



AUSTRALIAN
UNDERGRADUATE
BUSINESS CASE
COMPETITION

Case One

Monday 18 November 2019

Youngcare  youngcare

Preparation start times	9.30am/10am/10.30am/11am
Case hand in times	1.30pm/2pm/2.30pm/3pm
Presentation start times	2pm/2.30pm/3pm/3.30pm
Presentation style	Boardroom discussion, seated
Presentation Duration	22 minutes total 10 minutes uninterrupted 10 minutes Q&A 2 minute summary
Team to prepare	1 x A3 sheet to be saved as a PDF only
Organising Committee will print	1 x A3 sheet, single sided, colour
Lunch delivered to prep rooms	11.30am – 12.30pm

Major Sponsors



Partner Universities





Youngcare Albany Creek Apartments



John at home at Youngcare Albany Creek Apartments



Youngcare Sinnamon Park Apartments



Sisters Sam and Jamie at home at Youngcare and Wesley Mission Apartments at Sinnamon Park



About Youngcare

Youngcare is a Brisbane-based not-for-profit organisation creating choice and independence for young people (aged 18 – 65 years) with high care needs by providing fully accessible and age-appropriate living spaces, grants for equipment and home modifications, and support through a national phone line. High care needs can be as a result of a disability, accident or significant injury, medical condition or disease, with a person requiring assistance and support for daily living.

There is a residential and care crisis throughout Australia for young people with high care needs. Young Australians are being left behind in aged care, hospital rooms, rehabilitation centres – inappropriate accommodation that is not suitable for their age. The crux of this crisis is the lack of opportunity for each person living with disability to choose their own pathway due to limited options. With more than 12,000 young Australians with high physical care needs living in inappropriate places like aged care facilities, Youngcare supports these young people to live with more choice, independence and dignity, including where they want to live, how they want to live and who they want to live with.

Since 2005, Youngcare has been boldly tackling this national issue by acting as the conduit for industry, government and the community to work together to bring much-needed change to the disability housing sector.

Youngcare is committed to supporting young people's choice to live young lives in quality housing. Youngcare's building program designs and develops age-appropriate housing solutions where young people with high physical care needs can live young lives in their own homes. Youngcare has led the way across Australia in designing premium residential solutions for young people with high physical care needs, working with architects, investors, developers and residents to deliver solutions.

Youngcare housing solutions include:

- Youngcare and Wesley Mission Queensland Apartments at Sinnamon Park completed in 2007,
- Youngcare and Wesley Mission Queensland Apartments at Coomera completed in 2012,
- Youngcare Woolloowin Share House completed in 2015,
- Youngcare Albany Creek Apartments completed in 2017, and
- projects planned or underway in Townsville, North Lakes, Sydney, Brisbane City, and Stage 2 of Woolloowin.

The housing solutions delivered represent three particular models – a sharehouse with four housemates and 24-hour care staff, individual apartments within a complex with centralised carers, and individual apartments for those with high care needs incorporated into a mixed use complex generally with 10 residents with high care needs for one carer. All of Youngcare's housing solutions require 24-hour care staff.

Youngcare provides aspirational living for young people with high care needs, with considerations such as access to public transport, shopping, medical care, appropriate footpaths and pedestrian access, access to park, entertainment and restaurants, and connection to community.

Find out more about Youngcare at www.youngcare.com.au



National Disability Insurance Scheme (NDIS)

After an initial trial phase in 2013, the Australian Federal Government introduced the National Disability Insurance Scheme (NDIS) in July 2016, and it has since been progressively rolled out. The NDIS is designed to support people with a disability, their families and carers. The scheme ensures that people with disabilities have access to and choice over their personal care providers and housing options suitable for their specific, individual needs.

Find out more about the NDIS at www.ndis.gov.au

Specialist Disability Accommodation (SDA)

A vital component of the NDIS is the Specialist Disability Accommodation scheme (SDA). SDA refers to accommodation for people who require specialist housing solutions, including to assist with the delivery of supports that cater for their high care needs.

For investors and developers, the SDA presents a huge opportunity to have a positive social impact in a financially sustainable way. In essence, the SDA provides an investment return to developers on dwellings which are purpose built for disability with accessibility in mind.

Find out more about SDA at <https://www.ndis.gov.au/providers/housing-and-living-supports-and-services/housing/specialist-disability-accommodation>

Supply and distribution challenges for SDA

The current supply and distribution of SDA cannot meet projected future demand.

Currently, SDA is mostly focused in metropolitan areas due to the demonstrated demand and moderate risk, high return nature of the investment. In these metropolitan areas there is a guaranteed long term return on investment for developers simply due to the population of people with disabilities needing accessible housing.

The challenge for Youngcare how to provide fully accessible housing solutions in regional Australia. Youngcare is currently considering potential investment projects in three regional locations:

1. Cairns in far north Queensland (QLD), postcode 4870;
2. Dubbo in Far West and Orana region of New South Wales (NSW), postcode 2830; or
3. Darwin in the Northern Territory (NT), postcode 0800.

Understanding NDIS demand

The NDIS Demand Map provides an up to date forecast of the NDIS demand by postcode across Australia. The NDIS Demand Map can be used to find out how many NDIS participants are expected to live in a postcode, how much they are expected to spend, and on what type of support, and the workers required to meet participant needs and preferences.

The participants who would access SDA supported by Youngcare as a provider would be in categories from NDIS data of disability caused by injury, neurological disorder, or participants with physical disabilities.

Access the NDIS Demand Data Map here <https://blcw.dss.gov.au/ndis-demand-map/>

An Excel workbook with spreadsheets for the three regional locations being considered by Youngcare is provided on a USB.



Innovation and Design for Specialist Disability Accommodation

On 28 October 2019, the Minister for the NDIS, Stuart Roberts released the SDA Design Standard, the SDA Innovation Plan, and the SDA Price Guide for 2019-20.

The SDA Design Standard focused on four key aspects:

1. Improved Liveability by incorporating a reasonable level of physical access and enhanced provision for people with sensory, intellectual or cognitive impairment;
2. Fully Accessible by incorporating high level of physical access provision for people with significant physical impairment;
3. Robust housing designed to be resilient, reducing reactive maintenance, and reducing risk to the occupant and the community; and
4. High Physical Support incorporated to provide for people with significant physical impairment and requiring very high levels of support.

The SDA Innovation Plan is focused on three pillars:

1. Design in partnership with participants (ie those living with a disability requiring housing) at centre of innovation;
2. Promote the leading edge in design; and
3. Facilitation of greater community connection for participants.

The SDA Innovation Plan describes innovation or innovative support models in the NDIS Marketplace as those that demonstrate effective processes, and/or products that offer novel approaches to achieving participant goals. Innovative models should have high growth potential proportionate to national demand. The focus is on providing participants with the best outcome possible. There is openness to innovative support models that are not necessarily evidence-based. The innovation may have been previously tried or exist in other industries, or not been implemented before, and should showcase creative solutions across regional areas and Aboriginal and Torres Strait Islander communities.

This openness to innovation is consistent with Youngcare's approach, as Youngcare has always prided itself on providing transformative solutions to fill gaps in the market.

Find out more about SDA Design Standard and Innovation Plan here <https://www.ndis.gov.au/providers/housing-and-living-supports-and-services/housing/specialist-disability-accommodation>

The SDA Price Guide for 2019-20

The SDA Price Guide sets out payment rules for SDA. Payments from NDIS are allocated to registered providers (such as Youngcare) based on price limits for eligible participants. The NDIS has developed a price calculator which is a guide to SDA price limit, and useful for investment decisions.

Youngcare is considering new build apartment accommodation, in the high physical support design category, with required on-site overnight assistance, fitted with fire sprinklers. A comparison of SDA price across the four types of apartments in price guide (ie 1 bedroom with 1 resident, 2 bedrooms with 1 resident, 2 bedrooms with 2 residents, and 3 bedrooms with 2 residents is useful). Location factor for each region must also be included for each region being considered.

The SDA price calculator for 2019-20 is provided on USB and can also be accessed here

<https://www.ndis.gov.au/providers/housing-and-living-supports-and-services/housing/specialist-disability-accommodation/sda-pricing-and-payments#sda-price-guide>



The challenge for your team

Youngcare is seeking to convince investors and developers to commit to including SDA in regional areas of Australia in their portfolios. Your team is tasked to:

- i) analyse the three regional locations currently being considered for projects, and recommend one location to prioritise for a project; and
- ii) develop a detailed outline for Youngcare to present to potential investors and developers to partner on a project to deliver SDA in the recommended regional location.

Your team should consider:

- NDIS demand data and SDA price calculations;
- Skill shortage and staffing requirements for high care housing solutions;
- Innovative design that considers repurposing, mixed use developments, and any other factors;
- The partnership model for innovation of SDA with participants at the centre;
- Consideration of cultural aspects in selected region, particularly Indigenous Australians.

Deliverable

Youngcare needs your team's ideas and recommendations to be presented in a compelling and convincing, yet concise way. It is likely that initial conversations Youngcare leads with investors and developers will be relatively informal in a boardroom or networking setting, rather than lengthy or more formal presentations.

Your team will have 10 minutes to deliver your ideas and recommendations. Your team will have one A3 size sheet of paper (printed on one side only) to support and guide your discussion. The sheet should be designed as a tool for any Youngcare team member to be able to use as support to share ideas and start conversations with a potential investor or developer.

There will then be a further 10 minutes for discussion with the panel, and finally 2 minutes for your team to summarise and close.