Dementia and Aged Care Services Fund: Research and Innovation Grants
F3 - Activity – Performance Report to 15 September 2017

Organisation	Alzheimer's Australia Ltd
Grant Activity Name	Unification and Transition to Dementia Australia
Grant Activity ID	4-52JRTP9

ACTIVITY DETAILS					
Activity Start Date	23/06/2017	**Activity End Date**	30/06/2018	**Total Activity Funding (GST Exclusive)**	$1,500,00.00
Objective *Refer Item A.2 of the Standard Funding Agreement Schedule*	The DACS Fund is designed to better support activities that respond to existing and emerging challenges including dementia care, better support services targeting people from diverse social and cultural backgrounds, and support special measures for Aboriginal and Torres Strait Islander people. The Fund can also be used to support activities that assist the Commonwealth in informing itself about aged care.				
Activity Details *Refer Item B.3 of the Standard Funding Agreement Schedule*	The Activity is intended to support consumers and other users of Alzheimer's Australia services as it transitions to a single national organisation branded as 'Dementia Australia'. Note: this funding is supplementary to the transition process to the national entity "Dementia Australia" and is not reflective of full costs or activities that the transition process entails. 1. Ensure unification activities comply with legal and regulatory requirements and meet appropriate standards. This may include commissioning specialist advice to ensure the organisation is compliant with requirements at all stages. 2. Undertake change management activities with clients, referrers, staff, stakeholders and other partners across the country. This includes engaging with active and past clients to ensure they are aware of the organisational changes and the implications it has on them should they wish to seek further support. Your Organisation is required to investigate data on current referral sources and endeavour to notify referrers of the organisational change. 3. Promote the brand 'Dementia Australia' and relevant access points to existing and potential clients and referrers. This includes a concerted strategy to raise awareness among primary health care providers. 4. Ensure the nationally unified Dementia Australia has national reach such that consumers are able to access Australian Government-funded services, no matter who they are or where they live. This may include revising the staffing model to ensure coverage of staff in regional areas or emphasising technological solutions to enable client access. 5. Implementing system changes to enhance Your Organisation's ability to collect outcome-focused data and be responsive to data and information requirements of the Department.				

F3 Performance Activity - execution to 15 September 2017

ACTIVITY DELIVERABLES – *provide details of how your organisation will undertake and evaluate the activity*					
No.	**Activity**	**Deliverable**	**Timeframe**	**Outcome**	**F3 Performance Activity - execution to 15 September 2017**
a.	Preparation of Unification Project Plan	Project plan development based on submission – including key activities, resources, status updates, risks / issue mitigation.	June 2017	Unification project plan will guide the project direction and enable progress to be tracked and support reporting to Steering Committee, Board, Executive.	Outcome - Complete KPMG consultation undertaken in early 2016/17 provided recommendations for a suggested operational model. Towards the end of 2016, the operational model and high level draft implementation plan was provided to the Board and accepted in early 2017. Following subsequent recruitment of the Project Lead, the project plan was further developed and finalised (June 2017) and progressed included: • Project plan framework • Governance structures and approach to transition from a federated to unified organisation • High level timelines with key milestones • Establishment of Project Steering Committee • Engagement of workstream leads for discrete project areas • Regular reporting / status updates to the National CEO and Board Key objective of the unification activity – to improve overall organisational effectiveness, responsiveness and agility to better position the organisation to meet the needs of people with dementia, their families and carers. Identified benefits – delivery of consistently high quality support services, strengthen advocacy and enhance the organisations capacity to facilitate research and education into the prevention, delay and cure of dementia. Elevate advocacy potential expand partnerships building capacity across the sector and provide opportunities to expand services and programs across regions, thus improving outcomes for people living with dementia.

ACTIVITY DELIVERABLES – *provide details of how your organisation will undertake and evaluate the activity*

No.	Activity	Deliverable	Timeframe	Outcome	F3 Performance Activity - execution to 15 September 2017
b.	Establishment and operation of Project Team and Integration Management Office (IMO / Steering Committee)	The project team will be established that comprises a dedicated project team and workstream leads - as staff and subject matter experts directly involved in project activities. It includes an external Project Lead with extensive business transformation experience. The operation of the Steering Committee will provide project governance to the Project team / workstream leads.	30 July 2017 30/6/18	The project team will work with the project plan to ensure the project areas track against key deliverables. The Steering Committee will meet monthly or more regularly if required and provide advice, comment and feedback on project direction and progress. Internal reporting mechanisms are established to Board, Executive and transition CEO's.	Outcome - Complete Project team established (June 2017) - appointment of project team workstream leads with specialist subject matter experts and supported by the project team. Structure includes: • Project team - Project Team Lead, Project Manager, Admin / Communications support • Workstream Leads for – Consumer engagement, Policy & Advocacy, Services and Programs, Education, Marketing Media & Communication, Education, Research, People & Culture, Finance & Corporate Services, Fundraising Unification project governance structure (effective June 2017) comprises of: • Steering Committee – CEO / Executive Team • Project Team • Workstream lead – each workstream also has an advisory group and a working group mechanism (supports identification of current state through specialised staff and assists with identification of options and change implementation) Operates with: • Regular steering committee meetings - fortnightly • Workstream lead project meetings – following appointment and project workshop in May 2017, monthly and more regularly as needed. • Regular reporting to CEO group / Executive and Board including progress / status, issues / risk and mitigation activities (monthly) Stage 1 - activity: • Stage 1 analysis commenced for all workstreams - Note: delay with appointment of Finance & Corp. Services mid August) • Stage 1 reports - analysis reports, identifying future work, to CEO / Exec Director – early August 2017, Corp Services scheduled for early Oct 2017
1	At all times through the organisational transition to Dementia Australia the organisation remains compliant with legal, regulatory, and funding requirements upon them	Compliance will be monitored via a variety of mechanisms: • Legal & Governance reporting and registration via compliance agencies - ACNC/ASIC, ATO • Legal advice is sought as appropriate • Governance reporting and endorsement of material by AA/DA Board – (Constitution, delegations, governance manual) • Financial Risk & Audit Committee - Financial management (includes specialist independent advisors) • Funding deliverables and other contractual obligations	30/6/18	100% compliance Reporting, registration and notification meets contractual and legislative requirements	During the reporting period a range of governance activities were undertaking in changing the governance structure from 8 separately functioning entities to a unified structure overseen by 1 governing Board. Governance / Compliance activities included: • Legal advice on constitutional changes for Alzheimer's Australia Ltd and S&T entities developed – includes information pack of draft constitutions for adoption (8), explanatory statements, FAQ and information flyer • Special General Meeting (SGM) held by Alzheimer's Australia Ltd – 3 Aug 2017 – included adoption of Dementia Australia Limited Constitution • Registration of entity change / Name Change for Dementia Australia with ASIC and update of governance documents (registration and constitution) with ACNC – Aug 2017 • Remaining Alzheimer's Australia entities – special general meetings of Boards and members - held by all state and territory entities (7) – 4 Aug to 4 Sept 2017 – included update of governance documents and director information with ASIC / ACNC, notification through other regulatory bodies such as ATO and state based registration entities (ie NSW – Office of Fair Trading), • Endorsement of organisational governance documentation – Constitution, Board register, Governance Manual, FARM Charter, Delegated Authorities – Aug-Sept 2017. This activity will continue into the next reporting period for further governance policy and procedures as appropriate • Financial auditing of all entities occurred – Jul – Sept 2017 as part of EOFY 2016/17 – consolidated financial reporting as whole of group planned for 2nd quarter 2017/18 as change and control of entities passes to new executive function. Tender for single auditor will be prepared as part of 2nd quarter activity and be included as part of the AGM process for all entities (Nov 2017) • Communication of new entity change to other contract holders / service providers – commenced August 2017 and will continue through public launch of Dementia Australia • Legal advice sourced – constitutional changes, business entity structures, trademark and business name registration

ACTIVITY DELIVERABLES – *provide details of how your organisation will undertake and evaluate the activity*					
No.	Activity	Deliverable	Timeframe	Outcome	F3 Performance Activity - execution to 15 September 2017
					All current contractual deliverables continue to be achieved.
2	Clients currently receiving dementia support services through Australian - Government funded programs are notified in writing about the transition to Dementia Australia	Current clients will be notified by Email / letter communication to all registered clients who are currently receiving services from AA/DA. These clients will be identified through the internal client management system and database. Additionally, the following methods will be used to contact previous clients, potential clients and other interested parties • Newsletters / e-newsletters, website and membership updates • Flyers and information sheets distributed at education events, awareness raising activities and through AA/DA offices • Dementia Australia launch / AA National Dementia Conference • Briefings to consumer groups eg: DFC, AADAC	Dec 2017 30/3/18	Change management strategy developed Attempted contact of 100% of registered clients currently receiving services Notification includes: • Letters / email informing of organisational change • Information sheets / FAQ material • Website / social media Clients / consumers will continue to be provided access to services and supports.	During the reporting period the National Communications Team developed the organisational communication plan which targets consumers of AA services – including people with dementia and their carers, professional / sector bodies and the general public as well as strategies for staff and other external stakeholders. Communication campaign will commence mid October 2017 as part of Dementia Australia launch. Business as Usual (BAU) is a commitment made by the Board and management team of AA / DA – whilst progressing the operational changes to a unified organisation. To ensure ongoing level of service delivery client services staff changes are kept to a minimum to ensure consistent service delivery. During this reporting period the Client Services and Education workstreams undertook their current state analysis with a focus on leveraging and enhancing existing centres of excellence and using resources across jurisdictional areas for advantage ie tender preparation for AATas was supported by expertise in policy and advocacy from NSW, Vic and the national office team. The membership of the S&T AA's were communicated with in relation to constitutional changes with information packs for why change is occurring, flyers and FAQs, most S&T's also held information sessions to assist with the process. It should be noted that general membership of AA is held by over 5,000 individuals, the majority of which are AA service consumers/people with dementia, their carers and families. A staff information pack was also underdevelopment during the reporting period and consisted of weekly staff communications via "In the Loop" this email based communication was transitioned to a web based e-newsletter and regularly includes updated of unification activity, FAQ responses and access to information relating to unification projects and professional opportunities. This content supports staff in addressing enquiries from consumers.
3	Primary health care providers and other relevant organisations are made aware of the Dementia Australia brand and how they can utilise Dementia Australia to support them and their clients	In order to raise awareness of Dementia Australia, sector groups will be notified of the organisational change and methods to access to services and dementia resources / information through: • Brand launch at the AA National Conference • Industry Sector group engagement by CEO and President • Written and verbal communication to key sector organisations • Website / Newsletters / Media Releases • Local health / community network groups • Dementia Australia Staff In addition to the above activities to specifically notify sector groups of unification, promotion of services and access to information and resources for people with dementia and their carers will continue as part of ongoing business as usual activities and in keeping with the relevant program specific deliverable ie NDSP Workplans and communication plan	Oct / Nov 2017 30/6/18	Change management strategy developed Primary health care providers and other relevant organisations are aware of organisational transition and continue to access and refer their consumers to Dementia Australia.	During the reporting period the National Communications Team developed the organisational communication plan which in addition to consumers of AA services targets other stakeholders such as health, aged care and community sector care and representational bodies. Informal advice of change has also been provided by the CEO and Board Chair at regular sector and departmental network groups and as part of public facing panels and presentations. Formal communication campaign will commence mid October 2017 as part of Dementia Australia launch scheduled during the AA Conference. As being planned during the reporting period the launch will include branding name change, information packs for all staff, reskin of website, changeover of email domains. Launch of Dementia Australia will then be followed by further communication with a large range of stakeholders to inform them of name change.

ACTIVITY DELIVERABLES – *provide details of how your organisation will undertake and evaluate the activity*					
No.	Activity	Deliverable	Timeframe	Outcome	F3 Performance Activity - execution to 15 September 2017

4	A nationally consistent service offering of Government-funded supports is available to consumers from all regions of Australia	Transition to the new DA organisation includes establishment of the National Executive Directors team, each will have a functional focus area on a national basis to support a consistent service offering all regions.
		
		The future state service delivery model is identified and implemented, inclusive of government funded supports.
		
		A national service delivery model supports:
		
		• identification of best practice opportunities for further roll out and implementation
		• exploration of regional / remote support models including face to face and on line
		• use of expertise across national centres of excellence as well as local capability
		
		Promotion of services and access to information and resources for people with dementia and their carers will continue as part of ongoing business as usual activities and in keeping with the relevant program specific deliverable ie NDSP Workplans and communication plan
			July 2017
			
			October 2017- June 2018
			
			30/6/18
				Executive team recruited and established
				
				Service Delivery model for the unified organisation identified and implementation plan developed.
				
				Government funded contract deliverables and KPIs are met
					Outcome - Complete
					
					Executive team recruited and established
					Management team changes with transition from CEO led management teams for each entity to an executive team structure that is functions based (vs jurisdictional areas). The CEO group transition commenced with CEO departures at June end (SA & Qld) and mid July (Tas), transition of acting CEOs at September end (NT & SA and ACT) and mid Oct (NSW). During this time CEO and executive team met as one group through monthly CEO meetings and through Exec. Team visits across all entities.
					
					Executive Directors – appointed 2017 and include:
					• National CEO (in place March 2017)
					• Executive Director – Finance & Corporate Services – people & culture, IT, procurement property & assets, finance, quality & risk
					• Executive Director – Client Services – evaluation & service delivery, regional service delivery, centralised service delivery, consumer education
					• Executive Director – Consumer engagement, Policy & Research, consumer engagement, research, consumer engagement, policy development
					• Executive Director – Stakeholder engagement – Communications, media, marketing and fundraising
					• Executive Director – Business Development – business development, tender development, professional education and Centre for Dementia Learning
					• Unification Project Lead
					• Director – NHMRC – National Institute of Dementia Research
					During the reporting period planning for functional reporting occurred with a review of all existing staffing positons allocation of roles to the functional report. Functional reporting for the staff of the national office transitioned in August, followed by Tasmanian staff in early September. The functional report change for all other roles is scheduled for early October 2017. Configuration of functional teams within each function will occur in the next 6 months.
					
					Service Delivery Model
					Services and Program workstream lead workplan development commenced during the reporting period. As undertaken by the workstream lead for this area, activities included:
					• Stage 1 - analysis (Jul/Aug)
					  o Identify all services / programs and funding sources, gaps and duplications and local variations of services and programs
					  o Identify partnerships, potential competitors
					  o Identify current processes and service pathways, reporting processes and capability
					• Stage 2 - identify opportunities (Aug)
					  o Analyse identified gaps, duplications and local variation
					  o Confirm core business requirements, focus and priorities
					  o Analyse current partnerships for strategic fit, potential partners to address gaps
					  o Identify and analyse potential alternative funding sources and service offerings
					• Stage 3 – future - continuing work entails
					  o develop future state options and high level recommendations for consideration by executive (end September)
					  o develop detailed target operating model design and implementation plan (Oct-Dec 2017)
					
					Broad current service offerings currently include – Helpline, counselling, early intervention, individual support and information, support and activity groups, carer education, community awareness, younger onset key workers, dementia advisors, respite, social support library and information, capacity building and linkages, cognitive enhancement.
					
					All current contractual deliverables continue to be achieved.

ACTIVITY DELIVERABLES – *provide details of how your organisation will undertake and evaluate the activity*					
No.	Activity	Deliverable	Timeframe	Outcome	F3 Performance Activity - execution to 15 September 2017

5	Data is able to be produced to provide information specific to regional areas.	Client record management protocols continue to be updated and include LGA information.
		
		ICT infrastructure and architecture is updated and nationalised to support increased access and use of data, information and business intelligence.
		
		• data centre infrastructure and backup server expansion install
		• Dementia Australia domain build centralising email exchange, national branding and content management
		• audit & consolidation of software platforms for CMS, finance, HR, Intranet
			30/6/18	Government funded contract deliverables and KPIs are met
				
				ICT infrastructure upgrade and support of data and content management
					Government funded contract deliverables and KPIs are met as reported under DACs workplan Activity No 1.
					
					Client record management protocols continue to be updated and enhanced with the ongoing use of TCM as the primary client management tool. TCM is utilised in both performance reporting and as an information tool for the current state analysis work as undertaken by a number of the unification project workstream leads. LGA information, as provided, is included for consumer details.
					
					Data centre infrastructure and backup server installation occurred in August 2018, this core infrastructure equipment refresh will support single domain establishment and the unification projects including:
					
					• Host single email exchange (merge 9 into 1), domain established in Aug/Sept – all email to transfer to @dementia.org.au mid October 2017
					• Established capacity / ability to transfer all IT systems into the core data centre under a single platform.
					   o current – national office, Qld, SA, Tas – detailed planning to move to new domain, IT performance improvements noted – Aug/Sept
					   o scheduled for migration (following DA launch) - work will commence in Oct for Victoria (Nov 2017 transition), NT (Dec/Jan), NSW and ACT (Feb 2018) – movement from ageing in-house server hosting to data centre
					• Upgrading Citrix Core and Windows Desktop is underway, preparing for a Windows 10 standard operating environment (SOE), roll out to commence in October with an estimated completion Feb/March 2018
					• Software – audit by IT team (current state analysis, current licensing) and initial priorities identified (July/Aug 2017) this will be subject to project team decisions on preferred system options
					• IT Steering group established Sept 2017 – Comprised of IT, executive, board and unification project team members – will work as part of unification project team to support identification, scheduling and implementation of preferred IT projects (across a large range of the workstream areas). Currently 62 discrete projects scheduled.

6	Consumer and other stakeholder feedback indicates improved access to services and programs	Intake and other internal processes are streamlined and consistent across AA/DA ensuring a consistent consumer experience in accessing services. Cross-border service provision is implemented in relevant regions to increase access to services for client residing in state/territory boundaries.	30/6/18 30/6/18	Consumer survey feedback as part of unification activity to include awareness and access to services. Feedback sourced through consumer engagement activities such as dementia friendly communities	During the reporting period the paper for "Dementia and the Impact of Stigma" survey was released. As part of Dementia Awareness Month activity on 1 September 2017 the survey found that people living with dementia and their carers often experience embarrassing situations, feel socially disconnected and less competent. Based on the Stigma Impact Scale, as developed by researchers and previously used in this area, the responses have been used as part of the DAM 2017 awareness raising campaign and also inform future campaigns, service delivery and policy and advocacy work as undertaken by the organisation. The Unification project team developed a consumer survey which was distributed to identify consumers current views on the organisation and the services provided (July/ Aug) – this survey will contribute to the baseline analysis of the impact of unification on consumers and stakeholders. Consumer surveys will continue to be scheduled in future reporting periods and will focus on awareness and access to services. Consumer feedback will also include individual consumers and those as consumer participants in organisational consumer groups such as dementia advisory committees, dementia friendly communities project, consumer participants in departmental feedback mechanisms.
7	Activities funded under other Department of Health funding agreements are not impacted by the unification	All KPIs from Department of Health funding agreements are allocated to relevant areas of the new AA/DA structure Service delivery staff will continue to deliver funded activities – business as usual. Additional staffing / expert resources are utilitized to develop and transition to the unified model.	30/9/17 30/6/18 30/6/18	All government contracts for services are delivered as KPIs and workplans. • Clients accessing services through the NDSP does not decrease • Referrals to the National Dementia Helpline does not decrease • CHSP services delivered as agreed in relevant contracts	It is noted that KPIs for DoH / DSS government funded contracts were met for 2016/17 (as reported in the early part of 2017/18). Program staff will continue to monitor activity in relation to scheduling program activities and monitoring of demand and participation by our consumers (and as such meet contractual deliverables and KPIs). Of note during the current reporting period a large range of activities were held during Dementia Awareness month in Sept 2017 including a range of well attended public lectures and awareness raising events. Strong social and traditional media campaigns continue to push awareness raising opportunities and subsequent contact with the National Dementia Helpline remains strong. Program reports have been delivered to the associated funding body as per workplan deliverables.

ACTIVITY DELIVERABLES – *provide details of how your organisation will undertake and evaluate the activity*					
No.	**Activity**	**Deliverable**	**Timeframe**	**Outcome**	**F3 Performance Activity - execution to 15 September 2017**
		Senior staff continue to engage with key peak body partners and maintain relationships	30/6/18	• Planned community awareness activities and dementia friendly communities initiative are delivered as per workplans • Peak body partnerships & related activity are not impacted	

8	Reduction in administrative/overhead costs	Identify and implement systems changes to reduce organisational administrative / overhead expenditure across the current federated organisation. Identification through the project unification worksteam activity.
		
		Identification of improved performance through;
		
		• Legal advice specific to governance / operating compliance
		• corporate services workstream analysis (1ˢᵗ quarter), may also occur through other workstreams
		• transition to single systems / operating models
		• streamlining of current process methodologies
		• removal of duplication in activities
		
		Additionally risk assessment / mitigation activities are implemented to ensure there is no impact to delivery of services to consumers.
		
		Potential examples: audit processes / costs, single chart of accounts, intake processes, national procurement service agreements, consolidated software licencing.
			Ongoing
			
			30/7/17
			
			30/6/18
				Efficiencies gained on administrative / overhead expenditure
				
				>20% - identified and partially realised in 2017/18.
				
				Enhancement of service delivery process and access to services by consumers
				
				Note: long term efficiencies will be realised into 2018/19
				
				Risk management plan developed
				
				Internal processes reviewed and streamlined
					Legal advice has been sought to enhance unification activities are reported under Activities 2&3.
					
					Finance and Corporate Services workstream lead workplan development commenced during the reporting period. Due to the need to maintain BAU across the corporate services functions across all 8 entities into 2016/17 external project expertise was engaged to undertake the initial workstream lead activities.
					
					As undertaken by the workstream lead for this area, activities have commenced and included:
					• Stage 1 - analysis (Aug/Sept)
					  o Finance
					  o IT
					  o Asset / Property management
					  o Risk /QA / Compliance
					  o Contract management / procurement
					• Stage 2 - identify opportunities (underway Sept/Oct)
					  o Analyse and identify opportunities from Stage 1
					  o Identify opportunities from other workstream areas
					  o Identify and analyse current / potential service offerings for corporate service functions
					• Stage 3 – future - continuing work entails – development of high level recommendations (ongoing)
					
					Unification project risk management plans, issues and mitigation activities are reported through the project governance structure (Steering Committees, CEO and Board).
					
					Future projects identifying potential internal efficiencies are being identifies through Stage 2 and will be incorporated in to the Unification project plans. This review includes streamlining internal operational process -

Dementia and Aged Care Services Fund: Research and Innovation Grants
F3 - Activity – Performance Report 16 September to 30 November 2017

Organisation	Alzheimer's Australia Ltd
Grant Activity Name	Unification and Transition to Dementia Australia
Grant Activity ID	4-52JRTP9

ACTIVITY DETAILS					
Activity Start Date	23/06/2017	**Activity End Date**	30/06/2018	**Total Activity Funding (GST Exclusive)**	$1,500,00.00
Objective *Refer Item A.2 of the Standard Funding Agreement Schedule*	The DACS Fund is designed to better support activities that respond to existing and emerging challenges including dementia care, other support services targeting people from diverse social and cultural backgrounds, and support special measures for Aboriginal and Torres Strait Islander people. The Fund can also be used to support activities that assist the Commonwealth in informing itself about aged care.				
Activity Details *Refer Item B.3 of the Standard Funding Agreement Schedule*	The Activity is intended to support consumers and other users of Alzheimer's Australia services as it transitions to a single national organisation branded as 'Dementia Australia'. Note: this funding is supplementary to the transition process to the national entity "Dementia Australia" and is not reflective of full costs or activities that the transition process entails. 1. Ensure unification activities comply with legal and regulatory requirements and meet appropriate standards. This may include commissioning specialist advice to ensure the organisation is compliant with requirements at all stages. 2. Undertake change management activities with clients, referrers, staff, stakeholders and other partners across the country. This includes engaging with active and past clients to ensure they are aware of the organisational changes and the implications it has on them should they wish to seek further support. Your Organisation is required to investigate data on current referral sources and endeavour to notify referrers of the organisational change. 3. Promote the brand 'Dementia Australia' and relevant access points to existing and potential clients and referrers. This includes a concerted strategy to raise awareness among primary health care providers. 4. Ensure the nationally unified Dementia Australia has national reach such that consumers are able to access Australian Government-funded services, no matter who they are or where they live. This may include revising the staffing model to ensure coverage of staff in regional areas or emphasising technological solutions to enable client access. 5. Implementing system changes to enhance Your Organisation's ability to collect outcome-focused data and be responsive to data and information requirements of the Department.				

F4 Performance Activity – 16 September – 30 November 2017

ACTIVITY DELIVERABLES – *provide details of how your organisation will undertake and evaluate the activity*					
No.	**Activity**	**Deliverable**	**Timeframe**	**Outcome**	**F4 Performance Activity – 16 September to 30 November 2017**
a.	Preparation of Unification Project Plan	Project plan development based on submission – including key activities, resources, status updates, risks / issue mitigation.	June 2017	Unification project plan will guide the project direction and enable progress to be tracked and support reporting to Steering Committee, Board, Executive.	Outcome – Complete (as reported in F3)
b.	Establishment and operation of Project Team and Integration Management Office (IMO / Steering Committee)	The project team will be established that comprises a dedicated project team and workstream leads - as staff and subject matter experts directly involved in project activities. It includes an external Project Lead with extensive business transformation experience. The operation of the Steering Committee will provide project governance to the Project team / workstream leads.	30 July 2017 30/6/18	The project team will work with the project plan to ensure the project areas track against key deliverables. The Steering Committee will meet monthly or more regularly if required and provide advice, comment and feedback on project direction and progress.	Outcome – Complete (as reported in F3) Outcome - Continuing Following Constitutional changes - the individual management structures of each entity we handed over in a structured manner. Initial change and control occurred with each S&T Board resigning (incorporate / association) or folding (company) in recognition of the governing Board. The CEO's of each entity transitioned change and control to the executive team as at 1 October 2017. Functional reporting of staff transitioned in Sept / October 2017.

ACTIVITY DELIVERABLES – *provide details of how your organisation will undertake and evaluate the activity*					
No.	Activity	Deliverable	Timeframe	Outcome	F4 Performance Activity – 16 September to 30 November 2017
				Internal reporting mechanisms are established to Board, Executive and transition CEO's.	The Steering Committee also transitioned from the CEO group to the Executive. Regular meetings continue. The Board is informed of Unification activities at each meeting and is also a standing agenda item for the Executive's regular meeting.
1	At all times through the organisational transition to Dementia Australia the organisation remains compliant with legal, regulatory, and funding requirements upon them	Compliance will be monitored via a variety of mechanisms: - Legal & Governance reporting and registration via compliance agencies - ACNC/ASIC, ATO - Legal advice is sought as appropriate - Governance reporting and endorsement of material by AA/DA Board – (Constitution, delegations, governance manual) - Financial Risk & Audit Committee - Financial management (includes specialist independent advisors) - Funding deliverables and other contractual obligations	30/6/18	100% compliance Reporting, registration and notification meets contractual and legislative requirements	During the reporting period a range of governance activities continued in transitioning the governance structure to a unified structure overseen by 1 governing Board. Governance / Compliance activities included: - Legal advice continued to be sought around single entity frameworks, taxation implications, management of contracts, bequests and reporting compliance as well as trademark and business name registration. - Following the Special General Meeting (SGMs) held by all Alzheimer's in Aug / Sept 2017 – Registration of entity change / Name Change for Dementia Australia with ASIC and update of ACNC governance documents and responsible persons (DA Board) was completed. - Notification of name changes through other regulatory and institutional bodies such as ATO, Australian Business Register and state based registration and reporting entities (ie NSW – Office of Fair Trading). - Endorsement of organisational governance documentation – Member register, Staff Delegated Authorities. - Financial auditing of all entities was completed as part of EOFY 2016/17 – following approval of all financial statements by FARM, the DA Board accepted individually audited financial statements for each entity at a collective AGM held for the group 29 Nov. - A tender process for a single auditor across the network group was held with resignation of 8 auditors and appointment of 1 - included as part of the AGM process for all entities. - Communication of new entity change to other institutions - contract holders, service providers, financial institutions and funders. All current contractual deliverables continue to be achieved.
2	Clients currently receiving dementia support services through Australian - Government funded programs are notified in writing about the transition to Dementia Australia	Current clients will be notified by Email / letter communication to all registered clients who are currently receiving services from AA/DA. These clients will be identified through the internal client management system and database. Additionally, the following methods will be used to contact previous clients, potential clients and other interested parties - Newsletters / e-newsletters, website and membership updates - Flyers and information sheets distributed at education events, awareness raising activities and through AA/DA offices - Dementia Australia launch / AA National Dementia Conference - Briefings to consumer groups eg: DFC, AADAC	Dec 2017 30/3/18	Change management strategy developed Attempted contact of 100% of registered clients currently receiving services Notification includes: - Letters / email informing of organisational change - Information sheets / FAQ material - Website / social media Clients / consumers will continue to be provided access to services and supports.	During the reporting period the National Communications Team developed the organisational communication plan which identified a range of stakeholders – including people with dementia and their carers, professional / sector bodies and the general public as well as strategies for staff and other external stakeholders. Communication campaign commenced mid October 2017 as part of Dementia Australia launch on 18 October 2017. The service consumers, membership and staff / volunteers were communicated with in relation to the Dementia Australia launch in a number of manners – in writing, via social media campaigns (FaceBook, Instagram, Twitter), through the re skinned website – dementia.org.au and internal weekly staff communications. For the conference overall, including the launch of Dementia Australia, there were 74 news items, reaching and estimated audience of 5.2 million people nationally. The Dementia Australia launch had 57 news items, reaching 3.84 million people nationally. Our social media platform had an enormous reach, with our hashtag Be The Change 2017 trending nationally on Twitter and seen by 3.4 million users. The national Facebook page had a reach of 45,253 people with 9,043 people engaging in our Facebook posts and the national Instagram account received 563 likes. Across all of the social media content, the news around the name change generated the greatest amount of activity. Organisational information resources and material has been updated with new organisational information and branding. This will continue to be rolled out in 2017/18. All current contractual deliverables as part of services and supports continue to be achieved.
3	Primary health care providers and other relevant organisations are made aware of the Dementia Australia	In order to raise awareness of Dementia Australia, sector groups will be notified of the organisational change and methods to access to services and dementia resources / information through:	Oct / Nov 2017	Change management strategy developed	Outcome – Complete Informal communication of change has continued through the reporting period in lead up to the Dementia Australia launch.

Document 2

ACTIVITY DELIVERABLES – *provide details of how your organisation will undertake and evaluate the activity*				
No.	Activity	Deliverable	Timeframe	Outcome	F4 Performance Activity – 16 September to 30 November 2017
	brand and how they can utilise Dementia Australia to support them and their clients	• Brand launch at the AA National Conference • Industry Sector group engagement by CEO and President • Written and verbal communication to key sector organisations • Website / Newsletters / Media Releases • Local health / community network groups • Dementia Australia Staff In addition to the above activities to specifically notify sector groups of unification, promotion of services and access to information and resources for people with dementia and their carers will continue as part of ongoing business as usual activities and in keeping with the relevant program specific deliverable ie NDSP Workplans and communication plan	30/6/18	Primary health care providers and other relevant organisations are aware of organisational transition and continue to access and refer their consumers to Dementia Australia.	The National Communications Team implemented the organisational communication plan which in addition to consumers of AA services targets other stakeholders such as health, aged care and community sector care and representational bodies. Advice of change was also provided by the CEO and Board Chair at regular sector and departmental network groups and as part of public facing panels and presentations. Roadshow of organisational change was made to all staff across sites in late Sept / early October – this to give staff information of unification activities, including reporting changes, preview unification video (to be used as part of Dementia Australia launch) and to update FAQ to assist in communication with consumers. Formal communication campaign commenced mid October 2017 as part of Dementia Australia launch scheduled during the AA Conference. The launch included branding name change, information packs for all staff, reskin of website, changeover of email domains. Launch of Dementia Australia was then followed by further communication with a large range of stakeholders to inform them of name change. These formal communications were crafted for target stakeholder groups (letter / email) to: • Clients – support services including carer education • Clients - professional education • Consumer representatives • Life / Honarary members • Past Board members • Ambassadors / Medical Advisors / Partrons • Politicians / Mayors / Councillors • Staff and Volunteers • Memory clinics and Clinical experts, PHNs/GPs via RACGP • Service Partners – general, CALD / ATSI • Suppliers, Corporate partners, Funders Communications will continue to be reinforced with newsletters and updates, public domain content

4	A nationally consistent service offering of Government-funded supports is available to consumers from all regions of Australia	Transition to the new DA organisation includes establishment of the National Executive Directors team, each will have a functional focus area on a national basis to support a consistent service offering all regions.
		
		The future state service delivery model is identified and implemented, inclusive of government funded supports.
		
		A national service delivery model supports:
		
		• identification of best practice opportunities for further roll out and implementation
		• exploration of regional / remote support models including face to face and line
		• use of expertise across national centres of excellence as well as local capability
		
		Promotion of services and access to information and resources for people with dementia and their carers will continue as
			July 2017
			
			October 2017- June 2018
			
			30/6/18
				Executive team recruited and established
				
				Service delivery model for the unified organisation identified and implementation plan developed.
				
				Government funded contract deliverables and KPIs are met
					Outcome – Complete (as reported in F3)
					
					During the reporting period planning and implementation for functional reporting occurred with all existing staffing positons allocation of roles to the functional report from 1 October 2017, this followed the functional reporting for national office in August and Tasmanian staff in early September. Re-configuration of functional teams in each area continues in response to business need and funding profiles.
					
					Service Delivery Model
					Services and Program workstream lead workplan development continued during the reporting period. As undertaken by the workstream lead for this area, activities included:
					• Stage 1 - analysis (Jul/Aug)
					• Stage 2 - identify opportunities (Aug)
					• Stage 3 – future - continuing work entails
					    o developed future state options and recommendations for consideration by the executive
					    o development and implementation of individual projects continue. These include;
					        ▪ identification of internal best practice models for monitoring and evaluation;
					        ▪ development of nationally consistent project methodology and associated artefacts;
					        ▪ data gathering to inform a review of carer education courses;
					        ▪ review of internal data collection to create a nationally consistent minimum dataset.
					    o Establishment of DA presence in Western Australia and creation of subcontract arrangements with local partners in WA to deliver govt. funded contracts.

No.	Activity	Deliverable	Timeframe	Outcome	F4 Performance Activity – 16 September to 30 November 2017
		part of ongoing business as usual activities and in keeping with the relevant program specific deliverable ie NDSP Workplans and communication plan			Broad current service offerings continue and include – Helpline, counselling, early intervention, individual support and information, support and activity groups, carer education, community awareness, younger onset key workers, dementia advisors, respite, social support library and information, capacity building and linkages, cognitive enhancement. All current contractual deliverables continue to be achieved.

5	Data is able to be produced to provide information specific to regional areas.	Client record management protocols continue to be updated and include LGA information.
		
		ICT infrastructure and architecture is updated and nationalised to support increased access and use of data, information and business intelligence.
		
		• data centre infrastructure and backup server expansion install
		• Dementia Australia domain build centralising email exchange, national branding and content management
		• audit & consolidation of software platforms for CMS, finance, HR, Intranet
			30/6/18	Government funded contract deliverables and KPIs are met
				
				ICT infrastructure upgrade and support of data and content management
					Government funded contract deliverables and KPIs are met as reported under DACs workplan Activity No 1.
					
					Client record management protocols continue to be updated and enhanced with the ongoing use of TCM as the primary client management tool. TCM is utilised in both performance reporting and as an information tool for the current state analysis work as undertaken by a number of the unification project workstream leads. LGA information, as provided, is included for consumer details.
					
					Following core infrastructure equipment refresh in the previous report the single domain establishment and the unification projects have progressed:
					
					• Host single email exchange (merge 9 into 1) all email to transfer to @dementia.org.au mid 17 October 2017
					• Established capacity / ability to transfer all IT systems into the core data centre under a single platform.
					   ○ ACT (Barton), Qld, SA, Tas sites moved to new domain
					   ○ scheduled for migration – Victoria (Nov planning / Dec transition), NT (Jan), NSW and ACT, Kaleen (Feb 2018) – movement from ageing in-house server hosting to data centre
					• Upgrade Citrix Core and Windows Desktop, Windows 10 standard operating environment (SOE), roll out to commenced mid October with an estimated completion Feb/March 2018
					• Software – audit by IT team (current state analysis, current licensing) and initial priorities identified (July/Aug 2017) this will be subject to project team decisions on preferred system options
					• IT Steering group established Sept 2017 continues – Comprised of IT, executive, board and unification project team members has now been imbedded into unification project team to support identification, scheduling and implementation of preferred IT projects (across a large range of the workstream areas).

6	Consumer and other stakeholder feedback indicates improved access to services and programs	Intake and other internal processes are streamlined and consistent across AA/DA ensuring a consistent consumer experience in accessing services. Cross-border service provision is implemented in relevant regions to increase access to services for client residing in state/territory boundaries.	30/6/18 30/6/18	Consumer survey feedback as part of unification activity to include awareness and access to services. Feedback sourced through consumer engagement activities such as dementia friendly communities	As part of the unification client services model and change and control in reporting the delivery of services occurs under a single services structure as led by the Executive Director Client Services in which all client service staff report through. The Unification project team developed a consumer survey which was distributed to identify consumers current views on the organisation and the services provided (July/ Aug) – this survey will contribute to the baseline analysis of the impact of unification on consumers and stakeholders. Consumer surveys will continue to be scheduled in future reporting periods and will focus on awareness and access to services. Consumer feedback will also be sourced through individual consumer engagements, participants in organisational consumer groups such as dementia advisory committees, dementia friendly communities project, consumer participants in departmental feedback mechanisms.
7	Activities funded under other Department of Health funding agreements are not impacted by the unification	All KPIs from Department of Health funding agreements are allocated to relevant areas of the new AA/DA structure Service delivery staff will continue to deliver funded activities – business as usual. Additional staffing / expert resources are utilitized to develop and transition to the unified model.	30/9/17 30/6/18 30/6/18	All government contracts for services are delivered as KPIs and workplans. • Clients accessing services through the NDSP does not decrease • Referrals to the National Dementia Helpline does not decrease • CHSP services delivered as agreed in relevant contracts • Planned community	It is noted that KPIs for DoH / DSS government funded contracts were met for 2016/17 and are expected to be met for the first 6mths of 2017/18 as will be reported in early 2018. Program staff continue to monitor activity in relation to scheduling program activities and monitoring of demand and participation by our consumers (and as such meet contractual deliverables and KPIs). Of note during the current reporting period a large range of activities were held as part of the Dementia Conference including a range of workshops and presentation led by consumers. Strong social and traditional media campaigns continue to push awareness raising opportunities and promote contact with the National Dementia Helpline. Program reports have been delivered to the associated funding body as per workplan deliverables. KPIs continue to be monitored and reported to respective funding areas through program reports. All reports submitted to date have been accepted by funding areas.

ACTIVITY DELIVERABLES – *provide details of how your organisation will undertake and evaluate the activity*					
No.	Activity	Deliverable	Timeframe	Outcome	F4 Performance Activity – 16 September to 30 November 2017
		Senior staff continue to engage with key peak body partners and maintain relationships	30/6/18	awareness activities and • dementia friendly communities initiative are delivered as per workplans • Peak body partnerships & related activity are not impacted	CEO, executive and relevant general managers continue to participate in national, departmental and state sector networks and groups. Partnerships with key peak bodies continue and are represented in network participation, resource development and advocacy activities.

8	Reduction in administrative/overhead costs	Identify and implement systems changes to reduce organisational administrative / overhead expenditure across the current federated organisation. Identification through the project unification worksteam activity.
		
		Identification of improved performance through;
		
		• Legal advice specific to governance / operating compliance
		• corporate services workstream analysis (1st quarter), may also occur through other workstreams
		• transition to single systems / operating models
		• streamlining of current process methodologies
		• removal of duplication in activities
		
		Additionally risk assessment / mitigation activities are implemented to ensure there is no impact to delivery of services to consumers.
		
		Potential examples: audit processes / costs, single chart of accounts, intake processes, national procurement service agreements, consolidated software licencing.
			Ongoing
			
			30/7/17
			
			30/6/18
				Efficiencies gained on administrative / overhead expenditure
				
				>20% - identified and partially realised in 2017/18.
				
				Enhancement of service delivery process and access to services by consumers
				
				Note: long term efficiencies will be realised into 2018/19
				
				Risk management plan developed
				
				Internal processes reviewed and streamlined
					Legal advice has continued to be sought to enhance unification activities as reported under Activities 2&3.
					
					Finance and Corporate Services workstream lead workplan development continued during the reporting period. Due to the need to maintain BAU across the corporate services functions across all 8 entities into 2016/17 external project expertise was engaged to undertake the initial workstream lead activities. As undertaken by the workstream lead for this area, activities have commenced and included:
					• Stage 1 - analysis (Aug/Sept) for activities across;
					  ○ Finance, IT, Asset / Property management
					  ○ Risk /QA / Compliance, Contract management / procurement
					• Stage 2 - identify opportunities (Sept/Oct)
					  Analyse and identify opportunities from Stage 1, Identify and analyse current / potential service offerings for corporate service functions
					• Stage 3 – future - continuing work entails – development of high level recommendations (ongoing)
					  ○ Alignment of corporate services activities and staffing such as appointment of CFO role for whole of organisation, recruiting for Quality, Facilities and Procurement roles to cover multiple sites that will implement whole of organisation policy and procedure.
					  ○ Implementation for whole of organisation delegations, banking arrangements and working towards single chart of accounts and merged finance systems.
					  ○ Consolidated financial and compliance reporting functions for Board and regulatory bodies
					
					Internal enhancement activities of service delivery processes have continued during the reporting period, and are commented upon against Activity 4. Several projects are currently being developed and delivered internally to streamline and consolidate internal processes and practices into a unified national approach.
					
					Unification project risk management plans, issues and mitigation activities are reported through the project governance structure (Steering Committees, CEO and Board).
					
					Future projects identifying potential internal efficiencies are being identifies through Stage 2 and will be incorporated in to the Unification project plans. This review includes streamlining internal operational process.

Dementia and Aged Care Services Fund: Research and Innovation Grants
F5 - Activity – Performance Report 1 December 2017 to 30 March 2018

Organisation	Alzheimer's Australia Ltd / Dementia Australia Limited
Grant Activity Name	Unification and Transition to Dementia Australia
Grant Activity ID	4-52JRTP9

ACTIVITY DETAILS					
Activity Start Date	23/06/2017	**Activity End Date**	30/06/2018	**Total Activity Funding (GST Exclusive)**	$1,500,00.00
Objective *Refer Item A.2 of the Standard Funding Agreement Schedule*	The DACS Fund is designed to better support activities that respond to existing and emerging challenges including dementia care, other support services targeting people from diverse social and cultural backgrounds, and support special measures for Aboriginal and Torres Strait Islander people. The Fund can also be used to support activities that assist the Commonwealth in informing itself about aged care.				
Activity Details *Refer Item B.3 of the Standard Funding Agreement Schedule*	The Activity is intended to support consumers and other users of Alzheimer's Australia services as it transitions to a single national organisation branded as 'Dementia Australia'. Note: this funding is supplementary to the transition process to the national entity "Dementia Australia" and is not reflective of full costs or activities that the transition process entails. 1. Ensure unification activities comply with legal and regulatory requirements and meet appropriate standards. This may include commissioning specialist advice to ensure the organisation is compliant with requirements at all stages. 2. Undertake change management activities with clients, referrers, staff, stakeholders and other partners across the country. This includes engaging with active and past clients to ensure they are aware of the organisational changes and the implications it has on them should they wish to seek further support. Your Organisation is required to investigate data on current referral sources and endeavour to notify referrers of the organisational change. 3. Promote the brand 'Dementia Australia' and relevant access points to existing and potential clients and referrers. This includes a concerted strategy to raise awareness among primary health care providers. 4. Ensure the nationally unified Dementia Australia has national reach such that consumers are able to access Australian Government-funded services, no matter who they are or where they live. This may include revising the staffing model to ensure coverage of staff in regional areas or emphasising technological solutions to enable client access. 5. Implementing system changes to enhance Your Organisation's ability to collect outcome-focused data and be responsive to data and information requirements of the Department.				

F5 Performance Activity – 1 December 2017 – 30 March 2018

ACTIVITY DELIVERABLES – *provide details of how your organisation will undertake and evaluate the activity*					
No.	Activity	Deliverable	Timeframe	Outcome	F5 Performance Activity – 1 December 2017 – 30 March 2018
a.	Preparation of Unification Project Plan	Project plan development based on submission – including key activities, resources, status updates, risks / issue mitigation.	June 2017	Unification project plan will guide the project direction and enable progress to be tracked and support reporting to Steering Committee, Board, Executive.	Outcome – Complete (as reported in F3)
b.	Establishment and operation of Project Team and Integration Management Office (IMO / Steering Committee)	The project team will be established that comprises a dedicated project team and workstream leads - as staff and subject matter experts directly involved in project activities. It includes an external Project Lead with extensive business transformation experience. The operation of the Steering Committee will provide project governance to the Project team / workstream leads.	30 July 2017 30/6/18	The project team will work with the project plan to ensure the project areas track against key deliverables. The Steering Committee will meet monthly or more regularly if required and provide advice, comment and feedback on project direction and progress. Internal reporting mechanisms are established to Board, Executive and transition CEO's.	Outcome – Complete (as reported in F3) Outcome - Continuing Following Constitutional changes, change and control in recognition of the governing Board. Change and control to the executive team as at 1 October 2017 occurred with functional reporting of all staff transitioned in Sept / October 2017. The Executive meet regularly for F2F and teleconference - standing items include unification projects and activities and they in turn meet regularly with their functional direct reports. Following the handover of most project areas and workstream leads back into their function reporting areas in Jan to March 2018 the Executive also meet for dedicated Unifications Project Implementation meetings. The Board is informed of Unification activities and associated decisions sought at each of its monthly meetings and it is also a standing agenda item for the Executive's regular meeting.

ACTIVITY DELIVERABLES – *provide details of how your organisation will undertake and evaluate the activity*					

No.	Activity	Deliverable	Timeframe	Outcome	F5 Performance Activity – 1 December 2017 – 30 March 2018
1	At all times through the organisational transition to Dementia Australia the organisation remains compliant with legal, regulatory, and funding requirements upon them	Compliance will be monitored via a variety of mechanisms: • Legal & Governance reporting and registration via compliance agencies - ACNC/ASIC, ATO • Legal advice is sought as appropriate • Governance reporting and endorsement of material by AA/DA Board – (Constitution, delegations, governance manual) • Financial Risk & Audit Committee - Financial management (includes specialist independent advisors) • Funding deliverables and other contractual obligations	30/6/18	100% compliance Reporting, registration and notification meets contractual and legislative requirements	During the reporting period a range of governance activities continued in transitioning the governance structure to a unified structure overseen by 1 governing Board. Governance / Compliance activities included: • Legal advice continued to be sought around single entity frameworks, taxation implications, management of contracts, bequests, ACNC reporting compliance, Industrial relations and trademark and business name registration – the Board approved progress to move towards a single entity structure in Feb 2018 and planning and due diligence activity continues. • Following appointment of a single auditor for the network in late 2017, the Board has now accepted resignations of all 8 auditors, ASIC documentation was completed and lodged to support resignations Feb 2018. • Single auditor is prepared for 2017/18 audit activity and work has continued with ACNC supporting lodgement of a single consolidated financial / activity statement for 2017/18 • Preparation for novation of contracts to Dementia Australia Limited has commenced to take effect from 1 July 2018. All current contractual deliverables continue to be achieved.
2	Clients currently receiving dementia support services through Australian - Government funded programs are notified in writing about the transition to Dementia Australia	Current clients will be notified by Email / letter communication to all registered clients who are currently receiving services from AA/DA. These clients will be identified through the internal client management system and database. Additionally, the following methods will be used to contact previous clients, potential clients and other interested parties • Newsletters / e-newsletters, website and membership updates • Flyers and information sheets distributed at education events, awareness raising activities and through AA/DA offices • Dementia Australia launch / AA National Dementia Conference • Briefings to consumer groups eg: DFC, AADAC	Dec 2017 30/3/18	Change management strategy developed Attempted contact of 100% of registered clients currently receiving services Notification includes: • Letters / email informing of organisational change • Information sheets / FAQ material • Website / social media Clients / consumers will continue to be provided access to services and supports.	Completed (as reported in F4) Senior communications staff are currently reporting to the CEO. In this reporting period the team structure has been consolidated as a national service-provider across the network, responding to requests from across the country as can be seen by the varied range of media activity. The team has been centralised under 2 functional focus areas of: • Public Engagement - consumer-facing communications, content for magazines, regular publications and enewsletters, social media and campaigns, internal communications and unification projects. • Corporate Communications - strategic media, government relations, speeches and corporate communications, Ambassadors / Medical Advisors; Annual Reports (DA and DARF); Op-eds. Activity is now reported on a national basis eg: in February, DA generated a total of 185 media items resulting in an audience reach of 11,964,980 people and an equivalent of $1,717,528 in advertising space. In the social media space activity for March 2018 is identified below. Consolidation of multiple social media accounts has progressed, following change updates to users – with a single twitter account for DA (prev. 6), implemented end of March. Facebook and other social media pages to follow. 10-20 media releases are issued each month. <table><tr><td>March 2018</td><td>Facebook</td><td>Twitter</td><td>Instagram</td><td>LinkedIn</td></tr><tr><td>Number of posts</td><td>39</td><td>47</td><td>8</td><td>5</td></tr><tr><td>Total followers</td><td>47, 171</td><td>10, 788</td><td>1, 336</td><td>1, 136</td></tr><tr><td>Increase in followers</td><td>524</td><td>288</td><td>57</td><td>43</td></tr><tr><td>Total reactions (likes, comment, shares</td><td>16, 684</td><td>373</td><td>313</td><td>60</td></tr><tr><td>Total re-tweets</td><td>N/A</td><td>185</td><td>N/A</td><td>N/A</td></tr><tr><td>Total PMs</td><td>10</td><td>2</td><td>0</td><td>N/A</td></tr><tr><td>Reach</td><td>241, 888</td><td>69, 031</td><td>2, 704</td><td>6, 046</td></tr></table> Ongoing development of the website has also seen inclusion of the previously separate dementia research foundation website, dismantling of previous state and territory based pages and consolidation of information resources, marketing of events and education for consumers. Briefings the DA consumer representation groups has continued as part of ongoing meetings / project working groups. Consumer feedback on service experiences has continued and consumer engagement has also occurred in developing the DA Strategic plan (2018-23) through surveys and stakeholder consultations to test the strategic options under consideration. Internal weekly staff communications has continued and in addition to unification activities has been expanded in the reporting cycle to include work profiles (particularly in the program service delivery space), announcement of events, and issue of surveys, new policies and recruiting of current vacant positions – this assists staff to be informed of organisational activity and able to respond to queries from service users.

ACTIVITY DELIVERABLES – *provide details of how your organisation will undertake and evaluate the activity*					
No.	**Activity**	**Deliverable**	**Timeframe**	**Outcome**	**F5 Performance Activity – 1 December 2017 – 30 March 2018**
					In the area of marketing, consolidation of the marketing staff and appointment of a national Marketing GM in early March 2018, updating of DA brand guidelines (originally drafted in July 2017) has progressed and centralisation of all marketing and branded DA collateral, including website content, has commenced. Organisational information resources and material has been updated with new organisational information and branding. This continues to be rolled out in 2017/18. All current contractual deliverables as part of services and supports continue to be achieved.
3	Primary health care providers and other relevant organisations are made aware of the Dementia Australia brand and how they can utilise Dementia Australia to support them and their clients	In order to raise awareness of Dementia Australia, sector groups will be notified of the organisational change and methods to access to services and dementia resources / information through: • Brand launch at AA Nat. Conference • Industry Sector group engagement by CEO and President • Written and verbal communication to key sector organisations • Website / Newsletters / MRs • Local health / community network groups • Dementia Australia Staff In addition to the above activities to specifically notify sector groups of unification, promotion of services and access to information and resources for people with dementia and their carers will continue as part of ongoing business as usual activities and in keeping with the relevant program specific deliverable ie NDSP Workplans and communication plan	Oct / Nov 2017 30/6/18	Change management strategy developed Primary health care providers and other relevant organisations are aware of organisational transition and continue to access and refer their consumers to Dementia Australia.	Outcome – Complete The organisational communication plan which in addition to consumers of DA services targets other stakeholders such as health, aged care and community sector care and representational bodies. Advice of change has also been provided by the CEO and Board Chair at regular sector and departmental network groups and as part of public facing panels and presentations. Formal communication campaign commenced mid October 2017 as part of Dementia Australia launch, a range of media and communications campaigns have continued through out 2017/18. And communications continue to be reinforced with newsletters and updates, public domain content via hard and soft copy distributions. In addition to regular promotion of services as offered by DA, individual service providers and suppliers will have further contact from DA as advice of services and novation of contract arrangements continue – transfer of arrangements from the S&T based entity to DA Limited. Government and political engagement occurs regularly through monthly meetings with DoH representatives by the DA CEO and with regular ministerial meetings (health and aged care) by DA CEO and Chair. Executive Director Consumer Engagement, Policy and Research is now supported by a national team which includes consumer engagement staff who support our consumer networks and engage in the development of national policy and engagement approaches for DA.

4	A nationally consistent service offering of Government-funded supports is available to consumers from all regions of Australia	Transition to the new DA organisation includes establishment of the National Executive Directors team, each will have a functional focus area on a national basis to support a consistent service offering all regions.
		
		The future state service delivery model is identified and implemented, inclusive of government funded supports.
		
		A national service delivery model supports
		
		• identification of best practice opportunities for further roll out and implementation
		• exploration of regional / remote support models including face to face and on line
			July 2017
			
			October 2017-June 2018
				Executive team recruited and established
				
				Service Delivery model for the unified organisation identified and implementation plan developed.
					Outcome – Complete (as reported in F3)
					
					During the reporting period implementation and management of functional reporting continued with all existing staffing positons allocation of roles to the functional report from 1 October 2017. Re-configuration of functional teams in each area continues in response to business need and funding profiles examples of functional teams work across this model now include: Client Services, Finance & Corporate Services team, Communications, Fundraising, Marketing, Education.
					
					<u>Service Delivery Model</u>
					Services and Program workstream lead workplan development continued during the reporting period, activities included:
					• development of preferred structures and redeployment of qualified and experienced DA staff to support consistent service delivery across all jurisdictions.
					• development and current implementation of individual projects such as:
					    o Establishment of the Centre for Dementia Learning – as a national virtual centre providing consistent, best practice programs and service offerings as evaluated and informed by participants.
					    o Migration and registration to a single RTO – Dementia Australia and streamlining and review of current
					    o Establishment of DA presence in Western Australia and creation of subcontract arrangements with local partners in WA to deliver govt. funded contracts from 1 Jan 2018.
					    o Develop model for appropriate access to regional / rural and special needs groups.
					    o Roll out of Enabling EDIE workshops across all jurisdictions (currently Vic & NSW) including training of staff to deliver program, launch now scheduled for late 2017/18 (was Sept 2018)

ACTIVITY DELIVERABLES – *provide details of how your organisation will undertake and evaluate the activity*					
No.	Activity	Deliverable	Timeframe	Outcome	**F5 Performance Activity – 1 December 2017 – 30 March 2018**
		• use of expertise across national centres of excellence as well as local capability Promotion of services and access to information and resources for people with dementia and their carers will continue as part of ongoing BAU activities and in keeping with the relevant program specific deliverable ie NDSP Workplans and communication plan	30/6/18	Government funded contract deliverables and KPIs are met	Broad current service offerings continue and include – Helpline, counselling, early intervention, individual support and information, support and activity groups, carer education, community awareness, younger onset key workers, dementia advisors, respite, social support library and information, capacity building and linkages, cognitive enhancement. Strong social and traditional media campaigns continue to push awareness raising opportunities and promote contact with the National Dementia Helpline, these include building profile in WA, launching Dementia Friendly Communities and marketing of NDSP programs and services using the phrase 'turn to us'. All current contractual deliverables continue to be achieved.
5	Data is able to be produced to provide information specific to regional areas.	Client record management protocols continue to be updated and include LGA information. ICT infrastructure and architecture is updated and nationalised to support increased access and use of data, information and business intelligence. • data centre infrastructure and backup server expansion install • DA domain build centralising email exchange, national branding and content management • audit & consolidation of software platforms for CMS, finance, HR, Intranet	30/6/18	Government funded contract deliverables and KPIs are met ICT infrastructure upgrade and support of data and content management	Government funded contract deliverables and KPIs are met as reported under DACs workplan Activity No 1. Client record management protocols continue to be updated and enhanced with the ongoing use of TCM as the primary client management tool. TCM is utilised in both performance reporting and as an information tool for the current state analysis work as undertaken by a number of the unification project workstream leads. LGA information, as provided, is included for consumer details. DA is also investing in further work with the National Centre for Social and Economic Modelling (NATSEM) to further develop dementia prevalence projections by age, sex and geographical areas down to LGAs nationally, this will support longer term service planning and delivery and assit in targeting special needs groups. Following core infrastructure equipment refresh in the previous report the single domain establishment and the unification projects have progressed: • Upgrade Citrix Core and Windows Desktop, Windows 10 standard operating environment (SOE), roll out mid October – completed Feb 2018. • Implementation of a nation suite of business applications is now underway. • Specialist IT Project Change Manager recruited to coordinate implementation of unification projects, Feb 2018. • Following IT Software Audit – implementation of national finance, payroll and time and attendance systems is underway with identified preferred products and transition of existing systems under a national umbrella – staged around financial year and reporting obligations. Implementation of business intelligence and Learning & Development and CRM functions will follow. • IT Steering group activity has continued with additional dedicated IT unification project staff.
6	Consumer and other stakeholder feedback indicates improved access to services and programs	Intake and other internal processes are streamlined and consistent across AA/DA ensuring a consistent consumer experience in accessing services. Cross-border service provision is implemented in relevant regions to increase access to services for client residing in state/territory boundaries.	30/6/18 30/6/18	Consumer survey feedback as part of unification activity to include awareness and access to services. Feedback sourced through consumer engagement activities such as dementia friendly communities	As part of the unification client services model and change and control in reporting the delivery of services occurs under a single services structure as led by the Executive Director Client Services in which all client service staff report through. Consumer surveys will continue to be scheduled in future reporting periods and will focus on awareness and access to services. Consumer feedback is also sourced through individual consumer engagements, participants in organisational consumer groups such as dementia advisory committees, dementia friendly communities project, consumer participants in departmental feedback mechanisms. Below is an example of survey information collated from participants of the NDSP and YOD Key Worker programs. YODKW - Dec 2017, a client satisfaction and outcomes Survey was conducted with 213 consumers in all states and territories, except NSW (which surveyed clients in Sept17). 13% of respondents were people living with dementia. The results from these responses are as follows: • At least 86% agreed that their Key Worker listened, and was respectful • 76% were satisfied with the services/supports that their Key Worker connected them to • 78% of respondents had a better understanding of dementia. • 89% would recommend support from Dementia Australia to another person in their situation The NDSP report also included, outcomes reporting based on responses from consumers who attend counselling, support, education and early intervention.

ACTIVITY DELIVERABLES – *provide details of how your organisation will undertake and evaluate the activity*					
No.	**Activity**	**Deliverable**	**Timeframe**	**Outcome**	**F5 Performance Activity – 1 December 2017 – 30 March 2018**
					Consumers who attend these supports were asked the question: 'Has participation in this activity improved your ability to cope with your situation?' The results below reflect the percentage of consumer who reported feeling better able to cope after participating in these activities: *(table below)* This reporting period also included commencement of work on a priority area of the DA Business Plan 2017/18, for the development of the longer term DA strategic plan – this will be the first truly national strategy for DA and the aim of the 2018-23 Plan is to maximise DA's unique positioning and strength as a peak advocacy organisation and to play a leading role in making a difference on the biggest issues for people impacted by dementia. The strategic direction builds on the momentum gained through the process of unification to operate more effectively and efficiently, advocate with a stronger voice and deliver services that have impact and meaning for people with dementia, their families and carers. This plan encapsulates the feedback from the board, staff, consumers and key external stakeholders including govt. and other community bodies. It is balanced by a focus on financial sustainability, operational efficiency and the growth and development of our staff. This strategic direction is expected to be endorsed by the Board in April 2018.
7	Activities funded under other Department of Health funding agreements are not impacted by the unification	All KPIs from Department of Health funding agreements are allocated to relevant areas of the new AA/DA structure Service delivery staff will continue to deliver funded activities – business as usual. Additional staffing / expert resources are utilitized to develop and transition to the unified model. Senior staff continue to engage with key peak body partners and maintain relationships	30/9/17 30/6/18 30/6/18 30/6/18	All government contracts for services are delivered as KPIs and workplan • Clients accessing services through the NDSP does not decrease • Referrals to the National Dementia Helpline does not decrease • CHSP services delivered as agreed in relevant contracts • Planned community awareness activities and • dementia friendly communities initiative are delivered as per workplans • Peak body partnerships & related activity are not impacted	It is noted that KPIs for DoH / DSS government funded contracts were met for 2016/17 and for the first 6mths of 2017/18 as reported in early 2018. Program reports have been delivered to the associated funding body as per workplan deliverables. KPIs continue to be monitored and reported to respective funding areas through program reports. All reports submitted to date have been accepted by funding areas. Program staff continue to monitor activity in relation to scheduling program activities and monitoring of demand and participation by our consumers (and as such meet contractual deliverables and KPIs) as part of business as usual activity. Media campaign to increase awareness of services was launched in March. CEO, executive and relevant general managers continue to participate in national, departmental and state sector networks and groups. Partnerships with key peak bodies continue and are represented in network participation, resource development and advocacy activities and number of these organisations include - Stroke Foundation Australia, Palliative Care Australia, Advance Care Planning Australia, MS Australia, Audiology Australia, Heart Foundation, Down Syndrome Australia, Mental Health Australia, Quality Aged Care Advocacy Group, Neurological Alliance of Australia. Engagement with research focussed organisations includes - Cognitive Decline Partnership Centre, NHMRC National Institute Dementia Research and Yulgilbar Foundation. Other sector engagement includes - Australia Bureau of Statistics and the Digital Health Agency. Other sector engagement includes participation in a range of groups and committees including: Aged Care Sector Committee (as Dementia Australia, not a NACA rep), ACSC Communications and Engagement Advisory Group, Aged Care Complaints Commissioner Consultative Committee, Quality Agency Liaison Group, Commonwealth Home Support

NDSP Performance Indicator	Unit Measure	Percentage of responses that report improvement in their circumstances
Improvement in coping capacity among clients receiving counselling/support	Number of post-activity respondents who report they feel better able to cope with their situation	**95%** of consumers reported feeling better able to cope after participating in counselling and support with Dementia Australia.
Improvement in coping capacity among clients receiving early intervention	Number of post-activity respondents who report they feel better able to cope with their situation	**96%** of consumers reported feeling better able to cope after participating in early intervention with Dementia Australia.
Improvement in coping capacity among clients receiving education	Percentage of post-activity respondents who report they feel better able to cope with their situation	**88%** of consumer reported feeling better able to cope after completing carer education with Dementia Australia.

Document 3

ACTIVITY DELIVERABLES – *provide details of how your organisation will undertake and evaluate the activity*					
No.	Activity	Deliverable	Timeframe	Outcome	**F5 Performance Activity – 1 December 2017 – 30 March 2018**
					Program (CHSP) Advisory Group and the Aged Care Workforce Taskforce (Industry reference committee and technical advisory groups)
8	Reduction in administrative/overhead costs	Identify and implement systems changes to reduce organisational administrative / overhead expenditure across the current federated organisation. Identification through the project unification worksteam activity. Identification of improved performance through; • Legal advice specific to governance / operating compliance • corporate services workstream analysis (1st quarter), may also occur through other workstreams • transition to single systems / operating models • streamlining of current process methodologies • removal of duplication in activities Additionally risk assessment / mitigation activities are implemented to ensure there is no impact to delivery of services to consumers. Potential examples: audit processes / costs, single chart of accounts, intake processes, national procurement service agreements, consolidated software licencing.	Ongoing 30/7/17 30/6/18	Efficiencies gained on administrative / overhead expenditure >20% - identified and partially realised in 2017/18. Enhancement of service delivery process and access to services by consumers Note: long term efficiencies will be realised into 2018/19 Risk management plan developed Internal processes reviewed and streamlined	Legal advice has continued to be sought to enhance unification activities as reported under Activities 2&3. Finance & Corporate Services unification project work have continued during the reporting period. Activity undertaken: • Alignment of corporate services activities and staffing: o Implementation of dedicated People and Culture team with resources available across all jurisdictions. o Consolidation of finance teams reporting and inclusion of finance project roles. o Development of national fundraising strategy including staffing, data base management and community fundraisers and bequest management. o Restructure of corporate services support team across all sites including re-scope of corporate services office roles, appointment of national Facilities, Fleet and Procurement management roles. • Implementation of national approaches: o Identification of national finance, payroll and time and attendance applications – planned transition in the next reporting period. Single chart of accounts identified. o Single insurance broker for group policy coverage for associations liability, public and professional indemnity, asset and cyber insurances. o Identification and engagement of national Employee Assistance Provider for 2018/19. o Engagement of single Auditor firm for all DA and research entities o Sourcing of national procurement contracts – eg tender for national travel provider issued March, planning for telecommunications, o Marketing model for national review and development of resource collateral • Transfer of employment for all staff to DA Limited (current EBA and Award arrangements including leave entitlements will be maintain). Staff briefings scheduled for April, issue of new employment contracts May for effect as at 1 July 2018. • Consolidated financial and compliance reporting functions for Board effected Jan 2018, ACNC has now agreed to consolidated activity and finance report for the DA group for 2017/18. • Establishment of the DA Quality Working Group – oversea national policy and procedure development, consolidated risk management reporting, developing consolidated incident, complaints and consent registers and reporting procedures. Supported by a reference group of staff with various subject matter expertise. • The Board appointed Finance Audit and Risk Management (FARM) Committee now provides the investment strategy of financial resources across all DA entities including research foundations. Unification project risk management plans, issues and mitigation activities are reported through the project governance structure (Steering Committees, CEO and Board). Quality working group develops and implements associated policy, procedure and reporting. The Unification project team has developed an operating model for all functions, services and programs, with no reduction to client services and education to mitigate impact on consumers. Projects are prioritised against the strategic goals and available budget – the staged implementation plan includes development of individual business cases for all major unification projects – ie system changes.

Dementia and Aged Care Services Fund:
Research and Innovation Grants
F6 - Activity – Final Report 1 July 2017 to 30 June 2018

Organisation	Alzheimer's Australia Ltd / Dementia Australia Limited
Grant Activity Name	Unification and Transition to Dementia Australia
Grant Activity ID	4-52JRTP9

ACTIVITY DETAILS					
Activity Start Date	23/06/2017	Activity End Date	30/06/2018	Total Activity Funding (GST Exclusive)	$1,500,00.00
Objective *Refer Item A.2 of the SFA Schedule*	The DACS Fund is designed to better support activities that respond to existing and emerging challenges including dementia care, better support services targeting people from diverse social and cultural backgrounds, and support special measures for Aboriginal and Torres Strait Islander people. The Fund can also be used to support activities that assist the Commonwealth in informing itself about aged care.				
Activity Details *Refer Item B.3 of the SFA Schedule*	The Activity is intended to support consumers and other users of Alzheimer's Australia services as it transitions to a single national organisation branded as 'Dementia Australia'. Note: this funding is supplementary to the transition process to the national entity "Dementia Australia" and is not reflective of full costs or activities that the transition process entail.				

Attached:

- **Executive Summary, Activity Overview Unification and Transition to Dementia Australia**
- **F6 Performance Activity – 1 December 2017 – 30 March 2018**

Executive Summary – Unification and Transition to Dementia Australia

The Activity is intended to support consumers and other users of Alzheimer's Australia services as it transitions to a single national organisation branded as 'Dementia Australia'.

The Dementia Australia Board, Executive and staff which to acknowledge the Department of Health for its financial support and contribution to assist the orgnisational transition from a federated organisation to the unified organisation known as Dementia Australia in 2017/18. This support has assisted in the establishment of the governance model and unification project methodology to successfully support transition of the Alzheimer's Australia organisations as proposed in the initial year of unified organisation of Dementia Australia.

While this activity have been underway the organisation has:
- Developed a communication methodology to inform its clients and consumers of services on the changes
- Streamlined the information available to support people with dementia, their carers and families
- Continued to meet its contractual and social obligations in the provision of services and support to people living with dementia, their carers and family.

Please find below a summary of the activities as they relate to the SFA Schedule for the activity.

Ensure unification activities comply with legal and regulatory requirements and meet appropriate standards. This may include commissioning specialist advice to ensure the organisation is compliant with requirements at all stages.

Development of the governance model and unification project plan has relied on a range of due diligence activities including:
- Legal advice and expert support in the areas of:
  - Company / associations Constitutional advice, process and compliance
  - Business entity structure options and business name registration
  - Trademark development and registration
  - Audit, compliance and taxation advice
  - ACNC engagement including annual reporting obligations
  - Transfer of operations including assets, contracts, staff, IP, bequests and finance and reporting compliance, development
  - HR / IR advice and employment agreement development.

- Unification Project Plan development and implementation:
  - Development and deploy of the Project plan, risk management mitigation activities and communication to key stakeholders including service clients
  - High level timelines with key milestones, implementation plan and reporting
  - Establishment of Project Steering Committee / Executive sponsor
  - Engagement of workstream leads for discrete project areas (including development of individual work plans, analysis criteria, project deployment)

Undertake change management activities with clients, referrers, staff, stakeholders and other partners across the country. This includes engaging with active and past clients to ensure they are aware of the organisational changes and the implications this has on them should they wish to seek further support. Your Organisation is required to investigate data on current referral sources and endeavour to notify referrers of the organisational change.

A rigorous communications activity plan has been followed as part of the unification project governance model to ensure that targeted, appropriate, time and informative contact is made with all stakeholders. Stakeholders identified included consumers, clients, staff, members, community, health and aged care sector partners, other sector stakeholders, political and departmental representatives.

Communication activities included:
- Launch of Dementia Australia name
- Email / letter communications to current clients and identified stakeholders
- Social media campaigns
- Updated website content
- Client survey
- Information in e-newsletters and magazines

Promote the brand 'Dementia Australia' and relevant access points to existing and potential clients and referrers. This includes a concerted strategy to raise awareness among primary health care providers.

The launch of Dementia Australia occurred on 18 October 2017 as part of the AA Conference "Be the Change". The launch announced by Chair Prof Graeme Samuel to the 671 conference delegates, that included approx. 80 consumers and was also live streamed to staff and kick started the public release of information about Dementia Australia. On the same day the media and communication campaign launched with a large range of activities including:

- Rebranded website – dementia.org.au was made available and all traffic from the fight dementia URL was redirected to it. Content included DA branded material and initial update of information resources.
- Externally all current clients receiving support services and education were contacted in writing to advise of the change in name and continuing services. Correspondence was also sent to other stakeholders including: consumer representatives, members, ambassadors, previous Board members, politicians and the community and service partners such as PHN's / GPs, Memory Clinics and clinicians and other community, health and aged sector partner organisations.
- Social media campaign across Facebook, Twitter, Instagram and LinkedIn.
- Throughout the remainder of 2017/18 Dementia Australia awareness raising and information campaigned have continued and included the promotion and accessibility of services to our clients.
- Marketing material and information resources have continued to be rebranded

Ensure the nationally unified Dementia Australia has national reach such that consumers are able to access Aust. Government-funded services, no matter who they are or where they live. This may include revising the staffing model to ensure coverage of staff in regional areas or emphasising technological solutions to enable client access.

Transition to Dementia Australia brings a range of long term benefits to the organisation and the communities it serves. This includes the transition from a state and territory based service delivery models by:

- National service models led by a functional based client services leadership team
- Reduction in back office and administrative functions enabling an increase in roles designed to increase national reach and client access.
- Reduction in IT overheads enabling an investment in national IT infrastructure with a focus on client relationship management
- Single marketing, media and communications team with a national strategy for promotion of services and increasing awareness leading to greater access of our services particularly outside of Sydney & Melbourne.
- Further development of national consumer feedback models
- Development of Advocacy newsletters
- Development of professional and sector partnerships
- Engagement by the CEO and Executive at Sector and Committee levels including Aged Care Sector Committee, Aged Care Quality Advisory Group and at industry level with the National Aged Care Alliance and COTA, Cognitive Decline Partnership Centre and the Yulgibar Foundation.

Implementing system changes to enhance Your Organisation's ability to collect outcome-focused data and be responsive to data and information requirements of the Department.

A significant part of the unification process has been to analyse existing work methodology, identify and scope more efficient process and implement consistent approaches across the DA network. This has included:

- Establishment of single client services leadership team, audit of current services provision, reporting and data collection modes.
- Registration as a national NDIS provider
- Streamlining of operations system to increase responsiveness and efficiency – financial systems, administration and procurement approaches.
- Migration and registration as a single RTO and development of professional education services
- Further development of IT system hosting capabilities and transition of information content onto single platforms. The single platform will enable the creation of a data mart and business intelligence capability that will combine data from different data sources to enable the provision of accurate, timely and meaningful external and internal information.

ACTIVITY DELIVERABLES – *provide details of how your organisation will undertake and evaluate the activity*					
	Activity	**Deliverable**	**Time**	**Outcome**	**F6 Final Report - 1 July 2017 – 30 June 2018**
a.	Preparation of Unification Project Plan	Project plan development based on submission – including key activities, resources, status updates, risks / issue mitigation.	June 2017	Unification project plan will guide the project direction and enable progress to be tracked and support reporting to Steering Committee, Board, Executive.	Outcome – Complete KPMG consultation undertaken in early 2016/17 provided recommendations for a suggested operational model in Dec 2016. The operational model and high level draft implementation plan was accepted by the Board and accepted in Feb 2017. Following appointment of the Project Lead, the project plan was further developed and finalised with Board approval in June 2017. The Unification Project plan included: • Project plan framework • Governance structures and approach to transition from a federated to unified organisation • High level timelines with key milestones • Establishment of Project Steering Committee • Engagement of workstream leads for discrete project areas • Regular reporting / status updates to the National CEO and Board Key objective of the unification project plan to provide a structure approach the establishment of and transition to a single entity that improves overall organisational effectiveness, responsiveness and agility to better position the organisation to meet the needs of people with dementia, their families and carers. Identified benefits: • delivery of consistently high quality support services, strengthen advocacy and enhance the organisations capacity to facilitate research and education into the prevention, delay and cure of dementia. Elevate advocacy potential expand partnerships building capacity across the sector and provide opportunities to expand services and programs across regions, thus improving outcomes for people living with dementia. • development of a comprehensive project plan that ensured key governance, legal, finance, employment and communication factors were addressed.
b.	Establishment and operation of Project Team and Integration Management Office (IMO / Steering Committee)	The project team will be established that comprises a dedicated project team and workstream leads - as staff and subject matter experts directly involved in project activities. It includes an external Project Lead with extensive business transformation experience. The operation of the Steering Committee will provide project governance to the Project team / workstream leads.	30 July 2017 30/6/18	The project team will work with the project plan to ensure the project areas track against key deliverables. The Steering Committee will meet monthly or more regularly if required and provide advice, comment and feedback on project direction and progress. Internal reporting mechanisms are established to Board, Executive and transition CEO's.	Outcome – Complete Project team established (June 2017) - appointment of project team workstream leads with specialist subject matter experts and supported by the project team. Structure includes: • Project team - Project Team Lead, Project Manager, Admin / Communications support • Workstream Leads for (project areas) – Consumer engagement, Policy & Advocacy, Services and Programs, Education, Marketing Media & Communication, Education, Research, People & Culture, Finance & Corporate Services, Fundraising Unification project governance structure (effective June 2017) comprises of: • Steering Committee – CEO / Executive Team • Project Team and Workstream lead – each workstream also has an advisory group and a working group mechanism (supports identification of current state through specialised staff and assists with identification of improvement options and mange change implementation) Operates with: • Regular steering committee meetings - fortnightly • Worksteam lead project meetings – following role appointment, project workshop in May 2017, fortnightly thereafter • Regular reporting to CEO group (June – Sept 2017) / Executive Directors and Board including progress / status, issues / risk and mitigation activities (monthly) Stage 1 - Analysis: • Stage 1 analysis of current state commenced for all workstreams (June 2017)- Note: delay with appointment of Finance & Corp. Services mid August) • Reports on analysis findings presented to CEO / Exec Director – early August 2017, Corp Services scheduled for early Oct 2017 Stage 2 - Identify opportunities (Aug) - • Analyse identified gaps, duplications and local variation. Confirm core business requirements, focus and priorities. (Aug –Sept 2017)

Stage 3 – Future state planning and continuing work entails
- develop future state options and high level recommendations for consideration by executive (end September)
- develop detailed target operating model design and implementation plan (Oct-Dec 2017)

Stage 4 – implementation
- execute implementation plans and (Feb 2018 – Dec 2018)
- monitor and measure benefits (July 2018 – June 2019)

Following Constitutional changes for each entity (8), the individual governance structures of each entity were transitioned in a structured manner. Initial change and control occurred with each S&T Board resigning (incorporate / association) or folding (company) in recognition of the governing Board. The CEO's of each entity transitioned change and control to the executive team as at 1 October 2017. Functional reporting of staff transitioned in Sept / October 2017.

The Project Steering Committee met regularly throughout the project period, the Executive met bi monthly and standing agenda items include unification projects and activities and they in turn meet regularly with their functional direct reports. Following the handover of most project areas and workstream leads into their function reporting areas in March 2018 the Executive also meet for dedicated Unification Project Implementation meetings (weekly). The Board is informed of Unification activities and associated decisions sought at each of its monthly meetings and it is also a standing agenda item for the Executive's regular meeting.

| 1 | At all times through the organisational transition to Dementia Australia the organisation remains compliant with legal, regulatory, and funding requirements upon them | Compliance will be monitored via a variety of mechanisms:

• Legal & Governance reporting and registration via compliance agencies - ACNC/ASIC, ATO
• Legal advice is sought as appropriate
• Governance reporting and endorsement of material by AA/DA Board – (Constitution, delegations, governance manual)
• Financial Risk & Audit Committee - Financial management (includes specialist independent advisors)
• Funding deliverables and other contractual obligations | 30/6/18 | 100% compliance

Reporting, registration and notification meets contractual and legislative requirements | During the reporting period a range of governance activities were undertaking in changing the governance structure from 8 separately functioning entities to a unified structure overseen by a single governing Board.
Governance / Compliance activities included:

• **Constitutional legal advice** on changes for Alzheimer's Australia Ltd and S&T entities developed – information pack of draft constitutions for adoption (8), explanatory statements, Frequently Asked Questions and information flyer.
• **Special General Meeting (SGM)** held by Alzheimer's Australia Ltd – 3 Aug 2017 – included adoption of Dementia Australia Limited (DAL) Constitution
• **Registration of entity change / Name Change for Dementia Australia** with ASIC and update of governance documents (registration, governing Board and constitution) with ACNC – Aug 2017
• **Remaining Alzheimer's Australia entities** – special general meetings of Boards and members - held by all participating state and territory entities (7) – 4 Aug to 4 Sept 2017 – included update of governance documents and director information with ASIC / ACNC, notification through other regulatory bodies such as ATO and state based registration entities (ie NSW – Office of Fair Trading),
• **Endorsement of organisational governance documentation** – Constitution, Board register, Governance Manual, Finance & Risk Management (FARM) Charter, Delegated Authorities – Aug-Sept 2017. further governance policy and procedures as appropriate
• **Communication of entity change** to other stakeholders including contract holders, service providers, clients, volunteers, partners and members of parliament, etc – commenced August 2017 and continued with public launch of Dementia Australia in Oct 2017.
• **Other Legal advice** sourced – constitutional changes, business entity structures, trademark and business name registration, single entity frameworks, taxation implications, transfer of operations including assets, contracts, staff, IP, bequests and finance from all entities to DAL, HR / IR obligations and employment agreement development.
• **Financial auditing** of all entities was completed as part of EOFY 2016/17 – following approval of all financial statements by FARM, the DA Board accepted individually audited financial statements for each entity at a collective AGM held for the group 29 Nov.
• **Appointment of single auditor** across the network group – tender Oct-Nov 2017. Resignation of legacy auditors and appointment of a single auditor - included as part of the AGM process for all entities (Nov 2017). Following auditor appointment ASIC documentation was completed and lodged to support resignations Feb 2018.
• Single auditor commenced preparation for 2017/18 audit activity (April – June 2018) and work has continued with ACNC supporting lodgement of a single consolidated financial / activity statement for 2017/18. Dementia Australia Research Foundation (DARF) and Dementia Australia Research Foundation Vic (DARFV) will also undergo audit by the same process.
• Communication of new entity change to other institutions - contract holders, service providers, financial institutions and funders and following DAL Board approved progress to move towards a single entity structure in Feb 2018 and planning and due diligence activity continue. Novation of all funding and service contracts to DAL, transition of employment arrangements and **Deed of Transition and Shared Services Deed** from AA entities to formalise the process of transferring business from the state entity to DAL take effect from 1 July 2018.
• Governance Structure - In June 2018 the Board decided to split the sub committee for Finance Audit and Risk Management into 2 sub committees to Finance & Investment and Audit & Risk Management. Charters expanded to also include oversight for DARF and DARFV.
• Monthly Board Reporting includes: CEO report and 2017/18 business plan, financial YTD activity, Unification project update and implementation plan and proposals, legal advice and governance decisions as they arise.
• **All current funding and contractual deliverables were met and achieved** for 2017/18. |

| 2 | Clients currently receiving dementia support services through Australian - Government funded programs are notified in writing about the transition to Dementia Australia | Current clients will be notified by Email / letter communication to all registered clients who are currently receiving services from AA/DA. These clients will be identified through the internal client management system and database.

Additionally, the following methods will be used to contact previous clients, potential clients and other interested parties

- Newsletters / e-newsletters, website and membership updates
- Flyers and information sheets distributed at education events, awareness raising activities and through AA/DA offices
- Dementia Australia launch / AA National Dementia Conference
- Briefings to consumer groups eg: DFC, AADAC | Dec 2017

30/3/18 | Change management strategy developed

Attempted contact of 100% of registered clients currently receiving services

Notification includes:

- Letters / email informing of organisational change
- Information sheets / FAQ material
- Website / social media

Clients / consumers will continue to be provided access to services and supports. | During the reporting period the National Communications Team developed the organisational communication plan to target consumers of our services – including people with dementia and their carers, professional / sector bodies and the general public as well as strategies for staff and other external stakeholders.

A dedicated **communication campaign was launched in October 2017** as part of Alzheimer's Australia Conference where Dementia Australia was formally launched. . This entailed a multi-faceted strategy to notify consumers and membership of the change through direct mailing, mainstream and social media campaigns (FaceBook, Instagram, Twitter), the re skinned website – dementia.org.au and internal weekly staff communications. Regular updates to staff have ensured they are at all times able to inform client of and respond to their queries about the changes.

Additional communication to those clients receiving support through government funded programs requiring a formal service agreement (eg CHSP) occurred in June and July 2018 to transfer those agreements to DA.

Communications and Media activity for DA is now planned and delivered on a is now reported on a national basis eg: in June 2018, DA generated a total of 134 media items to an audience of 2.6m. Consolidation of multiple social media accounts progressed and all state based media has merged into a single national platform for each media page. Since January 2018 Dementia Australia has generated nearly 800 media stories to a cumulative audience of more than 24 million people, with an advertising space rate (AVR) of more than $3.5m |

June 2018	Facebook	Twitter	Instagram	LinkedIn
Total followers	90,000	11,200	1,943	1,315
Reach (monthly) @ June 2018	637,000	119,400	2, 704	6, 046

The Board and management team of AA / DA made a commitment to ensure a high quality of service delivery while the operational changes to the unified organisation progress. Client Services and Education workstreams undertook their current state analysis with a focus on leveraging and enhancing existing centres of excellence and using resources across jurisdictional areas for advantage ie tender preparation for AATas was supported by expertise in policy and advocacy from NSW, Vic and the national office team.

Briefings to the **DA consumer representation** groups has continued throughout the unification process and their input also sought for the . DA Strategic plan (2018-23) through surveys and consultations to test the strategic options under consideration. The Executive Director Consumer Engagement, Policy and Research who is now supported by a national team which includes consumer engagement staff who support our consumer networks and engage in the development of national policy and engagement approaches for DA. The team also developed a new monthly newsletter with the DA Consumer Advisory Group called 'Advocacy in action', commencing in April 2018 –the publication is directed at consumers (3 editions issued to June 2018).

Organisational resources and material has been updated with new information and branding. This will continued to be rolled out in 2018/19 and beyond. Updating of DA brand guidelines (originally drafted in July 2017) has progressed and centralisation of all **marketing** and branded DA collateral, including website content has progressed.

Ongoing development of the website has also seen inclusion of the previously separate dementia research foundation website, dismantling of previous state and territory based pages and consolidation of information resources, marketing of events and education for consumers. All current contractual deliverables as part of services and supports continue to be achieved.

Staff information consists of weekly communications via "In the Loop" which includes updates of unification and organisational activity, FAQ responses and access to information relating to event announcements, issue of new policies and procedures, projects and recruitment / professional opportunities. A regular fortnightly managers' update was also initiated in early 2018 to support delivery of information via service teams and at local staff meetings. This content supports staff in addressing enquiries from consumers and ability to response to queries from service users.

All current contractual deliverables as part of services and supports continue to be achieved.

| 3 | Primary health care providers and other relevant organisations are made aware of the Dementia Australia brand and how they can utilise Dementia Australia to support them and their clients | In order to raise awareness of Dementia Australia, sector groups will be notified of the organisational change and methods to access to services and dementia resources / information through:

- Brand launch at AA Nat. Conference
- Industry Sector group engagement by CEO and President
- Written and verbal communication to key sector organisations | Oct / Nov 2017 | Change management strategy developed

Primary health care providers and other relevant organisations are aware of organisational transition and continue to access and refer their consumers to Dementia Australia. | Outcome – Complete

National Communications Team developed the organisational communication plan which in addition to consumers of AA services targets other stakeholders such as health, aged care and community sector care and representational bodies. Informal advice of change was provided by the CEO and Board Chair at regular sector and departmental network groups and as part of public facing panels and presentations in the lead up to the formal launch.

Formal communication campaign commenced mid October 2017 as part of Dementia Australia launch scheduled during the AA Conference. The launch included branding name change, information packs for all staff, reskin of website, changeover of email domains and a range of media and communications campaigns have continued throughout 2017/18. Communication continues to be reinforced with newsletters and updates, public domain content via hard and soft copy distributions.

The conference, including the launch of Dementia Australia, attracted strong media coverage with 74 news items, reaching and estimated audience of 5.2 million people nationally. The launch specifically had 57 news items, reaching 3.84 million people nationally. Our social media platform had an enormous reach, with our hashtag 'Be The Change 2017' trending nationally on Twitter and seen by 3.4 million users. The national Facebook page had a reach of 45,253 people with 9,043 people engaging in our Facebook posts and the national Instagram |

#					
		• Website / Newsletters / MRs • Local health / community network groups • Dementia Australia Staff In addition to the above activities to specifically notify sector groups of unification, promotion of services and access to information and resources for people with dementia and their carers will continue as part of ongoing business as usual activities and in keeping with the relevant program specific deliverable ie NDSP Workplans and communication plan	30/6/18		account received 563 likes. Across all of the social media content, the news around the name change generated the greatest amount of activity. The launch of Dementia Australia was formally communicated to a range of stakeholder groups: • Clients – support services including carer education • Clients – professional education • Consumer representatives • Life / Honorary members • Past Board members • Ambassadors / Medical Advisors / Patrons • Politicians / Mayors / Councillors • Staff and Volunteers • Memory clinics and Clinical experts, PHNs/GPs via RACGP • Service Partners – general, CALD / ATSI • Suppliers, Corporate partners, Funders Approximately 20 000 individuals and organisations received direct notification of the change via mail or e-mail through this process. Advice of change was also provided by the CEO and Board Chair at regular sector and departmental network groups and as part of public facing panels and presentations. A roadshow of organisational change was undertaken in late Sept / early October 2017 – this gave staff in all sites information of unification activities, including changes to reporting lines, a preview of the unification video (to be used as part of Dementia Australia launch) and updated FAQ to assist in communication with consumers and other stakeholders. Government and political engagement occurs regularly through monthly meetings with DoH representatives by the DA CEO and with regular ministerial meetings (health and aged care) by DA CEO and Chair.

4	A nationally consistent service offering of Government-funded supports is available to consumers from all regions of Australia	Transition to the new DA organisation includes establishment of the National Executive Directors team, each will have a functional focus area on a national basis to support a consistent service offering all regions.
		
		The future state service delivery model is identified and implemented, inclusive of government funded supports.
		
		A national service delivery model supports:
		
		• identification of best practice opportunities for further roll out and implementation
		• exploration of regional / remote support models including face to face and on line
		• use of expertise across national centres of excellence as well as local capability
		
		Promotion of services and access to information and resources for people with dementia and their carers will continue as part of ongoing BAU activities and in keeping with the relevant program specific deliverable ie NDSP Workplans and communication plan
			July 2017
			
			October 2017-June 2018
			
			30/6/18
				Executive team recruited and established
				
				Service Delivery model for the unified organisation identified and implementation plan developed.
				
				Government funded contract deliverables and KPIs are met
					Outcome – Complete
					Executive team recruited and established
					Management team changes with transition from state focused, CEO led teams to a function based executive team structure. The CEO departures took place from June to October 2017 with the CEO and executive team meeting as one group during this time through monthly CEO meetings and through Exec. Team visits across all entities.
					
					Development of the Dementia Australia functional structure commenced with appointment of the Executive Directors in June 2017 and a review of all existing staffing positons. The transition to reporting on functional lines was completed by October 2017. The high level structure and functional responsibilities is:
					• National CEO: Executive and Communications
					• Exec. Director – Strategy & Business Improvement: Strategy, IT, Business Improvement, Governance, Risk and Compliance.
					• Exec. Director – Client Services: service delivery including, consumer education. Leadership team coverage: ACT/NSW and National Dementia Helpline, Qld / WA / NT and Younger Onset Dementia, Tas/ Vic/ SA and Dementia Friendly Communities, Service Quality and Service Development
					• Exec. Director – Finance & Asset Management: Finance and Corporate Services
					• Exec. Director – Consumer engagement, Policy & Research: consumer engagement, research, policy development (external)
					• Exec. Director – Business Development: business development, tender development, professional education, fundraising, marketing
					• Exec. Director - People and Culture: Human Resources including volunteering
					• Director – NHMRC – National Institute of Dementia Research
					
					Service Delivery Model
					Services and Program workstream workplan development continued during the reporting period, activities included:
					• development of preferred structures and redeployment of qualified and experienced DA staff to support consistent service delivery across all jurisdictions.
					• development and current implementation of individual projects such as:
					  o Establishment of DA presence in Western Australia and creation of subcontract arrangements with local partners in WA to deliver govt. funded contracts from 1 Jan 2018
					  o Review and consolidate the CHSP services to a national model
					  o Develop model for appropriate access to regional / rural and special needs groups
					  o Develop a consistent suite of carer education courses
					  o Introduction of Client Services Leadership team, implementation of consistent position descriptions for all services staff.
					  o Audit of current services provision, reporting and data collection methods
					  o Registration as a national NDIS provider
					  o Establishment of Partnership framework, register of all partnerships, service providers and other engagement relationships.

					o Develop database of services and evaluation results o Identify service pathways for clients o Establish Services Development Management Office Broad current service offerings continue and include – Helpline, counselling, early intervention, individual support and information, support and activity groups, carer education, community awareness, younger onset key workers, dementia advisors, respite, social support library and information, capacity building and linkages, cognitive enhancement. Strong social and traditional media campaigns continue to push awareness raising opportunities and promote contact with the National Dementia Helpline, these include building profile in WA, launch of Dementia Friendly Communities and marketing of NDSP programs and services using the phrase 'turn to us', launch and promotion of client service resources and information materials. **All current contractual deliverables continue to be achieved.**
5	Data is able to be produced to provide information specific to regional areas.	Client record management protocols continue to be updated and include LGA information. ICT infrastructure and architecture is updated and nationalised to support increased access and use of data, information and business intelligence. • data centre infrastructure and backup server expansion install • DA domain build centralising email exchange, national branding and content management • audit & consolidation of software platforms for CMS, finance, HR, Intranet	30/6/18	Government funded contract deliverables and KPIs are met ICT infrastructure upgrade and support of data and content management	Data centre infrastructure and backup server installation occurred in August 2018. Following core infrastructure equipment refresh single domain establishment and the unification projects have progressed: • Upgrade Citrix Core and Windows Desktop, Windows 10 standard operating environment (SOE), roll out mid Oct – Feb 2018 • Following IT software Implementation of a national suite of business applications continues ie AX Dynamics (finance) go live from 1 July 2018, payroll and time and attendance systems 'go live' from August 2018. • Specialist IT Project Change Manager and staff recruited to coordinate implementation of unification projects, Feb 2018. – finance and payroll systems and staff Intranet. Implementation of business intelligence and Learning & Development and CRM functions will follow • Negotiation of single entity contracts and service agreements with providers IT Steering group activity has continued with additional dedicated IT unification project staff. IT Steering group established Sept 2017 – Comprised of IT, executive, board and unification project team members worked as part of the unification project team to support identification, scheduling and implementation of preferred IT projects (across a large range of the workstream areas). Client record management protocols continued to be updated and enhanced with the ongoing use of TCM as the primary client management tool. TCM is utilised in both performance reporting and as an information tool for the current state analysis work as undertaken by a number of the unification project workstream leads. LGA information is included for consumer details. Plans have been developed to migrate those sites and programs currently not using TCM to the system during late 2018. A dedicated staff member is in place to monitor and support data quality. DA has also commissioned further work with the National Centre for Social and Economic Modelling (NATSEM) to further develop dementia prevalence projections by age, sex and geographical areas down to LGAs nationally, this will support longer term service planning and delivery and assist in targeting special needs groups and locations.
6	Consumer and other stakeholder feedback indicates improved access to services and programs	Intake and other internal processes are streamlined and consistent across AA/DA ensuring a consistent consumer experience in accessing services. Cross-border service provision is implemented in relevant regions to increase access to services for client residing in state/territory boundaries.	30/6/18 30/6/18	Consumer survey feedback as part of unification activity to include awareness and access to services. Feedback sourced through consumer engagement activities such as dementia friendly communities	As part of the unification exercise a single services structure is in place led by the ED Client Services. This supports consistent service delivery, collection of survey feedback and activity reporting across all sites. Consumer surveys and program evaluations are regularly scheduled and focus on awareness, access to services and the client experience. Consumer feedback is also sourced following individual service occasions, and through participants in organisational consumer groups such as dementia advisory committees, the dementia friendly communities project and departmental feedback mechanisms. This feedback informs the development of programs and services, funding workplans and proposals for further funding. Below is an example of survey information collated from participants of the NDSP and YOD Key Worker programs. YODKW - Dec 2017, a client satisfaction and outcomes Survey was conducted with 213 consumers in all states and territories, except NSW (which surveyed clients in Sept17). 13% of respondents were people living with dementia. The results from these responses are as follows: • At least 86% agreed that their Key Worker listened, and was respectful • 76% were satisfied with the services/supports that their Key Worker connected them to • 78% of respondents had a better understanding of dementia. • 89% would recommend support from Dementia Australia to another person in their situation The NDSP report also included, outcomes reporting based on responses from consumers who attend counselling, support, education and early intervention. Consumers who attend these supports were asked the question: 'Has participation in this activity improved your ability to cope with your situation?' The results below reflect the percentage of consumer who reported feeling better able to cope after participating in these activities:

NDSP Performance Indicator	Unit Measure	Percentage of responses that report improvement in their circumstances

					Improvement in coping capacity among clients receiving counselling/support	Number of post-activity respondents who report they feel better able to cope with their situation	**95%** of consumers reported feeling better able to cope after participating in counselling and support with Dementia Australia.
					Improvement in coping capacity among clients receiving early intervention	Number of post-activity respondents who report they feel better able to cope with their situation	**96%** of consumers reported feeling better able to cope after participating in early intervention with Dementia Australia.
					Improvement in coping capacity among clients receiving education	Percentage of post-activity respondents who report they feel better able to cope with their situation	**88%** of consumer reported feeling better able to cope after completing carer education with Dementia Australia.

In 2017/18 the Client Services team in WA was established to provide services to local consumers and engage with partner organisations delivering dementia services. Part of this process included consultation with consumers to ascertain their experiences resulting in a changed service model in WA and variation to providers to ensure our consumers receive appropriate services.

A priority area of the DA Business Plan 2017/18 was the development of the longer term DA strategic plan, the first truly national strategy for DA. The aim of the 2018-23 Plan is to maximise DA's unique positioning and strength as a peak advocacy organisation and to play a leading role in making a difference on the biggest issues for people impacted by dementia. The strategic direction builds on the momentum gained through the process of unification to operate more effectively and efficiently, advocate with a stronger voice and deliver services that have impact and meaning for people with dementia, their families and carers.

This plan encapsulates the feedback provided by the DAL board, staff, consumers and key external stakeholders including govt. and other community bodies. It is balanced by a focus on financial sustainability, operational efficiency and the growth and development of our staff. This strategic direction was endorsed by the Board in April 2018 with development of the overall strategic approach in May – August 2019. The strategic focus will be ensure that:

- People living with dementia receive early diagnosis and timely supports
- Quality dementia care is defined, measured and achieved across the dementia experience
- People living with dementia, their carers and families do not experience stigma and discrimination

| 7 | Activities funded under other Department of Health funding agreements are not impacted by the unification | All KPIs from Department of Health funding agreements are allocated to relevant areas of the new AA/DA structure

Service delivery staff will continue to deliver funded activities – business as usual.

Additional staffing / expert resources are utilized to develop and transition to the unified model.

Senior staff continue to engage with key peak body partners and maintain relationships | 30/9/17

30/6/18

30/6/18

30/6/18 | All government contracts for services are delivered as KPIs and workplans.

- Clients accessing services through the NDSP does not decrease
- Referrals to the National Dementia Helpline does not decrease
- CHSP services delivered as agreed in relevant contracts
- Planned community awareness activities
- dementia friendly communities initiative are delivered
- Peak body partnerships & related activity are not impacted | Rather and impact of other funding agreements, unification will enhance it through significantly increased capacity to view the requirements globally and employ dedicated resources to focus on achieving the outcomes and addressing gaps. This includes for example national program managers, centralised contract management and national quality team.

It is noted that KPIs for DoH / DSS government funded contracts were met for 2016/17 and will be reported as met for 2017/18. Program reports have been delivered to the applicable funding body as per workplan deliverables. KPIs continue to be monitored and reported to respective funding areas through program reports. All reports submitted to date have been accepted by funding areas.

Program staff continue to monitor activity in relation to scheduling program activities and monitoring of demand and participation by our consumers (and as such meet contractual deliverables and KPIs) as part of business as usual activity.

A media campaign to increase awareness of DA services was launched in March and has demonstrated increased consumer engagement via social media, expanded media reach and growth in enquiries and update of services. CEO, executive and relevant general managers continue to participate in national, departmental and state sector networks and groups.

Partnerships with key peak bodies continue and are represented in network participation, resource development and advocacy activities. Partnerships include - Stroke Foundation Australia, Palliative Care Australia, Advance Care Planning Australia, MS Australia, Audiology Australia, Heart Foundation, Down Syndrome Australia, Mental Health Australia, Quality Aged Care Advocacy Group, Neurological Alliance of Australia. Engagement with research focussed organisations includes - Cognitive Decline Partnership Centre, NHMRC National Institute Dementia Research and Yulgilbar Foundation. Other sector engagement includes - Australia Bureau of Statistics and the Digital Health Agency.

Further sector engagement has included participation in a range of groups and committees including: Aged Care Sector Committee (as Dementia Australia, not a NACA rep), ACSC Communications and Engagement Advisory Group, Aged Care Complaints Commissioner Consultative Committee, Quality Agency Liaison Group, Commonwealth Home Support Program (CHSP) Advisory Group and the Aged Care Workforce Taskforce (Industry reference committee and technical advisory groups) |
| 8 | Reduction in administrative/overhead costs | Identify and implement systems changes to reduce organisations administrative / overhead expenditure across the current federated organisation. Identification through the project | Ongoing | Efficiencies gained on administrative / overhead expenditure

>20% - identified and partially realised in 2017/18. | The Unification project team has developed and supported the implementation of an operating model for all functions, services and programs, with no reduction to client services and education to mitigate impact on consumers. The projects were prioritised against the strategic goals and available budget – the staged implementation plan includes development of individual business cases for all major unification projects such as system changes.

The Unification project team has developed and supported the implementation of an operating model for all functions, services and programs, with no reduction to client services and education to mitigate impact on consumers. The projects were prioritised against the |

	unification worksteam activity.
	
	Identification of improved performance through;
	
	• Legal advice specific to governance / operating compliance
	• corporate services workstream analysis (1st quarter), may also occur through other workstreams
	• transition to single systems / operating models
	• streamlining of current process methodologies
	• removal of duplication in activities
	
	Additionally risk assessment / mitigation activities are implemented to ensure there is no impact to delivery of services to consumers.
	
	Potential examples: audit processes / costs, single chart of accounts, intake processes, national procurement service agreements, consolidated software licencing.
			Enhancement of service delivery process and access to services by consumers
			
			Note: long term efficiencies will be realised into 2018/19
				strategic goals and available budget – the staged implementation plan includes development of individual business cases for all major unification projects such as system changes.
				
				Key unification activities that have supported enhanced operations and efficiencies.
				• Implementation of national approaches:
				  o Implementation of dedicated People and Culture team with resources available across all jurisdictions and standards approaches eg recruitment.
				  o Alignment of corporate services activities / staffing such as appointment of CFO role for whole of organisation
				  o Consolidation of finance function including consistent delegations and authorisations, banking arrangements, single chart of accounts, finance and payroll systems.
				  o Appointment of national quality and compliance roles to cover multiple sites and implement enterprise wide policies and processes
				  o Consolidated financial and compliance reporting functions for Board and regulatory bodies such as ATO, ABR, ACNC
				  o Development of national fundraising strategy including staffing, data base, centralised processing and bequest management.
				  o Restructure of corporate services team across all sites including re-scope of corporate administration roles, appointment of national Facilities, Fleet and Procurement management roles.
				  o Consolidation of contracts including insurance policies, employee assistance provider, auditor, travel provider, print services, fleet management and media support monitoring
				  o Marketing model for national review, development and management of resource collateral
				  o Communications protocols for internal and external comms activities across multiple sites
				  o National suite of policies and procedures – established and progressing to streamline existing S&T processes

		30/7/17	Risk management plan developed	• Transfer of employment for all staff to DA Limited (current EBA and Award arrangements including leave entitlements will be maintain). Issue of new employment contracts May for effect as at 1 July 2018. • Establishment of the DA Governance, Risk and Compliance mechanism – oversee national policy and procedure development, consolidated risk management and mitigation reporting, developing consolidated incident, complaints and compliance registers and reporting procedures. Supported by a reference group of staff with various subject matter expertise across multiple locations. • The Board appointed Finance & Investment Committee now provides the investment strategy of financial resources across all DA entities including research foundations. • National suite of insurances incl. Professional & Associations, Public Liability, personal accident, Commercial, Cyber, Travel, Motor Vehicle, Workers compensation (all State jurisdictions)
		30/6/18	Internal processes reviewed and streamlined	A Benefits Realisation activity undertaken June / July 2018 has demonstrated some early benefits. • Over 20% savings to be realised in 2018/19 through IT hosting service agreements • Efficiency and quality improvements to support delivery of truly national coverage, media and marketing promotion, media monitoring • Identified savings that have in turn been utilised to invested into resourcing further unification activities. These further outcomes have been in the areas of business development, HR support, project and governance have supported the organisations further development and sustainability to continue to deliver support services and advocate in behalf of DA's clients and in the community. Investment in roles to expand reach and quality of DA services including into regional areas. Further efficiencies and savings are expected to be realised through out 2018/19 and include the following: • Reduction of finance resource requirements as a result of fulling operational single finance system – est. 20% saving • Roll out of national assets and facilities management projects such as national travel, procurement processes for facilities management and fleet management initiatives – est. 30% saving • Further refinement of process for functional teams will also result in reduced staff requirements for improved quality services in areas such as finance, administration, communications, marketing and other support staff • Continued consolidation of governance activities such as external audit (single auditor), consistent governance and entity management – 10% year on year reduced audit costs for 2016/17, 2017/18 and 2018/19 across the DA group of entities • Progression of national funded agreements and program activities • Website consolidation and national marketing approach – 30% saving on hosting and staff / web contract resource costs • Single RTO and increased leverage of education services • One national program for dementia advocates which now aligns with the DA policy, advocacy and research team to generate greater outcomes for our consumers • Single membership program which targets members of the public to access free membership for advocacy– cost neutral with consolidation of multiple state based newsletters • Consolidation of research foundation approaches and management – reduced staff resources and increased investment benefits with a single finance and investment approach for all of DA entities • Single Senior management team – 1 CEO and Executive compared to 9 senior management team structures Reduced costs of administration and host support for a single DA Board – from 8 operating Boards in 2016/17 – estimated 50% saving on staff costs, travel / hosting of meetings.