

# Afford Strategy 2024 – 2027



# We are ready to explore the future

The world around us has been changing and we are excited about the opportunities this change brings with it. Change is an opportunity to be better, be stronger, be more focussed and committed to what is truly important to us.

At Afford, we truly believe that organisations who are dedicated to improving lives have the power to change the world. This new strategy is designed to help us harness this power, improve lives, and build a more inclusive society from the inside out. We want this strategy to improve not just the lives of the people we serve, but the lives of our team and the broader world around us.

We know that achieving the goals we have set for ourselves will be a marathon, not a sprint and therefore we are going to pace ourselves to ensure we can deliver on the right things at the right time.

While there is a lot of information in this strategy, ultimately it is about sharing with you the six key areas that we will be focussing on over the next three years: lifelong support, commercially minded, inclusive design, increased impact, good humans and ethically driven.

We are ready to explore the future and build a better and brighter future with you..



**Joanne Toohey**  
Chief Executive Officer



**Carol Bryant**  
Chair of the Board



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# 01

## What drives us

## Our purpose

To create an inclusive world where human rights are realised. A world where people of all abilities come together to share in life's adventure.



## Our vision

To improve the lives of people with disability by prioritising their choices, promoting their rights and exploring possibilities together.



# Our values



## Kind

We value thoughtful acts; we take time to understand the needs of people. We do the right thing; we are friendly; we are positive; and we are inclusive.



## Clear

We value taking the time to make tricky things clear and simple, so they are easy to use and understand for ourselves and others. We are open, transparent and we are genuine.



## Team

We value working together to achieve goals and have fun. We celebrate our wins and learn from our mistakes. We support each other and share our individual and team strengths.



## Explore

We value trying new things, taking the path less travelled and embracing change. We explore with purpose to make sure we have a positive impact. We value progress, fresh thinking, flexibility, and resilience.



# 02

## What we're focused on

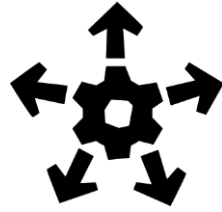


# Our strategic pillars



## Lifelong support

We believe that support and care is a lifelong commitment. We want the people we work with to have comfort in knowing they have a home for life with Afford, regardless of any challenges that may come along the way.



## Thriving organisation

Providing great services and support means being mindful, effective, and efficient with our resources. We operate with a commercial mindset and invest in strong systems to ensure we can fulfil our vision of improving lives now and into the future.



## Increased impact

We are focused on amplifying our positive impact with one clear goal: changing the lives of the people we support for the better. But by delivering inclusive experiences and ensuring those we engage with feel respected and valued, we also aim to look beyond our work to inspire societal change.



## Good humans

Enabling our people to be great at what they do is critical if we are to deliver great outcomes and experiences for the people we support. We are focussed on growing and investing in our team, supporting them to be the best they can be.



## Ethically driven

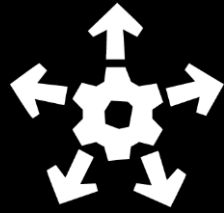
We are dedicated to improving the world around us by prioritising ethical choices in the decisions we make. This includes being mindful of our climate footprint, supporting First Nations reconciliation, and ethically sourcing the goods and services we use.

# Our strategic outcomes



## Lifelong support

By 2027, we will have expanded our offerings and capabilities, and be known for providing extraordinary experiences through lifelong support.



## Thriving organisation

By 2027, we will have continued investing in strong systems, good humans and impactful services through a sustainable revenue of \$200mil and EBIT of 5%.



## Increased impact

By 2027, we will be recognised as leaders in delivering inclusive, innovative, and impactful services that are driven by ethical and transparent research and evidence.



## Good humans

By 2027, our workforce consistently report feeling valued, engaged and committed to achieving our organisational purpose and vision.



## Ethically driven

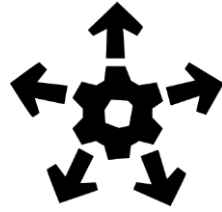
By 2027, ethical decision making and a human rights approach will be embedded throughout the organisation and guiding our decision making.

# Our strategic levers



## Lifelong support

- We make informed and evidence-based decisions.
- We are purposeful with our resources.
- We are open to opportunities.
- We are open to new ways of doing things.



## Thriving organisation

- We invest in our systems to ensure we are effective and efficient.
- We will invest in our people and services to ensure they thrive.
- We are commercially-minded and focused on the future.



## Increased impact

- We will establish research partnerships to increase our impact and strengthen outcomes.
- We are committed to doing what works and evaluating how we can improve.
- We want to focus on the right outcomes at the right time.



## Good humans

- We want our people to feel informed, inspired, and included.
- We will create a culture of exceptional service, underpinned by kindness and commitment.
- We will build and nurture a diverse team that strive for greatness.



## Ethically driven

- We will turn human rights-based decision making into practical reality through our actions every day.
- We will be known for our commitment to respecting, valuing and prioritising every individual's human rights.

**03**

**How we're going  
to get there**

# Our outputs

## Lifelong support

- We will develop and implement a lifelong support service model through research and co-design.
- We will build purposeful partnerships that enhance the experiences of our clients and their communities.
- We will establish diverse housing models to better meet individual needs and enabled lifelong support.
- We will implement an enhanced workforce model that delivers the capabilities needed to align with new service offerings.
- We will research and invest in innovative technology that improves outcomes and enhances inclusion.

## Thriving organisation

- We will develop and implement a revenue diversification strategy that reduces reliance on NDIS funding.
- We will develop and implement a growth strategy informed by community needs analysis and market research.
- We will invest in our systems to enable efficiencies and data-driven decision making to improve consumer and employee experience.
- We will undertake a recapitalisation of the organisations assets to fund strategic initiatives and increase our impact.
- We will significantly increase our investment to enable future innovation, support our people, and increase our impact.

## Increased impact

- We will invest in and develop our internal research and evaluation capability to strengthen our impact.
- We will develop and implement an impact framework and reporting cycle that increases our positive impact year on year.
- We will embed internal processes to ensure the recommendations of research can be effectively implemented.
- We will establish an advocacy agenda to influence social policy change that focusses on inclusivity and human rights.
- We will identify and build partnerships designed to enhance research outcomes for our community.



# Our outputs

## Good humans

- We will adopt and embed a strengths-based culture by supporting and developing our people leaders.
- We will develop and implement individual learning pathways that support professional development and career progression.
- We will strive to be visible as an employer for people with disability and all jobseekers who experience barriers to work.
- We will develop and implement an organisation-wide diversity and inclusion strategy.
- We will develop and implement a commercially competitive and inspiring employee value proposition.

## Ethically driven

- We will embed a human rights approach to every part of our organisation and ensure prioritisation of these rights is a core element of all decision making.
- We will deliver on our Reconciliation Action Plan and be active participants in the journey towards reconciliation with First Nations people.
- We will invest in understanding and reducing our carbon footprint and our impact on the environment.
- We will endeavour to be a good corporate citizen and make socially responsible decisions.
- We will utilise our commitment to diversity and inclusion to drive our competitive edge and attract the best talent.



# 04

## Strategy on a page

# Afford strategy 2024 – 2027

Purpose	To create an inclusive world where human rights are realised. A world where people of all abilities come together to share in life's adventure.				
Vision	To improve the lives of people with disability by prioritising their choices, promoting their rights and exploring possibilities together.				
Pillars	Lifelong support	Thriving organisation	Increased impact	Good humans	Ethically driven
Outcomes	By 2027, we will have expanded our offerings and capabilities and be known for providing extraordinary experiences and lifelong support.	By 2027, we will have continued investing in strong systems, good humans and impactful services through a sustainable revenue of \$200mil and EBIT of 5%.	By 2027, we will be recognised as leaders in delivering inclusive, innovative, and impactful services that are driven by ethical and transparent research.	By 2027, our workforce will consistently report feeling valued, engaged and committed to achieving our organisational purpose and vision.	By 2027, ethical decision making and a human rights approach will be embedded throughout the organisation and guide our decision making.
Outputs	We will develop and implement a lifelong support service model through research and co-design.	We will develop and implement a revenue diversification strategy that reduces reliance on NDIS funding.	We will invest in and develop our internal research and evaluation capability to strengthen our impact.	We will adopt and embed a strengths-based culture by supporting and developing our people leaders.	We will embed a human rights approach in every part of our organisation and ensure prioritisation of these rights is a core element of all decision making.
	We will build purposeful partnerships that enhance the experiences of our clients and their communities.	We will develop and implement a growth strategy informed by community needs analysis and market research.	We will develop and implement an impact framework and reporting cycle that increases our positive impact year on year.	We will develop and implement individual learning pathways that support professional development and career progression.	We will deliver on our Reconciliation Action Plan and be active participants in the journey towards reconciliation with First Nations people.
	We will establish diverse housing models to better meet individual needs and enable lifelong support	We will invest in our systems to enable efficiencies and data-driven decision making to improve consumer and employee experience.	We will embed internal processes to ensure the recommendations of research can be effectively implemented.	We will strive to be visible as an employer for people with disability and all jobseekers who experience barriers to work.	We will invest in understanding and reducing our carbon footprint and our impact on the environment.
	We will implement an enhanced workforce model that delivers the capabilities needed to align with new service offerings.	We will undertake a recapitalisation of the organisation's assets to fund strategic initiatives and increase our impact.	We will establish an advocacy agenda to influence social policy change that focusses on inclusivity and human rights	We will develop and implement an organization- wide diversity and Inclusion strategy.	We will endeavour to be a good corporate citizen and make socially responsible decisions.
	We will research and invest in innovative technology that improves outcomes and enhances inclusion.	We will significantly increase our investment to enable future innovation, support our people, and increase our impact.	We will identify and build partnerships designed to enhance research outcomes for our community.	We will develop and implement a commercially competitive and inspiring employee value proposition	We will utilise our commitment to diversity and inclusion to drive our competitive edge and attract the best talent.
	We will successfully implement our new brand across all parts of our business and build positive brand awareness and engagement.				
	Informed and purposeful diversification.	Smart money and strong systems.	Research, evaluation and outcomes.	Growing exceptional talent.	Human rights and ethical decision making.
Values	Kind		Clear	Team	Explore



**05**

# **Our North Stars**

# Feet on the ground, but eyes to the stars

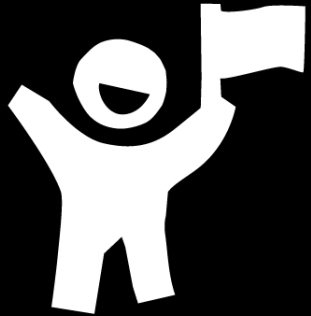
In the development of our new strategy, we have balanced a wide range of ideas, aspirations, considerations and realities to ensure it is both visionary and grounded. Our aim was to craft a strategy that is not only aspirational and inspiring but also pragmatic and achievable. Over the next three years we want to push ourselves at every opportunity to create exceptional outcomes and improve the lives of the people we support. This ambition has inspired us to be creative and think outside the box, but we are equally aware that in order to aim for the stars we need to be supported with a strong foundation.

While this strategy has been designed with this strong foundation in mind, we don't want to be limited by the constraints of short-term thinking. This is where our north stars come in. They aim to unite us together in the possibilities of what lays beyond the immediacy of the next three-years and convey our long-term commitment to excellence and innovation. Our north stars are not just lofty ideals; they are carefully considered objectives that will help to guide our journey in redefining what excellence looks like in our industry and our commitment to being bastions of positive change.



# afford

# Our North Stars



**To become a leader  
in the creation of  
inclusive social  
design experiences  
and spaces.**



**To become a leader  
in how organisations  
embed a culture of  
human rights  
decision making.**



**To create an  
eco-system of lifelong  
support services to  
enable innovative and  
individualised care for  
every person.**

# Let's do this

