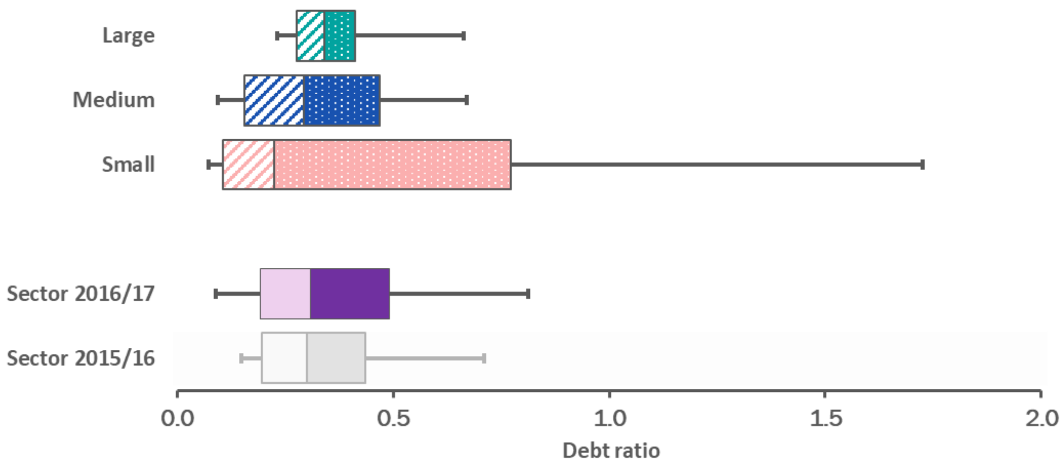
5.4 Debt ratio

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 69 shows that the interdecile range for the Sector was between 0.09 and 0.81, which was broader than for the previous year of between 0.15 and 0.71. The Sector median ratio was 0.31, which was similar to the previous year (0.3). At the Peer Group level, medians, and interquartile and interdecile ranges narrow as the size of the provider increases. Small providers had the lowest median ratio (0.23) followed by Medium providers (0.29) and then Large providers (0.34). The interdecile range for Small providers (0.07 to 1.73, a difference of 1.66) was more than double that for Medium providers (0.1 to 0.67, a difference of 0.57) or Large providers (0.23 to 0.66, a difference of 0.43).

Figure 69 - Debt ratio
All Providers – *2016/17*



Sector 2015/16 n = 47; Sector 2016/17 n = 76, Small n = 20, Medium n = 31, Large n = 25.

Chapter 6 – Overall business context

This Chapter presents general quantitative attributes of Survey respondents, to provide some general business context to respondents at the whole-of-organisation level. Survey respondents are allocated to Peer Groups based upon the revenue of their whole organisation regardless of if they offer DL&CP services or SIL services, or both. Peer Groups are referred to by their short name throughout the analysis, short names and Peer Group definitions can be found in Peer Groups are referred to by their short name throughout the analysis, short names and Peer Group definitions can be found in Table 7.

Table 7: Summary of C2 Peer Groups for whole organisation analysis

Short name	Service	Peer Group definition
Small	All Services	Small (revenue up to $2m)
Medium	All Services	Medium (revenue $2m - $10m)
Large	All Services	Large (revenue greater than $1-0m)
C2	All Services	Survey results for 2016/17 financial year
C1	All Services	Survey results for 2015/16 financial year

6.1 Revenue analysis

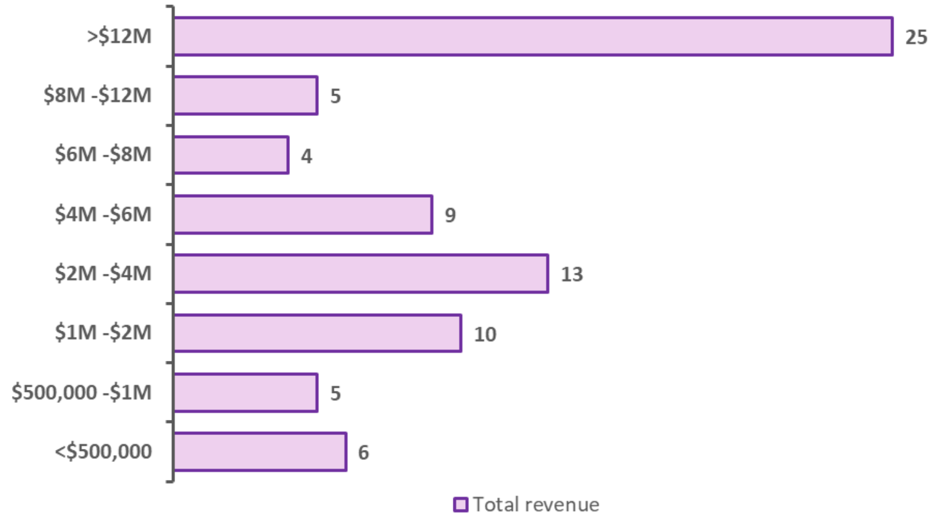
This section examines **NDIS**, **disability** and **total** revenue for the Survey respondent's whole organisation. Please note that the range of the categories used in the revenue Figures is not uniform. It has been optimised for presentation purposes. Total revenues comprise:

- 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 70 presents total provider revenue from all sources including sources other than DL&CP and SIL services. The figure shows that 32% of Survey respondents had total revenues of more than $12M and 27% had total revenues of $2M or less.

Figure 70 - Providers by turnover
All Providers – *2016/17*

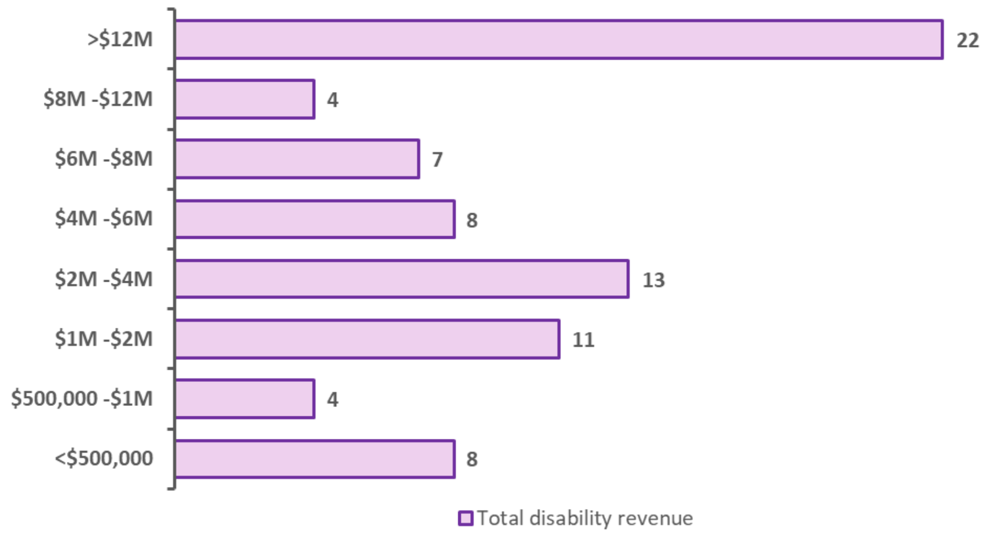


Sector 2016/17 n = 77.

6.1.2 Total disability services revenue

Figure 71 presents disability revenue from all sources including sources other than DL&CP and SIL services. Approximately 47% of Survey respondents had disability revenues of more than $12M and 50% of respondents had total revenues of less than $2M. Disability revenue comprises the highest proportion of total revenue (88.2% in 2016/17 - see *Figure 73*).

Figure 71 - Providers by disability turnover
All Providers – *2016/17*

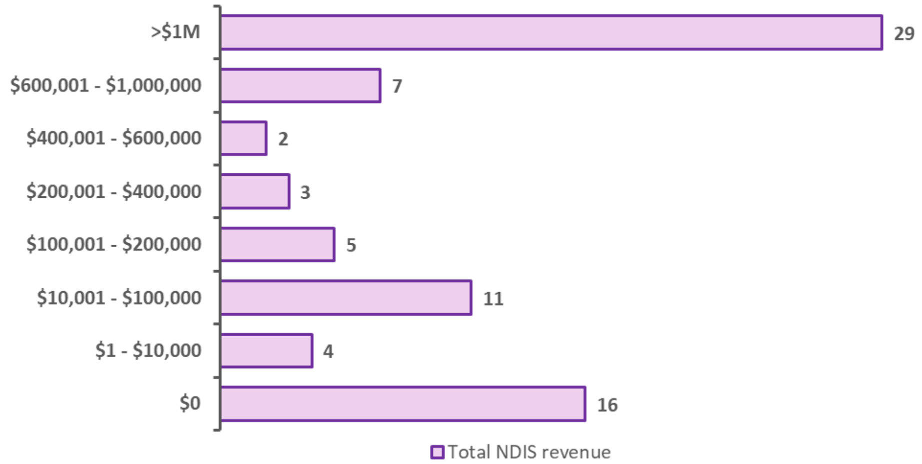


Sector 2016/17 n = 77.

6.1.3 Total NDIS revenue

Figure 72 presents 2016/17 NDIS revenue for all services (including NDIS revenue for out-of-scope services, i.e. not DL&CP or SIL services). It shows that about 38% of Survey respondents had NDIS revenues of more than $1M, about 21% of Survey respondents reported no NDIS funding in the period. The degree of the transition to the Scheme is not evenly distributed, with instances where providers had not commenced transition to the Scheme at all.

Figure 72 - Providers by NDIS turnover
All Providers – *2016/17*

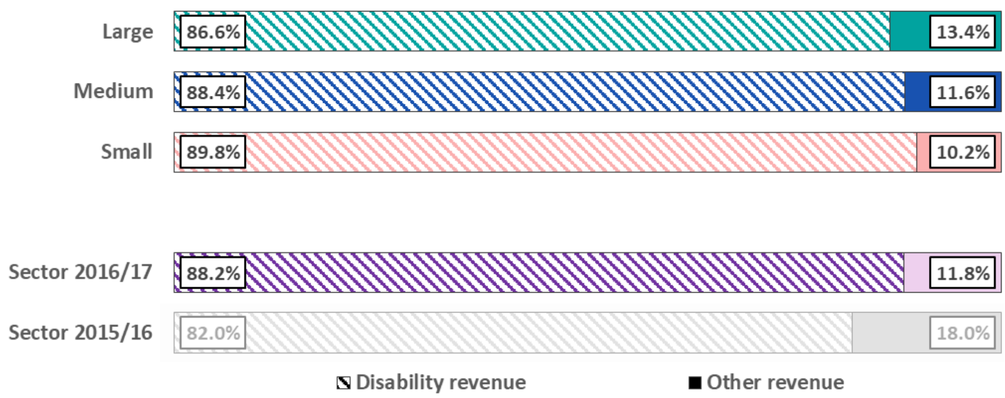


Sector 2016/17 n = 77.

6.2 Disability service focus

Figure 73 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 Survey respondents, disability revenue comprised the most substantial proportion of total revenue in 2016/17 at 88.2%, which is 6.2 percentage points higher than for the previous year (82.0%). The proportion of revenue from disability across Peer Groups ranged from 86.6% to 89.8% for Large and Small providers respectively.

Figure 73 - Proportion of disability revenue to total revenue
All Providers – *2016/17*

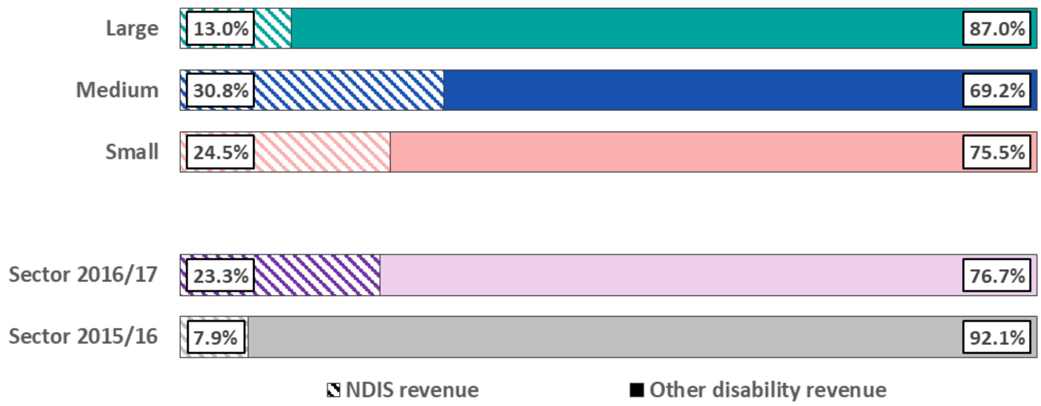


Sector 2015/16 n = 47; Sector 2016/17 n = 77, Small n = 21, Medium n = 31, Large n = 25.

6.3 NDIS transition

Figure 74 shows NDIS revenue as a proportion of total disability revenue. For the Sector in 2016/17 23.3% of disability revenue was from the NDIS, this was an increase of 15.4 percentage points on the previous year (7.9%). Medium providers had the largest proportional NDIS revenue at 30.8%, followed by Small providers at 24.5% and then Large providers at 13.0%.

Figure 74 - Proportion of NDIS revenue to total disability revenue
All Providers – *2016/17*

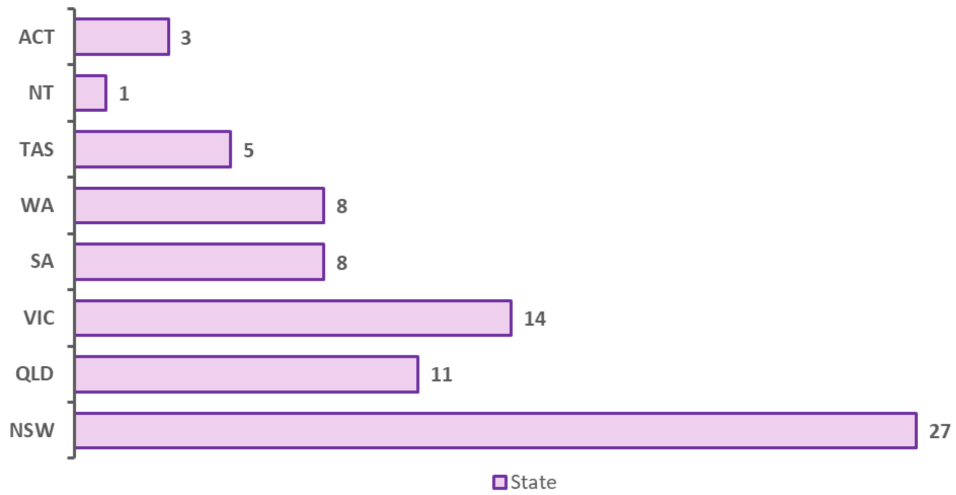


Sector 2015/16 n = 47; Sector 2016/17 n = 77, Small n = 21, Medium n = 31, Large n = 25.

6.4 Service location

Figure 75 shows the distribution of Survey respondents by State. It shows that 35.1% of Survey Respondents provided their services 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 75 - Providers by State
All Providers – *2016/17*

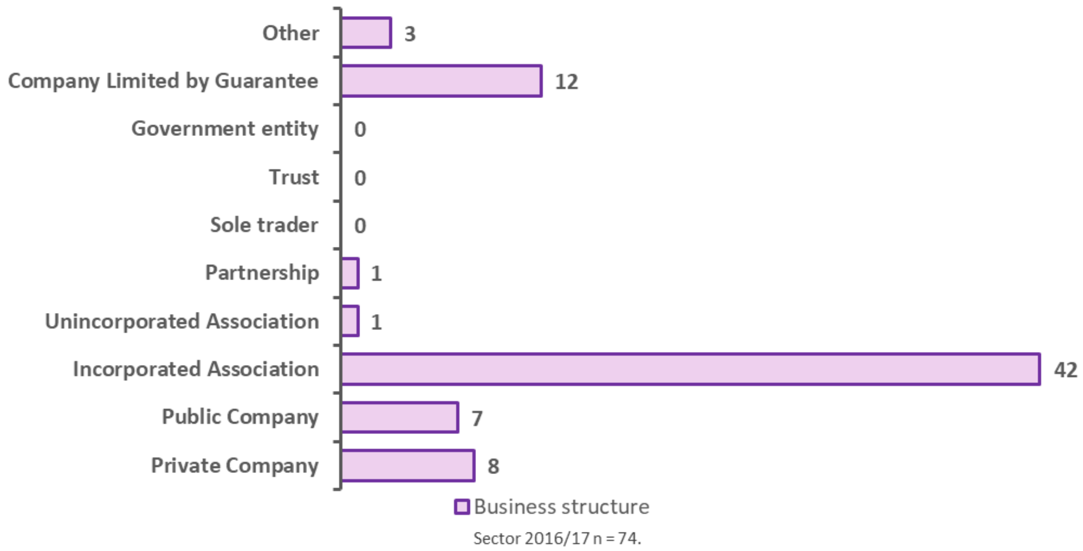


Sector 2016/17 n = 77.

6.5 Business structure

Figure 76 counts Survey respondents by business structure. It shows that Incorporated Association is the most common structure amongst the Survey respondents, accounting for 56.8% of responses. The next most common structure was Company Limited by Guarantee with 16.2%. For C2 there were no Government entities, trusts or sole traders.

Figure 76 - Provider business structure
All Providers – *2016/17*



Appendix A – Chapter 1 data

Figure 1 - Providers by DL&CP Peer Group

	Count
DL&CP (<$2M DLCP Revenue)	17
DL&CP (>$2M DLCP Revenue)	28
DL&CP (<$2M DLCP Revenue)	16
DL&CP (>$2M DLCP Revenue)	13

Figure 2 - Providers by SIL Peer Group

	Count
SIL (<$2M SIL Revenue)	18
SIL (>$2M SIL Revenue)	19

Appendix B – Chapter 2 DL&CP data

Figure 3 - Total DL&CP revenue

	<$500,000	$500,000 -$1M	$1M -$2M	$2M -$4M	$4M -$6M	$6M -$8M	$8M -$12M	>$12M
Sector	12	8	15	12	10	3	7	7

Figure 4 - DL&CP revenue as a proportion of all revenue - distribution

	10th Percentile	25th Percentile	Median	75th Percentile	90th Percentile	Count
Small Metro	7.7%	24.1%	43.2%	100.0%	100.0%	17
Large Metro	13.4%	35.1%	81.5%	100.0%	100.0%	28
Small Non-Metro	6.0%	15.3%	57.1%	100.0%	100.0%	16
Large Non-Metro	16.7%	30.1%	60.9%	66.1%	95.9%	13
Sector 2016/17	10.9%	28.5%	57.3%	100.0%	100.0%	74
Sector 2015/16	10.8%	22.6%	42.1%	99.3%	100.0%	47

Figure 5 - Composition of total revenue for DL&CP services

	Disability	Philanthropy	Other	Count
Small Metro	99.5%	-	0.5%	17
Large Metro	95.2%	0.3%	4.6%	28
Small Non-Metro	93.8%	0.5%	5.7%	16
Large Non-Metro	96.8%	0.1%	3.2%	13
Sector 2016/17	96.2%	0.2%	3.6%	74
Sector 2015/16	95.5%	0.7%	3.8%	47

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

	10th Percentile	25th Percentile	Median	75th Percentile	90th Percentile	Count
Small Metro	-	0.4%	14.7%	48.9%	100.0%	17
Large Metro	-	1.0%	11.0%	39.1%	90.3%	28
Small Non-Metro	-	-	3.2%	53.2%	98.2%	16
Large Non-Metro	-	-	6.4%	33.2%	41.0%	13
Sector 2016/17	-	0.3%	6.9%	40.9%	96.5%	74
Sector 2015/16	-	-	-	1.3%	31.6%	47

Figure 7 - Proportion of clients by primary disability category

	Intellectual Disability	Physical Disability	Sensory Disability	Psychosocial Disability	Count
Small Metro	38.5%	23.2%	14.4%	23.8%	17
Large Metro	55.7%	19.6%	9.6%	15.0%	27
Small Non-Metro	74.3%	9.0%	6.0%	10.7%	15
Large Non-Metro	67.3%	19.1%	6.8%	6.8%	11
Sector 2016/17	57.4%	18.1%	9.6%	14.9%	70

Figure 8 - Proportion of DL&CP clients with complex behaviour needs

	Clients with Complex Behaviour needs	Count
Small Metro	16.5%	17
Large Metro	25.7%	28
Small Non-Metro	19.4%	16
Large Non-Metro	24.6%	13
Sector 2016/17	22.0%	74

Figure 9 - Proportion of DL&CP clients with complex medical needs

	Clients with Complex Medical needs	Count
Small Metro	7.1%	17
Large Metro	20.0%	28
Small Non-Metro	3.1%	16
Large Non-Metro	12.3%	13
Sector 2016/17	12.0%	74

Figure 10 - Average hours worked per Support Workers - distribution

	10th Percentile	25th Percentile	Median	75th Percentile	90th Percentile	Count
Small Metro	23.1	28.2	32.7	41.1	50.6	17
Large Metro	22.4	25.2	36.2	46.5	53.3	25
Small Non-Metro	17.3	28.3	36.0	46.2	56.2	16
Large Non-Metro	33.3	36.1	41.4	50.5	52.3	11
Sector 2016/17	22.3	27.5	36.2	47.1	54.7	69
Sector 2015/16	23.2	30.5	35.9	47.3	58.3	44

Figure 11 - Proportion of direct and indirect hours for Support Workers

	Indirect	Direct	Count
Small Metro	16.7%	83.3%	17
Large Metro	8.8%	91.2%	28
Small Non-Metro	10.7%	89.3%	16
Large Non-Metro	6.3%	93.7%	13
Sector 2016/17	10.6%	89.4%	74
Sector 2015/16	10.6%	89.4%	42

Figure 12 - Average hours worked by Line Manager - distribution

	10th Percentile	25th Percentile	Median	75th Percentile	90th Percentile	Count
Small Metro	42.5	55.7	68.0	76.0	76.0	14
Large Metro	30.8	52.1	61.7	70.8	76.0	26
Small Non-Metro	16.1	26.0	69.7	76.0	76.0	14
Large Non-Metro	53.6	59.2	63.8	72.3	76.0	11
Sector 2016/17	24.8	53.2	64.8	74.0	76.0	65
Sector 2015/16	25.0	35.9	53.2	68.4	76.0	41

Figure 13 - Proportion of NDIS and Non-NDIS Support Worker hours

	Other Services	NDIS Funding	Count
Small Metro	53.0%	47.0%	17
Large Metro	63.9%	36.1%	28
Small Non-Metro	66.2%	33.8%	16
Large Non-Metro	74.1%	25.9%	13
Sector 2016/17	63.7%	36.3%	74
Sector 2015/16	82.2%	17.8%	33

Figure 14 - Staff turnover - distribution

	10th Percentile	**25th Percentile**	**Median**	**75th Percentile**	**90th Percentile**	**Count**
Small Metro	4.0%	14.5%	24.0%	47.6%	67.7%	16
Large Metro	2.7%	11.9%	18.2%	29.5%	48.5%	24
Small Non-Metro	1.8%	7.1%	15.2%	24.8%	49.1%	16
Large Non-Metro	7.9%	14.5%	24.8%	38.9%	44.5%	10
Sector 2016/17	2.6%	10.3%	20.6%	38.0%	53.8%	66
Sector 2015/16	-	8.6%	20.8%	31.7%	47.8%	43

Figure 15 - Average number of Support Workers by employment type (FTE)

	Permanent part-time	Permanent full-time	Casual Staff	Agency Staff	Count
Small Metro	3.3	1.9	3.8	-	17
Large Metro	28.6	16.3	18.2	-	28
Small Non-Metro	3.3	0.7	3.4	-	16
Large Non-Metro	27.4	2.4	14.4	-	13
Sector 2016/17	17.1	7.2	11.0	-	74
Sector 2015/16	15.0	6.8	6.5	-	48

Figure 15 Components - Average number of Support Workers by employment type (FTE)

	10th Percentile	25th Percentile	Median	75th Percentile	90th Percentile	Count
Average number of Support Worker (FTE) - permanent part-time - distribution						
Small Metro	0.5	0.9	2.5	5.9	7.1	17
Large Metro	-	8.1	21.9	43.2	58.3	28
Small Non-Metro	-	0.8	2.2	5.8	6.9	16
Large Non-Metro	-	4.2	20.2	25.0	39.2	13
Sector 2016/17	-	1.3	6.7	22.9	46.3	74
Sector 2015/16	-	2.6	6.8	21.2	40.7	48
Average number of Support Worker (FTE) - permanent full-time - distribution						
Small Metro	-	-	-	1.6	6.3	17
Large Metro	-	-	2.9	16.7	36.3	28
Small Non-Metro	-	-	-	1.3	2.1	16
Large Non-Metro	-	-	-	0.9	3.1	13
Sector 2016/17	-	-	-	3.7	16.8	74
Sector 2015/16	-	-	0.8	10.8	21.5	48
Average number of Support Worker (FTE) - casual staff - distribution						
Small Metro	0.4	0.7	3.4	6.7	8.1	17
Large Metro	-	2.4	11.1	16.6	24.6	28
Small Non-Metro	0.3	1.5	2.6	5.3	7.3	16

Figure 15 Components - Average number of Support Workers by employment type (FTE)

	10th Percentile	25th Percentile	Median	75th Percentile	90th Percentile	Count
Large Non-Metro	-	-	3.7	14.8	34.0	13
Sector 2016/17	-	0.9	4.2	11.1	20.1	74
Sector 2015/16	-	-	1.9	6.3	22.8	48

Figure 16 - Proportion of Support Worker hours by employment type

	Permanent part-time	Permanent full-time	Casual Staff	Agency Staff	Count
Small Metro	35.4%	18.1%	45.2%	1.3%	17
Large Metro	43.1%	20.6%	26.6%	9.8%	27
Small Non-Metro	38.6%	11.5%	49.9%	-	16
Large Non-Metro	60.0%	5.7%	26.0%	8.3%	12
Sector 2016/17	43.1%	15.5%	36.1%	5.4%	72
Sector 2015/16	56.8%	18.6%	23.7%	1.0%	44

Figure 16 Components - Proportion of Support Worker hours by employment type

	10th Percentile	25th Percentile	Median	75th Percentile	90th Percentile	Count
Proportion of Support Worker hours - permanent part-time - distribution						
Small Metro	4.1%	27.4%	39.8%	48.8%	63.1%	17
Large Metro	7.2%	28.8%	48.8%	61.2%	71.4%	27
Small Non-Metro	-	8.3%	45.5%	54.4%	76.1%	16
Large Non-Metro	0.4%	34.9%	72.4%	94.3%	99.8%	12
Sector 2016/17	-	22.0%	44.3%	63.4%	80.1%	72
Sector 2015/16	17.0%	33.2%	61.8%	88.5%	95.8%	44
Proportion of Support Worker hours - permanent full-time - distribution						
Small Metro	-	-	-	30.5%	54.2%	17
Large Metro	-	-	12.8%	33.4%	65.6%	27
Small Non-Metro	-	-	-	12.7%	49.2%	16

Figure 16 Components - Proportion of Support Worker hours by employment type

	10th Percentile	25th Percentile	Median	75th Percentile	90th Percentile	Count
Large Non-Metro	-	-	-	2.0%	9.3%	12
Sector 2016/17	-	-	-	27.5%	53.6%	72
Sector 2015/16	-	-	7.8%	27.4%	58.9%	44
Proportion of Support Worker hours - casual staff - distribution						
Small Metro	8.9%	14.1%	35.0%	70.0%	93.8%	17
Large Metro	-	8.5%	19.4%	43.2%	51.9%	27
Small Non-Metro	3.2%	26.0%	47.7%	73.5%	100.0%	16
Large Non-Metro	-	1.5%	13.8%	43.6%	54.2%	12
Sector 2016/17	-	8.9%	33.0%	52.2%	88.5%	72
Sector 2015/16	-	2.7%	11.8%	34.7%	67.7%	44
Proportion of Support Worker hours - agency staff - distribution						
Small Metro	-	-	-	-	-	17
Large Metro	-	-	-	5.7%	14.3%	27
Small Non-Metro	-	-	-	-	-	16
Large Non-Metro	-	-	-	-	-	12
Sector 2016/17	-	-	-	-	6.6%	72
Sector 2015/16	-	-	-	-	0.1%	44

Figure 17 - Average number of Line Managers by employment type (FTE)

	Permanent part-time	Permanent full-time	Casual Staff	Count
Small Metro	0.7	1.5	0.1	17
Large Metro	0.9	6.4	0.0	28
Small Non-Metro	0.4	0.8	-	16
Large Non-Metro	0.8	5.0	0.0	13
Sector 2016/17	0.7	3.8	0.0	74
Sector 2015/16	0.8	2.8	0.0	48

Figure 17 Components - Average number of Line Managers by employment type (FTE)

	10th Percentile	25th Percentile	Median	75th Percentile	90th Percentile	Count
Average number of Line Managers (FTE) - permanent part-time - distribution						
Small Metro	-	-	-	0.9	1.2	17
Large Metro	-	-	-	1.1	2.6	28
Small Non-Metro	-	-	-	0.4	1.7	16
Large Non-Metro	-	-	-	1.5	2.0	13
Sector 2016/17	-	-	-	1.0	2.0	74
Sector 2015/16	-	-	-	1.0	1.8	48
Average number of Line Managers (FTE) - permanent full-time - distribution						
Small Metro	-	-	1.0	2.8	3.2	17
Large Metro	0.3	1.8	5.3	7.8	17.1	28
Small Non-Metro	-	-	0.3	1.0	2.0	16
Large Non-Metro	-	-	2.4	6.0	9.1	13
Sector 2016/17	-	0.1	2.0	4.8	9.2	74
Sector 2015/16	-	0.2	1.2	4.5	7.2	48
Average number of Line Managers (FTE) - casual staff - distribution						
Small Metro	-	-	-	-	-	17
Large Metro	-	-	-	-	-	28
Small Non-Metro	-	-	-	-	-	16
Large Non-Metro	-	-	-	-	-	13
Sector 2016/17	-	-	-	-	-	74
Sector 2015/16	-	-	-	-	-	48

Figure 18 - Proportion of Line Manager hours by employment type

	Permanent part-time	**Permanent full-time**	**Casual Staff**	**Count**
Small Metro	20.9%	72.0%	7.1%	14
Large Metro	13.2%	85.3%	1.5%	26

Figure 18 - Proportion of Line Manager hours by employment type

	Permanent part-time	Permanent full-time	Casual Staff	Count
Small Non-Metro	33.0%	67.0%	-	14
Large Non-Metro	30.2%	69.6%	0.2%	11
Sector 2016/17	22.0%	75.8%	2.2%	65
Sector 2015/16	24.9%	72.6%	2.5%	40

Figure 18 Components - Proportion of Line Manager hours by employment type

	10th Percentile	25th Percentile	Median	75th Percentile	90th Percentile	Count
Proportion of Line Manager hours - permanent part-time - distribution						
Small Metro	-	-	-	28.3%	60.9%	14
Large Metro	-	-	-	19.5%	40.7%	26
Small Non-Metro	-	-	-	90.6%	100.0%	14
Large Non-Metro	-	-	10.6%	53.5%	100.0%	11
Sector 2016/17	-	-	-	29.7%	100.0%	65
Sector 2015/16	-	-	11.1%	33.6%	100.0%	40
Proportion of Line Manager hours - permanent full-time - distribution						
Small Metro	9.4%	60.8%	87.1%	100.0%	100.0%	14
Large Metro	59.3%	74.4%	100.0%	100.0%	100.0%	26
Small Non-Metro	-	9.4%	100.0%	100.0%	100.0%	14
Large Non-Metro	-	46.5%	87.3%	100.0%	100.0%	11
Sector 2016/17	-	59.8%	100.0%	100.0%	100.0%	65
Sector 2015/16	-	63.6%	87.1%	100.0%	100.0%	40
Proportion of Line Manager hours - casual staff - distribution						
Small Metro	-	-	-	-	-	14
Large Metro	-	-	-	-	-	26
Small Non-Metro	-	-	-	-	-	14
Large Non-Metro	-	-	-	-	-	11

Figure 18 Components - Proportion of Line Manager hours by employment type

	10th Percentile	25th Percentile	Median	75th Percentile	90th Percentile	Count
Sector 2016/17	-	-	-	-	-	65
Sector 2015/16	-	-	-	-	-	40

Figures 19(a) to 19(c) - Average staff tenure by employment type

	10th Percentile	25th Percentile	Median	75th Percentile	90th Percentile	Count
Average staff tenure - permanent staff - distribution						
Small Metro	12.3	29.0	46.9	60.2	75.0	15
Large Metro	28.0	47.0	68.0	91.4	98.7	21
Small Non-Metro	10.3	17.8	47.5	65.2	100.2	14
Large Non-Metro	27.1	47.6	74.4	107.6	115.8	10
Sector 2016/17	11.9	33.8	56.1	81.3	112.2	60
Sector 2015/16	21.0	39.9	57.0	86.3	112.5	26
Average staff tenure - casual staff - distribution						
Small Metro	6.8	12.0	18.5	24.0	37.0	16
Large Metro	8.2	14.8	26.4	44.4	70.3	23
Small Non-Metro	2.8	5.7	16.0	38.5	55.6	15
Large Non-Metro	9.0	10.5	27.0	28.8	40.0	11
Sector 2016/17	5.8	12.0	24.0	32.8	56.2	65
Sector 2015/16	3.4	12.0	18.0	28.0	37.0	21
Average staff tenure - all staff - distribution						
Small Metro	8.1	23.2	28.8	32.1	54.7	17
Large Metro	14.1	28.4	56.5	65.3	100.3	23
Small Non-Metro	11.5	18.6	30.4	45.8	64.8	16
Large Non-Metro	17.9	33.9	57.1	65.1	81.5	11
Sector 2016/17	10.3	24.4	33.1	62.5	70.0	67
Sector 2015/16	14.0	33.0	44.0	60.0	100.0	41

Figure 20 - Support Workers to Line Manager ratio (FTE) - distribution

	10th Percentile	25th Percentile	Median	75th Percentile	90th Percentile	Count
Small Metro	1.8	2.7	4.6	6.5	10.3	14
Large Metro	4.0	6.4	9.3	13.9	22.5	25
Small Non-Metro	2.1	3.6	6.9	12.9	31.0	14
Large Non-Metro	5.2	6.4	7.8	10.8	16.0	11
Sector 2016/17	2.6	4.7	7.0	11.2	21.1	64
Sector 2015/16	2.3	4.5	6.5	11.0	15.3	40

Figure 21 - Support Workers to Line Manager ratio (headcount) - distribution

	10th Percentile	25th Percentile	Median	75th Percentile	90th Percentile	Count
Small Metro	4.0	5.3	6.6	11.5	15.1	14
Large Metro	5.0	8.5	16.3	19.9	30.5	26
Small Non-Metro	4.2	6.4	9.3	15.8	18.7	14
Large Non-Metro	7.6	11.0	13.0	20.3	24.0	11
Sector 2016/17	4.5	7.0	11.4	18.0	27.2	65
Sector 2015/16	3.0	6.3	9.5	15.4	20.8	41

Figure 22 - Average hourly Support Work cost by employment type (base labour cost)

	Permanent part-time	Permanent full-time	Casual Staff	Agency Staff	Part-time Count	Full-time Count	Casual Count	Agency Count
Small Metro	$27.70	$27.80	$30.40	$26.80	15	8	17	<5
Large Metro	$28.30	$30.70	$31.20	$56.80	24	17	23	13
Small Non-Metro	$26.60	$30.20	$29.90		12	5	14	<5
Large Non-Metro	$27.50	$30.50	$32.00	$55.50	10	<5	9	<5
Sector 2016/17	$27.70	$29.90	$30.80	$54.70	61	np	63	np
Sector 2015/16	$26.80	$27.70	$29.80	$43.60	41	27	34	5

Figures 23(a) to 23(d) - Average hourly Support Worker cost by employment type (base labour cost) - Distribution

	10th Percentile	25th Percentile	Median	75th Percentile	90th Percentile	Count
Average hourly Support Work cost permanent part-time (base) - distribution						
Small Metro	$24.00	$24.90	$26.50	$29.00	$31.70	15
Large Metro	$23.90	$25.40	$26.80	$30.50	$32.80	24
Small Non-Metro	$23.20	$24.90	$26.40	$28.60	$29.40	12
Large Non-Metro	$22.30	$24.70	$25.50	$30.90	$35.00	10
Sector 2016/17	$23.40	$25.00	$26.60	$29.30	$32.50	61
Sector 2015/16	$23.40	$24.40	$26.00	$28.60	$30.70	41
Average hourly Support Work cost permanent full-time (base) - distribution						
Small Metro	$24.80	$26.30	$27.30	$28.80	$31.60	8
Large Metro	$25.90	$27.40	$28.80	$32.30	$34.70	17
Small Non-Metro	$25.40	$28.90	$29.60	$33.20	$35.00	5
Large Non-Metro	$25.90	$26.60	$30.60	$34.50	$35.10	<5
Sector 2016/17	$25.50	$26.70	$28.50	$32.90	$35.10	np
Sector 2015/16	$24.50	$25.30	$27.30	$30.80	$33.70	27
Average hourly Support Work cost casual staff (base) - distribution						
Small Metro	$26.60	$28.90	$30.00	$31.40	$34.10	17
Large Metro	$27.00	$28.90	$30.90	$33.40	$33.90	23
Small Non-Metro	$24.20	$28.90	$29.90	$31.50	$35.30	14
Large Non-Metro	$26.80	$28.10	$30.20	$34.30	$37.80	9
Sector 2016/17	$25.90	$28.80	$30.30	$32.30	$35.90	63
Sector 2015/16	$24.30	$26.80	$29.40	$31.80	$36.30	34
Average hourly Support Work cost casual staff (base) - distribution						
Small Metro	$26.80	$26.80	$26.80	$26.80	$26.80	<5
Large Metro	$40.90	$47.00	$49.20	$54.30	$71.90	13
Small Non-Metro						<5
Large Non-Metro	$55.50	$55.50	$55.50	$55.50	$55.50	<5
Sector 2016/17	$35.30	$44.70	$49.20	$54.90	$67.90	np
Sector 2015/16	$33.30	$37.50	$45.00	$46.40	$53.60	5

Figure 24 - Average hourly Support Worker cost by employment type (actual labour cost)

	Permanent part-time	Permanent full-time	Casual Staff	Agency Staff	Part-time Count	Full-time Count	Casual Count	Agency Count
Small Metro	$33.60	$32.90	$35.40	$26.80	15	8	17	<5
Large Metro	$33.00	$34.90	$38.20	$56.80	24	17	24	13
Small Non-Metro	$30.70	$33.30	$33.50		12	5	14	<5
Large Non-Metro	$31.90	$34.90	$36.20	$55.50	10	<5	9	<5
Sector 2016/17	$32.50	$34.20	$36.20	$54.70	61	np	64	np
Sector 2015/16	$31.40	$30.60	$33.60	$43.60	41	27	34	5

Figures 24 - Components - Average hourly Support Worker cost by employment type (actual labour costs) - Distribution

	10th Percentile	25th Percentile	Median	75th Percentile	90th Percentile	Count
Average hourly Support Worker cost (all inclusive) - permanent part-time - distribution						
Small Metro	$29.20	$29.90	$32.50	$33.90	$38.90	15
Large Metro	$28.00	$29.50	$31.30	$35.30	$40.20	24
Small Non-Metro	$26.50	$29.20	$31.20	$32.70	$33.10	12
Large Non-Metro	$27.40	$28.00	$28.90	$35.30	$40.10	10
Sector 2016/17	$27.70	$29.10	$31.90	$34.70	$39.90	61
Sector 2015/16	$25.40	$27.60	$31.20	$33.30	$37.40	41
Average hourly Support Worker cost (all inclusive) - permanent full-time - distribution						
Small Metro	$28.20	$29.50	$31.20	$33.10	$38.00	8
Large Metro	$29.00	$30.00	$31.50	$37.50	$41.90	17
Small Non-Metro	$28.10	$32.40	$32.80	$36.30	$38.40	5
Large Non-Metro	$31.10	$32.80	$35.60	$37.70	$38.30	<5
Sector 2016/17	$28.80	$29.90	$32.60	$37.30	$41.40	np
Sector 2015/16	$25.60	$27.30	$29.80	$35.30	$37.30	27
Average hourly Support Worker cost (all inclusive) - casual staff - distribution						
Small Metro	$31.80	$33.10	$35.50	$37.00	$39.00	17
Large Metro	$32.90	$33.20	$35.70	$39.80	$45.10	24

Figures 24 - Components - Average hourly Support Worker cost by employment type (actual labour costs) - Distribution

	10th Percentile	25th Percentile	Median	75th Percentile	90th Percentile	Count
Small Non-Metro	$30.30	$32.20	$33.60	$35.20	$36.50	14
Large Non-Metro	$31.10	$33.00	$34.30	$37.50	$41.40	9
Sector 2016/17	$31.20	$33.00	$35.00	$37.10	$42.20	64
Sector 2015/16	$28.60	$30.50	$33.10	$35.70	$43.00	34
Average hourly Support Worker cost (all inclusive) - agency staff - distribution						
Small Metro	$26.80	$26.80	$26.80	$26.80	$26.80	<5
Large Metro	$40.90	$47.00	$49.20	$54.30	$71.90	13
Small Non-Metro						<5
Large Non-Metro	$55.50	$55.50	$55.50	$55.50	$55.50	<5
Sector 2016/17	$35.30	$44.70	$49.20	$54.90	$67.90	np
Sector 2015/16	$33.30	$37.50	$45.00	$46.40	$53.60	5

Figure 25 - Support Worker actual labour cost composition

	Base	Overtime	Shift Penalties	Sick Leave	Other Leave	Superannuation	Other	Count
Small Metro	70.9%	0.2%	13.9%	1.3%	1.9%	8.6%	3.2%	17
Large Metro	71.2%	0.4%	11.1%	2.3%	3.1%	8.4%	3.6%	25
Small Non-Metro	80.0%	-	7.8%	1.7%	1.5%	8.6%	0.4%	16
Large Non-Metro	76.8%	1.6%	8.5%	1.7%	2.2%	8.4%	0.9%	11
Sector 2016/17	74.0%	0.5%	10.6%	1.8%	2.3%	8.5%	2.3%	69

Figure 25 Components - Support Worker actual labour cost composition – Distribution

	10th Percentile	25th Percentile	Median	75th Percentile	90th Percentile	Count
Distribution of the proportion of Support Worker Payroll costs - Base						
Small Metro	50%	60%	80%	80%	90%	17
Large Metro	50%	70%	70%	80%	90%	25
Small Non-Metro	50%	80%	90%	90%	90%	16

Figure 25 Components - Support Worker actual labour cost composition – Distribution

	10th Percentile	25th Percentile	Median	75th Percentile	90th Percentile	Count
Large Non-Metro	50%	80%	80%	90%	90%	11
Sector 2016/17	50%	70%	80%	90%	90%	69
Distribution of the proportion of Support Worker actual labour cost composition - Overtime						
Small Metro	-	-	-	-	-	17
Large Metro	-	-	-	-	-	25
Small Non-Metro	-	-	-	-	-	16
Large Non-Metro	-	-	-	-	10%	11
Sector 2016/17	-	-	-	-	-	69
Distribution of the proportion of Support Worker Payroll costs - Shift Penalty						
Small Metro	-	-	10%	20%	40%	17
Large Metro	-	-	-	10%	30%	25
Small Non-Metro	-	-	-	-	30%	16
Large Non-Metro	-	-	-	10%	40%	11
Sector 2016/17	-	-	-	10%	40%	69
Distribution of the proportion of Support Worker Payroll costs - Sick Leave						
Small Metro	-	-	-	-	-	17
Large Metro	-	-	-	-	-	25
Small Non-Metro	-	-	-	-	10%	16
Large Non-Metro	-	-	-	-	-	11
Sector 2016/17	-	-	-	-	-	69
Distribution of the proportion of Support Worker Payroll costs - Annual Leave						
Small Metro	-	-	-	-	-	17
Large Metro	-	-	-	10%	10%	25
Small Non-Metro	-	-	-	-	10%	16
Large Non-Metro	-	-	-	-	10%	11
Sector 2016/17	-	-	-	-	10%	69
Distribution of the proportion of Support Worker Payroll costs - Superannuation						
Small Metro	10%	10%	10%	10%	10%	17

Figure 25 Components - Support Worker actual labour cost composition – Distribution

	10th Percentile	25th Percentile	Median	75th Percentile	90th Percentile	Count
Large Metro	10%	10%	10%	10%	10%	25
Small Non-Metro	10%	10%	10%	10%	10%	16
Large Non-Metro	10%	10%	10%	10%	10%	11
Sector 2016/17	10%	10%	10%	10%	10%	69
Distribution of the proportion of Support Worker Payroll costs - Other						
Small Metro	-	-	-	10%	10%	17
Large Metro	-	-	-	-	10%	25
Small Non-Metro	-	-	-	-	-	16
Large Non-Metro	-	-	-	-	-	11
Sector 2016/17	-	-	-	-	10%	69

Figure 26 - Average hourly Line Manager cost by employment type (base labour costs)

	Permanent part-time	Permanent full-time	Casual Staff	Part-time Count	Full-time Count	Casual Count
Small Metro	$36.80	$38.40	$31.60	6	12	<5
Large Metro	$35.00	$37.30	$43.20	10	25	<5
Small Non-Metro	$40.80	$34.60		5	10	<5
Large Non-Metro	$38.80	$35.10	$37.40	6	9	<5
Sector 2016/17	$37.30	$36.70	$37.40	27	56	np
Sector 2015/16	$33.70	$36.40	$26.20	22	34	2

Figure 27(a) to 27(c) Average hourly Line Manager cost by employment type (base labour costs) - Distribution

	10th Percentile	25th Percentile	Median	75th Percentile	90th Percentile	Count
Average hourly Line Manager cost by permanent part-time (base) - distribution						
Small Metro	$31.70	$33.00	$34.30	$37.70	$44.30	6
Large Metro	$28.00	$30.20	$36.10	$37.80	$39.40	10
Small Non-Metro	$26.50	$28.30	$34.40	$34.60	$62.50	5
Large Non-Metro	$31.00	$32.10	$33.80	$40.00	$51.50	6
Sector 2016/17	$28.30	$31.20	$34.60	$38.30	$49.20	27
Sector 2015/16	$25.40	$28.30	$33.50	$36.30	$41.30	22
Average hourly Line Manager cost by permanent full-time (base) - distribution						
Small Metro	$30.70	$33.00	$38.10	$43.00	$46.00	12
Large Metro	$31.50	$32.40	$35.40	$37.40	$41.20	25
Small Non-Metro	$31.10	$31.60	$32.50	$37.60	$39.90	10
Large Non-Metro	$27.40	$29.80	$33.30	$34.00	$43.50	9
Sector 2016/17	$30.20	$32.20	$34.00	$38.40	$43.00	56
Sector 2015/16	$27.40	$32.30	$33.90	$38.10	$44.40	34
Average hourly Line Manager cost by casual staff (base) - distribution						
Small Metro	$31.60	$31.60	$31.60	$31.60	$31.60	<5
Large Metro	$43.20	$43.20	$43.20	$43.20	$43.20	<5
Small Non-Metro						<5
Large Non-Metro	$37.40	$37.40	$37.40	$37.40	$37.40	<5
Sector 2016/17	$32.70	$34.50	$37.40	$40.30	$42.10	np
Sector 2015/16	$23.80	$24.70	$26.20	$27.60	$28.50	2

Figure 28 - Average hourly Line Manager cost by employment type (actual labour cost)

	Permanent part-time	Permanent full-time	Casual Staff	Part-time Count	Full-time Count	Casual Count
Small Metro	$40.70	$42.70	$34.60	6	12	<5
Large Metro	$45.10	$42.40	$47.30	12	25	<5
Small Non-Metro	$45.40	$38.50		5	10	<5
Large Non-Metro	$43.20	$40.10	$41.00	6	9	<5
Sector 2016/17	$43.80	$41.40	$41.00	29	56	np
Sector 2015/16	$37.30	$40.20	$27.30	22	36	2

Figures 28 Components - Average hourly Line Manager cost by employment type (actual labour cost) - Distribution

	10th Percentile	25th Percentile	Median	75th Percentile	90th Percentile	Count
Average hourly Line Manager cost (all inclusive) - permanent part-time - distribution						
Small Metro	$34.70	$36.10	$37.70	$41.70	$49.60	6
Large Metro	$36.20	$39.10	$42.70	$47.50	$57.40	12
Small Non-Metro	$29.10	$31.00	$39.30	$39.90	$69.30	5
Large Non-Metro	$34.30	$35.40	$37.40	$45.80	$57.70	6
Sector 2016/17	$33.10	$36.00	$39.40	$46.60	$59.90	29
Sector 2015/16	$28.00	$32.60	$36.40	$39.80	$47.30	22
Average hourly Line Manager cost (all inclusive) - permanent full-time - distribution						
Small Metro	$34.90	$36.50	$41.80	$47.10	$50.40	12
Large Metro	$35.00	$37.30	$39.50	$42.60	$49.50	25
Small Non-Metro	$34.40	$35.50	$37.50	$41.50	$43.70	10
Large Non-Metro	$32.20	$33.30	$37.20	$39.50	$48.40	9
Sector 2016/17	$34.40	$35.70	$39.40	$42.80	$49.10	56
Sector 2015/16	$30.00	$35.50	$37.20	$42.70	$48.80	36
Average hourly Line Manager cost (all inclusive) - casual staff - distribution						
Small Metro	$34.60	$34.60	$34.60	$34.60	$34.60	<5
Large Metro	$47.30	$47.30	$47.30	$47.30	$47.30	<5

Figures 28 Components - Average hourly Line Manager cost by employment type (actual labour cost) - Distribution

	10th Percentile	25th Percentile	Median	75th Percentile	90th Percentile	Count
Small Non-Metro						<5
Large Non-Metro	$41.00	$41.00	$41.00	$41.00	$41.00	<5
Sector 2016/17	$35.80	$37.80	$41.00	$44.20	$46.10	np
Sector 2015/16	$25.80	$26.40	$27.30	$28.20	$28.70	2

Figure 29 - Line Manager actual labour cost composition

	Base	Overtime	Shift Penalties	Sick Leave	Other Leave	Superannuation	Other	Count
Small Metro	86.5%	0.1%	0.4%	2.1%	1.5%	8.6%	0.8%	14
Large Metro	78.0%	0.3%	2.7%	3.3%	4.0%	8.5%	3.2%	26
Small Non-Metro	86.5%	-	0.8%	2.6%	-	9.5%	0.7%	14
Large Non-Metro	78.3%	0.2%	0.1%	4.7%	6.1%	9.2%	1.3%	11
Sector 2016/17	81.7%	0.2%	1.4%	3.1%	2.9%	8.9%	1.8%	65

Figure 29 Components - Line Manager actual labour cost composition - Distribution

	10th Percentile	25th Percentile	Median	75th Percentile	90th Percentile	Count
Distribution of the proportion of Support Worker Payroll costs - Base						
Small Metro	80%	80%	90%	90%	90%	14
Large Metro	70%	70%	80%	90%	90%	26
Small Non-Metro	80%	80%	90%	90%	90%	14
Large Non-Metro	60%	70%	80%	80%	90%	11
Sector 2016/17	70%	80%	80%	90%	90%	65
Distribution of the proportion of Support Worker Payroll costs - Overtime						
Small Metro	-	-	-	-	-	14
Large Metro	-	-	-	-	-	26
Small Non-Metro	-	-	-	-	-	14
Large Non-Metro	-	-	-	-	-	11
Sector 2016/17	-	-	-	-	-	65
Distribution of the proportion of Support Worker Payroll costs - Shift Penalty						
Small Metro	-	-	-	-	-	14
Large Metro	-	-	-	-	10%	26
Small Non-Metro	-	-	-	-	-	14
Large Non-Metro	-	-	-	-	-	11
Sector 2016/17	-	-	-	-	-	65
Distribution of the proportion of Support Worker Payroll costs - Sick Leave						
Small Metro	-	-	-	-	10%	14
Large Metro	-	-	-	-	10%	26
Small Non-Metro	-	-	-	-	10%	14
Large Non-Metro	-	-	-	10%	10%	11
Sector 2016/17	-	-	-	10%	10%	65
Distribution of the proportion of Support Worker Payroll costs - Annual Leave						
Small Metro	-	-	-	-	10%	14
Large Metro	-	-	-	10%	10%	26
Small Non-Metro	-	-	-	-	-	14

Figure 29 Components - Line Manager actual labour cost composition - Distribution

	10th Percentile	25th Percentile	Median	75th Percentile	90th Percentile	Count
Large Non-Metro	-	-	-	10%	20%	11
Sector 2016/17	-	-	-	-	10%	65
Distribution of the proportion of Support Worker Payroll costs - Superannuation						
Small Metro	10%	10%	10%	10%	10%	14
Large Metro	10%	10%	10%	10%	10%	26
Small Non-Metro	10%	10%	10%	10%	10%	14
Large Non-Metro	10%	10%	10%	10%	10%	11
Sector 2016/17	10%	10%	10%	10%	10%	65
Distribution of the proportion of Support Worker Payroll costs - Other						
Small Metro	-	-	-	-	-	14
Large Metro	-	-	-	-	10%	26
Small Non-Metro	-	-	-	-	-	14
Large Non-Metro	-	-	-	-	10%	11
Sector 2016/17	-	-	-	-	10%	65

Figure 30 - Average hours of service per client (Support Worker) - distribution

	10th Percentile	25th Percentile	Median	75th Percentile	90th Percentile	Count
Small Metro	4.2	6.6	10.7	21.9	26.4	15
Large Metro	3.2	7.4	12.1	20.0	31.5	26
Small Non-Metro	4.8	7.7	14.0	18.7	22.5	15
Large Non-Metro	9.4	11.5	13.4	19.7	28.3	12
Sector 2016/17	3.7	7.4	12.5	20.3	27.6	68
Sector 2015/16	1.7	5.9	10.4	20.7	37.3	32

Figure 31 - Average 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 Metro	8.0	7.9	21.7	20.4	15	15	15	15
Large Metro	67.9	51.5	141.3	84.6	26	26	26	26
Small Non-Metro	10.4	10.5	17.7	9.5	15	15	15	15
Large Non-Metro	47.3	35.8	76.3	125.5	12	12	12	12
Sector 2016/17	38.4	30.1	76.2	61.1	68	68	68	68
Sector 2015/16	67.2	51.5	46.5	43.5	33	36	41	40

Figures 32(a) to 32(d) - Average staff support (hours) per clients by service mode and setting

	10th Percentile	**25th Percentile**	**Median**	**75th Percentile**	**90th Percentile**	**Count**
Average hours of service per client (Support Work) - individual, in home - distribution						
Small Metro	6.2	10.3	11.6	13.6	24.1	9
Large Metro	5.3	9.7	12.6	21.8	40.2	20
Small Non-Metro	6.3	12.1	19.7	28.4	90.0	13
Large Non-Metro	9.9	12.2	15.0	19.7	40.7	11
Sector 2016/17	5.3	10.0	13.7	23.2	40.2	53

Figures 32(a) to 32(d) - Average staff support (hours) per clients by service mode and setting

	10th Percentile	25th Percentile	Median	75th Percentile	90th Percentile	Count
Sector 2015/16	4.7	6.7	12.6	23.8	118.0	24
Average hours of service per client (Support Work) - individual, in community - distribution						
Small Metro	3.3	5.2	7.6	21.1	29.3	12
Large Metro	3.9	7.2	10.0	15.9	21.5	20
Small Non-Metro	3.2	5.8	10.9	17.6	23.8	12
Large Non-Metro	8.2	11.8	15.9	23.9	30.6	12
Sector 2016/17	3.8	6.5	10.9	20.9	29.8	56
Sector 2015/16	4.6	6.0	13.8	30.9	48.4	29
Average hours of service per client (Support Work) - group, in community - distribution						
Small Metro	2.1	3.5	4.2	5.6	8.5	6
Large Metro	3.9	6.4	11.1	15.4	21.8	19
Small Non-Metro	2.9	3.9	7.5	10.3	14.1	6
Large Non-Metro	4.2	9.7	13.4	17.5	20.5	9
Sector 2016/17	2.7	4.7	9.8	15.4	20.3	40
Sector 2015/16	1.0	2.0	8.8	16.2	25.8	22
Average hours of service per client (Support Work) - group, in centre - distribution						
Small Metro	1.0	2.3	7.5	10.5	18.2	6
Large Metro	3.5	6.0	9.8	14.5	23.7	17
Small Non-Metro	4.3	5.3	6.6	20.3	27.4	7
Large Non-Metro	6.2	10.6	14.4	18.5	24.3	8
Sector 2016/17	2.7	6.0	9.8	17.1	25.9	38
Sector 2015/16	1.3	2.3	7.5	15.4	31.9	23

Appendix C – Chapter 3 SIL data

Figure 33 - Total SIL revenue

	<$500,000	$500,000 -$1M	$1M -$2M	$2M -$4M	$4M -$6M	$6M -$8M	$8M -$12M	>$12M
Sector	2	5	4	8	4	0	5	9

Figure 34 - SIL revenue as a proportion of all revenue - distribution

	10th Percentile	25th Percentile	Median	75th Percentile	90th Percentile	Count
Small (SIL)	6.4%	9.6%	19.2%	56.5%	92.6%	18
Large (SIL)	20.1%	35.9%	39.7%	68.2%	86.6%	19
Sector 2016/17	9.4%	14.2%	37.8%	66.7%	89.4%	37
Sector 2015/16	5.0%	7.2%	31.0%	62.9%	74.9%	22

Figure 35 - SIL revenue composition

	Disability	Philanthropy	Other	Count
Small (SIL)	95.8%	0.4%	3.8%	18
Large (SIL)	98.4%	-	1.5%	19
Sector 2016/17	97.2%	0.2%	2.7%	37
Sector 2015/16	96.7%	0.3%	3.0%	22

Figure 36 - NDIS revenue as a proportion of total SIL disability revenue - distribution

	10th Percentile	25th Percentile	Median	75th Percentile	90th Percentile	Count
Small (SIL)	-	-	18.4%	54.7%	72.9%	18
Large (SIL)	-	-	15.3%	27.2%	48.5%	19
Sector 2016/17	-	-	15.3%	44.7%	65.0%	37
Sector 2015/16	-	-	-	-	15.7%	22

Figure 37 - Proportion of clients by primary disability category

	Intellectual Disability	Physical Disability	Sensory Disability	Psychosocial Disability	Count
Small (SIL)	67.4%	17.1%	2.1%	13.5%	17
Large (SIL)	61.4%	11.9%	10.8%	15.8%	18
Sector 2016/17	64.3%	14.4%	6.6%	14.7%	35

Figure 38 - Proportion of SIL clients with complex behaviour needs

	Clients with Complex Behaviour needs	Count
Small (SIL)	27.2%	18
Large (SIL)	41.1%	19
Sector 2016/17	34.3%	37

Figure 39 - Proportion of SIL clients with complex medical needs

	Clients with Complex Medical needs	Count
Small (SIL)	25.6%	18
Large (SIL)	21.1%	19
Sector 2016/17	23.2%	37

Figure 40 - Average hours worked per Support Worker - distribution

	10th Percentile	25th Percentile	Median	75th Percentile	90th Percentile	Count
Small (SIL)	25.4	41.0	48.4	51.9	54.8	17
Large (SIL)	35.5	39.3	47.4	50.5	55.0	19
Sector 2016/17	30.7	39.7	47.9	51.3	55.3	36

Figure 40 - Average hours worked per Support Worker - distribution

	10th Percentile	25th Percentile	Median	75th Percentile	90th Percentile	Count
Sector 2015/16	23.9	33.9	45.9	54.1	69.9	19

Figure 41 - Proportion of direct and indirect hours for Support Workers

	Indirect	Direct	Count
Small (SIL)	4.7%	95.3%	18
Large (SIL)	7.0%	93.0%	19
Sector 2016/17	5.9%	94.1%	37
Sector 2015/16	4.6%	95.4%	17

Figure 42 - Average hours worked per Line Manager - distribution

	10th Percentile	25th Percentile	Median	75th Percentile	90th Percentile	Count
Small (SIL)	28.9	36.9	51.2	76.0	76.5	16
Large (SIL)	38.6	48.4	63.3	71.9	76.0	18
Sector 2016/17	29.7	44.9	62.3	75.1	76.1	34
Sector 2015/16	20.5	34.7	47.1	62.5	66.5	16

Figure 43 - Proportion of NDIS and non-NDIS Support Worker hours

	Other Services	NDIS Funding	Count
Small (SIL)	55.2%	44.8%	18
Large (SIL)	74.6%	25.4%	19
Sector 2016/17	65.2%	34.8%	37
Sector 2015/16	73.3%	26.7%	11

Figure 44 - Staff turnover - distribution

	10th Percentile	25th Percentile	Median	75th Percentile	90th Percentile	Count
Small (SIL)	3.0%	8.1%	13.5%	28.8%	73.6%	15
Large (SIL)	6.0%	16.0%	21.1%	27.2%	46.5%	14
Sector 2016/17	4.6%	8.6%	21.0%	27.8%	60.0%	29
Sector 2015/16	-	2.7%	15.2%	23.4%	31.7%	19

Figure 45 - Average number of Support Workers by employment type (FTE)

	Permanent part-time	Permanent full-time	Casual Staff	Count
Small (SIL)	7.0	4.4	3.1	18
Large (SIL)	75.9	15.1	25.1	19
Sector 2016/17	42.4	9.9	14.4	37
Sector 2015/16	38.7	6.8	5.7	22

Figure 45 Components - Average number of Support Workers by employment type (FTE) - Distribution

	10th Percentile	25th Percentile	Median	75th Percentile	90th Percentile	Count
Average number of Support Workers (FTE) - permanent part-time - distribution						
Small (SIL)	0.7	2.9	5.9	8.7	15.9	18
Large (SIL)	24.0	35.5	62.9	85.6	119.3	19
Sector 2016/17	1.8	5.7	19.4	62.9	91.7	37
Sector 2015/16	-	3.5	15.6	31.9	87.3	22
Average number of Support Workers (FTE) - permanent full-time - distribution						
Small (SIL)	-	-	-	7.9	10.1	18
Large (SIL)	-	-	3.2	14.1	42.2	19
Sector 2016/17	-	-	1.3	9.5	27.2	37
Sector 2015/16	-	-	-	8.4	26.2	22
Average number of Support Workers (FTE) - casual staff - distribution						

Figure 45 Components - Average number of Support Workers by employment type (FTE) - Distribution

	10th Percentile	25th Percentile	Median	75th Percentile	90th Percentile	Count
Small (SIL)	-	0.1	2.2	4.9	7.7	18
Large (SIL)	4.9	8.5	17.0	31.9	59.9	19
Sector 2016/17	-	2.2	6.0	17.0	36.5	37
Sector 2015/16	-	-	1.8	5.3	19.1	22

Figure 46 - Proportion of Support Worker hours by employment type

	Permanent part-time	Permanent full-time	Casual Staff	Agency Staff	Count
Small (SIL)	50.9%	18.6%	29.0%	1.4%	17
Large (SIL)	60.2%	10.1%	27.4%	2.3%	19
Sector 2016/17	55.8%	14.2%	28.2%	1.9%	36
Sector 2015/16	66.0%	10.8%	21.6%	1.5%	19

Figure 46 Components - Proportion of Support Worker hours by employment type - Distribution

	10th Percentile	25th Percentile	Median	75th Percentile	90th Percentile	Count
Proportion of Support Worker hours - permanent part-time - distribution						
Small (SIL)	15.3%	34.7%	49.5%	72.6%	84.9%	17
Large (SIL)	30.4%	41.6%	72.2%	77.4%	80.8%	19
Sector 2016/17	24.1%	36.6%	59.8%	76.8%	82.1%	36
Sector 2015/16	26.2%	42.4%	75.5%	92.1%	100.0%	19
Proportion of Support Worker hours - permanent full-time - distribution						
Small (SIL)	-	-	-	30.2%	43.9%	17
Large (SIL)	-	-	3.4%	14.6%	28.5%	19
Sector 2016/17	-	-	3.0%	24.4%	43.9%	36
Sector 2015/16	-	-	-	18.0%	27.7%	19
Proportion of Support Worker hours - casual staff - distribution						
Small (SIL)	-	11.1%	22.6%	45.3%	57.8%	17
Large (SIL)	7.3%	14.7%	19.6%	30.9%	55.5%	19

Figure 46 Components - Proportion of Support Worker hours by employment type - Distribution

	10th Percentile	25th Percentile	Median	75th Percentile	90th Percentile	Count
Sector 2016/17	-	14.4%	21.2%	42.7%	58.5%	36
Sector 2015/16	-	2.8%	10.2%	29.0%	45.2%	19
Proportion of Support Worker hours - agency staff - distribution						
Small (SIL)	-	-	-	-	5.6%	17
Large (SIL)	-	-	-	1.5%	7.3%	19
Sector 2016/17	-	-	-	0.6%	7.2%	36
Sector 2015/16	-	-	-	-	0.6%	19

Figure 47 - Average number of Line Managers by employment type (FTE)

	Permanent part-time	Permanent full-time	Casual Staff	Count
Small (SIL)	0.4	1.4	-	18
Large (SIL)	3.2	9.6	0.1	19
Sector 2016/17	1.9	5.6	0.1	37
Sector 2015/16	1.3	4.8	-	22

Figure 47 Components - Average number of Line Managers by employment type (FTE) - Distribution

	10th Percentile	25th Percentile	Median	75th Percentile	90th Percentile	Count
Average number of Line Managers (FTE) - permanent part-time - distribution						
Small (SIL)	-	-	-	0.6	1.4	18
Large (SIL)	-	-	0.8	4.7	9.4	19
Sector 2016/17	-	-	-	1.8	6.5	37
Sector 2015/16	-	-	-	0.4	4.3	22
Average number of Line Managers (FTE) - permanent full-time - distribution						
Small (SIL)	-	-	1.0	1.5	4.5	18
Large (SIL)	1.0	4.2	9.4	13.9	18.9	19

Figure 47 Components - Average number of Line Managers by employment type (FTE) - Distribution

	10th Percentile	25th Percentile	Median	75th Percentile	90th Percentile	Count
Sector 2016/17	-	1.0	3.4	9.4	15.4	37
Sector 2015/16	-	-	1.0	3.9	10.5	22
Average number of Line Managers (FTE) - casual staff - distribution						
Small (SIL)	-	-	-	-	-	18
Large (SIL)	-	-	-	-	0.3	19
Sector 2016/17	-	-	-	-	-	37
Sector 2015/16	-	-	-	-	-	22

Figure 48 - Proportion of Line Managers hours by employment type

	Permanent part-time	Permanent full-time	Casual Staff	Count
Small (SIL)	30.7%	69.3%	-	16
Large (SIL)	18.2%	76.3%	5.5%	19
Sector 2016/17	23.9%	73.1%	3.0%	35
Sector 2015/16	31.9%	68.1%	-	15

Figure 48 Components - Proportion of Line Managers hours by employment type - Distribution

	10th Percentile	25th Percentile	Median	75th Percentile	90th Percentile	Count
Proportion of Line Manager hours - permanent part-time - distribution						
Small (SIL)	-	-	-	61.4%	100.0%	16
Large (SIL)	-	-	12.5%	32.8%	41.8%	19
Sector 2016/17	-	-	-	36.8%	88.5%	35
Sector 2015/16	-	-	-	68.3%	100.0%	15
Proportion of Line Manager hours - permanent full-time - distribution						
Small (SIL)	-	38.6%	100.0%	100.0%	100.0%	16
Large (SIL)	39.8%	64.3%	86.7%	100.0%	100.0%	19

Figure 48 Components - Proportion of Line Managers hours by employment type - Distribution

	10th Percentile	25th Percentile	Median	75th Percentile	90th Percentile	Count
Sector 2016/17	-	58.3%	92.9%	100.0%	100.0%	35
Sector 2015/16	-	31.7%	100.0%	100.0%	100.0%	15
Proportion of Line Manager hours - casual staff - distribution						
Small (SIL)	-	-	-	-	-	16
Large (SIL)	-	-	-	-	1.5%	19
Sector 2016/17	-	-	-	-	-	35
Sector 2015/16	-	-	-	-	-	15

Figures 49(a) to 49(c) - Average staff tenure by employment type - Distribution

	10th Percentile	25th Percentile	Median	75th Percentile	90th Percentile	Count
Average staff tenure - permanent staff - distribution						
Small (SIL)	17.9	30.8	43.5	76.5	98.1	14
Large (SIL)	38.9	46.7	69.4	89.2	95.0	16
Sector 2016/17	23.8	39.0	58.7	87.3	99.9	30
Sector 2015/16	11.4	40.6	61.9	87.8	106.4	10
Average staff tenure - casual staff - distribution						
Small (SIL)	3.0	8.0	9.0	29.0	37.2	13
Large (SIL)	12.9	16.5	23.8	29.8	42.0	16
Sector 2016/17	5.3	9.0	21.9	29.0	39.2	29
Sector 2015/16	6.0	9.5	21.0	23.0	38.8	7
Average staff tenure - all staff - distribution						
Small (SIL)	11.7	24.0	30.0	66.1	68.6	15
Large (SIL)	25.5	34.6	56.3	65.4	75.6	17
Sector 2016/17	14.1	27.3	37.3	65.9	74.4	32
Sector 2015/16	15.8	37.0	54.3	61.5	86.0	18

Figure 50 - Support Worker to Line Manager ratio (FTE) - distribution

	10th Percentile	25th Percentile	Median	75th Percentile	90th Percentile	Count
Small (SIL)	4.3	5.3	7.4	16.5	18.5	16
Large (SIL)	3.5	6.4	12.6	21.2	23.2	19
Sector 2016/17	3.9	5.3	9.7	18.3	21.7	35
Sector 2015/16	5.3	7.1	10.8	15.3	22.2	16

Figure 51 - Support Worker to Line Manager ratio (headcount) - distribution

	10th Percentile	25th Percentile	Median	75th Percentile	90th Percentile	Count
Small (SIL)	4.0	5.3	9.5	17.6	24.5	16
Large (SIL)	5.4	7.6	18.3	21.9	34.7	19
Sector 2016/17	4.7	5.7	10.5	20.8	29.9	35
Sector 2015/16	4.8	5.8	9.8	14.1	18.9	16

Figure 52 - Average hourly Support Worker cost by employment type (base labour cost)

	Permanent part-time	Permanent full-time	Casual Staff	Agency Staff	Part-time Count	Full-time Count	Casual Count	Agency Count
Small (SIL)	$28.16	$29.34	$32.92	$43.68	16	8	13	<5
Large (SIL)	$28.02	$30.68	$32.16	$49.49	18	12	17	6
Sector 2016/17	$28.09	$30.15	$32.49	$47.16	34	20	30	np
Sector 2015/16	$27.73	$30.24	$31.02	$53.05	17	9	14	3

Figure 53(a) to 53(d) - Average hourly Support Worker cost by employment type (base labour cost) - Distribution

	10th Percentile	25th Percentile	Median	75th Percentile	90th Percentile	Count
Average hourly Support Work cost by permanent part-time (base) - distribution						
Small (SIL)	$24.20	$25.30	$26.90	$31.60	$33.00	16
Large (SIL)	$24.60	$25.40	$27.00	$31.10	$32.00	18
Sector 2016/17	$24.10	$25.40	$26.90	$31.30	$32.80	34

Figure 53(a) to 53(d) - Average hourly Support Worker cost by employment type (base labour cost) - Distribution

	10th Percentile	25th Percentile	Median	75th Percentile	90th Percentile	Count
Sector 2015/16	$24.40	$24.70	$26.60	$30.00	$31.80	17
Average hourly Support Work cost by permanent full-time (base) - distribution						
Small (SIL)	$26.60	$26.90	$28.20	$31.20	$34.10	8
Large (SIL)	$27.10	$28.00	$31.50	$32.90	$33.60	12
Sector 2016/17	$26.90	$27.40	$29.40	$32.90	$33.90	20
Sector 2015/16	$24.90	$29.70	$30.10	$31.60	$34.80	9
Average hourly Support Work cost by casual staff (base) - distribution						
Small (SIL)	$29.60	$30.20	$30.70	$33.90	$36.60	13
Large (SIL)	$27.70	$30.70	$32.90	$35.10	$35.70	17
Sector 2016/17	$29.20	$30.40	$31.90	$34.20	$35.80	30
Sector 2015/16	$25.00	$28.00	$30.60	$34.40	$36.20	14
Average hourly Support Work cost by agency staff (base) - distribution						
Small (SIL)	$34.20	$36.70	$44.30	$51.30	$52.60	<5
Large (SIL)	$40.10	$48.60	$51.40	$54.30	$56.90	6
Sector 2016/17	$32.50	$40.60	$50.20	$53.40	$55.20	np
Sector 2015/16	$46.80	$49.40	$53.80	$57.10	$59.10	3

Figure 54 - Average hourly Support Worker cost by employment type (actual labour cost)

	Permanent part-time	Permanent full-time	Casual Staff	Agency Staff	Part-time Count	Full-time Count	Casual Count	Agency Count
Small (SIL)	$36.67	$37.88	$39.87	$43.68	16	8	13	<5
Large (SIL)	$37.35	$40.40	$42.27	$49.49	18	12	18	6
Sector 2016/17	$37.03	$39.39	$41.26	$47.16	34	20	31	np
Sector 2015/16	$37.26	$35.36	$37.74	$53.05	17	9	14	3

Figures 54 Components - Average hourly Support Worker cost by employment type (actual labour cost) - Distributions

	10th Percentile	25th Percentile	Median	75th Percentile	90th Percentile	Count
Average hourly Support Worker cost permanent part-time (all inclusive) - distribution						
Small (SIL)	$30.00	$34.50	$36.20	$41.60	$42.70	16
Large (SIL)	$34.60	$35.90	$36.90	$39.40	$40.50	18
Sector 2016/17	$33.90	$35.00	$36.90	$40.00	$41.70	34
Sector 2015/16	$31.40	$34.00	$35.80	$40.00	$42.30	17
Average hourly Support Worker cost permanent full-time (all inclusive) - distribution						
Small (SIL)	$34.70	$35.50	$38.30	$40.10	$41.10	8
Large (SIL)	$36.00	$37.70	$40.10	$41.20	$42.50	12
Sector 2016/17	$35.40	$36.20	$39.00	$40.80	$42.00	20
Sector 2015/16	$32.50	$34.20	$35.60	$37.00	$39.30	9
Average hourly Support Worker cost casual staff (all inclusive) - distribution						
Small (SIL)	$34.60	$36.70	$38.70	$41.90	$48.90	13
Large (SIL)	$37.30	$39.00	$39.90	$41.50	$47.70	18
Sector 2016/17	$36.00	$38.10	$39.90	$41.70	$48.10	31
Sector 2015/16	$29.60	$32.10	$38.80	$41.20	$45.80	14
Average hourly Support Worker cost agency staff (all inclusive) - distribution						
Small (SIL)	$34.20	$36.70	$44.30	$51.30	$52.60	<5
Large (SIL)	$40.10	$48.60	$51.40	$54.30	$56.90	6
Sector 2016/17	$32.50	$40.60	$50.20	$53.40	$55.20	np
Sector 2015/16	$46.80	$49.40	$53.80	$57.10	$59.10	3

Figure 55 - Support Worker actual labour cost composition

	Base	Overtime	Shift Penalties	Sick Leave	Other Leave	Superannuation	Other	Count
Small (SIL)	41.9%	1.1%	41.2%	2.2%	2.7%	8.5%	2.4%	17
Large (SIL)	41.5%	0.6%	37.7%	1.7%	4.2%	8.3%	6.0%	19
Sector 2016/17	41.7%	0.8%	39.4%	1.9%	3.5%	8.4%	4.3%	36

Figure 55 - Components - Support Worker actual labour cost composition - Distribution

	10th Percentile	25th Percentile	Median	75th Percentile	90th Percentile	Count
Distribution of the proportion of Support Worker Payroll costs - Base						
Small (SIL)	20%	20%	30%	50%	80%	17
Large (SIL)	10%	20%	30%	50%	90%	19
Sector 2016/17	20%	20%	30%	50%	80%	36
Distribution of the proportion of Support Worker Payroll costs - Overtime						
Small (SIL)	-	-	-	-	-	17
Large (SIL)	-	-	-	-	-	19
Sector 2016/17	-	-	-	-	-	36
Distribution of the proportion of Support Worker Payroll costs - Shift Penalty						
Small (SIL)	10%	30%	40%	60%	60%	17
Large (SIL)	-	10%	50%	60%	60%	19
Sector 2016/17	-	30%	50%	60%	60%	36
Distribution of the proportion of Support Worker Payroll costs - Sick Leave						
Small (SIL)	-	-	-	-	-	17
Large (SIL)	-	-	-	-	-	19
Sector 2016/17	-	-	-	-	-	36
Distribution of the proportion of Support Worker Payroll costs - Annual Leave						
Small (SIL)	-	-	-	10%	10%	17
Large (SIL)	-	-	-	10%	10%	19
Sector 2016/17	-	-	-	10%	10%	36
Distribution of the proportion of Support Worker Payroll costs - Superannuation						
Small (SIL)	10%	10%	10%	10%	10%	17
Large (SIL)	10%	10%	10%	10%	10%	19
Sector 2016/17	10%	10%	10%	10%	10%	36
Distribution of the proportion of Support Worker Payroll costs - Other						
Small (SIL)	-	-	-	10%	10%	17
Large (SIL)	-	-	-	10%	10%	19
Sector 2016/17	-	-	-	10%	10%	36

Figure 56 - Average hourly Line Manager costs by employment type (base labour cost)

	Permanent part-time	Permanent full-time	Casual Staff	Part-time Count	Full-time Count	Casual Count
Small (SIL)	$33.03	$37.87		5	12	<5
Large (SIL)	$35.94	$36.64	$44.73	11	18	<5
Sector 2016/17	$35.03	$37.13	$44.73	16	30	np
Sector 2015/16	$29.63	$35.14		7	12	0

Figure 57(a) to 57(c) - Average hourly Line Manager cost by employment type (base labour cost) - Distribution

	10th Percentile	25th Percentile	Median	75th Percentile	90th Percentile	Count
Average hourly Line Manager cost permanent part-time (base) - distribution						
Small (SIL)	$28.40	$32.90	$33.30	$34.40	$37.20	5
Large (SIL)	$28.30	$29.60	$32.10	$36.70	$50.40	11
Sector 2016/17	$27.20	$29.90	$32.90	$35.50	$45.00	16
Sector 2015/16	$24.90	$25.70	$26.60	$34.30	$35.50	7
Average hourly Line Manager cost permanent full-time (base) - distribution						
Small (SIL)	$31.80	$33.20	$36.80	$41.10	$43.40	12
Large (SIL)	$30.40	$32.40	$36.00	$38.50	$41.00	18
Sector 2016/17	$30.40	$32.60	$36.30	$39.30	$43.10	30
Sector 2015/16	$27.30	$30.00	$33.10	$34.70	$45.90	12
Average hourly Line Manager cost casual staff (base) - distribution						
Small (SIL)						<5
Large (SIL)	$44.70	$44.70	$44.70	$44.70	$44.70	<5
Sector 2016/17	$44.70	$44.70	$44.70	$44.70	$44.70	np
Sector 2015/16						0

Figure 58 - Average hourly Line Manager cost by employment type (actual labour cost)

	Permanent part-time	Permanent full-time	Casual Staff	Part-time Count	Full-time Count	Casual Count
Small Metro	$37.41	$46.46		6	12	<5
Large Metro	$43.36	$43.35	$47.77	11	18	<5
Sector 2016/17	$41.26	$44.59	$47.77	17	30	np
Sector 2015/16	$35.74	$39.72		7	14	0

Figures 58 Components - Average hourly Line Manager cost by employment type (actual labour cost) - Distributions

	10th Percentile	25th Percentile	Median	75th Percentile	90th Percentile	Count
Average hourly Line Manager cost permanent part-time (all inclusive) - distribution						
Small (SIL)	$33.30	$35.50	$36.80	$40.30	$42.20	6
Large (SIL)	$32.10	$36.00	$41.60	$45.40	$61.00	11
Sector 2016/17	$31.90	$35.40	$38.60	$42.90	$52.40	17
Sector 2015/16	$30.90	$32.80	$36.70	$39.00	$39.90	7
Average hourly Line Manager cost permanent full-time (all inclusive) - distribution						
Small (SIL)	$36.10	$38.90	$41.70	$48.70	$59.20	12
Large (SIL)	$35.50	$38.10	$42.40	$45.80	$50.90	18
Sector 2016/17	$35.60	$38.10	$42.10	$47.80	$51.90	30
Sector 2015/16	$30.90	$35.70	$36.80	$39.70	$48.80	14
Average hourly Line Manager cost casual staff (all inclusive) - distribution						
Small (SIL)						<5
Large (SIL)	$38.90	$42.70	$49.00	$53.40	$56.10	<5
Sector 2016/17	$38.90	$42.70	$49.00	$53.40	$56.10	np
Sector 2015/16						0

Figure 59 - Line Manager payroll - actual labour cost composition

	Base	Overtime	Shift Penalties	Sick Leave	Other Leave	Superannuation	Other	Count
Small (SIL)	69.5%	4.1%	8.6%	0.9%	5.7%	8.8%	2.4%	16
Large (SIL)	69.5%	0.3%	10.7%	1.5%	4.6%	8.2%	5.1%	19
Sector 2016/17	69.5%	2.0%	9.8%	1.2%	5.1%	8.5%	3.9%	35

Figure 58 Components - Line Manager actual labour cost composition - Distribution

	10th Percentile	25th Percentile	Median	75th Percentile	90th Percentile	Count
Distribution of the proportion of Support Worker Payroll costs - Base						
Small (SIL)	40%	50%	80%	90%	90%	16
Large (SIL)	30%	70%	70%	90%	90%	19
Sector 2016/17	40%	60%	80%	90%	90%	35
Distribution of the proportion of Support Worker Payroll costs - Overtime						
Small (SIL)	-	-	-	-	10%	16
Large (SIL)	-	-	-	-	-	19
Sector 2016/17	-	-	-	-	-	35
Distribution of the proportion of Support Worker Payroll costs - Shift Penalty						
Small (SIL)	-	-	-	-	40%	16
Large (SIL)	-	-	-	10%	40%	19
Sector 2016/17	-	-	-	10%	40%	35
Distribution of the proportion of Support Worker Payroll costs - Sick Leave						
Small (SIL)	-	-	-	-	-	16
Large (SIL)	-	-	-	-	-	19
Sector 2016/17	-	-	-	-	-	35
Distribution of the proportion of Support Worker Payroll costs - Annual Leave						
Small (SIL)	-	-	-	10%	10%	16
Large (SIL)	-	-	-	10%	10%	19
Sector 2016/17	-	-	-	10%	10%	35
Distribution of the proportion of Support Worker Payroll costs - Superannuation						

Figure 58 Components - Line Manager actual labour cost composition - Distribution

	10th Percentile	25th Percentile	Median	75th Percentile	90th Percentile	Count
Small (SIL)	10%	10%	10%	10%	10%	16
Large (SIL)	10%	10%	10%	10%	10%	19
Sector 2016/17	10%	10%	10%	10%	10%	35
Distribution of the proportion of Support Worker Payroll costs - Other						
Small (SIL)	-	-	-	-	10%	16
Large (SIL)	-	-	-	10%	10%	19
Sector 2016/17	-	-	-	10%	10%	35

Figures 60(a) to 60(c) - Number of SIL Houses - all houses - Distributions

	10th Percentile	25th Percentile	Median	75th Percentile	90th Percentile	Count
All Houses						
Small (SIL)	1.0	1.0	2.0	4.8	6.9	18
Large (SIL)	8.6	12.5	17.0	28.0	40.6	19
Sector 2016/17	1.0	2.0	9.0	17.0	31.4	37
Sector 2015/16	1.0	1.0	4.0	11.5	18.6	19
Active Houses						
Small (SIL)	1.0	1.0	2.0	4.0	5.0	11
Large (SIL)	3.0	3.5	5.0	10.0	14.4	15
Sector 2016/17	1.0	2.0	4.0	6.8	11.5	26
Sector 2015/16	1.0	1.0	2.0	4.8	11.2	10
Inactive Houses						
Small (SIL)	1.0	1.0	2.0	3.0	4.0	11
Large (SIL)	4.0	9.0	13.0	19.5	36.0	18
Sector 2016/17	1.0	2.0	8.0	17.0	25.8	29
Sector 2015/16	1.0	1.5	4.0	8.0	15.4	15

Figure 61 - Average client per House - all Houses - distribution

	10th Percentile	25th Percentile	Median	75th Percentile	90th Percentile	Count
Small (SIL)	2.0	3.0	4.9	5.0	7.5	18
Large (SIL)	3.1	3.8	4.5	5.2	7.9	19
Sector 2016/17	2.3	3.4	4.6	5.1	8.6	37
Sector 2015/16	1.4	3.1	4.0	4.9	8.5	19

Figure 62 - Average client per House - active Houses - distribution

	10th Percentile	25th Percentile	Median	75th Percentile	90th Percentile	Count
Small (SIL)	2.0	3.0	4.8	5.5	11.0	11
Large (SIL)	3.6	4.3	4.5	8.8	12.1	15
Sector 2016/17	3.0	3.8	4.7	8.3	12.2	26
Sector 2015/16	4.0	4.0	5.0	8.0	11.1	10

Figure 63 - Average client per House - inactive Houses - distribution

	10th Percentile	25th Percentile	Median	75th Percentile	90th Percentile	Count
Small (SIL)	1.0	2.7	3.0	5.0	5.0	11
Large (SIL)	2.6	3.2	4.2	5.1	7.0	18
Sector 2016/17	1.7	3.0	4.1	5.0	6.1	29
Sector 2015/16	1.2	2.8	3.5	4.1	6.8	15

Figures 64(a) to 64(c) - Average Support Workers hours per client - Distributions

	10th Percentile	**25th Percentile**	**Median**	**75th Percentile**	**90th Percentile**	**Count**
Average Support Workers hours per client - all Houses - distribution						
Small (SIL)	63.8	68.3	86.1	108.7	142.1	18
Large (SIL)	40.7	64.0	96.2	107.8	150.2	19
Sector 2016/17	45.7	67.9	93.3	111.8	147.9	37
Sector 2015/16	38.6	61.1	94.5	117.7	139.5	18

Figures 64(a) to 64(c) - Average Support Workers hours per client - Distributions

	10th Percentile	25th Percentile	Median	75th Percentile	90th Percentile	Count
Average Support Worker hours per client - active Houses - distribution						
Small (SIL)	64.2	78.4	102.3	141.6	247.3	11
Large (SIL)	63.9	80.6	116.2	150.8	202.8	15
Sector 2016/17	64.1	79.8	105.5	147.1	219.8	26
Sector 2015/16	92.5	109.1	140.1	148.5	174.2	10
Average Support Worker hours per client - inactive Houses - distribution						
Small (SIL)	47.8	57.9	74.7	85.4	99.3	11
Large (SIL)	32.9	58.5	71.0	111.5	157.1	18
Sector 2016/17	33.6	57.9	74.7	99.3	127.9	29
Sector 2015/16	24.7	46.9	85.0	103.9	118.8	14

Appendix D – Chapter 4 data

Figure 65 - Overheads as a proportion of total expenses

	10th Percentile	25th Percentile	Median	75th Percentile	90th Percentile	Count
Small	13.7%	20.1%	23.8%	36.8%	48.6%	21
Medium	11.6%	15.4%	23.3%	27.4%	30.3%	31
Large	14.9%	15.1%	21.6%	26.0%	30.6%	24
Sector 2016/17	13.1%	16.0%	22.8%	29.0%	38.0%	76
Sector 2015/16	6.1%	11.2%	17.9%	25.0%	34.7%	47

Appendix E – Chapter 5 data

Figure 66 - Cash ratio

	10th Percentile	25th Percentile	Median	75th Percentile	90th Percentile	Count
Small	0.40	0.89	2.46	3.99	7.65	20
Medium	0.43	0.80	1.26	2.36	3.65	31
Large	0.37	0.56	1.08	1.77	2.15	25
Sector 2016/17	0.37	0.80	1.31	2.45	3.94	76

Figure 67 - Quick ratio

	10th Percentile	25th Percentile	Median	75th Percentile	90th Percentile	Count
Small	0.9	1.3	3.6	4.9	8.6	20
Medium	0.8	1.1	1.8	3.0	3.8	31
Large	0.8	1.1	1.6	2.3	2.7	25
Sector 2016/17	0.8	1.1	1.9	3.1	4.8	76
Sector 2015/16	0.8	1.2	1.9	3.1	4.7	47

Figure 68 - Month of spending ratio

	10th Percentile	25th Percentile	Median	75th Percentile	90th Percentile	Count
Small	-0.01	0.54	1.73	6.32	9.26	18
Medium	0.05	0.96	2.27	4.20	7.30	29
Large	-0.30	0.37	1.80	3.00	3.63	22
Sector 2016/17	-0.02	0.51	1.96	3.64	7.23	69
Sector 2015/16	-0.19	0.61	1.65	3.66	5.65	47

Figure 69 - Debt ratio

	10th Percentile	25th Percentile	Median	75th Percentile	90th Percentile	Count
Small	0.07	0.11	0.23	0.77	1.73	20
Medium	0.10	0.16	0.29	0.47	0.67	31
Large	0.23	0.28	0.34	0.41	0.66	25
Sector 2016/17	0.09	0.19	0.31	0.49	0.81	76
Sector 2015/16	0.15	0.20	0.30	0.44	0.71	47

Appendix F – Chapter 6 data

Figure 70 - Providers by turnover

	<$500,000	$500,000 -$1M	$1M -$2M	$2M -$4M	$4M -$6M	$6M -$8M	$8M -$12M	>$12M
Sector 2016/17	6	5	10	13	9	4	5	25

Figure 71 - Providers by disability turnover

	<$500,000	$500,000 -$1M	$1M -$2M	$2M -$4M	$4M -$6M	$6M -$8M	$8M -$12M	>$12M
Sector 2016/17	8	4	11	13	8	7	4	22

Figure 72 - Providers by NDIS turnover

	$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 2016/17	16	4	5	5	3	2	7	29

Figure 73 - Proportion of disability revenue to total revenue

	Disability Revenue	Other Revenue	Count
Small	89.8%	10.2%	21
Medium	88.4%	11.6%	31
Large	86.6%	13.4%	25
Sector 2016/17	88.2%	11.8%	77
Sector 2015/16	82.0%	18.0%	47

Figure 74 - Proportion of NDIS revenue to total disability revenue

	NDIS Revenue	Other Disability Revenue	Count
Small	24.5%	75.5%	21
Medium	30.8%	69.2%	31
Large	13.0%	87.0%	25
Sector 2016/17	23.3%	76.7%	77
Sector 2015/16	7.9%	92.1%	47

Figure 75 - Providers by State

	NSW	VIC	QLD	SA	WA	TAS	NT	ACT
Sector 2016/17	27	11	14	8	8	5	1	3

Figure 76 - Provider business structure

	Private company	Public company	Incorporated association	Unincorporated association	Partnership	Sole trader	Trust	Government entity	Company Limited by Guarantee	Other
Sector 2016/17	8	7	42	1	1	0	0	0	12	3