



ANNUAL REPORT 2016/17

Let Your Abilities Soar



integrity
respect
empathy
cooperation
excellence

**AUSTRALIAN FOUNDATION FOR DISABILITY**

12 Marianne Pl, Minchinbury NSW 2770
ABN: 99 000 112 729
1300 233 673

LIFESTYLE CENTRES

Ashfield, Belmore, Blacktown, Campbelltown, Canley Vale, Chipping Norton, Condell Park, Green Valley, Guildford, Jamisontown, Kings Park, Llandilo, Lurnea, Mt Druitt, Oran Park, Windsor

ACCOMMODATION

Cranebrook, Llandilo, Mt Pleasant, Narellan, Nowra, Penrith, Rouse Hill

RESPITE

Eschol Park, St. Marys

AUSTRALIAN DISABILITY ENTERPRISES

Ingleburn, Marrickville, Minchinbury, Minto, Prestons

TRANSITION TO WORK PROGRAMS

Minchinbury, Ingleburn, Fairfield, Liverpool, Marrickville, Penrith, Riverstone

DISABILITY EMPLOYMENT SERVICES

Bankstown, Blacktown, Fairfield, Liverpool

ALLIED HEALTH & SUPPORT COORDINATION

Sydney wide

For more information about the range of services offered by the Australian Foundation for Disability (Afford) call **1300 233 673** or visit **www.afford.com.au**.

CONTENTS

PART 01

The Afford Spirit

About Afford	02
Vision, Mission and Values	04
Afford Services	05
Here With You Through the NDIS	06
Our Year in Review	08
2016-17 Highlights	10
Our Strategic Plan	14
Chairman's Report	16
CEO's Report	18
Our Board	22
Our Team	24
Our Partners	26

PART 02

The Afford Lifestyle

Shared Living	30
Short Term Accommodation	33
Drop-In and Community Support	34
Lifestyle Centres	36
Club Afford	38
Afford Getaways	40
Carer Support	42
Allied Health	44
Support Coordination	46
Reimagining Afford Employment	48
Supported Employment	50
Transition to Work	52
Open Employment	54

PART 03

Our People

Celebration of Success	56
Team Culture	58
Staff Empowerment	59
Equal Opportunity, Diversity and Fairness	60
Flexibility, Employee Health and Wellness	61
Comprehensive Training for Staff	62

PART 04

Financial Overview

Financial Performance	64
Statement of Profit and Loss	66
Statement of Financial Position	67



ABOUT US

Afford is a leading not-for-profit organisation that has over 65 years' experience in providing specialised supports that allow people with disability to live the life they choose under the NDIS.

Adopting a whole-of-life and individualised approach to disability services, Afford provides opportunities for people to discover new life experiences, work options, and embrace social and balanced lifestyles. Afford is built on a framework of mutual understanding and respect between clients, their families, carers and ourselves – where together we truly make the extraordinary happen.

Afford pride ourselves on going above and beyond to develop a safe and inclusive community that foster lifelong friendships and support networks for all. We are trusted by thousands of Australians each day as we assist them to explore their interests, do what they love, and live comfortably.

Afford knows that exceptional customer service is underpinned by the commitment and diligence of our staff, and we are proud to offer dozens of Employer of Choice initiatives that ensure we attract the best employees our sector has to offer. Our Afford community is strengthened by its diversity, and we welcome all cultures, backgrounds and walks of life.

Driven by the goals of our clients and guided by our mission and core values, only the best will do at Afford, where we encourage and support you to let your abilities soar.



**We are proud of,
and celebrate,
the rich diversity
of our Sydney
communities**



THE VALUES WE SOAR WITH



AFFORD VISION

Afford is the partner of choice, supporting people with disability to shape their own lives.

AFFORD MISSION

To provide innovative and flexible high quality support to enhance lifestyle, learning and vocational opportunities for people with disability, their families and carers.

INTEGRITY

"DO WHAT IS RIGHT"

Our organisational and personal principles reflect the highest standards of ethics and honesty. We are personally accountable for our actions.

RESPECT

"VALUE EVERY PERSON"

We treat our clients and each other with the highest degree of dignity, equality and respect, recognising the important contribution that diversity makes to the quality of operations and communities.

EMPATHY

"CARE FOR EACH OTHER"

We show understanding for one another through our decisions, actions and words, and commit to appreciating the efforts of all.

AFFORD VALUES

COOPERATION

"WORKING TOGETHER"

We encourage communication, working together with enthusiasm and appreciation; sharing information and supporting one another to create a positive environment for all.

EXCELLENCE

"DO YOUR VERY BEST"

We take pride in everything we do and strive to do our best always, taking personal responsibility for quality, innovation and excellence.

AFFORD SERVICES

Afford services create fun, positive and engaging environments for people to socialise, learn, grow and achieve their goals.

OUR SUPPORTS:



DAILY LIVING

- Shared Living
- Short Term Accommodation (Overnight Respite)
- Drop-in Support
- In-Home Support
- Improved Daily Living Skills



SOCIAL & COMMUNITY

- Lifestyle Centres (Day Programs)
- Club Afford
- Afford Getaways
- Cherrywood Hub
- Carer Support
- Transition to Retirement



FINDING & KEEPING A JOB

- Supported Employment (ADEs)
- Open Employment Services (DES)
- Transition to Work / School Leaver Employment Supports
- Social Enterprises & Mowing Crew
- Employment Preparation in a Group
- 1:1 Employment Support



HEALTH & WELLBEING

- Psychology
- Speech Pathology
- Occupational Therapy
- Support Coordination
- Behaviour Support
- Improved Relationships
- Improved Living Arrangements
- Improved Health and Wellbeing



HERE WITH YOU THROUGH THE NDIS



Afford are proud to be experts in all things NDIS. 2016/17 saw us transition around 1,500 of our clients to the NDIS, with exceptional outcomes achieved across the board. We continually review our extensive Strategic Plan to ensure that we improve on our preparedness for the NDIS with staff, clients, families and carers. During the past year we have implemented, and will continue to build on, the following:

- Review new IT systems to ensure effective reporting and invoicing for clients
- Refine quoting and service agreement processes/systems
- Provide participant supports 7 days per week
- Increased employment opportunities for staff
- Provide ongoing staff development to ensure our staff are well informed
- Continue to review our services ensuring best practice
- Offer a holistic service for whole-of-life
- Continue our regular client feedback and satisfaction surveys across all support categories
- NDIS pre-planning workshops for clients, families/carers
- Introduction of recreation and leisure activities on weekends and evenings through Afford
- Afford Getaways, Club Afford and Afford's Cherrywood Hub have evolved in response to the need for flexible support offerings
- Introduction of Support Coordination across all support categories

IN 2016/17 WE:



Transitioned 1,500
clients to the NDIS



Launched in-house
NDIS Team



Solidified our
approach to NDIA
best practice



Launched
Support
Coordination
service offering



OUR YEAR IN REVIEW

We've been busy at Afford in 2016/17. Here's a snapshot of what we've been up to.



16

Clients graduated from the Toastmasters Youth Leadership Program

Afford passed a milestone of **1,000** employees



Combined kilos lost across accommodation residents



Formed our Allied Health Team



OVER 2,000 NEW LIKES ON OUR FACEBOOK PAGE

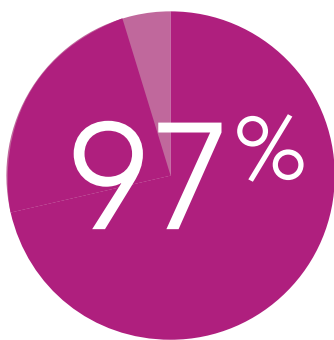


The marriage of two of our supported employees

32

STAFF PER MONTH WERE GIVEN THE OPPORTUNITY TO 'STEP UP' AND ACT IN HIGHER ROLES

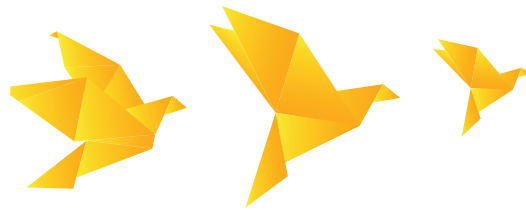
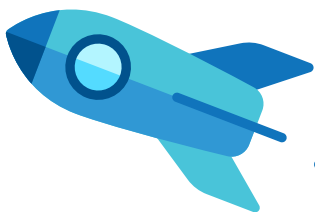
OVER 50+ WHEELCHAIR VANS



of DES clients felt they were treated with dignity mostly or always



NEW PROPERTIES PURCHASED



OUR CHERRYWOOD SUPER SITE LAUNCHED

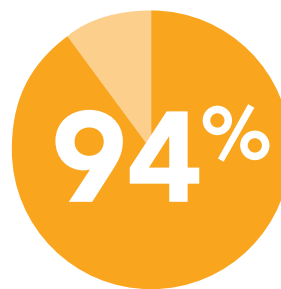
WHEN COMPARED TO THE INDUSTRY AVERAGE, IN AFFORD'S 2017 STAFF SURVEY, STAFF REPORTED:

30%

30% higher income satisfaction

28%

28% higher belief in career opportunities at Afford



of Afford staff feel a sense of personal accomplishment in their role



100th

ANNIVERSARY OF OUR WEEKLY STAFF MATTERS NEWSLETTER

2016/17 HIGHLIGHTS



QUALITY & EFFICIENCY

- 14,127 hours of training were delivered at a time when many providers are reducing their investment under the strain of the NDIS
- Our 2017 Staff Survey indicated that the NDIS knowledge of Afford staff was 16.3% better than the industry average
- Vehicle tracking launched, providing greater oversight over our drivers and client safety during transport across our 100+ vehicle fleet
- In house Abuse and Neglect and SAFE Medication videos were produced – these now play at the monthly staff meetings at every site
- Equipment and process capabilities in the ADEs have undergone a re-assessment, with resources realigned across the sites to foster a best practice commercial approach.
- Over 100 policies and procedures were revised to better reflect Afford's tailored approach to service delivery
- Launched dedicated NDIS Team to ensure smooth and best practice transition to NDIS
- Launched an internal KPI that 8% of Afford's 'able-bodied' workforce will be people with disability
- Afford Employment sustained a rank in the top 5 DES businesses nationally across the whole year

PEOPLE AND CULTURE

- Reduced sick leave by 30%
- Recruited 284 new staff members
- Reduced staff turnover from 22% to 14%
- At any one time, an average of 32 staff were given the opportunity to act in higher roles
- 18 promotions across the business
- Over 200 staff were recognised and nominated for a Customer Service Award
- Afford's Step Up Program had its most successful year yet, with the full pool of talent given the opportunity to progress into more senior roles
- Afford were State Finalists in the 2016 NSW Business Awards' Employer of Choice Category.
- Launched on-the-job massages at sites as an Employer of Choice initiative
- 217 staff opted to receive free Flu Shots as an Employer of Choice initiative
- Relunched the nicotine replacement program for staff
- Provided 120hrs of counselling support to staff under EAP
- 207 staff opted to be part of Afford's fitness passport and healthy living initiative
- Afford continue to offer flexible working arrangements across our organisation, by making use of opportunity under the NDIS
- Afford hosted 6 bi-annual Staff Development Conferences – 4 Management and Leadership Conferences and 2 Front-line Development Conferences



2016/17 HIGHLIGHTS



CLIENT EVENTS & FUNDRAISING

- Held our first Afford Gala Ball for clients, to be an Annual event alongside our Project Princess Initiative, with great support from the community
- Re-launched the Cherrywood Fete, to be an Annual event
- Held our International Day of People With Disability Celebrations (900 attendance)
- Held our Afford Funathon (800 attendance)
- Held Afford's Got Talent (350 attendance)
- Held HMAS Choules Fundraising Event (200 attendance)
- Club Afford membership grew to 213 members
- Fundraising had their best year ever, with a 25% increase in grant funding
- Extensive improvements made to sites through grant funding, such as the indoor/outdoor area at Chipping Norton and the sensory garden at Ashfield



GROWTH & DEVELOPMENT

- Opened True Blue, Aussie Digs, Lavender, Country Lodge, Dolphin Cove, Billabong, Warwick Group Homes
- Launched Cherrywood Supersite to include Day Program, Respite, Secret Garden, Petting Zoo and various other activities
- Purchased 13 new operational sites
- Launched Allied Health and Support Coordination offerings to add to our whole-of-life approach to support



OUR STRATEGIC PLAN

At Afford, our Strategic Plan is not the responsibility of only a few. Our 2017 Staff Survey indicated an exceptional unity across Afford toward the fulfilment of our Strategic Plan.

98%

of our staff are aware of and believe in the values of Afford

97%

of staff understand how their role contributes to the overall success of Afford

96%

of staff believe in the overall purpose of Afford, and express that they are willing to go above and beyond for Afford

95%

of staff recognise that high standards of performance are expected

94%

feel a sense of personal accomplishment working toward the goals of Afford





AFFORD'S 2014-2018 STRATEGIC PLAN PROVIDES A FRAMEWORK FOR OUR DEVELOPMENT ACROSS 4 KEY AREAS:



GROW QUALITY CUSTOMER SUPPORT

At the heart of all we do is the quality support we provide to clients, and our continual strive for the pursuit of excellence in

this area. As an organisation, we are only as great as the support we provide and the difference we are able to make in the lives of our clients, their families and carers. It is the opportunity to provide clients and families with a whole-of-life Afford lifestyle that motivates all we do.



LEVERAGE DISABILITY AND COMMUNITY NETWORKS TO OFFER A BROADER RANGE OF SERVICES

Part of being able to provide holistic and rich Afford lifestyle to clients, involves having strong links

with partners across our communities. Afford continues to create extensive partnerships across our communities, in order to deliver whole-of-life outcomes for clients.



BUILD CAPABILITY TO IMPROVE FINANCIAL SECURITY AND SUPPORT FUTURE GROWTH

Afford know that the 3 constants in a successful business require managing for growth, change and

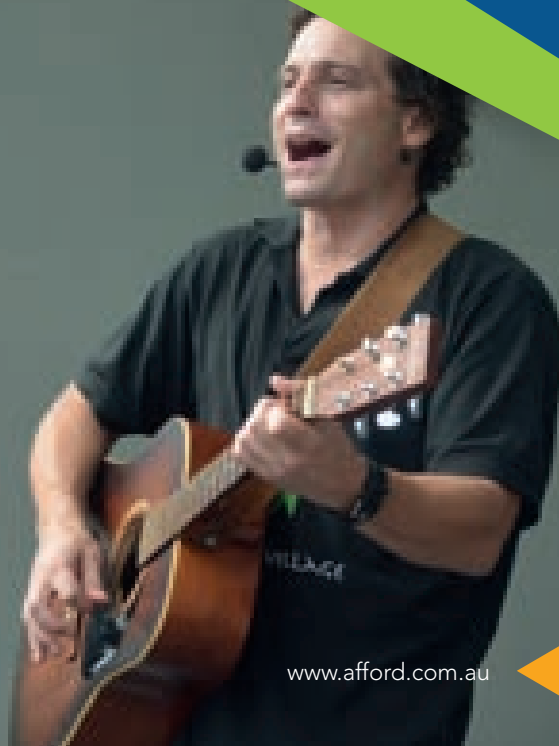
sustainability. Conducting ourselves in a commercially-savvy way ensures that Afford is around to provide support to people with disability well into the future.



CREATE A WORKFORCE AND WORKPLACE CULTURE THAT DRIVES SUCCESS

Afford knows that exceptional customer service to our clients is underpinned by the commitment and diligence of our staff. In line

with this, Afford continues to maintain dozens of Employer of Choice initiatives that ensure we attract the best quality employees that the sector has to offer.



(CHAIRMAN'S REPORT



I am pleased to be able to report another good year for AFFORD both financially and in achieving great outcomes for our clients.

We have weathered most of the NDIS storm and whilst there have been challenges the dedication of our people has seen us achieve the many objectives set out in our Strategic Plan. Whilst the operating profit maintained a similar result to the previous financial year a significant increase in the value of AFFORD's property portfolio has seen total equity of the company increase by \$22.8 million to \$60.9 million, a gain of 60% over the previous balance. This has given us the financial strength to expand and invest in a number of new services in the disability sector. We have also gained close to 500 new clients, and employed a further 300 carers to supplement our expanded service offer.

We have recognised the shortfall in modern up to date accommodation for people with a disability and to this end during the year purchased a further 6 Group Homes in South West Sydney. More is happening in this area, and further to this we have expanded our accommodation service to the Wollongong and Nowra region with the purchase of 2 Group Homes in that area.

Other initiatives introduced over the last couple of years are also putting AFFORD to the forefront of providing opportunities to people with a disability and their carers, to enable them to live and enjoy a fulfilling life. These include Club AFFORD, AFFORD Getaways and AFFORD's Allied Health Team. I am particularly excited about the Cherrywood Hub Lifestyle Centre which will now provide many opportunities for our clients to experience a wide range of activities that are normally not available on a regular basis to people with a disability.

As reported last year the Directors of AFFORD embarked on a program of updating our good governance principles with a review of Board Performance, updating of AFFORD's Constitution and the establishment of a Corporate Governance Policy. The identification of the lack of some specific experience at Board level led to a search for suitable Directors to meet the shortfall. A number of interviews were carried out by the Board Nomination Committee resulting in the appointment of Ms Angela Humphries as a Director of AFFORD. Angela brings with her expertise in Communications and Marketing as well as experience as a Company Director.

Director John Reed resigned from the AFFORD

Board last December after 17 years of service to the organisation. Thank you John, for your wise counsel and support during that time. Sadly our previous CEO Tim Walton passed away earlier this year after a long illness. Tim was CEO of AFFORD for 15 years and was responsible for significant growth in our services over that time.

I wish to take this opportunity to recognise and thank the various State and Federal Government departments such as ADHC, DSS and NDIA for their ongoing support of AFFORD. Thank you also to Minister for Disability Services the Hon. Ray Williams MP and his predecessor, the Hon. John Ajaka MLC for their assistance and attendance at various AFFORD events during the year. I wish to also acknowledge the welcome support we have received at various times from Emma Husar MP, Member for Lindsay, the Hon. Stuart Ayres MP, Member for Penrith and Councillor John Thain, Mayor of Penrith.

On behalf of the Board of AFFORD, I congratulate Chief Executive Officer, Steven Herald and his hard working Executive Leadership Team in achieving a marvellous result for AFFORD for the 2016/17 Financial Year. I would also like to thank all of the employees of AFFORD, for their dedication, loyalty and commitment to strengthening the legacy of AFFORD throughout this year. To my fellow Directors thank you for your hard work and dedication to this wonderful organisation.

Finally, after 34 years and the last 3 as Chairman, I have decided to take some time out from my Director duties and will be standing down and resigning from the Board of AFFORD at the conclusion of the Annual General Meeting. It has been a great honour to be associated with an organisation that is committed to providing people with disability with meaningful programs for personal growth and enjoyment and life fulfilling work and retirement options.

I know I leave AFFORD in good hands and will look forward to following its successes into the future.

NEVILLE K BARNIER

Dip FP, GAICD





(HIEF EXE(UTIVE OFFICER'S REPORT

Over the past year, Afford has continued to grow and evolve as one of the premier service providers in the Disability Sector. With almost 70 years of experience in the provision of an ever widening range of services, we continually draw upon our experience and expertise to delight our clients and carers. Further we continually strive to innovate and adopt more person-centred approaches to maintain our position as a service provider and employer of choice.

During the year we had to completely transform our organisation with the rollout of the National Disability Insurance Scheme (NDIS). We have welcomed almost 500 new clients, we have recruited 300 new frontline carers, we implemented complex new computer systems, we moved from receiving lump sum payments in advance to generating 2,500 invoices per week, and the jobs of our employees changed markedly – particularly our Line Managers whose roles become much more administration related.

As we dealt with this change we worked tirelessly to support our clients and carers to understand the NDIS and negotiate their first plans. For many this was a stressful process but we are confident that we were able to help our clients get outcomes with which they were delighted.

As with other service providers in the sector we have had to face up to delivering great services within the confines of tightening funding levels under the NDIS. To ensure we continue to meet these needs our operational structure has continued to evolve over the past year, and is weighted much more heavily towards our frontline staff providing services to the people we support on a daily basis. Our central overhead functions have now been reduced to 7% of incomes meaning we are extremely lean with head office costs well below that allowed for NDIS pricing. This has continued to improve the culture of our organisation with the emergence of a much keener sense of customer service and consistency across our many sites.

The NDIS heralds a completely new approach to the provision of Disability Services. The NDIS sees a move away from a Government-directed, program-centric approach to a modern, customer-directed competitive market. The challenge for all Not for Profit organisations like ours is to survive in a much more competitive world while remaining true to our mission. We are very confident that we have achieved that and can guarantee that we will continue to do so.

Our mission is to provide quality services to as many people with disability as possible. In the last year we have grown rapidly as people received their NDIS plans and chose service providers for their services. In the first half of the financial year the rollout was slow but steady and in the second half it was extremely rapid, both with regard to existing clients getting packages and new clients signing on with Afford. We have worked hard to maintain great quality and with over 2,500 clients we only lost 5 clients during the year which we believe is a great testament to our achievement of this.

The Financial Year ending 30 June 2017 was another very pleasing financial result following on from the significant financial turnaround we achieved last year. We achieved a sustainable surplus of \$5.5mil after recording a surplus of \$5.7mil last year. This second half of the financial year fell short of the first half as the NDIS pricing and policies negatively impacted our finances quite dramatically in some areas of our business. Day Programs in particular are now making losses and at Afford they represent almost half of our business. This surplus has been used to pay down debt, invest in new properties and absorb the cashflow impact felt from receiving our funding quarterly in advance to invoicing and receiving payment in arrears.

On top of the sustainable operating result, we revalued our property portfolio. Our properties have been accumulated over the past 70 years and the property market has seen them increase in value by 30% since their last valuation 3 years ago. The increment on valuation was \$17mil.

To truly delight customers and deliver great customer service every day we need to have the best staff and the best culture. Along with the flat management structure we have implemented is a very detailed strategy around being an Employer of Choice. In this Report is a detailed description of this strategy that helps us attract the best candidates when recruiting, maintain great morale in our many teams, and limit staff turnover. 65% of our frontline staff have Certificate IV in Disability, and I truly believe we have the best staff in the Sector. Having a flat management structure also means our teams are truly empowered and as the NDIS rolls out we believe that will give us the agility to respond to clients' wants and needs promptly, in spite of our large size.

During the year we completed the build of 2 Group

Homes providing Shared Living for 8 residents, with 3 more nearing completion as I write this report and set to house another 12 residents. These homes represent the remainder of a \$16 million investment jointly funded by Afford and the Department of Ageing, Disability & Home Care (ADHC). The change in lifestyle for our clients has been amazing to be a part of as they move from an institution type environment to much more choice and support.

During the year we also purchased 6 new group homes in South West Sydney and after balance date, another 3 in the far west of Sydney. All of these homes were immediately filled due to the increased demand for these services under the NDIS. We also have started our expansion into Wollongong & Nowra as we look to find more affordable housing for our clients, with 2 new homes in Nowra.

Education has long been an area of strength for Afford and continues to grow with new innovative programs and partnerships. We found outcomes in this area have dropped under the NDIS and we are making our voice heard to try to see an increase in the focus on vocational outcomes as plans are reviewed.

Employment Services have also long been a central part of Afford's business. We take pride in being one of Australia's largest employers of people with disabilities with just under 500 supported employees in our 5 Australian Disability Enterprises (ADEs). Certainly, we are the largest employer of people with disabilities in Metropolitan Sydney. With recent developments around wage setting tools in the sector there has been great uncertainty, but we remain committed to giving our clients the opportunity to have a job and earn money on top of their Disability Support Pension (DSP). The self-esteem that comes from having a job along with the social interaction and friendships provided by going to work are invaluable to our clients.

Further, our Disability Employment Services (DES) have a caseload of over 700 clients and have found jobs for hundreds of people with disabilities in open employment. I am proud to say that we ranked in the top 5 companies providing DES services in Australia based on the star ranking system.

Respite Services (Short Term Accommodation) was an area of considerable growth with our Centre Based Respite in St Marys gradually moving from operating 3 to 7 nights a week. This is another business that is making losses under the NDIS but we remain committed in the hope that pricing is amended to guarantee the future of a service that is critical to clients and carers to provide short stays that help keep the family together in the long run.

Also during the year we established our Allied Health division. The demand for these services has been staggering and the outcomes achieved for our clients is often life changing for clients and carers. Our specialist NDIS Team also has 7 Support Coordinators to help clients and carers get the best possible outcomes in their NDIS plans, and ensure they know how to access all services to which they are entitled.

On behalf of everyone at Afford, I would like to acknowledge the support of the NSW Department of Ageing, Disability & Home Care (ADHC), and in particular the support of the Minister for Disability Services, the Hon. Ray Williams MP. Thanks also to the Commonwealth Department of Social Services (DSS), and the National Disability Insurance Agency (NDIA).

The wonderful achievements of our clients would not be possible without our sponsors, supporters, donors and Cherrywood Raffle ticket purchasers who provide the funding to make many fabulous services possible. I would also like to thank our Board whose support has made the last year of change and great achievements possible. Also, a huge thank you to all of the staff at Afford. Your ongoing dedication to working with our clients with care, integrity and respect will see Afford continue to grow and provide lifestyle, learning and vocational services to people with disabilities, their families and carers for many years to come.

Finally, thank you to our clients, families and carers for giving us the privilege of being a part of your lives and helping to make people achieve extraordinary things.

STEVEN HERALD

B. Bus, CA
Chief Executive Officer

**"Our mission is
to provide quality
services to as many
people with disability
as possible"**

OUR HEART AND SOUL





BOARD OF DIRECTORS

The Afford Board of Directors are committed to upholding organisational mission and values, and ensuring Afford fosters sustainable and viable practices. The Board encourages the pursuit of excellence throughout all Afford services to enhance the lives of people with disability in the community.

NEVILLE BARNIER (CHAIRMAN) DIPFP, GAICD

Mr Barnier was appointed on 19 December 1983. He spent 28 years in the Financial Planning, Insurance and Superannuation industry before retirement in 2012. Until recently, Mr Barnier was a director of Penrith RSL Club Ltd for 12 years, the last 7 as Chairman of the Club. He is currently Chairman of the Homes for Heroes Western Sydney Fund Raising Committee responsible for funding the accommodation of homeless war veterans at Governor Phillip Manor in Penrith. Mr Barnier holds a Diploma of Financial Planning from Deakin University and is a Graduate Member of the Australian Institute of Company Directors. He was elected President of the Australian Foundation for Disability on 19 November 2014.

Chairman: Governance Project Committee



MICHAEL ALLEN PSM, FIPAA, Grad Dip, UEM

Mike is the former longstanding Chief Executive of Housing NSW, the largest social housing provider in the Southern Hemisphere. Mike has over 35 years' experience in social housing and asset services and has led a number of reforms include the development of the National Regulatory System for Community Housing.

Chairman: Remuneration and Nomination Committee
Member: Property Committee



ROSS FOWLER (DEPUTY CHAIRMAN) OAM, B.Comm, FCA

Ross was appointed on 18 February 2004. He is the former Mayor of Penrith City Council and a current Councillor. Ross is the principal of a Penrith-based firm of Chartered Accountants. Other directorship experience includes Western Sydney Regional Organisation of Councils Ltd, Penrith Whitewater Stadium, Mutual Management Services Ltd, Penrith Performing and Visual Arts and Ripples at St Marys. Ross was elected as Deputy Chairman of Australian Foundation for Disability on 18 November 2015. Member: Finance, Audit and Risk Committee, Property Committee



EVA BALLAI MBA Adv., RN, BN, JP

Ms. Ballai has over 25 years' experience in health care, spanning unique breadth of frontline, senior management and board level positions. A Lieutenant Specialist Nursing Officer with the Australian Defence Force and former Treasurer of Special Olympics Australia, Ms Ballai has an extensive operation and strategic understanding of health care settings, particularly Aged Care. Member: Remuneration and Nomination Committee, Governance Project Committee

MARIO BELLANTONIO

OAM, LLB (SYD)

Mario's career spans over 40 years as a principal in a legal firm with extensive experience in commercial transactions and litigation in administrative, civil and criminal jurisdictions. He has been a Director of the Joan Sutherland Performing Arts Centre and of Penrith Riverfest and Festival. He provides advice on legal issues.

Chairman: *Property Committee*

Member: *Remuneration and Nomination Committee*



ANGELA HUMPHRIES *MAICD*

Ange has extensive experience in media, communications, marketing and PR expertise. Her current consultancy business focuses on crisis PR management and she represents a number of high profile clients and companies. She has been a guest lecturer at the University of Western Sydney. As a disabled women living in Western Sydney, Ange brings a unique insight to the Board. Ange is also a Director at Blacktown Workers Club (Group of Companies) and is a past Vice President of ClubsNSW (Norwest).
Member: *Property Committee*



CLIFF HAYNES

B.Comm, FCPA, FLGMA

Cliff was formerly Assistant Director General Corporate and Shared Services, FACS and Executive Director of Business Management and Governance at Housing NSW. Cliff was former President of the NSW Division of Local Government Managers Australia, and served the Board for 10 years. Cliff was appointed as Company Secretary on 31 May 2014 and resigned on 15 July 2015. Member: *Finance, Audit and Risk Committee, Governance Project Committee*



ALAN TRAVERS *PSM, FLGMA*

Alan has 42 years' experience in local government and is the retired General Manager of Penrith City Council and provides consulting advice.

Chairman: *Finance, Audit and Risk Committee*

OUR TEAM

Afford's Senior Management Team prides itself on its diversity and are driven by their shared belief in the Vision of Afford, to better the lives of people with disability. The Team boast a wide and varied operational and strategic skillset, based on their different backgrounds, styles of thinking and approach to problem solving. Their collaboration and genuine leadership continues to drive exciting progress.

STEVEN HERALD Chief Executive Officer *B. Bus, CA*

Steve has a care and passion for supporting people with disability to achieve extraordinary things, and was drawn to the sector by his personal experiences with close family members. Steve has held Senior Executive roles for various Service Retail multi-nationals, including Flight Centre, Mister Minit and Hoyts. Steve is an expert in change management, customer service and financial efficiency across high volume and geographically spread operations.



CASEY HAILES Executive Manager – Client Services

Cert IV Disability, Dip CommServices

Casey holds 15 years of frontline, middle and senior management experience in the disability sector, providing extensive and firsthand insight into successful and efficient service provision. Casey provides measured and meticulous oversight to Afford's Client Services, that ensures consistent and high quality service standards.



JASON LIM Chief Financial Officer *FCCA, CA*

Jason is responsible for Corporate Services (finance, facilities management and ICT support) and is Afford's Company Secretary. He has more than 13 years of experience as the Head of Finance in education management (not-for-profit), logistics, shipping and aviation services.



STEPHANIE FORSYTH Executive Manager – Human Resources

Cert IV HR, Cert IV TAE

Stephanie is responsible for the delivery of professional and comprehensive HR services across Afford including the implementation and management of staff incentive and bonus programs. She has 10 years' experience in Recruitment and HR, and over 7 years' experience in the disability sector.

RHIANNON O'BRIEN **Executive Manager – Business Development & Fundraising** *Cert IV Business Sales, Cert IV TAE, Dip of Property Services, Licensed Real Estate Agent*

Rhiannon has managed Afford's Events Portfolio for over 8 years and works tirelessly building community partnerships and opportunities for everyone at Afford. Rhiannon is responsible for applying for funding and grant opportunities and works with Local, State, and Federal Government as well as the Corporate sector. She oversees Afford's Special Programs such as Afford Getaways, Club Afford, as well as Afford's Customer Care, Sales Team and Call Centre.



CHRISTINA EMMANOUEL **Executive Manager – Commercial Development** *LLB (Current)*

Christina is responsible for pursuing Afford's opportunities for expansion and strategic development. Her interface with NDIS policy and regulation, coupled with oversight of Afford's Marketing Team informs the organisation's positioning in the marketplace. Christina works closely with youth services and holds various ambassador roles within the community.



PAUL THOMAS **Executive Manager – Afford Employment** *Dip TAS, Dip FLM, Dip Logistics Management, RN*

Paul is responsible for the management of all Afford Employment operations, which spans Australian Disability Enterprises (ADEs), Disability Employment Services (DES) and Transition to Work and Retirement programs. He has over 20 years' experience in vocational training and NFP management.



ROSEANNA BARLETTA **Executive Manager – NDIS** *BPsych, RN, Cert IV Dis, Cert IV Mental Health*

Rosie is responsible for Afford's transition to the NDIS and also oversees Allied Health service offerings. Rosie has worked in disability and mental health for the past 16 years, spanning both corrective services and frontline experience.



ANJULI CHAMI **Supported Employment Manager** *B.HR Management, Cert IV Disability, Cert IV TAE*

Anjuli is responsible for the vocational training and development of supported employees across Afford ADEs and social enterprises. Anjuli also maintains links across Operations Management, Quality Assurance, NDIS Implementation and Behaviour Support.

GARY HARRISON *Business Manager – Pallets*

Gary is responsible for the management of Afford's timber manufacturing, overseeing the ADE's production of goods such as pallets, crates, beds and pegs. His work experience spans 38 years in a variety of management and senior management roles across a number of industries including Electronics and Signage.



MARK SCHWENKE *Acting Afford Employment Manager*

Mark is responsible for the operations of the company's 4 Disability Employment Services sites from Bankstown to Blacktown. He has 25 years of experience in the employment services industry and 24 of those in management roles.

FRAN HARTMAN *Business Improvement Manager
B.Ec, MCommProfOrg*

Fran is responsible for developing and overseeing the suite of policies and procedures which support the delivery of high quality services, ensuring Afford complies with all legislative and regulatory requirements. Fran has extensive experience in the NSW health sector, more recently in a quality and risk management role within a non-government health service organisation where she managed and maintained a broad range of accreditation programs and activities.



MAUREEN BROWN *Recruitment & Training Manager*

H.R. Management Degree – First Class
Maureen is responsible for all recruitment and training services across Afford, including succession planning programs. She is also responsible for all Employer of Choice programs, new and existing within Afford. Maureen has over 25 years' experience in recruitment, training and H.R. and over 2 years' experience in the disability sector.

OUR DISTRICT MANAGERS

Our District Managers ensure that the diversity of our communities tailors the approach we adopt at each Afford site.

KIRALEE JACKSON District Manager – Far West

Certificate IV Disability, Dip. Disability, Cert III Business Admin

Kiralee is responsible for managing and overseeing the overall effective operations of multiple support services in the Far West region. She has over seven years' experience in the disability sector with a demonstrated history of working in the non-profit organisation management industry. Kiralee has further skills in Case Management, Strategic Planning, Leadership Development and Project Management.



KYM MAFI District Manager – Accommodation Services

Dip. Disability, Dip Case Mgmt

Kym began in Day Programs at Kings Park and has been with Afford for seven years. Kym has a great knowledge of the sector and Afford. Kym is responsible for the operational management of our eleven group homes and Cherrywood Village. Direct support for four team leaders and together as a team ensure that our residents receive the best service possible.



EMMA HUNTER District Manager – Central East

Cert. IV Disability, Dip. Comm. Serv., Dip. Disability, Dip. Comm Serv Coordination

Emma began as a Lifestyle Assistant with Afford and has worked across many of Afford's centres. Emma has great knowledge of the disability sector with over 8 years' experience. Emma is responsible for managing and overseeing the overall effective operations of multiple support services in the Central East region.



ALLAN SIO District Manager – Central North

Allan is responsible for the operational management and oversight of sites in Afford's Central North Region. He has six years of experience working in complex one-to-one and crisis scenarios that has shaped his informed and practical approach to middle and senior management. Part of his experience is working in the education department as a teacher's aide working in primary schools with young children with complex needs and challenging behaviours.

KATHY BULLOCK District Manager – South West

Dip Disability, Dip CommServ

Kathy has worked with Afford for the past five years. Her current role is District Manager for the Sydney South West district where she currently manages four sites – Green Valley, Chipping Norton, Lurnea and Campbelltown. This is expected to grow to seven sites as Afford has recently purchased sites in Oran Park, Narellan and Eschol Park which will open in early 2017. Previously, Kathy worked as a Mobile Lender with ANZ Bank and before that she ran a child care centre for 17 years.





OUR PARTNERS AND SUPPORTERS

A big thank you to all of our generous sponsors who helped with our major Fundraising events.

AMF Bowling Rooty Hill
Ashfield City Council
Ashfield RSL
Bankstown City Council
Bankstown Sports club
Bellicious Jewellery
Blacktown City Council
Blacktown International Sports Park
Blacktown Police Department
Blacktown Workers Club
Brandwise Promotional Australia
Cabramatta Bowling Club
Captain Cook Cruises
Commonwealth Bank of Australia
Chupa Chups
Cliff Lewis Printing
Clintons Toyota Campbelltown
Coca Cola
Creepy Crawley
Cricket NSW
Dino's Pizza
Est of the Late Sheila Finlayson
Fairfield RSL
Featherdale Wildlife Park

Football NSW
Forkbiz
Gay Waterhouse Stables
Green Design
Guru 2U
Head Turners
Heartland Hyundai
Hornsby Mazda
Huhtamaki
IMAX
Ingleburn RSL
Joeys Jettings
KJ Woods
Kookaburra Plumbing
Liddell Solutions
Liveware
MaCher
Master Catering Services
Motif Signs
Ms Mary Blums
NRMA
NSW Fire Brigade
NSW Rugby League
Pelikan Artline

Penrith City Council
Penrith Panthers
Penrith RSL
RA Gale Foundation
Raine & Horne Commercial Penrith
Scully Design
Self Move Hire
SES Gary Fry
Sinclair Hyundai
Southern Highlands Realty
St Johns Ambulance
St Johns Park Bowling Club
Stuart Alexander
Sydney Cricket & Sports Ground Trust
Thomas Hassall Anglican School
Tixana
Twin Creeks Golf
Village Roadshow Theme Parks
Voyance Insights
Waterlogic
West Ashfield Leagues Club
Western Sydney Wanderers
Wheelies Bikes



THE AFFORD LIFESTYLE (CORE SUPPORTS) – DAILY LIVING

SHARED LIVING

At Afford we have a passion for enriching lives by offering our clients opportunities to thrive under our whole-of-life approach to accommodation supports.

Afford group homes are homes in every sense of the word. We go above and beyond to ensure that our residents' homes are filled with care, fond memories and the best quality support that the disability sector has to offer. Afford group homes are so much more than just a room and board, they are safe and comfortable environments where residents are able to build lifelong friendships and support networks. Our residents don't live in our workplace, we work in their home – and that is a privilege that Afford takes very seriously.

This year, Afford proudly opened 3 new group homes. Our homes are purpose built to the highest standards of accessibility, while remaining modern and warm. They are spacious and each housemate has their own room (decorated and kitted out to their own personal style and needs) and plenty of communal areas that housemates are able to enjoy together.

24hr staffing is facilitated by Afford's qualified and industry leading Lifestyle Assistants who are dedicated to making sure that residents are able to enjoy life inside and outside of the home, while ensuring exceptional quality support and wellbeing safeguards are met.

Adopting our LAPs (Learning, Activities & Participation) model of support, residents are supported to explore their own interests and flourish – residents have joined their local footy club, become board members for community organisations, started neighbourhood walking groups, and developed confidence in their independent living skills around the home and beyond.

Residents develop strong connections with each other and staff, and become an extension of our Afford Community that resembles a family unit. We celebrate the good together (Christmas, birthdays, weight loss – you name it!) and encourage each other when we need it. The joy that the Afford lifestyle brings to our residents is palpable from the moment you are invited to enter an Afford group home, with housemates so houseproud and eager to show guests around. The transformation in confidence and independence experienced by our shared living residents is one of the achievements that Afford is most proud of.



**"It's not just about a home,
it's about a lifestyle"**

– Kym Mafi, Accommodation
District Manager





DEAN – THE (CHAMPION

Finding a place to call home where he was able to live the life he wanted, on his own terms, was very important to Dean.

His previous living arrangements placed many restrictions on Dean's freedoms and limited Dean's ability to pursue his life goals.

In December 2016, Dean moved into a new, purpose-built Afford Group Home and by all accounts, was instantly transformed into a new man with his new found independence.

He was able to choose his own meals, come and go when he pleased, enjoy the outdoors on his terms and manage his own mail and money.

He values being able to have a say in the furniture and routines of the household and continues to develop his independent living skills.

Dean has many personal goals for life and work and after joining an Afford Group Home, he had the confidence to pursue his other interests.

With a place that he can truly call his home, Dean feels comfortable to work on other areas of his life. He has widened his friendships by joining new social groups, as well as a new church where he has a valued role during the Sunday service.

Working with an Afford Lifestyle Assistant, Dean began work at the Afford Minchinbury Australian

Disability Enterprise (ADE) and took part in travel training so that he felt confident when travelling to and from work every day by himself.

Afford also supported Dean to connect with the Citizen Advocacy Western Sydney (CAWS) group in Parramatta that has helped Dean pursue his goals of one day representing Australia at the Para Olympics and various international swimming competitions. He now regularly trains with a swimming squad.

Today, Dean is a determined and vibrant man and in his 8 months as part of the Afford community he has been able to take control of his life and enjoy the Afford Lifestyle we pride ourselves on. With his new found sense of freedom and liberties, he has become an inspiration who lets no obstacle stand in the way of advocating for people living with disability. Dean has joined a committee of experienced experts to advise the Intellectual Disability Rights Service, and now also plays an active role as a board member of CAWS.

If this wasn't enough for Dean, he's now broadened his horizons and continues to set new personal goals – the latest of which sees him starting speech therapy with Afford, to improve his literacy and communication skills.

THE AFFORD LIFESTYLE (CORE SUPPORTS – DAILY LIVING)

SHORT TERM ACCOMMODATION (OVERNIGHT RESPITE)

Afford Respite is truly a home-away-from-home, where clients can develop their independent living skills during short stays and bond with new friends.

Breaks are an important part of any relationship, and at Afford we believe there is no reason why they can't be a little (or a lot of) fun!

Afford Short Stays is a fun and inclusive environment, where peers can hang out, enjoy each other's company and give new activities a go.

Afford Short Stays provides quality care in modern and fully accessible five-bedroom homes, and in the company of like-minded housemates. This gives clients a safe and supportive space where they have the opportunity to practice and build their independent living skills (such as cooking or domestic tasks) or enjoy some regularity in times of crisis. During each client's stay we will follow a unique Individual Respite Plan that we create together, to ensure that every visit is special and clients and families get the experience they are after. Whether you choose to stay in or go out, you are sure to have a great time.

Afford's Short Stays have large open plan kitchens, dining and lounge rooms with flat screen TVs, gaming consoles, computers and SmartBoards and great outdoor areas fit with undercover settings, BBQs, and a trampoline. An important difference to Afford's respite offering is the chance to explore and enjoy our local communities during fun and engaging outings – clients may want to go to the movies, zoo or pub for dinner, it is up to them to decide what they would like to do.

While clients enjoy a great night, few days, or weeks of memorable experiences with newfound friends, their loved ones are able to have some time to themselves. These times can help them to re-charge, re-energise and get on top of things or spend time with other loved one – which makes a vital difference in their ability to sustain their roles as carers.



THE AFFORD LIFESTYLE CORE SUPPORTS – DAILY LIVING

DROP IN & COMMUNITY SUPPORT

Afford is proud to offer support to clients in their own homes and communities.

Living the life you want is important, and means different things to different people. It may be about maintaining your independence or keeping some routine to your lifestyle. Afford offers clients the helping hand they may need, when and where they need it. Drop-in or community based support allows clients to live the life they want, while maintaining independence and control over their routines. Some of the areas we can help with include:



Personal care



Help with routines at home around meal times or getting ready in the morning



Support to attend community events



Support at appointments, with grocery shopping or to attend the gym



Exploring the community by enjoying the local park, pool or club



Or whatever support you need!

Your community is a special place filled with opportunities that we waiting to be enjoyed, how you would like.





THE AFFORD
LIFESTYLE

THE AFFORD LIFESTYLE CORE SUPPORTS – SOCIAL & COMMUNITY SUPPORTS

LIFESTYLE CENTRES (DAY PROGRAMS)

Afford knows that every day is full of potential and opportunities to share new experiences with friends, and our Lifestyle Centres are just that.

Afford Lifestyle Centres are hubs of activity where groups of like-minded individuals are supported to learn, develop and explore the world around them. We offer a range of programs specially tailored for people with moderate to severe disability in an inclusive and engaging environment. Bike riding, performing arts, music, art, swimming, therapy, sensory activities – there is an endless list of possibilities and if clients haven't found the program for them yet we will find it, or create it!

Our Lifestyle Centres are staffed by qualified and highly-trained Lifestyle Assistants who ensure clients receive exceptional quality support. Afford Lifestyle Centres have

an emphasis on learning practical life skills through fun and engaging programs that build on clients' confidence and social skills. The support clients receive is aligned to allowing clients to work toward and achieve their NDIS goals.

We welcome you to visit one of Afford's 16 Lifestyle Centres across Greater Western Sydney in: Ashfield, Belmore, Blacktown, Campbelltown, Canley Vale, Chipping Norton, Condell Park, Green Valley, Guildford, Jamisontown, Kings Park, Llandilo, Lurnea, Mt Druitt, Oran Park, and Windsor.





MARCO – THE SPORTING CHAMP

Marco joined the Afford community in early 2017 and instantly won the hearts of many with his bubbly personality and passion for sport.

Working closely with Marco and his family, the Team Leader and staff at our Oran Park Lifestyle Centre, quickly learned that Marco's strengths lay in his love of all things sport.

Everyday written and verbal communications often present challenges for Marco due to a rare genetic disorder, but in the language of all things NRL, he is fluent and is able to clearly express himself.

Afford Lifestyle Assistants knew that this passion was key to adapting their person-centred approach to support Marco achieve his personal goals of becoming more social and making new friends.

Marco is often found outdoors with his Lifestyle Centre peers, kicking a ball around or learning new tricks. His enthusiasm has inspired others at the Oran Park Lifestyle Centre to join him in getting active as well. Channelling his interest in sport has enabled Marco to more confidently interact with others and extend his social networks.

Marco's love of all things NRL is palpable. He is completely in his element on the footy field; passing the ball and scoring time and time again - with no limits to his abilities on the field.

He is a strong supporter of the NRL's West Tigers football team and plays for the West Tigers physical disability team as a fullback. Every week, he runs out onto their field with the team – living his dream of playing the game he loves and wearing his favourite colours on the field. The West Tigers and NRL family consider Marco a future NRL disability ambassador.

Marco's amazing sporting achievements made him the ideal candidate to represent Afford at the signing of the 2017/18 partnership between Afford and the Western Sydney Wanderers.

Marco is truly an inspiration for his passion and determination to immerse himself in all forms of sport and Afford is proud to support Marco as he continues to kick goals on and off the field.

THE AFFORD LIFESTYLE CORE SUPPORTS – SOCIAL & COMMUNITY SUPPORTS

CLUB AFFORD

In 2016, Afford proudly launched Club Afford – a membership based social group that is designed to promote healthy lifestyles, fun and exploration of communities through social programs.

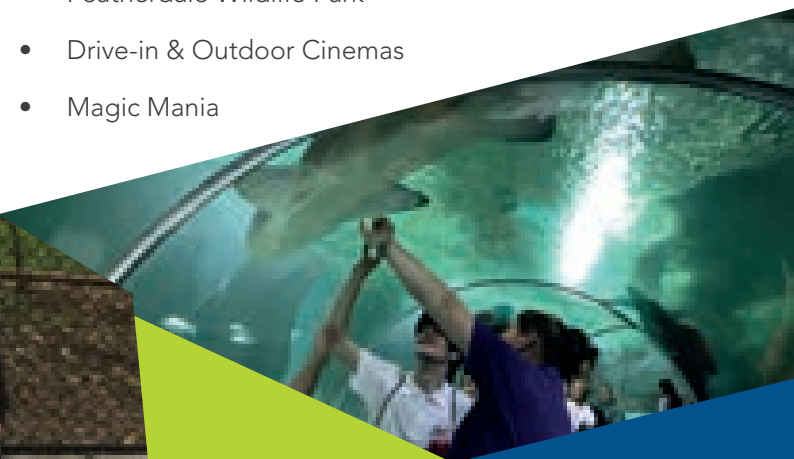


Club Afford is an exclusive lifestyle club offered to members of the Afford Community, where clients can pursue interests with friends across Afford and hang out in inclusive environments. By offering programs outside of traditional service hours (weeknights and weekends), clients and families are able to enjoy the fun that a break in regularity can bring.

As part of the Club Afford experience, members are supported to learn new life skills and to have greater confidence in their own abilities such as budgeting and engaging with the community. There are also educational cooking classes available that support clients to learn about healthy foods and how to prepare nutritional meals.

Club Afford is all about positive fun and giving people with disability the opportunity to meet new friends. Through Club Afford clients have the opportunity to sample or regularly participate in a range of new and fun activities – some of the fun places we went in 2016/17 include:

- Vivid Sydney
- Hawkesbury & Camden Shows
- NRL Games
- Australian Pioneer Village
- Regular Themed Discos
- Concerts (Guns N Roses, ACDC)
- Live Pro Wrestling
- Sydney Royal Easter Show
- Mini Putt Putt
- Japanese Gardens
- Powerhouse, Maritime & Madame Tussauds Museums
- 3 Sisters, Blue Mountains
- Kiama Blowhole
- Featherdale Wildlife Park
- Drive-in & Outdoor Cinemas
- Magic Mania





MADLIEN – THE SOCIAL EXPLORER

Curious to learn more about her local area and Sydney more broadly, Madlien made a choice to join Club Afford in March this year and has taken part in activities almost every weekend since joining as a member.

For a long time, Madlien has had a desire to socialise more and expand her friendship circles, but at 59, often found it difficult to make real connections with others that could develop into long lasting friendships.

Speaking with staff at our Kings Park Lifestyle Centre – where she enjoys programs two days a week – Madlien was introduced to Club Afford.

Club Afford broadened Madlien's world to a range of opportunities that not only helped her meet like-minded people, but also gave her the confidence to let her personality shine and contribute, in her own way, to the activities.

Keen to explore different places, meet other people and have fun on the weekends, Madlien has taken part in many activities through the Club Afford healthy lifestyles program.

She has enjoyed various outings to exciting events such as the Easter Show, NRL football games, Stardust Circus at Liverpool Catholic Club, as well as music performances such as the Johnny Cash Show and Tina Turner Show.

But some of Madlien's most memorable outings have

been to places where she gets to learn and discover more about the world and its history at places like museums and the Pioneer Village in Wilberforce, where she got to step back in time to get a taste of the everyday routines of centuries past, such as gathering food and collecting milk.

Madlien also has a soft spot for animals and is always keen to visit Sydney's Taronga Zoo on a Club Afford experience, to take in the cityscape and see and touch many of the animals.

Her lively and enthusiastic attitude to life always picks up the mood at the weekend Club Afford discos that she regularly attends. Madlien enjoys dressing up to suit the different disco themes and always makes an effort to look the part.

Feeling welcome and assured that she has friends around her to share her excitement about Club Afford activities, Madlien is happy, involved in the wider community and most importantly, has succeeded in achieving her personal goal of creating friendships and memories that will last a lifetime.

"I love it at Club Afford. You feel welcome and you can make new friends. It feels great to be there" – Madlien



afford getaways
a break to remember

AFFORD GETAWAYS

YOUR PASSPORT TO EXPLORE!

Afford Getaways responds to the request for short breaks and holidays for people with disability with different interests, skills and abilities who require some support and assistance whilst holidaying.

Afford are committed to person-centred approaches that enhance the opportunity for all people to enjoy a getaway. Afford Getaways are everything people enjoy about a holiday with a difference – the support and companionship of our qualified and experienced Afford Lifestyle Assistants. All travel, accommodation and meals are included in every Afford Getaway package, so families don't have to sweat the small stuff.

Clients can either choose their ideal holiday destination from our latest Travel Brochure, or Afford will happily work with clients to plan the holiday of their dreams, to anywhere they can imagine! As an important part of the Afford Getaways process, staff also assist clients with their budgeting skills and preparation in the lead up to their big trip. Afford is proud to facilitate friends travelling together, and family members or other carers are able to join their loved one in having a great time, knowing they have the necessary staff support for an amazing and safe experience.

Some of the incredible destinations our clients have set sail to include:

- Disneyland, California
- Hawaii
- Gold Coast, QLD
- Fiji
- New Zealand
- Pacific Island Cruises
- Tasmania
- Hunter Valley
- Farm Stays
- Roar n Snore Zoo Stays



LINDA - THE GO-GETTER

'Living life for the now' is Linda's newfound motto and one that has seen her enjoy many new life experiences as a member of the Afford Getaways supported holiday program.

Linda is a youthful and vibrant 57 year old, but after losing those most dear to her, she moved into a hostel where she lives with people significantly older. This limits her opportunities to take part in active experiences or make new friends.

Over three years ago she joined the Afford community to work at our Marrickville ADE where she performs tasks such as packing and assisting on the production line.

Her natural go-getter attitude means that with the support of Afford Lifestyle Assistants, Linda has the confidence to try new things and take charge of her own plans for the future. So when she was introduced to Afford Getaways as a way to holiday with like-minded people while still having her support needs met, she knew that she would have the chance to extend her social networks with people her own

age and to see different places that she wouldn't otherwise have been able to visit.

Linda is one of the first to sign up for a new holiday or outing as listed in the Afford Getaways brochures and encourages others at her workplace to do the same.

To date, Linda has enjoyed a Moreton Island P&O Cruise and was able to experience her first holiday outside of New South Wales on a trip to Tasmania. With an Afford Lifestyle Assistant of her choosing accompanying her, Linda has the peace of mind that she will have the support she needs during her interstate travels. Her confidence has grown so drastically, that Linda is even beginning to set her eyes on some of Afford Getaways' international holiday destinations.

"Give it a go, because you'll never know what it's like unless you go" – Linda

THE AFFORD LIFESTYLE CORE SUPPORTS – SOCIAL & COMMUNITY SUPPORTS

CARER SUPPORT

Being a carer takes more than time, it takes energy, focus, emotional strength and empathy among so much more. Afford recognises and celebrates the incredible role that carers play in the lives of our clients and community, and we say a thank-you of our own through the Afford Carer Support Program.

Afford Carer Support offers a broad range of opportunities to meet other carers in a relaxed, safe and fun environment. These groups have given our families and carers a chance to share stories, ask questions and trade ideas. The Afford Carer Support Program offers carers the chance to take some time out for themselves and enjoy some things they not get time for ordinarily, such as:

- Therapeutic Massages
- Chats and Giggles
- Yoga and Relaxation
- NDIS Planning
- Computer Training
- Jewellery Making
- Food Carving

- Conversational English Lessons
- Resilience
- Health and Wellbeing
- Social Events (Family BBQs, dinner and a show, carer getaways)





THE AFFORD LIFESTYLE CAPACITY BUILDING – HEALTH & WELLBEING

CAPACITY BUILDING SUPPORTS

Central to Afford's whole-of-life approach to support is being able to support clients seamlessly across all areas of life – home, work, community, and health. As part of this, Afford is proud to have responded to the needs of our clients, and launched an Allied Health Team that offer tailored and transdisciplinary approaches to health care. Our Allied Health Team is made up of Psychologists, Speech Pathologists and Occupational Therapists who provide both therapeutic and interventional supports to clients. Under the NDIS, they are able to provide Capacity Building Support to:

- **Improved Health and Wellbeing**
- **Improved Relationships**
 - Deliver Specialist Behavioral Intervention Support
 - Develop Behaviour Managements Plans and training in Behaviour Management Strategies
 - Individual Social Skills development
- **Improved Daily Living**
 - Conduct Individual Assessments, Training and Supports
 - Group and Individual Counselling
 - Group and Individual Therapy



ALLIED HEALTH TEAM



PSY(CHOLOGISTS)

- Work with clients to identify their emotions, one-on-one or through Emotional Regulation groups
- Teach clients positive ways of expressing their emotions
- Behaviour Intervention Supports and assessments
- Family counselling and coping strategy development



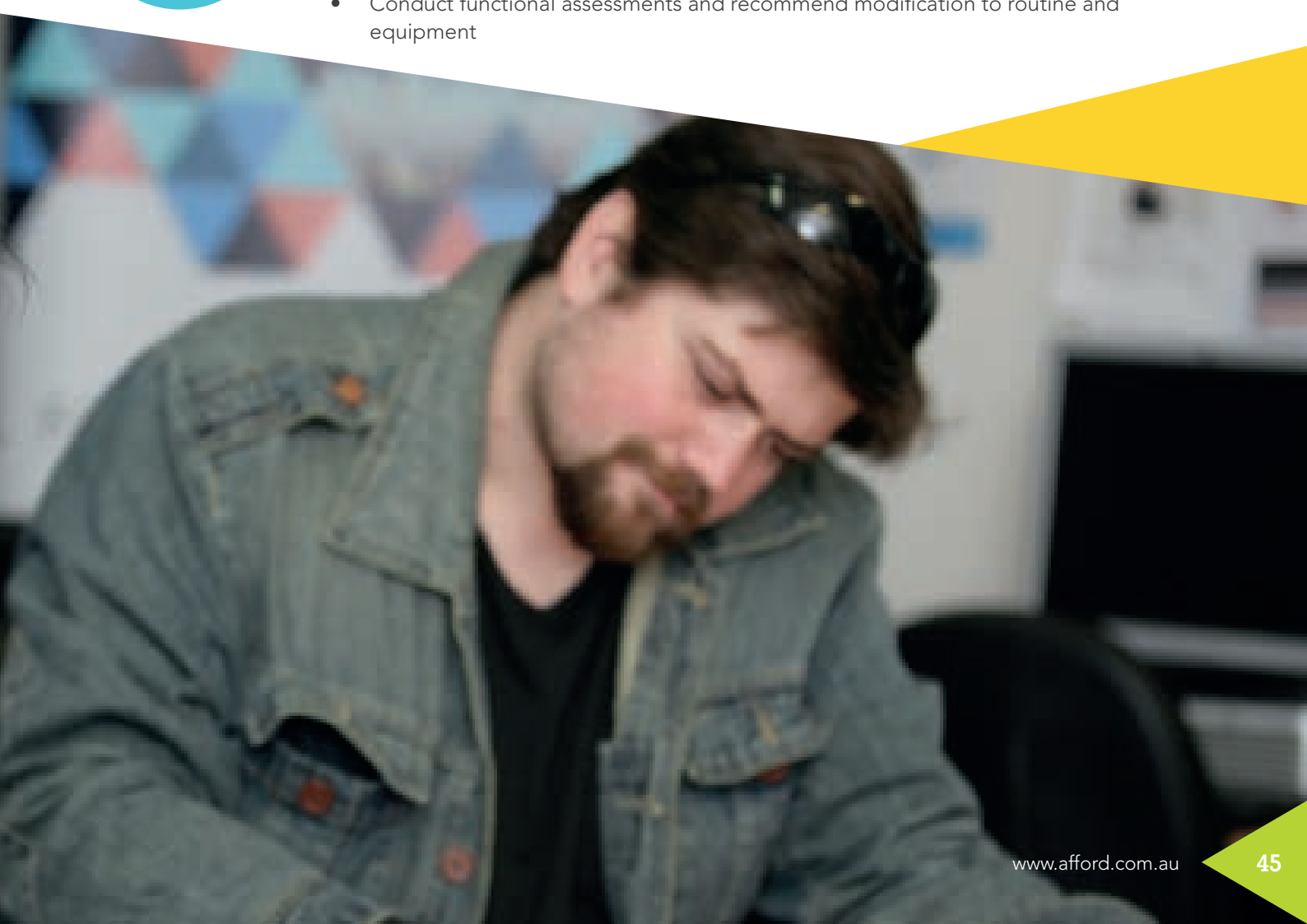
SPEECH PATHOLOGISTS

- Teach clients how to communicate in intentional ways (through sounds, words, gestures, signs) that allow them to interact with others
- Develop language skills to assist in improved learning and reduced stuttering
- Address and improve challenges with swallowing or during meal times
- Improve social and interpersonal skills so that clients are able to build stronger social networks



OCCUPATIONAL THERAPISTS

- Increase coordination and build strength in clients
- Assist to develop motor skills that allow for greater independence
- Improve ability to perform daily living activities such as feeding, dressing and bathing
- Conduct functional assessments and recommend modification to routine and equipment



THE AFFORD LIFESTYLE CAPACITY BUILDING – HEALTH & WELLBEING

SUPPORT COORDINATION

Support Coordination provides extra assistance to clients so they are able to get the most out of their NDIS Plan, and have the best chance possible to reach their NDIS goals.

Afford's Support Coordination Team are dedicated to supporting clients and families to soar under the NDIS. Support Coordinators maintain thorough on-the-ground knowledge of our local communities, and speak 8 different languages. They have developed expert knowledge of support offerings within our communities, so they are best-placed to connect participants with formal and informal supports and resolve complex service delivery issues.

Afford Support Coordinators are able to take some of the administrative burdens of the NDIS away from families, and build on their capacity to maintain these supports and advocate for themselves.



THE AFFORD
LIFESTYLE



PETER – THE CONFIDENT LEARNER

Peter is a young man whose drive for learning was waiting to be unlocked by the right supports.

But to get the right supports, Peter and his family needed knowledgeable Support Coordinators to help them understand what makes an effective NDIS Plan, that would cater to Peter's individual needs.

Peter and his family joined the Afford community in search of support to address some of Peter's learning and behavioural challenges.

Peter was allocated an Afford Support Coordinator who helped him and his family sit down with an NDIS Planning Specialist to develop a plan to suit his individual care needs.

It was identified that one-to-one support was the best approach to help Peter work on personal goals of learning to read and write. He also struggled to manage his behaviour in different situations, so connecting him with the right therapies was advocated for by his Support Coordinator and integrated into his NDIS Plan.

Prior to joining Afford, Peter had very limited literacy ability and showed little interest in reading. Since Afford connected Peter with a behavioural therapist and counsellor close to his home in Bankstown, Peter's skills have improved dramatically.

Peter, with the one-to-one support of his Afford Lifestyle

Assistant, has attended sessions with the therapist one day a week, working on recognising letters of the alphabet and browsing books.

In just four months, Peter has new found confidence in his abilities and has begun to communicate. He is now learning to write his name and construct sentences, and all are sure that this is just the beginning for the development of Peter's communication skills.

With the support of the therapist and his Afford Lifestyle Assistant, Peter also recognises how to manage his behaviour and continues learning about appropriate behaviour in a variety of different social settings.

With support at school and home, Peter is exceeding the expectations of his family in managing his behaviour and learning to write.

Peter's rapid development has been a result of the right supports and networks facilitated at the right times by the Afford Support Coordination Team.

The therapeutic support Peter has received to learn to write and read has boosted his confidence and stimulated a thirst for further growth that will contribute to his life happiness now and into the future.

THE AFFORD LIFESTYLE AFFORD EMPLOYMENT

REIMAGINING AFFORD EMPLOYMENT

Afford Employment now enters the very exciting stage of redefining what we do and how we do it, to ensure we remain a market leader in the disability employment space.

Significantly, Afford has consolidated all three arms of its Vocational Services offering – Supported Employment (ADEs), Open Employment (DES) and Transition to Work – under the one umbrella, Afford Employment. The unifying of these three service areas sees them more able to work collaboratively to deliver the highest possible vocational services outcomes to clients. The new structure also ensures that as the needs of clients change, Afford Employment is able to adapt the support offered to clients, to ensure the support they receive remains meaningful. The synergies between the 3 arms of Afford Employment, continues to grow and develop each day as we strive to create a whole of life vocational pathway for our clients.

The introduction of the NDIS School Leaver Employment Support (SLES) Program under the NDIS adopts an individual, outcomes approach where trainees can engage in activities such as open market work experience and group based skills development around becoming 'Work Ready'. This progress is all made whilst working towards achieving qualifications and Training relevant to the industry that interests them.

Afford's TTW program provides such support, and helps young adults identify their passion and discover vocational pathways that may never have been presented to them before





114906

THE AFFORD LIFESTYLE CAPACITY BUILDING – FINDING AND KEEPING A JOB

SUPPORTED EMPLOYMENT

Afford is proudly the largest employer of people with a disability in the Sydney metro, and with that comes an unmatched level of expertise in supporting people with disability in meaningful work.

For all of us, our job can go a long way toward adding purpose and personal satisfaction to our lives as well as opportunities to develop skills and socialise with friends on a regular basis. Afford is committed to giving people with disability across Sydney these same opportunities to achieve their full potential, and working with them to create fun and inclusive workplaces. We work closely with our supported employees to recognise their strengths and create opportunities around these while applying the highest standard of Workplace Health and Safety across each of our sites.

As part of Afford's whole-of-life approach, supported employees in the Afford community are also able to enjoy an Afford lifestyle, through opportunities to link in with social programs like Club Afford and Afford Getaways, as well as incredible Afford events like our Funathon, Annual Gala Ball and Afford's Got Talent.





FOUAD – THE STAR WORKER

A hard worker and great motivator, Fouad is considered the 'shining star' at our Prestons Australian Disability Enterprise (ADE).

Fouad joined Afford Employment 15 years ago and has continuously and consistently exceeded the expectations of his Team Leaders at the Prestons factory.

Fouad has a drive to work. He is a reliable team member that puts his hand up to help or to take on new responsibility whenever the opportunity arises.

He began at Prestons on the floor with other employees, and over the years has shown such enthusiasm and eagerness to learn more, that he has been supported to progress into a leadership role as site Team Leader. In his leadership role he is quiet and considered and his opinion is truly valued by all at Prestons.

His knowledge of the shrinking machine is like no other and he understands all the Afford processes and procedures inside and out. As a Team Leader he has the responsibility of managing his own team and running his own line and machines to complete jobs for many well known consumer brands.

Fouad always has a smile when he enters the workplace and is ready to get into work and start the day.

All who work and come in contact with Fouad enjoy his company and look up to him as a role model for the

progress he has been supported to make. His strong work ethic, pride in his job and very high work standards make him one of the most respected employees on the floor, by both his peers and Afford staff.

Through every process, Fouad will be there encouraging his team to do their best and provides help when needed. From precise labelling through to counting and packing, Fouad ensures that his team is completing every task to perfection and delivering on time.

While considered a thoughtful character and a friend to all, Fouad expects his team to pull their weight and perform. He takes his responsibility as a Team Leader very seriously and has been supported in how to address productivity or efficiency issues with employees – with diplomacy – if they arise.

Nothing will distract Fouad from running his line at the Prestons ADE. A true inspiration to his fellow workers and to the Afford team who have the privilege of working alongside him, Fouad continues to aim high and set new goals in his work-life.

"I love to run my own line on the work floor and work with my team" – Fouad

THE AFFORD LIFESTYLE CAPACITY BUILDING – FINDING AND KEEPING A JOB

TRANSITION TO WORK / SCHOOL LEAVER EMPLOYMENT SUPPORTS

Moving from school to the workplace is an exciting change that comes with a mix of emotions. Afford Employment's Transition to Work program is aimed at preparing schooler leavers for the workplace and helping them to gain sustainable and meaningful employment.

Afford Employment's Transition to Work Program is designed to complement the education students received at school, and build a practical skillset around these that ensures trainees develop the confidence needed to be work-ready. Afford Employment's approach to School Leaver Employment Supports is to:

- Develop and improve trainee's employability by delivering training which reinforces desirable work skills and behaviour
- Introduce trainees to both Open Employment (DES) and Supported Employment (ADE) staff, to ensure that all trainees are able to secure sustainable and well informed employment outcomes
- Enable trainees to trial a range of career opportunities through work placements.

Afford Employment's Transition to Work program offers an encouraging environment that highlights the fun in learning, so that trainees are engaged and actively participate in their preparation for the workforce and beyond. Some of the program's key areas of support involves:

- Formal training opportunities internally and externally that make use of practical technologies
- Travel, budgeting, self-protection and other independent living skills
- Workplace mentoring and practical experience in the field they are seeking qualification in.





JYDE – THE FUN-LOVING ACHIEVER

Jyde joined our Transition to Work (TTW) program in Minchinbury after his final year in high school using his NDIS School Leaver Employment Supports. With some nervousness about what life would bring after school, Jyde entered the program a shy and quiet trainee that lacked confidence in his abilities.

After being introduced to the Afford Transition to Work program two years ago, Jyde is now a confident and capable young man that takes on all that is thrown at him.

Throughout his journey with Afford, Jyde has shown an eagerness and willingness to learn. He has taken part in all Afford training programs and actively seeks opportunities to develop his knowledge and learn new skills that will prepare him for life in the workforce.

With the support of TTW trainers, Jyde has succeeded in completing his Certificate 1 in Life Skills at Nepean Community College and Certificate 1 in Basic Computer Skills at Macarthur College. He is now also in the process of completing his Certificate 2 in Computer Skills.

For some hands-on experience, Jyde was connected with an Afford Employment Consultant in Blacktown

who was able to secure him a role at Flemington Markets and Clyde Phone Repairs Service to further enhance his skills. He welcomed the new experiences and was excited to interact with the wider community in a work environment.

His newfound positive attitude is infectious and his trainee peers consider Jyde a friend that they can turn to for help if needed.

A personal goal for Jyde when he began with Afford was to learn to drive. He has now passed his Learners Driver Examination and is well on his way to gaining the skills to be a confident driver.

Jyde brings enthusiasm, kindness and a wonderfully strange sense of humour to our TTW team and is an inspirational trainee that has proved time and time again that he is capable of achieving anything and everything he puts his mind to.

THE AFFORD LIFESTYLE OPEN EMPLOYMENT

Afford Employment believes that there is a job out there for everyone, and is passionate about supporting people to find their fit.

Disability Employment Services (DES) assist people to find and keep work in the open labour market. Afford Employment's DES arm supports 700 people through extensive and meaningful pre-employment, on-the-job and post-placement supports that are engaging to each individual jobseeker.

Afford Employment's DES model is based on a flexible, mobile Employment Consultants providing highly responsive and tailored support to jobseekers. Afford's model promotes a maximum ratio 40 jobseekers per Employment Consultant (inclusive of Employment Assistance, Post Placement Support and Ongoing Support), to create a high Employment Consultant to jobseeker ratio. Afford has an excellent record delivering sustainable employment outcomes have achieved these well above the average of other providers in our areas of operation. Afford utilises a continuous service model, where an Employment Consultant supports a jobseeker from assessment to Ongoing Support. This continuity means that seamless support is provided to the jobseeker. Afford Employment Consultants have helped thousands of jobseekers to find the role for them.





WISSAM – THE DRIVEN DREAMER

Afford Employment has been working with Wissam to develop his skills, build his confidence and support him to achieve his goal of working as a security guard.

For some time, Wissam has experienced personal and work challenges which have affected his motivation and confidence.

As a mature aged jobseeker with limited English, Wissam sought help from an Afford Employment Consultant in Bankstown because he had felt a drive to work and contribute to his family and his community, but could not overcome the barriers to employment in his way.

Fluent in Arabic, Wissam's Afford Employment Consultant, Amar, worked closely with him discuss his previous experience as a factory hand, identify his strengths, and look for the best paths to help him succeed in becoming a security guard.

Amar assisted Wissam with online job applications, developing a resume that highlighted his special abilities, interview techniques and also attended on-site job searches with Wissam.

Role playing was an important part of Afford's support that helped Wissam get a sense of the questions that may be asked during interviews and some of the expectations of employers. This process also highlighted ways in which Wissam could talk about his

unique abilities for each role.

Wissam's Afford consultant helped him apply for security roles that not only suited his daily routine, but also took into consideration his cultural preferences for work environments.

In late 2016, Wissam applied for a security position with a well known company. The employer requested that Wissam attend the interview on his own. Calling on all that he had learnt about the interview process through role playing and discussions with his Employment Consultant, Wissam attended the interview and confidently communicated his abilities, strengths and work aspirations.

With the individualised support of Afford Employment, Wissam secured the role with the security company for 15 hours a week and continues to enjoy the atmosphere and meaningful work it offers.

Since partnering with Afford Employment, Wissam has become more confident to speak and respond in English, discuss his ideas and preferences in detail, is more open and bubbly in character and is enjoying his dream role as a security guard.

OUR PEOPLE

At Afford, we recognise that our ability to provide exceptional quality support to our clients is dependent on our ability to attract the best staff in and outside of the disability sector.

To ensure this, Afford is proud to be an Employer of Choice – with our extensive employee initiatives key pillars to our overall success. In the same way that our clients are able to enjoy the Afford Lifestyle, our staff enjoy Afford's invigorating workplace culture. Culture is crucial to Afford's success, and is something we pride ourselves on. In a sector grappling with the major growing pains of NDIS Transition our Afford culture remains progressive, dynamic and empowering to our staff.

(CELEBRATION OF OUR SUCCESS



To remain engaged and striving as an employee, people must feel that their individual efforts make a difference.

To perfect our approach, we relentlessly search for ways to reward staff who deliver great customer service. We do not believe in the old fashioned Christmas bonus for everyone who simply turns up. We believe in recognising those who deliver amazing customer service, and rewarding it – from PACES team incentives, in monthly staff meetings, Buzz Nights and so on.

This approach has served us well in attracting great staff, and we also firmly believe that it brings a dedication to the

job that delivers caring, customer service to our customers. Our frontline staff deliver services that transform peoples' lives, and we want our staff to feel motivated to go that extra mile.

By doing this we sow the seeds of a customer service ethos and momentum that actually delivers a person centred approach rather than just planning one.







There is a constant
focus on celebrating
the positive

TEAM CULTURE

We continually strive to create a genuine team culture and camaraderie at Afford. We want to build work relationships that are founded on mateship to drive great customer service. By providing opportunities for staff to get to know each other on a personal level, we can achieve success together.

When you join our team, you will instantly get a sense that we're about more than just a pay packet. We're an Employer of Choice because we strive to foster a positive, enjoyable and inclusive team culture.

We strive for a work environment that achieves excellence for our clients, but one that can still have humour, fun and interesting challenges. We have initiated regular Buzz Nights that are designed to give teams the chance to discuss where our organisation is heading and individual performance, but also enjoy an afternoon or evening out to build camaraderie and a strong team culture between staff members – while having some fun in the process. Buzz Nights take place once a month and teams are given a budget to have a team building night out on us.

We believe in providing social opportunities for our staff to enjoy, including staff lunches, nights out, Christmas lunches, various networking opportunities for staff at organisational and service levels and more. We share personal joys of our staff such as milestone birthdays, or the arrival of a new baby. We are a community and together we stand as one team.

We attribute much of our success to our focus on our people and creating an enjoyable workplace for all. We're an Employer of Choice because we listen and truly care. By encouraging a strong sense of team and mateship, we can be sure that no matter what hurdles arise, our teams will work together to ensure the things that matter most to our clients, happen.

STAFF EMPOWERMENT

Our frontline staff know our clients better than any Afford staff member. As our clients come up to their first NDIS Plan reviews, we strive to empower our staff to support clients through the NDIS planning process to ensure they have the best outcome for their funding package.

We have regular Team Meetings that give staff the opportunity to discuss services and present options for the best ways to support our clients. We partner with our clients and work together to achieve the best NDIS results. Using a fair and objective panel process, we also look to promote from within our organisation for leadership or managerial positions through our Step-Up Program and other opportunities. Promotions are always based on merit, not years of service, and we provide support through the transition into new leadership roles.

This year, we have seen a number of staff transition into new roles and bring new life to Afford service offerings. Over this year we have seen 18 staff promotions and an average of 32 people per month acting in a higher roles. We aim to cultivate our Staff Step Up Program and we are proud that we have such a wealth of talent within our ranks.

This year more than ever, team leaders are in charge of their own marketing material and client communication. They have ownership of how their service can and will move forward to benefit work colleagues, clients and supported employees. We feel that this greater autonomy empowers our team to create change and encourages a 'big picture' approach for services. With everyone working towards the same goal and taking ownership for their role in that process we can all contribute to and be proud of our success.



**"When you join our team,
you instantly get a sense
that we're about more than
just a pay packet"**

– Maureen Brown,
Recruitment & Training
Manager

EQUAL OPPORTUNITY, DIVERSITY AND FAIRNESS

We provide opportunities for all - no matter where you come from - we will support you to achieve your highest potential.

We have an inclusive and fair worth ethos. We offer both men and women the opportunity to make a difference to the lives of people with disability by joining our team at Afford.

We are proud to be an equal opportunity employer and offer a variety of progression opportunities for all staff members. We encourage our team to seek out managerial positions and further responsibilities through our Step-Up Program for Team Leaders and District Managers Roles within Client Services. We are proud of the rich and varied cultures from which our employees derive and see this

diversity as an advantage to understanding and meeting the individual needs of our clients. We have employees that can speak a variety of languages including Chinese (Mandarin & Cantonese), Vietnamese, Arabic, Italian, Spanish, various African dialects and many more.

Whether it is providing translation services for families and carers at the frontline, or presenting different perspectives to solve challenges, we value the heritage of every individual and welcome diversity into our work environment.



FLEXIBILITY AND SUPPORT

We aim to provide as much flexibility as we can for employees to accommodate personal commitments. Our staff can trust that we care.

By the nature of our business we have many female employees and we do not want to lose them if they decide to start or grow their family. We provide work flexibility because we understand that sometimes family and personal commitments have to fit in around work.

Sometimes staff request changes to work contractual conditions for various reasons such as family/child care commitments, or because they would like to revisit study, so we work with them to develop an agreement that works for everyone.

We try to make it smooth and easy for women returning to the workforce after having a baby and supporting staff when they need a helping hand. We have a Shifts & Rosters process which enables employees to have plenty of notice about work requirements giving them the chance to plan their personal commitments around work.

EMPLOYEE HEALTH & WELLNESS

We encourage both our clients and staff to make healthy choices. We are developing staff fitness programs, encourage staff to quit smoking and offer counselling.

We recognise that working within the disability sector can be mentally and physically challenging at times for our staff. All of our staff can access free counselling services 24 hours a day, 7 days a week for work or personal reasons. We are supporting staff to study Certificate III and IV in Fitness to deliver fitness programs to clients and staff that will drive healthy lifestyles in the future. We offer nicotine replacement therapies for clients and staff. 214 of our staff have also taken up our offer to have flu vaccinations to combat illness during the cooler months. This year we have also launched regular staff massages at sites.

To draw on our logo, when one bird in the flock falls behind, you can be sure that there will be others there to fly back and support that one bird so that it can re-join the rest of the flock with renewed energy and enthusiasm to finish the journey. We firmly believe that a healthier mind and body will deliver better customer service to our clients.



**"Our staff can trust
that we care"**
– Steven Herald, CEO

COMPREHENSIVE TRAINING FOR STAFF

We invest in face-to-face and e-learning training opportunities for our staff to keep them up-to-date.

We are proud to have skilled staff that are well informed, qualified and trained to provide the right advice and expertise to clients when and how they need it. We take our responsibility to develop and maintain staff skills very seriously and provide comprehensive training opportunities.

Our staff have undertaken 14,127 hours of registered face-to-face training including a Client Free Training Week where staff undergo training in First Aid,

Medication, Manual Handling, PEG Feeding, Asthma and Anaphylaxis, Diabetes management, P.A.R.T (Predict, Assess, Respond To Challenging/aggressive behaviour).

Our staff have also completed 4529 courses of online eLearning on ELMO which gives employees easy access to baseline training modules 24 hours, 7 days a week. With the roll out of the NDIS, this eLearning initiative will play a pivotal role in keeping staff up-to-date and allow them to refresh their skills. We want our staff to always

feel like they are armed with relevant information to provide sound advice to clients and carers. We are also proud that 62% of our staff have Certificate IV in Disability.

By completing training, our staff are learning skills that they will have forever and we hope that our investment creates happy and loyal employees for Afford and its clients. We believe in investing in training and development opportunities for our staff for their personal and professional work satisfaction.

The skills that our staff develop through training ensures that services for our clients are delivered professionally, offering peace of mind for our clients and their families and carers. Whether it is a long serving staff member or a new employee to the industry, we are committed to fostering an informed team of staff. This is the key to our success as an organisation and one of the reasons we are viewed as an Employer of Choice.

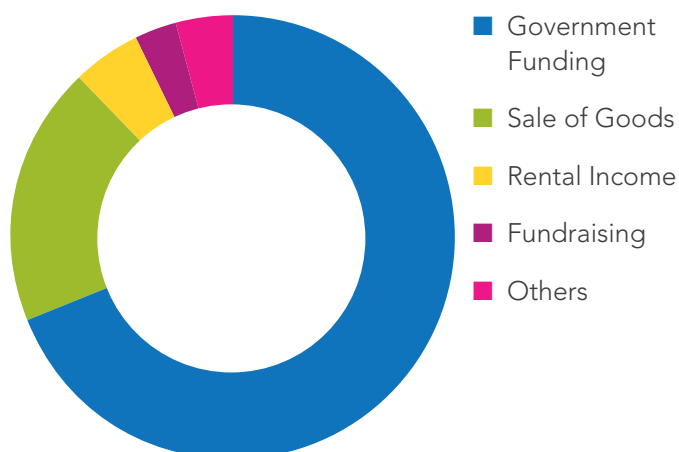




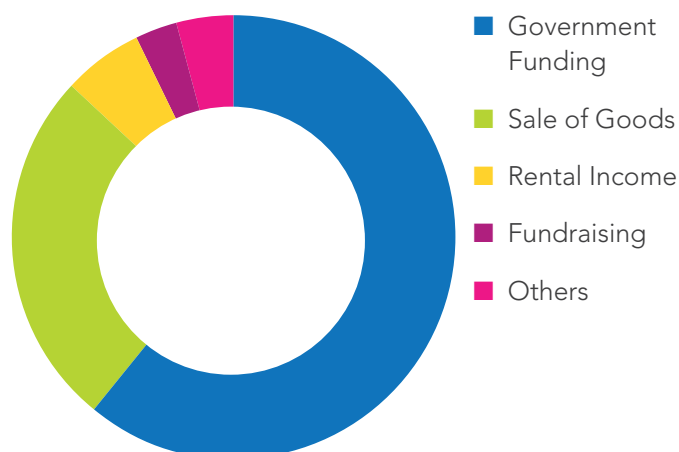
FINANCIAL PERFORMANCE

For the year ending 30 June 2017

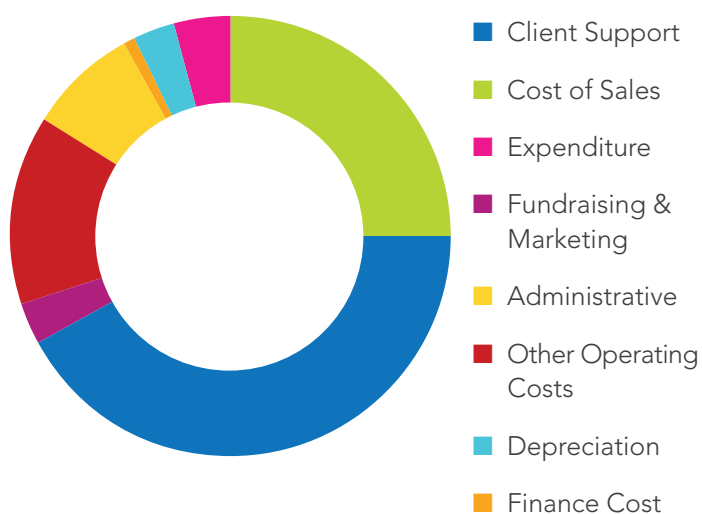
INCOME 2017



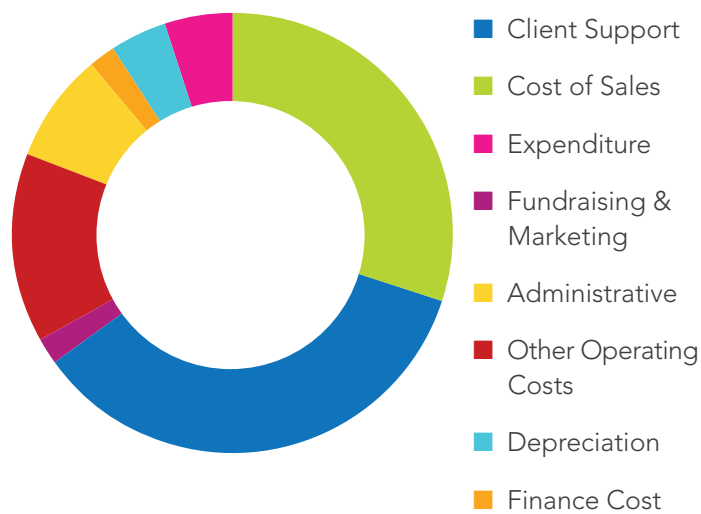
INCOME 2016



EXPENSE 2017

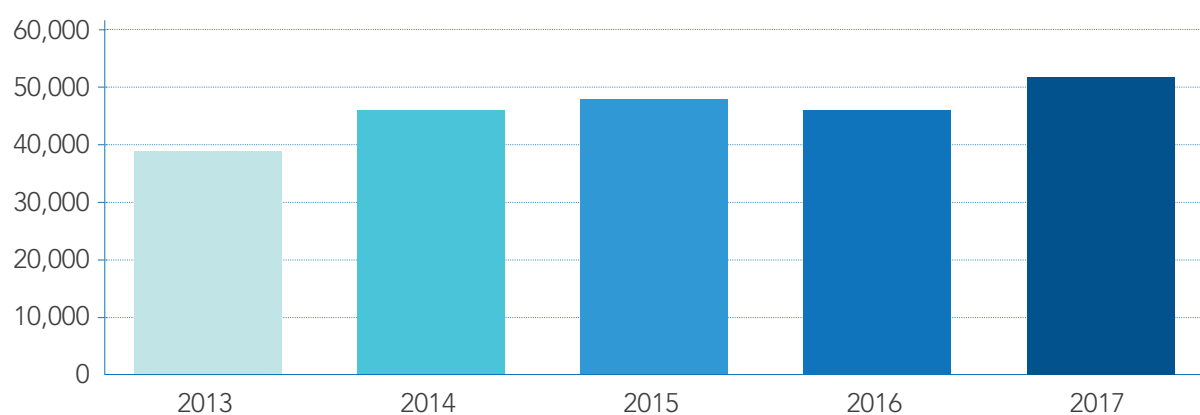


EXPENSE 2016



REVENUE

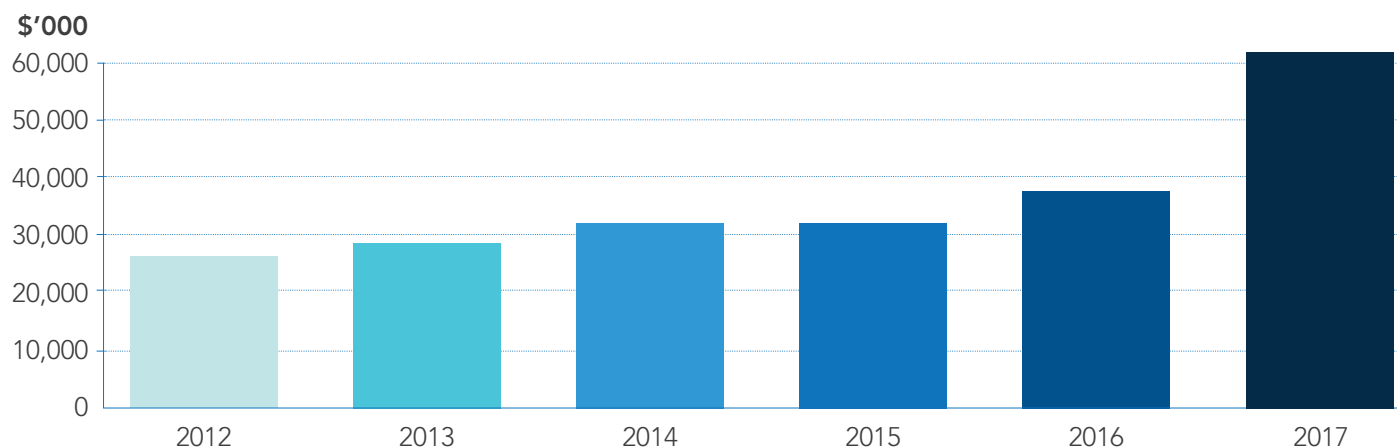
\$'000



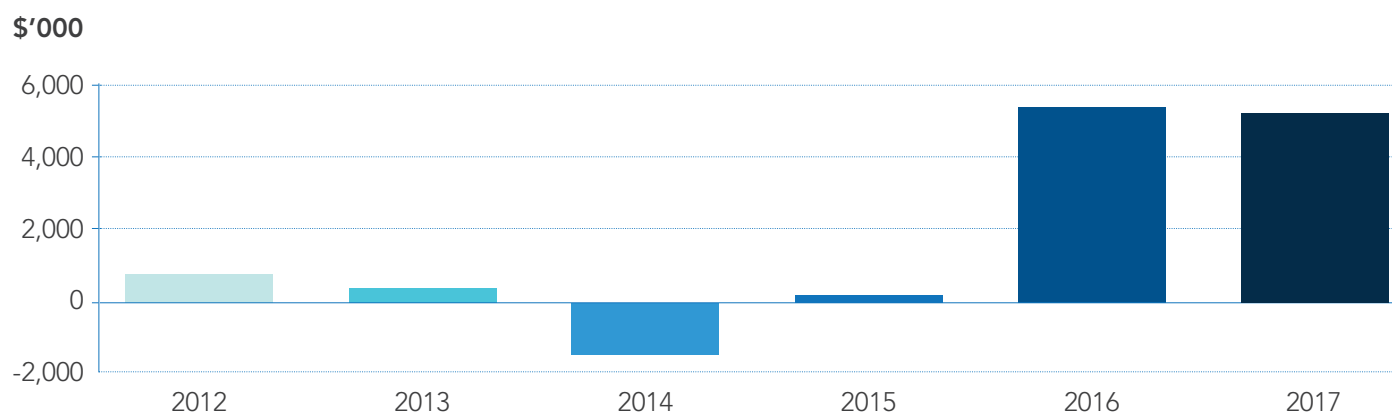
FINANCIAL PERFORMANCE

For the year ending 30 June 2017

NET ASSETS

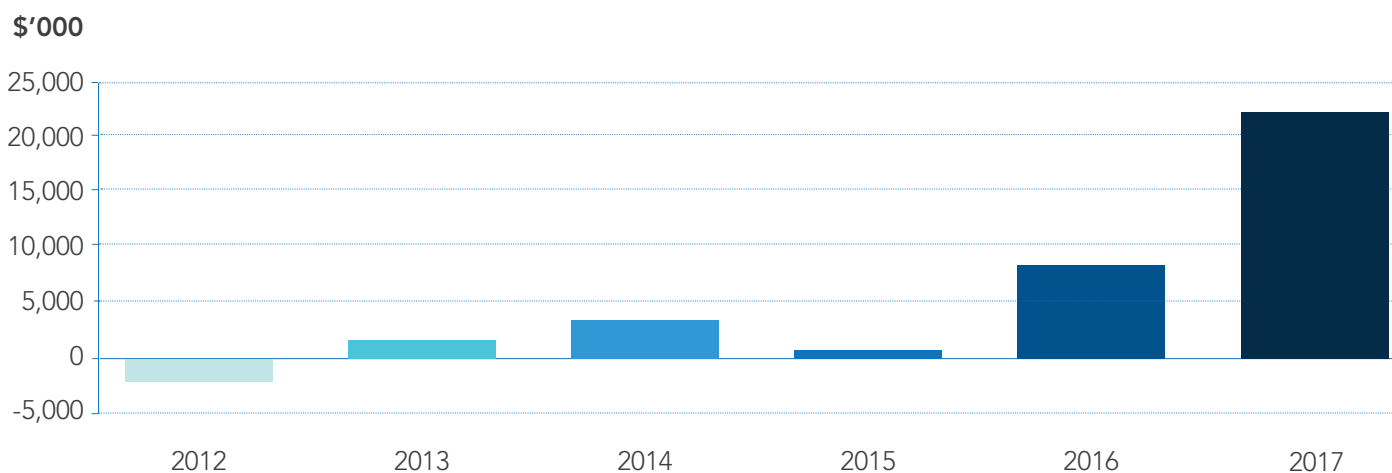


OPERATING SURPLUS (RECURRING PERFORMANCE)



Note: Operating Surplus for the financial year 2016/17 totaled \$5.516m which excludes revaluation surplus from investment properties totaling \$6.786m.

SURPLUS ATTRIBUTABLE TO MEMBERS



STATEMENT OF PROFIT OR LOSS & OTHER COMPREHENSIVE INCOME

For the year ending 30 June 2017

	2017 \$	2016 \$
Revenue	51,752,322	46,642,691
Cost of sales	12,000,314	12,348,901
Gross profit	39,752,008	34,293,790
Other revenue	6,864,156	48,562
Total	46,616,164	34,342,352
EXPENSES		
Client/Program support expense	20,317,007	14,752,819
Fundraising expense	546,462	341,456
Communications & IT expense	805,707	615,804
Occupancy expense	1,647,763	1,827,414
Marketing expense	723,598	624,350
Administrative expense	3,696,735	3,342,901
Other operating expense	4,189,851	3,636,704
Finance expense	695,868	963,716
Depreciation	1,691,366	1,692,587
(Gain) on disposal of assets		(473,095)
Total expenses	34,314,257	27,324,656
Operating surplus for the year	12,301,807	7,017,696
Gain (Loss) from foreign currency forward hedge	-	(446)
Surplus for the year attributable to the members of Australian Foundation for Disability	12,301,807	7,017,250
Other comprehensive income for the year	10,529,104	-
Total comprehensive income for the year attributable to the members of Australian Foundation for Disability	22,830,911	7,017,250

STATEMENT OF FINANCIAL POSITION

As at 30 June 2017

	2017 \$	2016 \$
ASSETS		
CURRENT ASSETS		
Cash and cash equivalents	4,749,633	6,631,530
Trade and other receivables	3,267,983	3,281,488
Inventories	286,956	744,364
Property held for sale	833,195	-
Total Current Assets	9,137,767	10,657,382
NON CURRENT ASSETS		
Property, plant & equipment	53,077,202	28,518,408
Investment property	31,310,00	24,524,000
Intangible assets	130,000	130,000
Total Non Current Assets	84,517,202	53,172,408
TOTAL ASSETS	93,654,969	63,829,790
LIABILITIES		
CURRENT LIABILITIES		
Trade and other payables	5,738,847	5,761,772
Borrowings	4,400,000	31,250
Employee benefits	2,530,186	2,186,569
Total Current Liabilities	12,699,033	7,979,591
NON CURRENT LIABILITIES		
Borrowings	19,670,950	17,549,743
Employee benefits	445,839	262,229
Total Non Current Liabilities	20,116,789	17,811,963
TOTAL LIABILITIES	32,785,822	25,791,554
NET ASSETS	60,869,147	38,038,236
EQUITY		
Reserves	19,318,039	8,788,935
Retained surpluses	41,551,108	29,249,301
TOTAL EQUITY	60,869,147	38,038,236



It is with the fondest respect and gratitude that Afford pays tribute to our former CEO, Tim Walton who sadly passed away.

Disability support services in Australia have benefited largely from the progressive initiatives driven by Tim Walton during his 35 year career and work in the vocational services, health, education, and disability sectors.

Tim was tireless in his efforts to improve the opportunities and services available to people with disability.

During his 15 year tenure as Chief Executive Officer of Afford, Tim was instrumental to our growth. Until he stepped down from his position at Afford in 2014, Tim implemented forward-thinking initiatives to progress our organisation and benefit clients. In addition, Tim made a significant contribution to supporting people with disability in his roles as President of National Disability

Services (NDS) and Chair of NDS NSW, and was notably at the forefront in the establishment of the National Disability Insurance Scheme (NDIS). Tim also chaired the Every Australian Counts committee that successfully campaigned for the introduction of the NDIS and was the NDS Board representative on the National Disability & Carer Alliance.

Tim's influence across the Australian disability sector is undoubted and his passion and legacy will be remembered fondly, and continue to live on at Afford.

CONTACT DETAILS

AUSTRALIAN FOUNDATION FOR DISABILITY

12 Marianne Pl, Minchinbury NSW 2770
ABN: 99 000 112 729
1300 233 673

LIFESTYLE CENTRES

Ashfield, Belmore, Blacktown, Campbelltown, Canley
Vale, Chipping Norton, Condell Park, Green Valley,
Guildford, Jamisontown, Kings Park, Llandilo, Lurnea, Mt
Druitt, Oran Park, Windsor

ACCOMMODATION

Cranebrook, Llandilo, Mt Pleasant, Narellan, Nowra,
Penrith, Rouse Hill

RESPIRE

Eschol Park, St. Marys

AUSTRALIAN DISABILITY ENTERPRISES

Ingleburn, Marrickville, Minchinbury, Minto, Prestons

TRANSITION TO WORK PROGRAMS

Minchinbury, Ingleburn, Fairfield, Liverpool, Marrickville,
Penrith, Riverstone

DISABILITY EMPLOYMENT SERVICES

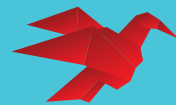
Bankstown, Blacktown, Fairfield, Liverpool

ALLIED HEALTH & SUPPORT COORDINATION

Sydney wide

For more information about the range of services offered
by the Australian Foundation for Disability (Afford) call
1300 233 673 or visit **www.afford.com.au**.

For more information on
all supports offered by the
Australian Foundation for
Disability (Afford)
call **1300 233 673**
or visit
www.afford.com.au





1300 233 673

12 Marianne Pl,
Minchinbury, NSW 2770 Australia

www.afford.com.au



facebook.com/Afford