

65  
YEARS

PROVIDING DISABILITY CARE & SUPPORT FOR OVER 65 YEARS

WE CARE!



ANNUAL REPORT  
2017/18



#### **NATIONAL HEAD OFFICE**

3-7 Marianne Pl, Minchinbury NSW 2770  
ABN: 99 000 112 729  
1300 233 673

#### **DAY PROGRAMS**

Ashfield, Beenleigh, Belmore, Berwick, Bexley, Blacktown, Booval, Campbelltown, Canley Vale, Chipping Norton, Condell Park, Green Valley, Guildford, Jamisontown, Kings Park, Llandilo, Lurnea, Mt Druitt, Oran Park, Rouse Hill and Windsor

#### **ACCOMMODATION**

Cranebrook, Logan Village, Mt Pleasant, Narellan, Nowra Penrith, Pimpama and Regents Park

#### **RESPITE**

Benowa, Eschol Park, Lakemba, St. Marys and Waterford

#### **AUSTRALIAN DISABILITY ENTERPRISES**

Ingleburn, Marrickville, Minchinbury, Minto and Prestons

#### **TRANSITION TO WORK PROGRAMS**

Minchinbury, Fairfield, Ingleburn, Liverpool, Marrickville, Penrith and Prestons

#### **DISABILITY EMPLOYMENT SERVICES**

Bankstown, Blacktown, Fairfield and Liverpool

#### **ALLIED HEALTH & SUPPORT COORDINATION**

Across NSW, QLD and VIC

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](http://www.afford.com.au)**.



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# ABOUT US

**With over 65 years of experience behind us, we are one of Australia's longest serving disability service providers, dedicated to helping people with disabilities live an empowered life.**

## WE CARE ABOUT YOU

We empower each individual to create a life of opportunities. We encourage our clients to discover new life experiences, work options and embrace social and balanced lifestyles. That's why our service delivery is all about you. We tailor your NDIS plan to suit the supports you want to receive.

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.

## OUR EXCEPTIONAL CUSTOMER SERVICE

Afford knows that the 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. 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.

## THE AFFORD LIFESTYLE

At Afford we do more than provide you with supports – we welcome you to the Afford Lifestyle which brings all parts of life together, from home to health, friends and employment – it's everything you need to build a life you'll love.

We are here to support you where it suits you best – at home, in the community, or even at Disneyland! We'll be there at the times that suits you best, whether that be 24/7 care or an hour here and there.

We love the NDIS and we are excited to help you along your journey. Get in touch to explore your potential with Afford.

## AS PART OF THE AFFORD LIFESTYLE, WE HAVE A WIDE RANGE OF SERVICES FOR OUR CLIENTS



GROUP HOMES



DAY PROGRAMS



RESPIRE



AFFORD  
EMPLOYMENT



CLUB AFFORD



AFFORD GETAWAYS



ALLIED HEALTH



SUPPORT  
COORDINATION





65  
YEARS

“We are proud of,  
and celebrate,  
the rich diversity  
of our communities”

# THE VALUES WE SOAR WITH



## AFFORD'S VISION

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



## AFFORD'S MISSION

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



The infographic features a central title 'AFFORD'S VALUES' in yellow, surrounded by five colored circles: pink for Integrity, orange for Respect, green for Cooperation, teal for Empathy, and light blue for Excellence. Dotted lines with arrows connect each circle to the center. The background is blue with colorful geometric shapes and origami birds hanging from the top.

## 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 our 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'S 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.



# OUR YEAR IN REVIEW

We've been busy at Afford in 2017/18. Here's a snapshot of just some of the great things we've been up to.



## Our 65<sup>th</sup> Birthday



We packaged **170,000** packages for Colgate throughout our ADEs



### OUR ANIMAL THERAPY PROGRAM FEATURED ON

Channel 9's Weekend Today and  
Channel 10's Studio 10

**400**

NEW STAFF JOINED  
OUR TEAM

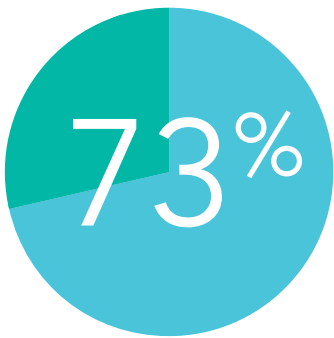


**OVER 6,000 NEW  
LIKES ON OUR  
FACEBOOK PAGE**

**OUR DES TEAM HAS BEEN NOMINATED  
FOR LOCAL BUSINESS AWARDS**

# 700 EMPLOYERS ACTIVELY HIRED STAFF WITH DISABILITIES

## Afford merged with WALCA



Placement  
rate for all  
DES Clients

We acquired  
the Norma  
Parker Respite  
Centre



OVER 60+ WHEELCHAIR VANS

NEW  
properties  
purchased



14,730  
hours  
of paid  
training

GOLD MEDALS  
WON AT THE  
SPECIAL OLYMPICS



We expanded our operations interstate to  
Victoria and Queensland

Over  
40 people acting in  
higher positions  
each month

HELD OUR 2ND ANNUAL GALA  
BALL WITH 638 CLIENTS AND 119  
CORPORATES IN ATTENDANCE

# THE AFFORD COMMUNITY



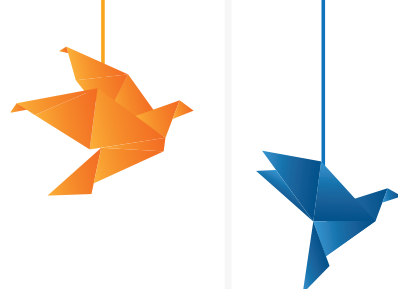








# (CHAIRMAN'S REPORT



**This year has been an excellent one for Afford – we celebrate 65 years of Afford operations and great progress under the NDIS.**



The year marks the end of our 2014-2018 Strategic Planning cycle with huge progress being made throughout this time and all 132 Strategic Initiatives under the plan have been completed. During this time, Afford has nearly doubled in size due to opportunities under the NDIS together

The Board also maintains a keen interest in Afford's commitment to carers, and are proud of the extra attention given to Afford's carer support program in the last year.

I thank my fellow directors for their hard work and dedication to supporting Afford – together with our clients, their families and our staff, we will continue to achieve extraordinary things.

**ROSS FOWLER**

OAM Chairman

with our unwavering commitment to deliver exceptionally high quality support to clients.

This year the Board resolved to expand our operations interstate to Queensland and Victoria, this marks a significant change in Afford and will enable us to assist more people with disability, their families and carers to live the life they choose. We are confident with the NDIS expertise and systems we have developed in our New South Wales operations, and excited to take this knowledge to new communities across the Eastern Seaboard.

To facilitate this growth, over the last year Afford has purchased an astounding 29 properties – this is an amazing effort and thanks go to the Board's Property Committee, under the leadership of Director, Mario Bellantonio, for the work done in this regard.

We launch into our 2018-2021 Strategic Plan with ambitious plans to grow in size, presence and impact as an organisation. The operational efficiencies and best practice approaches implemented by CEO, Steven Herald, and his leadership team place Afford in a prime position to foster the organisation and so deliver better outcomes for our clients.



# (EO'S) REPORT



## **"2017/18 was an exciting year of interstate growth, with our operations expanding to Queensland and Victoria"**

2017/18 was a fabulous year for Afford. We find ourselves in a continued comfortable position and geared for expansion, which allows us to better fulfil our mission and support more people with disability to let their abilities soar under the National Disability Insurance Scheme (NDIS).

The NDIS has been extremely challenging for us as an organisation but we firmly believe it is delivering much better outcomes for our clients & carers, which is our mission. For most of our Sydney based clients the journey has been completed and we can now use the knowledge we have to make the journey for Queensland and Victorian clients much smoother. We pride ourselves on getting outcomes for our clients that delight them, and we can happily say that all of our clients are delighted with their NDIS plans.

For our Sydney clients, the focus now moves from transitioning from ADHC (Dept. of Ageing, Disability & Home Care) & understanding the NDIS, to thinking more deeply about how to get the best out of plan reviews and fully utilising plans – particularly core supports. Our team are ready, willing and able to help in this process with the extensive knowledge we have gathered in our Specialist NDIS team and management teams. With the huge number of plans we have worked on, and are presently transacting, (over 3,000) we are seeing some innovative and flexible ideas emerging that we can share with our clients and carers such as different uses of core supports, respite, holidays, allied health and so on.

For our Queensland and Victorian clients and carers the focus is navigating the NDIS rollout and we bring the knowledge we have gained in Sydney to help get the best outcomes for our clients. In Queensland South covering Beenleigh & the Gold Coast, we have a great team and have purchased a number of properties. Our first Day Program site is in Beenleigh and we will have our first Respite Centres on the Gold Coast (Benowa) and another at Beenleigh (Waterford). These sites will provide the high quality services we pride ourselves on delivering, and our Respite Centre on the Gold Coast provides an exciting option for interstate clients to spend their respite stay on the Gold Coast. We have purchased a number of Group Homes for Queensland clients receiving their SIL packages, and interstate clients can consider our vacancies if they are looking for a move to beautiful Queensland. Given the lower property prices in Queensland we are also passing on savings to our clients of lower weekly rentals leaving them with a larger disposable income

Queensland North operations will be centred in

Caboolture reaching north to Noosa and south to the northern suburbs of Brisbane. The rollout commences in January 2019 and we are ready with a great team ready to help share our NDIS knowledge, and a number of properties acquired ready for services.

In Victoria the rollout has commenced and we are acquiring centres to in the Bayside area and South East Melbourne. We are extremely excited to be offering our services in Victoria, and we already have a great team of staff.

In all areas we have Allied Health teams offering Psychologist, Speech Therapist and Occupational Therapist services. Under the NDIS we have been delighted to see that many clients have been receiving much more Allied Health services which are transforming peoples' lives.

Our Support Coordinators have been able to help hundreds of people understand the NDIS and negotiate the best outcomes. It is very important to have the advice of professionals who have seen hundreds of plans to ensure clients are getting the best outcomes, and once again we are making sure the knowledge we have gained in the rollout so far is shared with clients getting their first NDIS plans.

As well as Client Services we continue to offer a wide range of services through Afford Employment. We continue to be the largest employer of people with a disability in the Sydney Metropolitan area from our 5 ADEs with almost 500 supported employees. During 2017/18 we struggled financially in the traditional packaging & labelling businesses but have a number of projects underway to attract different work to keep our employees meaningfully employed. Our pallet manufacturing business had a record breaking year with sales of over \$7.5mil of a wide variety of pallets.

Our DES business also had a great year placing almost 500 clients in Open Employment and being the 2nd highest rated DES business in Australia with an average star rating of 4.5 for some time.

Our Afford Employment business also provides Transition to Work services for clients leaving school. Under the NDIS, the new program School Leaver Employment Scheme (SLES) has seen less packages offered, but we are seeing more coming through in recent months and are keen to grow.

During the year we completed multiple projects that will improve the service offering available to Afford Clients. The launch of our Cherrywood Hub introduces a new

style of support offered to clients on a large 23 hectare property at Llandilo, where the sensory gardens and open spaces provide exceptional tactile experiences to clients. We are innovating through new projects like our Animal Therapy Program, which has been a run-away success and attracted the attention of both Channel 9 and 10 lifestyle programs. Our National Head Office was relocated to a new and much larger site, which allows for growth in our back office in line with our growing presence along the Eastern Seaboard – State-based Head Offices were also established in Queensland and Victoria for greater local accessibility to clients.

During the year we completed the build of 8 Group Homes, and bought a further 12 new Group Homes in NSW alone. These homes will allow more residents to experience the Afford Lifestyle, which is a big point of difference for Afford that is explored later in this Report. Additionally, Respite Services was an area of considerable growth with our Centre Based Respite in St Marys continuing and welcoming 2 new sites in Eschol Park and Lakemba. The Lakemba site, Norma Parker, was previously operated by CatholicCare and closed in 2017. We intervened and purchased the property so that we could re-establish much needed services in the Belmore area. The Respite model has also changed under the NDIS and we are quite determined to make it work as we recognise the incredible value that Respite provides in keeping families together.

During the year we also merged with WALCA who have operated much needed high needs Day program services in Bexley for the past 25 years. WALCA had slid into losses under the NDIS and were going to close so we intervened to make sure these services would continue.

As always, this year we continued to host our magical annual events for clients, such as the Afford Gala Ball, Afford's Got Talent, the Cherrywood Fete, Funathon and many more. We are delighted that our strong financial position allows us to host these grand events to our clients free of charge, where they are able to create lasting memories with the friends they have made by being a part of the Afford Community.

We welcomed 500 new staff to the Afford family in 2017/18. Afford recognise that to ensure exceptional quality care for our clients that we need to attract the best staff that the sector has to offer. We do this through a robust and award winning suite of Employer of Choice initiatives – from highest in sector wages to our Customer Service Awards, Step-Up career progression program, Buzz Nights, PACES incentive scheme and many more. I take this chance to acknowledge the dedication, hard-work and enthusiasm of our staff who provide amazing support and services to our clients every day. Thank You!

I would also like to pass on the gratitude of staff and clients to our Board of Directors who selflessly provide their support and expertise to Afford. Our Board have increased their contribution through newly energised

committees that helped guide our Property Investments, Audit & Risk, and Executive Remuneration. This year also saw the commencement of a 3 Year Strategic Plan where the Board approved our expansion interstate and aggressive property investment program.

On behalf of our Afford Community, I would like to thank all of our supporters and in particular the National Disability Insurance Agency. A special thank you also, to the NSW Department of Ageing, Disability & Home Care (ADHC) who jointly funded the build of a number of purpose built homes in the Penrith area to accommodate 40 clients. These homes were completed this year concluding a \$16mil joint venture between the Dept. and Afford.

We would also like to thank those who generously support our longstanding Cherrywood Raffle and the many benefactors listed elsewhere in this report who supported our various events throughout the year.

Finally and most of all, a sincere thank you goes to our clients, their families and carers. It is a privilege to be a part of your lives, and we strive every day to delight you with caring support.

**STEVEN HERALD**  
Chief Executive Officer



# OUR STRATEGIC PARTNERSHIPS & GROWTH

**As more states within the country transition to an NDIS plan, we have taken the opportunity to expand our service offerings interstate as well as work closely with different service providers and adjacent sectors to create more accessibility for people with a disability to access services. We believe that integrated service delivery benefits both the customers and the agencies that work together.**

Recognising a valuable growth opportunity, Afford have expanded our service offerings in Queensland and will be expanding further into Victoria. Our initiatives to help guide people through the NDIS have been very warmly welcomed:

- Support Worker Networking Events
- NDIS Information sessions
- Attending NDIS and disability expos
- Advertising in shopping centres
- Launched a weekly electronic newsletter
- Empowered our staff to become trusted NDIS points of reference

In terms of group home accommodation, we have purchased new properties in Queensland, as well as Nowra in NSW and continue to purchase new homes in greater Sydney as needed. We have established a specialist dedicated team in Queensland to ensure the smooth transition into the region. The team's key focus is to ensure continuity of service and clear communication with all residents, their families and carers.

Under the National Disability Insurance Scheme (NDIS), many disability service providers have found it difficult to remain financially viable.

Understanding the new funding model and creating new person-centred programs within the modernised, competitive disability sector, has meant that some smaller organisations cannot sustain their operations. WALCA, among others, were faced with the prospect of having to close down its service. Thus, our strategic merger with Bexley disability service provider, WALCA has been beneficial for our long term growth as well as for the clients at Bexley. Afford's merger with WALCA has ensured that 50 people with disability in the Bexley community continue to receive high quality supports and choice through their community programs, options for independent living and more.

In this environment, Afford continues to be a strong performer and is expected to work more closely with other service providers to create various support pathways for people with a disability. We believe that when providers work together, we can maximise our growth and also provide support to those who need it most.







# OUR PARTNERS AND SUPPORTERS

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

2NDS World  
A Bit Of Maintenance  
Abcoie  
Acco Brands  
Active Fasteners  
Anytime Fitness Penrith  
APM  
Associazione Fiumani  
Sydney  
Atlas Locksmiths  
ATS Awnings  
Austar Scaffolding Pty Ltd  
Barbara Robinson  
Barrie Hewitt  
Bawdens Industrial  
Blacktown Sports Park  
Blacktown Workers  
Bondi Pizza Parramatta  
Brandwise  
Bunnings North Penrith  
Cabra Vale Diggers  
Campbelltown  
Cabramatta Bowling Club  
Cabravale Diggers  
Camden Council  
Campbelltown Catholic Club  
Campbelltown City Council  
Canada Bay Club  
Carers NSW  
Carmela Caltabiano  
Clarkes Tinting  
Clintons Toyota  
Club Liverpool  
Coca Cola Amatil  
Coffee Club Neapen River  
Community Building  
Partnership Funding  
Corporate Bodies  
Cricket NSW  
Deep Blue Solutions

Dept of Family & Community  
Services  
Direct Packaging & Pallets  
Pty Ltd  
DLR Building Service  
Drummond Golf  
Eastern Creek Raceway  
Ecovolt Electrical  
Elgas  
Elite Sand and Soil  
Emma Husa Stronger  
Communities  
Estate of the Late Clive  
Stanley Downs  
Estate of the late Sheila  
Finlayson  
Everyday Hero  
Fairfield RSL  
Fantastic Furniture  
Franklins Plumbing  
Gai Waterhouse Stables  
Gasweld  
Guildford Leagues  
Hawkesbury City Council  
Hayden Timbers  
Hornsby Mazda  
Ian Hewitt & Associates  
Innerwest Council  
IRT Foundation  
K J Woods  
Kambala School  
Kmart  
Kmart Tyre & Services  
Koala Park Sanctuary  
Kookaburra Plumbing  
Lamrocks  
Lindt Chocolate  
Liverpool City Council  
Liveware  
Livingstone International

Macarther Wrap & Strap  
Mantra Hotel QLD  
Mary Blums  
Master Catering  
Maureen Imms  
Melissa Markham  
Messina Gelato Parramatta  
Mitbrand  
Motif Signs  
Movie World  
Mr Allan Sturgess  
Mr Andrew Presbury  
Mr David Parker  
Mr Mark Ostry  
Mr Martin Crumpton  
Mr Plywood  
Mrs Mary Blums  
Mrs Pearl Schipilliti  
Mrs Sheila Finlayson  
Ms Deborah Poulton  
Ms Dona Moss  
Ms Katherine Koukoulas  
Ms Vikki Shorter  
Northern Beaches Christian  
School  
NSW Department of  
Community Sport &  
Recreation  
NSW Fire Brigade  
NSW Police  
NSW Premiers Fund  
NSW Rugby League  
Olympus Electrical  
P & G Timber  
Panthers  
Paul Lawrence  
Peak Solutions  
Penrith City Council  
Penrose Pine  
Precision Blinds

Pure Beauty and Skincare  
RD Redfearne  
Rebel  
Reimer Winter Williamson  
Lawyers  
Revesby Workers Club Ltd  
Roadside Response  
Robert DeSantis  
Royal Agricultural Society of  
Nsw  
Safety Assured Fire  
Protection  
Santosa Ray  
Set to Learn  
Southlands Real Estate  
Specsavers Narellan  
St Marys Band Club  
Stockland Care  
Streets Ice Creams  
Sue Grice  
Sydney Cricket Ground  
Sports Trust  
Sydney Motorway  
Sydney West Commercial  
The Estate of the Late Joyce  
Ethel Sproat  
The Estate of the Late  
Steven McKerihan  
The RA Gale Foundation  
Total Tools  
Twin Creeks  
Universal Sony Pictures  
VRTP  
Werriwa Stronger  
Communities  
West Side Performing  
Penrith Cheer Squad  
West Tigers  
Wests Ashfields  
Wet and Wild

# SHARED LIVING

**At Afford, our Supported Independent Living is much more than just an accommodation; it is a lifestyle. We know that home is where the heart is and we create opportunities for residents to build an enriching and fulfilling life.**

Our shared living arrangements are designed to support residents as they develop their independence and engage in a variety of activities and programs through our whole-of-life approach to accommodation supports.

At Afford group homes, we go above and beyond to ensure that our residents feel at home, are included and feel safe and happy. Our dedicated staff provide our residents with care, fond memories and all the opportunities that Afford has to offer.

This year, we have a total of 15 new residents living in our homes and a total of 63 residents altogether.

## KEY GROUP HOME DEVELOPMENTS

2

Group homes  
in Southern  
Highlands  
( Nowra )

11

Group homes  
in Sydney

7

Group homes  
in Queensland

### HEALTHY LIVING

Our staff support families to find the right mix of supports to suit their needs. Throughout the year, a large focus for our clients has been on developing and implementing healthy eating and lifestyle, implementing gardening programs to growing their own vegetables and using them in the cooking and menu planning.

We have encouraged our residents to exercise regularly and they have taken this on enthusiastically with some residents purchasing bikes which they then ride in the local community. Some of our residents have also joined a disability rugby league team. The impact of these initiatives has been very positive for residents as their health has improved and their sense of purpose and direction has also been enhanced.

### LOOKING AFTER PETS

In addition, we have also encouraged our clients to take care of pets. We started small initially, purchasing fish and hermit crabs. Learning to take care of their pets has instilled a sense of responsibility and nurturing within our residents and it has brought about many positive experiences.

### SOCIAL OUTINGS

Our staff take our residents to community and local events such as local markets, pubs and local clubs, as well as shows and actively participate in the local community centres.

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 proud and eager to show you around their home. From the moment you step into a home, you will feel like the Afford home is a family home, one where everyone gathers together to share meals, to celebrate Christmas, birthdays or new achievements.

Through our varied initiatives, residents develop strong connections with each other and staff, and become an extension of our Afford community.







# MAKING A MARK WITH HEALTH

**For Mark, living in a shared living home has provided him with opportunities for growth.**

Before moving into one of Afford's shared homes, Mark was living in his family home with his mum. However, once his mum moved into a nursing home, his family began considering alternative living arrangements for Mark.

On the 18th September 2007, Mark moved into an accessible, purpose-built Afford Group Home and we have seen his life transform in so many positive ways since.

The flexibility and choice offered at his new home has boosted Mark's confidence. He was able to choose his own meals, come and go as he pleased, start a job with Afford ADEs, take part in various indoor and outdoor activities and learn to manage his own money.

He values having a room to himself, where he has a say in the colours, the furniture and décor.

**"I love my room here. I chose the colours myself. I also love my bike, my bed and my own tv. It's my own space to be myself" says Mark.**

Through staff encouragement about healthy eating choices, Mark has slowly begun transforming his lifestyle. Staff encouraged him to make lunch at home rather than buying at work or at the shops. He then began cooking at home through the assistance of staff and he has since become the most enthusiastic participant of the cooking initiatives. Every week, he eagerly goes shopping with Afford staff and his fellow



# MY LIFESTYLE CHOICES

**Greater independence in living a healthy life full of possibilities.**

residents to purchase groceries and then chooses a healthy recipe that he then cooks. Since moving into Afford homes he has begun eating more fruits and salad. He was never really a fan of vegetables, so Afford staff prepare delicious salads for him.

Today, just two years after Mark joined Afford, he has been shining in all areas of his life. He has been employed in a job at the Afford Minchinbury ADE where he helps with packaging, labelling and organisation of various products. He initially started with two days a week, but he enjoyed it so much, he increased his days to three days per week. He enjoys being able to work as a team with his colleagues and spend the day being productive and earning his own money. The

flexibility that this has afforded him has been astounding.

Today Mark is a confident, determined and adventurous man, through all the initiatives and support offered at Afford, he has taken control of his life and adopted healthy choices for himself and also influenced others to follow in his footsteps. Mark's sisters often visit him at the home, they love seeing him being so happy, independent and in such a loving and caring home.

**"It's the best thing to ever happen to him. He's progressed so much in leaps and bounds since living on his own with Afford" said Mark's sister, Jeanie.**

# DAY PROGRAMS

**At Afford Day Programs, we provide a wide range of fun, educational and interactive activities, to create opportunities for our clients to share new experiences with friends and have fun!**

Afford Day programs are hubs of activity where clients are supported and encouraged to learn new skills, find creative ways to express themselves and keep active.

We ensure that our Day Programs are staffed by qualified and highly trained Lifestyle Assistants who ensure that clients receive exceptional quality support.

This year, we have seen great achievements in all our Day Program sites where clients have engaged in new and innovative activities, including the hugely popular Bushbred program where clients are taken to our Cherrywood Hub to interact with animals and enhance their mental wellbeing and their social and behavioural skills. Our programs were so successful that they were featured on Channel 9's Weekend Today on the 30th June. What a great way to end off the year!

## 2017- 2018 KEY ACHIEVEMENTS

- We successfully completed renovations at our Cherrywood site, including building activity areas, widening doorframes and installing a new kitchen so that our clients can make the most of their Day programs.
- Our Cherrywood Supersite is running successful animal therapy programs in partnership with Bushbred Horse Assisted Learning Programs.
- At our Windsor Day program, we completed a kitchen renovation which was funded through a grant.
- Mount Druitt Day programs currently have grants for Music therapy where music therapists facilitate lessons with clients and teach them to use musical instruments.
- Clients at our Jamistown Day Program participated in the Special Olympics and won medals.
- Our Kings Park Day Program has also been renovated. The entire site was repainted and the sensory rooms were upgraded to enhance our client's sensory experience.
- We have very successful music therapy programs at Kings Park and Blacktown.
- Our Blacktown Day Program has a car simulator which helps clients gain some safe driving experience before taking their Learner License. We have also established a brand new beauty room and beauty program where clients learn about makeup and hairstyling.
- Our Condell Park Day Program site was freshly repainted and the sensory rooms were also upgraded.
- Our Ashfield Day Program has had a backyard renovation.
- Our Belmore Day Program continues to hold pet therapy program.







# SHORT TERM ACCOMMODATION (OVERNIGHT RESPITE)

**Afford respite is a fantastic opportunity to meet new people and try new activities; meanwhile it provides client's parents and carers with the chance to take a break and relax.**

Afford Respite is truly a much needed break, with the right mix of care, support and fun. We ensure that our respite services are safe and inclusive for our clients to enjoy. We understand the important role that parents and carers play, the amount of time they give and the dedication this takes, and we are here to support them every step of the way.

## **OUR RESPITE HOMES**

Afford Respite provides quality care in modern and fully accessible five bedroom homes, in the company of like-minded housemates.

Our welcoming and well-equipped homes allow people with a disability to stay for a day, overnight, a weekend, a holiday, or for longer periods.

## **CHANGES TO THE NDIS**

Recently some changes have taken place in the NDIS which have been positive for clients and their families. It is now possible for clients to be charged at different rates depending on their level of support needs. By breaking down the costs and allowing different options for people with different needs, respite services have now become more affordable for many more families allowing them to take a break and recharge.

## **NEW RESPITE DEVELOPMENTS IN 2017 - 2018**

At Afford we have run three respite centres in NSW during the 2017 – 2018 year. This includes our respite centres at St.Mary's, Lakemba and Eschol Park where we provide overnight respite seven days a week.

This financial year we have supported a total of 163 clients at Afford Respite. Our Eschol Park Respite centre is a new site where we have begun to receive more clients on a regular basis.

Many families use the respite services as an opportunity to transition into Group Homes or Getaways as it allows clients to become more comfortable staying overnight away from home. It is important for families to be able to slowly ease into an accommodation provider and respite provides the perfect transition.

We look forward to expanding our respite services and continuing to offer these services across NSW as well as in Queensland and Victoria.











# DROP IN & COMMUNITY SUPPORT

## Afford offers quality support to clients in the comfort of their own homes and communities

The drop in and community support options are available to provide flexibility to our clients so they can benefit from the Afford lifestyle. Whether these support offers clients with the independence they desire or some structured routine to their day to day life. Afford offers clients a helping hand whenever they need, whether it is at home, at work, in the community or at social events. This is a very beneficial service for those who continue to live at home, but may require some drop-in-support to assist with daily living. 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



SUPPORT TO ATTEND  
(COMMUNITY EVENTS)



SUPPORT AT APPOINTMENTS, WITH GROCERIES,  
ATTENDING THE GYM



EXPLORING THE COMMUNITY BY ENJOYING  
THE LOCAL PARK, POOL OR (LVB)



OR ANY OTHER SUPPORT YOU MAY NEED











# LUIS'S FIRST BIKE RIDE

**Luis is a client at Afford's Cherrywood Day Program that has experienced a truly inspiring transformation since joining the Afford community.**

When Luis first started with Afford, he was quite unwell and needed to undergo surgery for a kidney transplant. He had little energy and spent much of his time at home; frail and inactive. Even when he attended the Day Program, he would sit back and watch the others.

However, through the encouragement and support of Afford Day Programs staff, Luis slowly started trying out new activities. A year and a half later, Luis is a completely different person. Luis had his kidney transplant operation and pushed through like a soldier during his recovery period to become a more active and engaging man.

Luis's mum, Asun thanked Afford staff for their support during the difficult recovery period.

**"I will always be grateful to the Afford staff for all the help they gave, and keep giving Luis (and me) following the transplant. It was an extremely stressful time and they worked with me to make sure that Luis's health, his physical and emotional needs were met. For Luis, the opportunity to spend time with others and enjoy activities has really made a difference in his life"**

He now exercises every day, participates in various activities at our Day Program such as Don Bosco Youth Club, goes to the gym, plays table tennis, indoor basketball, soccer and cricket with his peers. He also enjoys gardening; especially getting his hands dirty and getting involved in indoor programs too. Luis says the opportunity to spend time with others and enjoy activities together has really made a difference in his life.

Luis's NDIS goal: "I would like assessment and support so that I can have my communication skills enhanced and my fears and anxieties addressed to reduce my frustrations and build my resilience."

Recently, Luis smashed this goal, requesting support to get onto a bike and ride it for the first time in his life at Cherrywood Day Program!

Even on the days when the programs are not running, Luis visits the animals on site or spends time in the sensory garden. Since moving into Cherrywood, the open space and access to animals and outdoor areas has lifted his spirits.

Luis communicated his excitement and happiness with a massive smile and by waving his arms in the air. We have watched Luis transform into young man full of life and vitality – Go Luis!









# ANIMAL THERAPY

## PARTNERSHIP WITH BUSHBRED HORSE ASSISTED LEARNING

**This year we have established new initiatives to promote the health, development and social skills of our Day Program and Group Home clients. One such initiative is the animal therapy program based from our Cherrywood Hub, which is specifically tailored to suit clients with a variety of needs build life experience and skills. Research has found that interactions with animals reduces blood pressure, stress and anxiety and increase social and communication skills, exercise and overall happiness.**

Afford's Animal Therapy program has been made possible through our partnership with Bushbred Horse Assisted Learning Programs, to bring new areas of expertise to the Afford community.

Horse Assisted Learning Programs (HALP) are a unique form of learning involving a team of horses together with specialists focusing on specific learning outcomes.

Participants of the Animal Therapy program have the opportunity to:

- Develop life skills through experiential and experimental interactions with horses
- Engage and manage their behaviour around horses
- Think of different ways to explore solutions for everyday life

The program has been so successful since its launch that has been featured on Channel 9's Weekend Today Channel 10's studio.

**"The best part of the program is to see the clients and to see how invigorated they are and how much they enjoy the program", said Aaron, Afford Customer Care Coordinator.**

Throughout the year, it's become evident that animal therapy participants had overcome their fears and become much more comfortable with the animals through regular interaction. Some participants come to animal therapy with limited communication, but once they take part in animal therapy and get to touch and feel the different furs and coats of the animals, they find ways of expressing themselves through facial expression, gestures and vocal sounds. The program covers topics such as grooming, and feeding horses and learning about the day-to-day care and raising of livestock.

Many of the animals involved in the program at Cherrywood Friendship Farm have been rescued, so as well as impacting the lives of our clients, the animal therapy program helps to rebuild the lives of these amazing creatures.

Afford takes a whole-of-life approach to disability services and animal therapy is another way that we think outside of the box to support people with disability achieve work, home and life happiness.



# AFFORD GETAWAYS



## YOUR GATEWAY TO THE WORLD

**Afford Getaways is a wonderful way to explore your local city, Australia and the world.**

We are committed to providing experiences for our clients to travel, explore and develop their understanding of the world around them, all in a person-centred approach that ensures the safety and respect of our clients.

Afford getaways are accessible holidays. We believe that travel should be accessible for all. In our afford getaways, all travel, accommodation and meals are included as part of a package, so families don't have to sweat the small stuff. Safety has always been of utmost importance for us. Prior to any holidays, we conduct risk assessments on each location the clients will visit. We also ensure that there is enough staff to support the clients based on their requirements.

All Staff that support clients on a Getaway have a valid First aid certificate, Manual Handling training and Medication Training.

Getaways are a great opportunity for clients to develop new skills, whether it's in money handling, speaking to shop owners, purchasing their own items, making healthy choices regarding food, getting on planes, different currencies and timezones. Our getaways are fun, adventurous and just one of the many ways that clients develop their independence.

### **THIS YEAR, AFFORD GETAWAYS HAVE TRAVELLED TO MANY LOCATIONS.**

Moreton island Cruise

Disneyland

Batemans bay

Gold Coast

Tasmania Cruise

Hunter Valley

Dubbo

Batemans bay





# MARK'S TRIP TO DISNEYLAND

**When we think of someone with a passion for life, someone who is always up for the next adventure, we think of Mark.**

Mark has been a part of the Afford community since he joined our Ingleburn ADE, where he performs tasks like quality control and packing. He loves his job and works hard to save up money to go on some of our amazing Afford Getaways.

Since joining the Afford community, Mark has taken an avid interest in trying new activities and joined in many of our Getaways. He travelled to Disneyland in August 2017 and a Tasmania Cruise in November 2017. He loved Disneyland so much that he will be going back in August 2018.

His positive and energetic personality means that with the support of Afford's Lifestyle Assistants, Mark has the confidence to try new things and take on new experiences in his travels.

The holidays were an eye-opener for Mark and it's expanded his understanding of the world around him. The first time he travelled to Disneyland was an unforgettable experience for him, and was also his first time travelling overseas. The excitement of his first overseas flight, looking around and realising he

was in America was such a thrilling experience, it's still palpable to him.

**"I loved travelling to Disneyland. It was a ten year dream that I had and I had such a great time going on the rides, seeing the movie characters and having fun with my friends."**

The holidays were also a learning experience for Mark. He learnt so much about travel, how to pack his suitcase, remembering to take all essentials with him. He learnt about currencies and time zones. After seeing the homelessness in the U.S he says that he feels very fortunate to have food, to have a home and to have a job where he can earn money.

It's astounding to see how much his confidence has grown. Mark has become so much more independent since he began travelling with Afford Getaways.

Mark gave a wonderful piece of advice for any other first time overseas travellers

**"Just do it, take a step and believe in yourself and follow your dreams and enjoy it".**

# CLUB AFFORD

**Afford continues to run our successful Club Afford – a membership based club based social group that promotes social activities, healthy living, fun and exploration or communities through our engaging programs.**

We have seven sites for our Club activities across Sydney and have just recently launched Club Afford in Queensland which is the first of its kind for families new to the NDIS.

- Belmore
- Campbelltown
- Green Valley
- Oran Park
- Canley Vale
- Lurnea
- Kings Park

One of our aims with Club Afford has been to offer programs and outings outside of traditional service hours so that clients and their families have options on weeknights and weekends. As part of the Club Afford experience, members are supported to learn new life skills and to have greater confidence in their abilities such as budgeting, engaging with customer service and with members of the community. Through Club Afford, our clients have developed a strong circle of friends and have also developed in their everyday life skills and independence.

## **SOME OF THE CLUB AFFORD ACTIVITIES IN 2017 – 2018 INCLUDE:**

- Disco Kings Park and Green Valley
- Movie afternoon once a month
- Football games Wests Tigers
- Festivals
- Medieval
- Madame Tussauds
- Vivid
- Featherdale Wildlife Park
- Putt Putt golf
- Aqua golf
- Trains expo at Central Station
- Nature walks
- Concerts at Panthers Johnny Cash and Tina Turner / Rod Stewart
- Soar and roar at Eastern Creek
- Police open days
- SES open days
- Soccer games
- Food festivals
- Christmas light displays
- Cherrywood Fete











# OUR NDIS SUPPORT COORDINATION

## Coordinating services to meet your goals

If your NDIS plan includes Coordination of Supports, then our experienced Support Coordinators are available to support you and your family throughout the process. We have been helping our clients and their families by guiding them through the world of NDIS, helping them identify their goals and then working together to decide how best to use their funding.

We support you to choose how you want your services to be provided:

- Supporting you to decide the budget for each type of support and negotiating prices and service agreement
- Assist clients to link into services
- In Home Care Respite
- Supporting participants with NDIS plan reviews
- Navigate and utilise plan yearly within budget approved by NDIS
- Assist client with Housing pathways options

This year, our support Coordinators have been supporting over 280 families in NSW with Support Coordination.

Afford is now offering experienced Support Coordination in Queensland and more recently in Victoria with 58 Families already receiving S/C services since the roll.

Victoria is also expected to receive a similar level of demand for support coordination and we have already gained significant interest from our NDIS information sessions.



# ALLIED HEALTH

**Afford's commitment to building the capacity of our clients is central to our Allied Health services. In all our clinical service offerings, we ensure that the clients are working towards meeting their individual goals, whatever they may be. This year we have serviced over 360 clients for Allied Health services.**

We continue to offer a range of behaviour and allied health supports for people with disabilities, providing a combination of supports that facilitate meaningful participation in the community and improve quality of life. Services can be accessed within a range of settings, which may include in the home or at an Afford location. We have continued to expand our Allied Health team. We now have psychologist, occupational and speech therapist in Sydney, Gold Coast and Melbourne

## ALLIED HEALTH TEAM



### PSY(CHOLOGISTS)

- Continuing to change lives with tailored counselling strategies to suit a variety of disabilities and needs
- Emotional regulation groups
- Sex education



### SPEECH PATHOLOGISTS

- Visual communication aids at our Day Programs
- Language Groups – developing vocabulary and structuring sentences
- Social Skills groups
- Key Word Sign courses for staff and parents
- Dysthasia Training - on recognising when a client may have Dysthasia and how to respond to it in everyday situations



### OCCUPATIONAL THERAPISTS

- Life skills training on a one-to-one basis
- Wheelchair prescriptions for clients
- Implementing home modifications for accessibility
- Conducting functional assessments
- Conducting sensory assessments





# CARER SUPPORT

**At Afford, we understand how much carers do for their loved ones. It takes energy, dedication, strength and selflessness to be a primary carer. We recognise and celebrate the incredible role that carers play in the lives of our clients and the community and we have many ways to say thank you through our Carer Support Program.**

Afford Carer Support offers a wide range of opportunities to meet other carers and form new friendships in a relaxed and welcoming environment where they can share experiences and advice. Our Afford Carer Support Program offers carers the chance to take some time out and enjoy some time to relax or socialise:

- Therapeutic massages
- Chats and giggles
- Yoga and relaxation
- NDIS Planning
- Computer Training
- Jewellery Making
- Food Carving
- Conversational English Lessons
- Resilience
- Health and Wellbeing



# THE AFFORD LIFESTYLE

# AFFORD EMPLOYMENT

**Employment offers people a sense of purpose, drive and motivation. Afford's various employment services have been consolidated under Afford Employment to provide a range of employment options for our clients.**

## **SUPPORTED EMPLOYMENT**

At Afford, we are proud to be the largest employer of people with a disability in the Sydney metro, providing a supportive workplace for people with disabilities through our own Australian Disability Enterprises (ADEs).

Afford ADEs employ over 483 supported staff across our 5 sites. Afford's ADE employees gain a sense of purpose, fulfilment and independence through their job. Our management team at the ADE sites are trained in working with staff who have varying levels of skill and abilities. We have provided a range of business solutions to our business clients through our ADEs such as packaging, labelling, shrink wrapping, bundling and mail-outs.

As one of Australia's largest employers of people with a disability, we continue to keep building employment opportunities by regularly streamlining our business operations and finding efficiencies through new practices, machinery and task allocation. We also continue to grow our business customers, in order to keep building opportunities for supported employees.

Not only do we provide an affordable and high quality service to our business customers, we provide meaningful work opportunities to people. We ensure that the tasks allocated to each person are consistent with their level of skills and abilities and that our Vocational Support Officers are there to support them each step of the way.

As part of Afford's whole of life approach, supported employees in the Afford community are also able to enjoy an Afford lifestyle through other programs such as our Getaways and Club Afford as well as our colourful annual events such as the Funathon, Annual Gala Ball and Afford's Got Talent.

## **OPEN EMPLOYMENT**

Afford's Disability Employment Services (DES) assist people to find and keep a job in the open labour market. Our Employment Consultants support clients by building their skills, confidence, resume writing and interview training before they begin contacting employers to arrange placements. What began as one humble DES office has now grown to more than 30 staff, 4 full time sites and 8 outreach sites.

Afford's key differentiation is the way we assist clients. Afford Employment provides a holistic service delivery model, providing personalised support.

## **VOCATIONAL/EMPLOYMENT**

Our Place and Train model is based on the philosophy that recognises that every job seeker brings unique skills and interests that would be valuable to an employer.

## **FINANCIAL**

Our clients are assisted to ensure they are in control of their finances such as household budgets, paying bills, saving money and managing debt.

## **HEALTH (PHYSICAL AND MENTAL)**

Our Employment Consultant works with the clients' health care professional to improve the clients' capacity to stabilise and manage their condition or illness.

## **RELATIONSHIPS/FAMILY**

We work with counsellors to assist the job seeker manage emotional difficulties with family, work colleagues, or supervisors.

## **SOCIAL INCLUSION**

Referral to social and sporting programs that promote involvement and contribution in the community, enhancing client's a sense of self-worth and participation in the community, encouraging a sense of belonging and developing the clients' support networks.





# PAUL DRAFTS HIMSELF A NEW JOB

**On a Saturday afternoon, Paul attends his local church with his wife. He loves to watch movies and socialise with friends afterwards. Some days he goes for a drive along the roads at a national park.**

Life has not always been this smooth, but Paul never gave up.

Some years ago, Paul was involved in a motorbike accident that left his right arm paralysed. Since then, Paul found it challenging to find a job in his field of IT hardware as it required him to move use both his arms. So he took on a new study path and began training for AutoCAD design. Meanwhile he worked part-time as a market researcher on the telephones.

With a zest for life and persistence to keep moving forward, Paul set off to find himself a job after seven years of unemployment. He came across Afford and met with our DES staff, he found Afford's level of service to be exceptional.

Working with the Afford Liverpool DES staff, Paul identified his goals and his skills. He wanted to continue working in the building industry as an AutoCAD draftsman because he had a passion for the industry and also had relevant training; a Certificate 3 in Detailed Drafting and a Diploma in Building Design.

Afford's Liverpool DES Employment Consultants met with Paul and assisted him by reviewing and updating his resume, helped him identify his skills, practised interview skills and also attended on-site interviews with him. The regular support and mentoring boosted Paul's confidence.

Role playing was an important part of Afford's support that helped Paul impress at his job interview. It prepared him for the types of questions he may get asked during the interview and what the expectations of the interviewer may be.

Paul's Employment Consultant helped him make job applications, ensuring that he had the most updated

resume and that his applications met the requirements of each job ad.

**"Afford Liverpool are very persistent and helpful. They never really gave up on me." said Paul.**

Soon, Paul was interviewed by RJS Aluminium for a Draftsman position. Paul attended the interview by himself and communicated his experiences and skills confidently and was offered the position.

Now, Paul really enjoys his job as an AutoCAD Draftsman.

**"I love my job. It's really empowering to do something I enjoy, to build on my skills and qualifications and it's really boosted my self-confidence. My favourite part is being able to deal with the buildings side of things, to work with aluminium doors & windows, creating quotes for customers and learning a lot of new things" says Paul.**

Paul has been very eager to succeed in his job. He works extremely hard and has refreshed his AutoCAD training recently. His employer is very supportive and understanding of Paul's need for occasional medical visits and offers him the flexibility to look after his health and wellbeing.

Initially, Paul received regular mentoring and support from Afford Employment Consultants, but he has been performing so well in his job that he no longer requires any support and is an independent worker.

Well done and congratulations Paul!







# TRANSITION TO WORK/SCHOOL LEAVER EMPLOYMENT SUPPORT

Afford Employment's Transition to Work Program is designed to support school leavers at a crucial stage in their life. Through our programs, we build on their skills set from school, complementing their school education with practical work-ready skills.

## OUR APPROACH TO SCHOOL LEAVER EMPLOYMENT SUPPORTS IS TO

- Develop and improve trainee's employability by delivering training which reinforces work related skills and behaviour
- Introduce and prepare trainees for both Open Employment (DES) and Supported Employment (ADE)
- Provide work placement opportunities
- Take trainees to open days and various industries to gain an understanding of different jobs
- Formal training opportunities that utilise practical technologies
- Travel skills, budgeting skills and independent life skills
- Mentoring and work placement opportunities









# OUR COMMITMENT TO SUSTAINABILITY

**At Afford, we are committed to protecting the environment by implementing initiatives to reduce our environmental footprint. By promoting sustainable practices in our head office, Group Homes, Day Programs and across all Afford sites, we are taking action to support a sustainable world for the benefit of future generations.**

In order to maximise positive impact and accountability, we work to ensure that all our Group Homes and Day Programs encourage recycling and energy efficiency. Over the years, our organisation's leaders have made changes wherever possible to help to manage our environmental footprint.

Our Group Homes are a stellar example of sustainability in action. With the support of Lifestyle Assistants, residents are supported to learn about the value of incorporating sustainable practices in the home.

It could be as simple as turning off the lights and air conditioning when not in a room to conserve energy; or finding innovative ways to reduce water wastage. Every small action makes a big difference.

Many Afford Group Homes have received decomposing biodegradable plastic bags from the local council. These bags are used by residents to dispose of food scraps, which are then made into compost by the local council.

In addition to educating residents about the importance of resource conservation, Afford has also invested in solar panels for the new Penrith Group Home which has shown significant reduction in energy consumption. Afford will also continue to install solar panels for any newly acquired Group Homes.

Contributing to the communities and local environments in which Afford operates is also a main focus for the organisation.

Residents of the Afford Penrith Group Homes were supported to participate in Clean Up Australia Day, where they collected rubbish and plastic matter from their surrounding community.

In addition, all Afford Group Home residents are now collecting bottles and cans from their home and recycling them at local recycling bays, where they receive change in return. This seemingly simple program encourages residents to take ownership of the project and fosters pride in positively contributing to the protection of the environment.

Accessing community activities, events and facilities is an important part of Afford's whole-of-life services to clients and requires the use of vehicles.

In an effort to reduce environmental pollutants caused by vehicles, Afford has purchased diesel powered vehicles, which emit less CO<sub>2</sub> and present greater fuel efficiency than petrol engines.

In Afford's Minchinbury head office, we are implementing paperless procedures where we encourage the use of online systems for invoicing, HR matters and all work documentation. This has greatly reduced wastage and our impact on the environment.



# OUR PEOPLE

**At Afford, our people and culture is a pivotal factor in our success and one of our biggest sources of pride. We nurture a workplace with exceptional staff who provide quality care for our clients. To ensure that we continue to develop, train and retain such excellent staff, we promote our Employer of Choice initiatives.**

The past 3 years has seen the setting of foundations and the emergence of our new culture. We have morphed from a staid, employee centred, bureaucratic culture to the beginnings of a commercial, flat, customer-centred culture. We continue to move forward into the future with a positive work culture, great Employer of Choice initiatives, ongoing training and development opportunities and career growth.

Staff are motivated to deliver delightful service, whatever it takes. We have created a web of measures to be an Employer of Choice that motivates employees. These measures are staggered and designed to provide a constant source of nutrition rather than an annual review/incentive process. Rhetorically we are keeping the stream running at all times to maintain a momentum, sense of urgency and job satisfaction in our workforce.

When you join our team, you will be welcomed and sense a very inclusive team culture. Whilst we are serious about our level of customer service for our clients, we are also serious about having fun! We have initiated regular team buzz nights so that teams can get a chance to socialise outside of work, have a few laughs, enjoy a meal together and talk about their achievements. Buzz nights take place once a month and teams are given a budget to have a team building night out on us. We also provide other social activities for staff such as staff lunches, nights out, Christmas lunches, networking events, as well as client events such as the Funathon or our Talent Show.

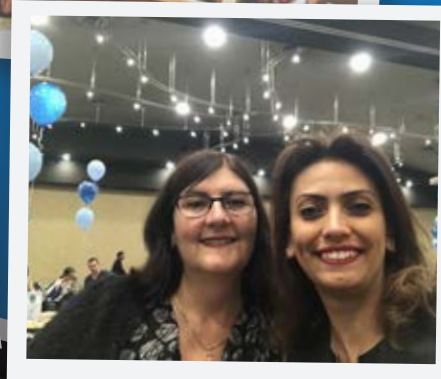
When you join an Afford team, you really join the Afford family and just like a family we celebrate each other's milestones in life, whether it's a birthday or a baby shower.













# 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.



**ROSS FOWLER**

**CHAIRMAN**

*OAM, B.COMM, FCA*

Ross was appointed on 18 February 2004. He is the current Mayor of Penrith City Council and 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.

**Member:** Finance, Audit and Risk Committee, Property Committee



**ALAN TRAVERS**  
**DEPUTY CHAIRMAN**  
*PSM FLGPA*

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

**Member:** Project 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

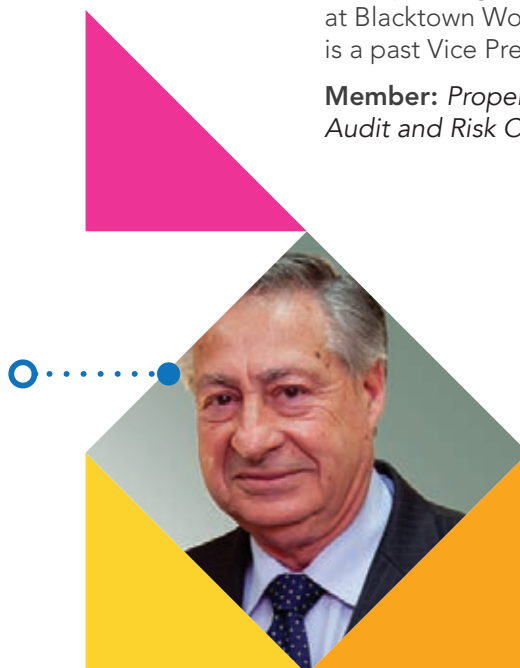
### MARIO BELLANTONIO

*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, Finance, Audit and Risk Committee*



### CLIFF HAYNES

*B.Comm, FCPA, FLGPA*

Cliff was formerly Assistant Director Corporate and Shared Services, FACES and Executive Director of Business Management and Governance at Housing NSW. Cliff also had 30 years' experience at an executive level in local government. He was former President of the NSW Division of Local Government Managers Australia, and served the Board for 10 years.

**Member:** *Finance, Audit and Risk Committee, Remuneration and Nomination 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*



# 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.



**STEPHANIE FORSYTH**  
EXECUTIVE MANAGER –  
HUMAN RESOURCES

*Cert IV*

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



**MAL ZEITOUNEH**  
**CHIEF FINANCIAL OFFICER**

*B.Bus(Intl), CPA*

Mal's professional focus is a blend of robust fiscal management and team empowerment. He is an expert at transforming business processes to achieve a positive and sustainable impact by traversing finance, people and technology. Mal brings extensive financial leadership expertise to Afford acquired in various Senior Executive positions over the past decade. Since commencing his career as an accountant with Pannell Kerr Forster, Mal has led finance functions across multiple businesses in the travel, mining and consumer goods sectors. Prior to joining Afford Mal held a Senior Executive position with a subsidiary of the AVIS Budget Group Asia Pacific where he orchestrated the transformation of accounting and information systems. Mal is a qualified Tax Practitioner and a Fellow of the Institute of Managers and Leaders.

**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 to build 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 also oversees Afford's Call Centre and Customer Care, Sales and Property Teams.



**ROSEANNA BARLETTA EXECUTIVE MANAGER**  
**NDIS AND ALLIED HEALTH**

*BPsych, CertIV Dis, CertIV Mental Health*

Rosie is responsible for Afford's transition into the NDIS both in NSW as well as in our newly expanding areas such as Queensland and Victoria. Rosie has worked in disability and mental health for the past 16 years, spanning both corrective services and frontline experience.

**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 and growth in the marketplace. She works closely with youth services and holds various ambassador roles within the community. Christina is also Afford's Company Secretary.



# 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 SYDNEY

*Cert 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 Sydney

*Cert IV Disability, Dip Comm Services*

*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.



## KARI JAYATILLEKE DISTRICT MANAGER, SOUTH WEST SYDNEY (ACCOMMODATION)

*MBA, Dip Case Mgmt, Dip Comm Serv Coordination*

Kari is responsible for the operational management of Afford's Group Homes in the South West regions. He has 8 years of experience in the Disability sector and has held Team Leader role across many of Afford's Centres & career experience in Finance, Project Management and Strategic Planning.



## KATHY BULLOCK

### DISTRICT MANAGER, CENTRAL WEST SYDNEY

*Dip Disability, Dip Comm Services*

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.

**JOE-MARIE VAN ZYL****DISTRICT MANAGER,  
RESPITE NSW***BSc (Human Movement),  
PostGradDipEdu*

Joe-Marie is responsible for the operational management for NSW Respite Services. Joe-Marie has 10 years' experience in disability sector, ranging from Brain Injury rehabilitation, Disability Employment Services and Respite. Joe-Marie stepped into the disability sector after working as a Teacher's Aide in a school for children with complex special needs where she discovered her passion for working in disability sector. Joe-Marie started as with Afford in November 2016 as Team Leader at St Marys and has used her education experience to manage the respite services

**AMIRA SALAMA****DISTRICT MANAGER, SOUTH WEST***B. Education, Cert IV, Dip. Disability Service*

Amira has a background in Education and was a mathematics teacher for over 10 years prior to making a career transition into the Disability sector. She studied a Cert IV and a Diploma in Disability Service and has since been in the sector for over 10 years. She has worked in various frontline roles and has firsthand experience managing relationships with clients, families, carers and staff. Having worked across various frontline roles such as Lifestyle Assistant, Vocational Training Officer, Market Area Coordinator gives her a wealth of practical experience. She Afford for over 2 and a half years as a Team Leader before taking on the role of District Manager.

**MARK KEATING****DISTRICT MANAGER, MELBOURNE***BSocSc, BSHCA*

Mark has experience in the community service sector for 15 years working in a number of service management roles including disability services and project innovation and management in the children, families and youth sector. He brings a strong working knowledge of social work, case management and liaising with a variety of stakeholders to bring about positive results.

**LORRAINE FRY****DISTRICT MANAGER, NORTH QUEENSLAND***Cert IV in Disability, Cert IV Nursing*

Lorraine has a wealth of experience that she brings to Afford. She has previously been a Registered Nurse, this role she specialised in working within the prison system with people who had disabilities and then as a Prison officer, working to engage people as they left the system into services and housing.

She has previously worked for various disability service providers and has been instrumental in transitioning customers into NDIS in far North Queensland. Her varied experience and transferrable skills has given her the strength to be an advocate, to create new strategies and make positive contributions to the community.

**ALLAN SIO****DISTRICT MANAGER, SOUTH QUEENSLAND**

Allan is responsible for the operational management and oversight of sites in Afford's South Queensland 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. This has given him the knowledge and expertise to manage our new operations in Queensland, liaise with relevant stakeholders and support our growth.



# (CELEBRATION OF OUR SUCCESS

**To remain engaged and striving as an employee, it's important that staff feel that their contributions are recognised.**

To continue to reward and recognise our staff, we search for new and innovative ways to reward staff who deliver great customer service –whether it's through the Customer Service Award, team buzz nights, PACES incentives and so on.

These initiatives have allowed us to attract and retain the best staff in the industry and we firmly believe it brings a dedication to the job that delivers caring, customer service to all our customers.

The upbeat culture drives an environment where the energetic are rewarded and recognised.

## OUR STAFF INITIATIVES IN 2017 – 2018

- Our front line staff wages are well above Award/competitors (an average of \$2.52/hr above award)
- We pay on boarding costs for front line workers – First Aid, Police Check, Working with Children
- PACES team incentive paid quarterly
- Full salary packaging (\$17000 tax free & \$3000 meal allowance tax free) to all employees, not just select few
- Buzz Nights for team building and enjoyment of teams
- Healthy Living subsidies - Nicotine Replacement therapies, Fitness Pass for gyms subsidy, dietician
- EAP – Employee Assistance Program – 24/7 phone access & counselling
- Step Up Leadership Development program
- ELMO eLearning modules across all major disciplines
- Face-to-face training delivered in areas such as Manual Handling, Driver Training, Medication Management, PART, Mental Health First Aid etc.
- Employees with Cert IV are paid \$0.92 extra per hour even though is not required by the SCHADS award encouraging study and meaning we have 80% of staff with Cert 4 with our closest competitor at about 30%
- Access to Novated Motor Vehicle Lease Benefit, Laptop & Mobile Phone tax benefits
- PART training to cover all (Predict Assess Respond To Aggressive Challenging Behaviour)
- Strong anti-bullying stance
- Performance focus

## STAFF EMPOWERMENT

**We aim to promote and develop our staff so they can have long term career opportunities at Afford. Brightness of Future for all employees is crucial, we help maximise the likelihood of this with continual 'Acting' roles so staff can try more senior roles and develop their skills.**

This year we have seen a number of staff transition to new roles and bring new life to Afford's service offerings. Throughout this year we have had over 40 staff acting in higher positions each month and 19 internal permanent promotions. Promotions are always based on merit, not years of service and we provide support through the transition so that our staff have all the confidence they need to succeed.



“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



# EQUALITY OPPORTUNITY, DIVERSITY AND FAIRNESS



**We foster an inclusive and fair work culture; one where people of all genders, ethnicities, educational levels, sexualities and cultures are welcome. Our Senior Executive team and our workforce is female dominated. We employ front line staff who speak over 20 different languages.**

We are proud to be an equal opportunity employer and offer a variety of progression opportunities for staff. We always encourage our staff to apply for internal roles that become available and also provide various career development opportunities through our Step-Up program for Team Leaders and District Manager positions within Client Services.

We hire based on skills, attitude and experience without any biases. Through our varied and diverse workforce, we are able to deliver such exceptional service to all our clients – we welcome diversity here at Afford.

## FLEXIBILITY AND SUPPORT

**Workplace flexibility makes good all-round sense because it works for both our employees and for our organisation's growth.**

We understand that personal and family commitments are important for staff and we support them and provide flexible arrangements to accommodate our employees whether its time off or part time arrangements to support study commitments, maternity leave for expecting mums and flexibility to support family.

We also support our staff to return to work after having a baby through flexible rosters, part time arrangements and sufficient leave so that employees can look forward to their return to work journey.

## TRAINING AND CAREER DEVELOPMENT

**We provide plenty of training and development opportunities for our staff so that they are well equipped to perform their roles.**

Our staff have undertaken 14730 hours of paid training.

Our client service teams are First Aid qualified .

Some of our training includes Manual Handling, Medication, PEG Feeding, Asthma and Anaphylaxis and Diabetes Management as well as P.A.R.T (Predict, Assess, Respond to Challenging/Aggressive Behaviour.

These initiatives make training more accessible and easy to fit in with our busy schedules.



# EMPLOYEE HEALTH AND WELLNESS

**It takes a special type of person to work in the disability sector and we appreciate that working in this sector, particularly for frontline staff can be emotionally exhausting.**

That's why we offer free counselling services 24 hours a day, 7 days a week through our EAP initiative. We also have procedures and action plans in place to maintain staff occupational health and safety. Over the past year, we continued to focus on safety, dealing with traditional safety risks, as well as addressing the more complex area of safety in client and employee interactions. We also promote a healthy lifestyle and have offered a fitness passport where staff can access a range of gyms and fitness clubs for a minimal weekly fee. We also offer nicotine replacement therapies for clients and staff. In addition, we have been offering free workplace massages at sites by a qualified massage therapist.

By fostering a healthy and happy workplace, we deliver better customer service and retain excellent staff who help Afford soar into the future.

# NOMINATION FOR AWARDS

**Afford was awarded at the For Purpose Forum held by The Cerebral Palsy Alliance in Allambie Heights. Our nomination came from our organisational change over the past three years and how adapting to change has made the organisation stronger to grow and become a leading disability service provider.**

It was this adaptability which led Afford to being announced as the National Award winner of the Voice Project's Change Challenge Awards in the Large Business Category. Afford won in its category largely due to the results of the Voice Project Online Staff Survey. The results we achieved as an organisation were the highest the Voice Project has ever recorded.

The Voice Project Survey is completed by thousands of companies each year, so the competition is very tough. To be judged the winner of the large business category for Australia is a huge achievement by everybody.

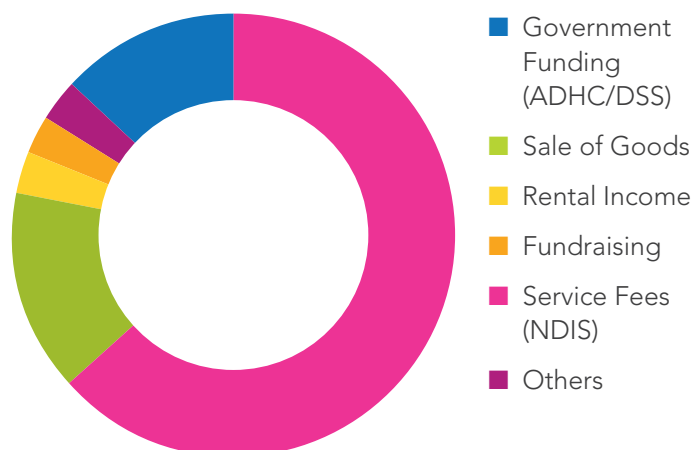
The For Purpose Forum was attended by many service providers including organisations such as the Starlight Foundation and Cerebral Palsy Alliance. The award win is an immense achievement for Afford and one that recognises all the hard work that everyone has put into making Afford stand out above the rest.



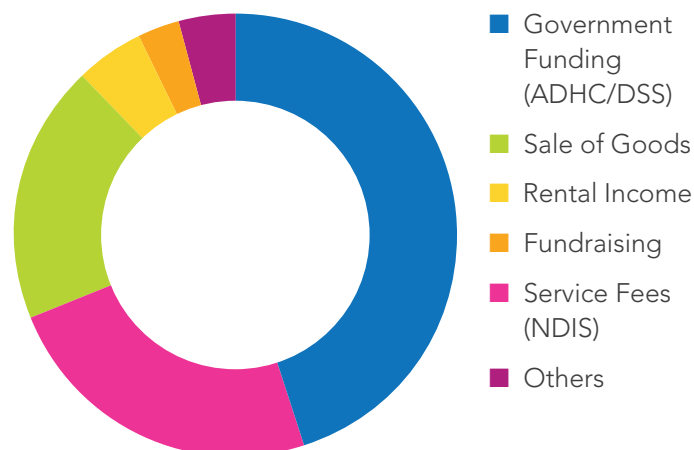
# FINANCIAL PERFORMANCE

FOR THE YEAR ENDING 30 JUNE 2018

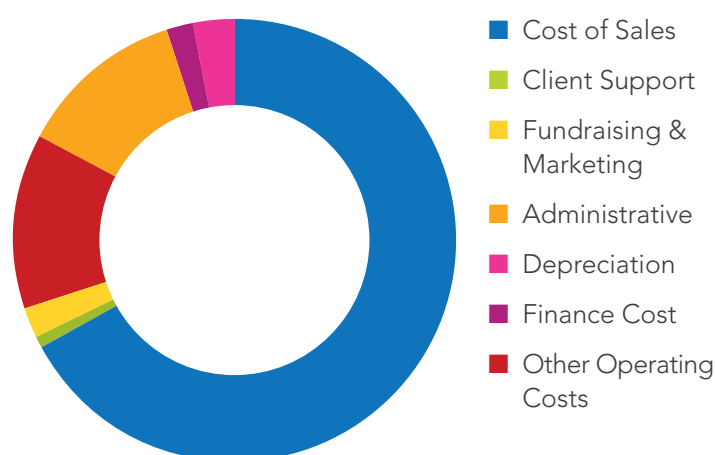
## INCOME 2018



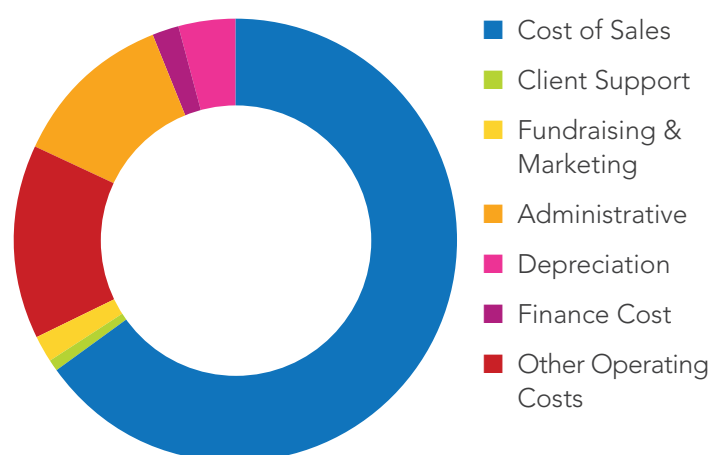
## INCOME 2017



## EXPENSE 2018

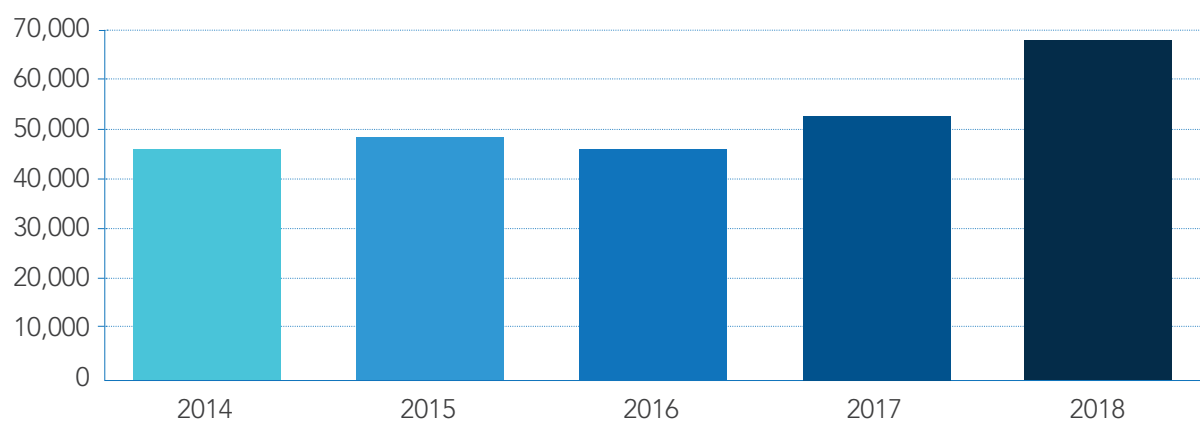


## EXPENSE 2017



## REVENUE

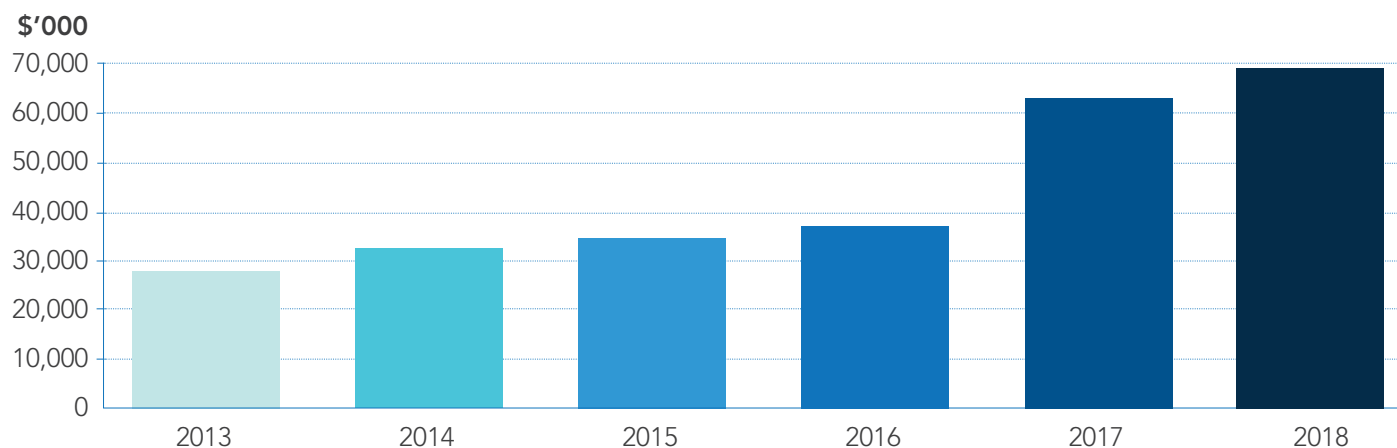
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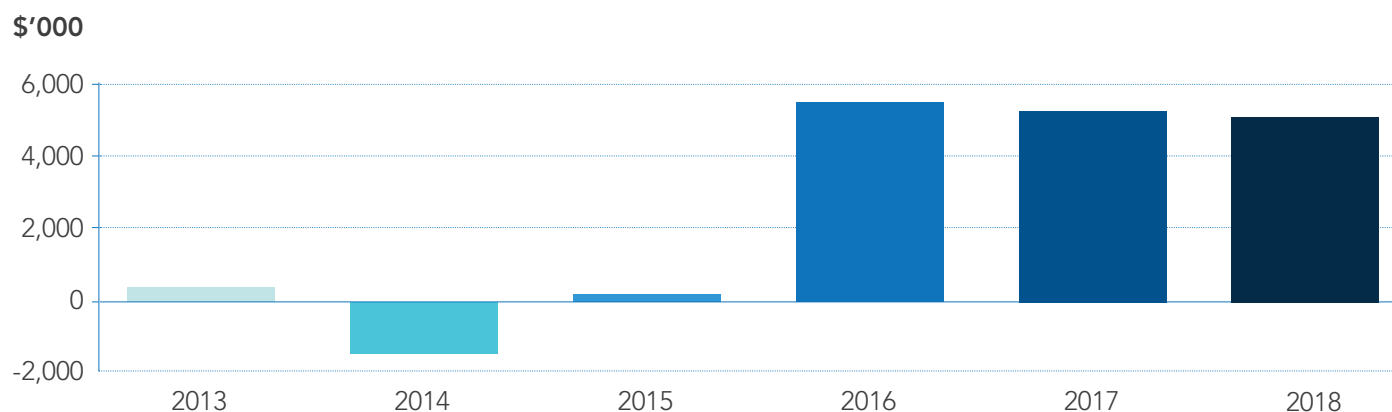
# FINANCIAL PERFORMANCE

FOR THE YEAR ENDING 30 JUNE 2018

## NET ASSETS

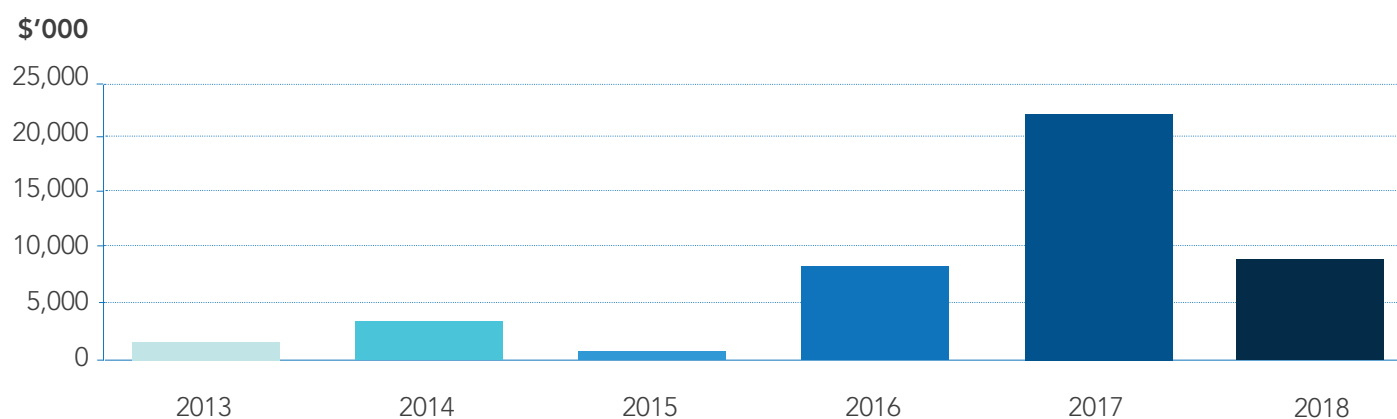


## OPERATING SURPLUS (RECURRING PERFORMANCE)



Note: Excludes capital grants, profit on sale of assets, merger proceeds.

## SURPLUS ATTRIBUTABLE TO MEMBERS





# STATEMENT OF PROFIT OR LOSS & OTHER COMPREHENSIVE INCOME


For the year ending 30 June 2018

	2018 \$	2017 \$
<b>Income</b>		
Government Funding (ADHC/DSS)	9,064,788	23,037,613
Service Fees (NDIS)	42,836,173	12,478,106
Sale of Goods	10,220,381	9,953,585
Rental Income	1,798,983	2,622,576
Fundraising	1,794,794	1,693,823
Other	1,997,352	1,935,778
<b>Total Income</b>	<b>67,712,471</b>	<b>51,721,481</b>
Cost of Sales	41,013,560	30,120,812
<b>Gross Profit</b>	<b>26,698,911</b>	<b>21,600,669</b>
Other Revenue	1,915,220	6,890,057
<b>TOTAL</b>	<b>28,614,131</b>	<b>28,460,726</b>
<b>EXPENSES</b>		
Client/Program support expense	592,863	553,991
Fundraising expense	480,221	381,288
Communications & IT expense	623,886	503,841
Occupancy expense	3,447,839	2,945,308
Marketing expense	687,801	544,035
Administrative expense	7,585,137	5,543,109
Other operating expense	3,772,587	3,292,267
Finance expense	947,586	767,087
Depreciation	1,813,629	1,657,993
<b>Total expenses</b>	<b>19,951,549</b>	<b>16,188,919</b>
<b>TOTAL</b>	<b>8,662,612</b>	<b>12,271,807</b>
<b>Other comprehensive income for the year</b>	<b>-</b>	<b>10,529,104</b>
<b>Surplus for the year attributable to the members of Australian Foundation for Disability</b>	<b>8,662,612</b>	<b>22,800,911</b>

# STATEMENT OF FINANCIAL POSITION

For the year ending 30 June 2018

	2018 \$	2017 \$
ASSETS		
CURRENT ASSETS		
Cash and cash equivalents	1,161,913	4,749,633
Trade and other receivables	7,174,060	3,267,983
Inventories	497,088	286,956
Other Assets	585,121	833,195
<b>Total Current Assets</b>	<b>9,418,182</b>	<b>9,137,767</b>
NON CURRENT ASSETS		
Property, plant & equipment	61,813,391	53,077,202
Investment property	25,352,465	31,310,000
Intangible assets	130,000	130,000
<b>Total Non Current Assets</b>	<b>87,295,856</b>	<b>84,517,202</b>
<b>TOTAL ASSETS</b>	<b>96,714,038</b>	<b>93,654,969</b>
LIABILITIES		
CURRENT LIABILITIES		
Trade and other payables	5,324,687	5,738,847
Borrowings	-	4,400,000
Employee benefits	2,077,521	2,530,186
<b>Total Current Liabilities</b>	<b>7,402,208</b>	<b>12,699,033</b>
NON CURRENT LIABILITIES		
Borrowings	18,718,776	19,670,950
Employee benefits	1,061,295	445,839
<b>Total Non Current Liabilities</b>	<b>19,780,071</b>	<b>20,116,789</b>
<b>TOTAL LIABILITIES</b>	<b>27,182,279</b>	<b>32,785,822</b>
<b>NET ASSETS</b>	<b>69,531,759</b>	<b>60,869,147</b>
EQUITY		
Reserves	19,318,039	19,318,039
Retained surpluses	50,213,720	41,551,108
<b>TOTAL EQUITY</b>	<b>69,531,759</b>	<b>60,869,147</b>



**“My daughter  
Naomi’s life’s  
changed since  
NDIS and meeting  
up with Afford.  
Thank you.”**

**Beverley  
Naomi’s Mum**





# CONTACT DETAILS

## **NATIONAL HEAD OFFICE**

3-7 Marianne Pl, Minchinbury NSW 2770

ABN: 99 000 112 729

1300 233 673

## **DAY PROGRAMS**

Ashfield, Beenleigh, Belmore, Berwick, Bexley, Blacktown, Booval, Campbelltown, Canley Vale, Chipping Norton, Condell Park, Green Valley, Guildford, Jamisontown, Kings Park, Llandilo, Lurnea, Mt Druitt, Oran Park, Rouse Hill and Windsor

## **ACCOMMODATION**

Cranebrook, Logan Village, Mt Pleasant, Narellan, Nowra Penrith, Pimpama and Regents Park

## **RESPIRE**

Benowa, Eschol Park, Lakemba, St. Marys and Waterford

## **AUSTRALIAN DISABILITY ENTERPRISES**

Ingleburn, Marrickville, Minchinbury, Minto and Prestons

## **TRANSITION TO WORK PROGRAMS**

Minchinbury, Fairfield, Ingleburn, Liverpool, Marrickville, Penrith and Prestons

## **DISABILITY EMPLOYMENT SERVICES**

Bankstown, Blacktown, Fairfield and Liverpool

## **ALLIED HEALTH & SUPPORT COORDINATION**

Across NSW, QLD and VIC

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](http://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](http://www.afford.com.au)**



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**[www.afford.com.au](http://www.afford.com.au)**

**NATIONAL HEAD OFFICE**

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Minchinbury NSW 2770

**QLD HEAD OFFICE**

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**VIC HEAD OFFICE**

371 Nepean Highway  
Frankston VIC 3199

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 **[affordgram](https://affordgram)**