

# Annual Report 2018/2019

Together We're Building  
A Brighter Future



windgap  
FOUNDATION LIMITED  
*Celebrating over 65 years*

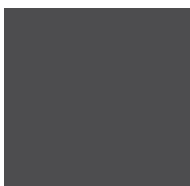
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# Chairman's Report

It is my pleasure to present you with this Chairman's Report, for the year ending 30 June 2019.

## Windgap Purpose

Why does Windgap exist?

During the last year the Windgap board and senior management have reflected deeply on the purpose and enterprise of Windgap in the light of our 65 year history and successful transition into the changed NDIS environment.

The Windgap Mission is to improve the quality of life of people with intellectual disabilities by supporting them in their efforts to reach their full potential and raise community awareness as to their needs and aspirations.

The **Windgap Purpose** is to inspire, and create opportunities, so that each member of the Windgap family is to be able to be the best version of herself or himself in our community, with individual choice and control in their life.

You will read in other parts of this 2019 Annual Report about the strong financial position, sustainable growth and things Windgap has done, and how those things were done, in the last year. Our strategic plan, business and operating plans and each action, thought and communication has been informed by the Windgap Purpose and the Windgap Mission.

The commitment of the Windgap board, management and staff to the Windgap Purpose provides a platform to inspire and enable sustainable growth and Windgap stakeholder trust, loyalty and support in our mission. The Windgap Purpose underpins and informs everything that we do at Windgap, as we strive to carry out our mission.



Our continued existence and mission requires a following of people, from our community, all Windgap stakeholders, who act for the good of Windgap, because they are inspired by the Windgap Purpose. This is why Windgap exists.

### **Windgap Critical Success Factors**

Windgap continues to expand services and improve service delivery to Windgap participants, under our service contracts. On time delivery, every time.

Windgap has a strong focus on empowering and engaging employees, and continual improvement.

Windgap strives to eliminate waste.

The Windgap risk management framework and system of internal control is maturing and working effectively and efficiently.

### **Fundraising and Volunteers**

Our board, management, staff, volunteers and participants are enthusiastically embracing the opportunities under the NDIS environment. Windgap is carefully utilising funds raised from sponsors, donors and supporters at our fundraising events. Our fundraising events create shared value for Windgap and our sponsors, donors and supporters, enabling the community to be aware of Windgap and the needs and aspirations of Windgap participants.

Our Windgap sponsors, donors, supporters, ambassadors, volunteers and staff have assisted Windgap participants to be included and participate in the community, achieve their goals, have choice and be independent.

Windgap acknowledges funding contributions made by the Commonwealth Government (Department of Health), New South Wales Government, Randwick City Council and Bayside Council, all contributions made by other government departments and agencies, including local government.

Windgap thanks Harvey Norman and PAYCE, our major sponsors, and all other sponsors, donors, ambassadors, volunteers and staff, during the 2019 year.

### **Windgap directors**

The board of directors has a continuing focus on strategy, risk and solvency, and relevant significant experience. The board recognizes the need for appointment of additional directors with relevant experience and skills.

Each director of Windgap is a volunteer and has performed her or his duties with care and diligence.

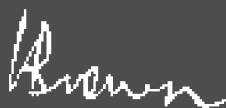
Mr Craig Wallace did not seek reappointment to the Board at the 2018 Annual General Meeting. Windgap is grateful for his service and commitment.

I thank all directors for their outstanding, untiring and unselfish service to Windgap.

### **The Future**

Windgap will continue the Windgap journey with optimism, initiative, courage, resilience and good humour – the fundamental attributes of the members of the Windgap family.

I commend the Annual Report to members.



**Chris Brown**

Chairman



# CEO's Report

It is with great pleasure that we deliver the Chief Executive Officer Report for the year ending 30 June, 2019.

Windgap has seen many changes over our 65 year history, however our mission continues to remain our focus: "To improve the quality of life of people with an intellectual disability by supporting them in reaching their full potential and raising community awareness as to their needs and aspirations".

The past year has been no exception as we navigate new challenges and opportunities within this evolving sector and competitive environment.

As one of the biggest milestones within the sector, Windgap reported a smooth transition of over 300 participants and families onto individual NDIS plans; recognising a tremendous amount of work undertaken by our teams at Windgap and an unwavering support and trust by our families as we sought the best outcomes and plans for our participants.

The change in funding structure and introduction of choice and control are fundamental changes to our sector and we welcome continuous improvement and new opportunities to ensure our participants have every opportunity to achieve their goals and aspirations.

Change is a welcomed and necessary factor within our current environment and our strategic plan will continue to ensure we deliver on our mission and to path the way for the future growth and sustainability of Windgap. Our strategic drivers within this plan highlight many important initiatives and projects at Windgap to ensure our focus on Continuous Improvement, Quality Safeguards, People and Performance, Person Centred Approach and Brand and Reputation and importantly, the need for Growth.

We are pleased to report that over the past 12 months we have made progress on many of the projects under these strategic drivers, including a range of technology and software upgrades to improve functionality to our systems, processes and protocols to increase efficiency and align to NDIS Quality and Safeguard Framework; the launch of our new website to provide easier access to information and news for our families and community; provision of new training and development opportunities for Windgap employees; the purchase of a new property at Peakhurst to build a new Supported Accommodation home, plus notably one of our largest projects, the redevelopment at Florence Avenue to provide much needed space to expand our facilities and continuously improve our programs and services at Windgap.

To support the success of these projects and initiatives, the Board, in conjunction with the senior management team this year announced a structure change to the leadership and teams at Windgap.

One of these outcomes included the announcement of our 'Co-CEO' roles at Windgap, where we will now formally share the role of CEO. With many exciting projects on the roadmap for Windgap, this shared approach will provide the leadership needed to ensure our teams are focused and have the support they need to be successful over the next 12 months and beyond.

It's an exciting time and we're looking forward to sharing with you more on our projects and initiatives into 2019/20 to ensure a bright future for Windgap and our participants.

## Thank you

We would like to take this opportunity to acknowledge and thank our participants, families, carers for your valued contribution and support over the past 12 months. We marvel at your strength, resilience and energy to provide the best for your family and loved ones.

We would also like to thank the Windgap board members who volunteer their time to ensure the future strength and sustainability of Windgap. Your commitment and support is very appreciated.

To our employees and volunteers, you continuously inspire us all with your enthusiasm, kindness and dedication to deliver quality support and programs at Windgap. Each day you ensure our participants have every opportunity to live their life to the fullest, and we thank you.



**Hercules Kotsornithis**

Co-Chief Executive Officer



**Tim Sunwoo**

Co-Chief Executive Officer



# Treasurer's Report

I am pleased to present the Treasurer's Report for Windgap for the year ended 30 June 2019.

Having navigated the major changes to the funding model for the disability sector that resulted from the introduction of the NDIS, the business model for Windgap continues to evolve in order to identify and capitalise on new opportunities within the changing sector.

The past 12 months have seen Windgap undertake a number of major projects, including the move of head office from Eastlakes to new premises at Banksmeadow as well the acquisition of a new property to allow for the expansion of supported accommodation services.

The new premises at Banksmeadow and the planned redevelopment of the Eastlakes site provides Windgap with the opportunity to relocate many programs to a single location, helping to streamline operations and to eliminate waste, a critical success factor of Windgap. It also helps to facilitate Windgap's future sustainable growth plans, by providing additional space for new services to be provided.

The past 12 months also saw Windgap hold another successful Gala Ball, a Casino Royale themed night held at the Star. The night raised around \$105,000 of much needed funds and would not have been possible without the generosity of the many sponsors, donors and attendees who continue to provide support to Windgap.

From a financial perspective, the year ended 30 June 2019 saw Windgap generate revenues of \$15.01 million and a surplus of \$198,485. This is pleasing result and a testament to the hard work of Windgap's management and employees.



As at 30 June 2019, Windgap continues to maintain a strong Balance Sheet position, with net assets of around \$7.2 million. This strong position is underlined by cash balances of around \$4.72 million, property holdings and equipment at cost of around \$4.1 million and no external debt.

I would like to thank all the members of the Finance team for their contributions over the last 12 months including Li Huang, Lilly Ye, Railda Lorents and Riana Kristianti.

A handwritten signature in white ink that reads "Andrew Simpson". The script is cursive and fluid, with the first letter 'A' being particularly large and stylized.

**Andrew Simpson**

Treasurer

Windgap Foundation Limited

# About Us

**The Windgap Foundation is a not for profit organisation, started by a group of parents over 65 years ago to provide education to their children with intellectual disabilities.**

Windgap is built on a 'Person Centred' approach which is at the heart of everything we do and we pride ourselves on providing programs and support to foster independence, empowerment, learning and development to enable each individual to reach their goals and live life to the fullest.

Windgap is a registered NDIS provider of a wide range of programs and services to over 250 adults with intellectual disabilities. Some are school leavers, transitioning into adulthood and continued learning; others are transitioning into retirement, with many being a part of Windgap services for their entire adult life journey.

## Windgap's Core Programs and Services

- Supported Living
- Day Programs – recreational, sport and community participation
- Support Coordination
- Plan Management
- Social and Community Programs
- School Leavers Employment Support
- Supported Employment Service
- Learning and Life Skills Programs
- Growability – our landscape employment initiative
- Making Airwaves – our unique radio program initiative











## OUR MISSION

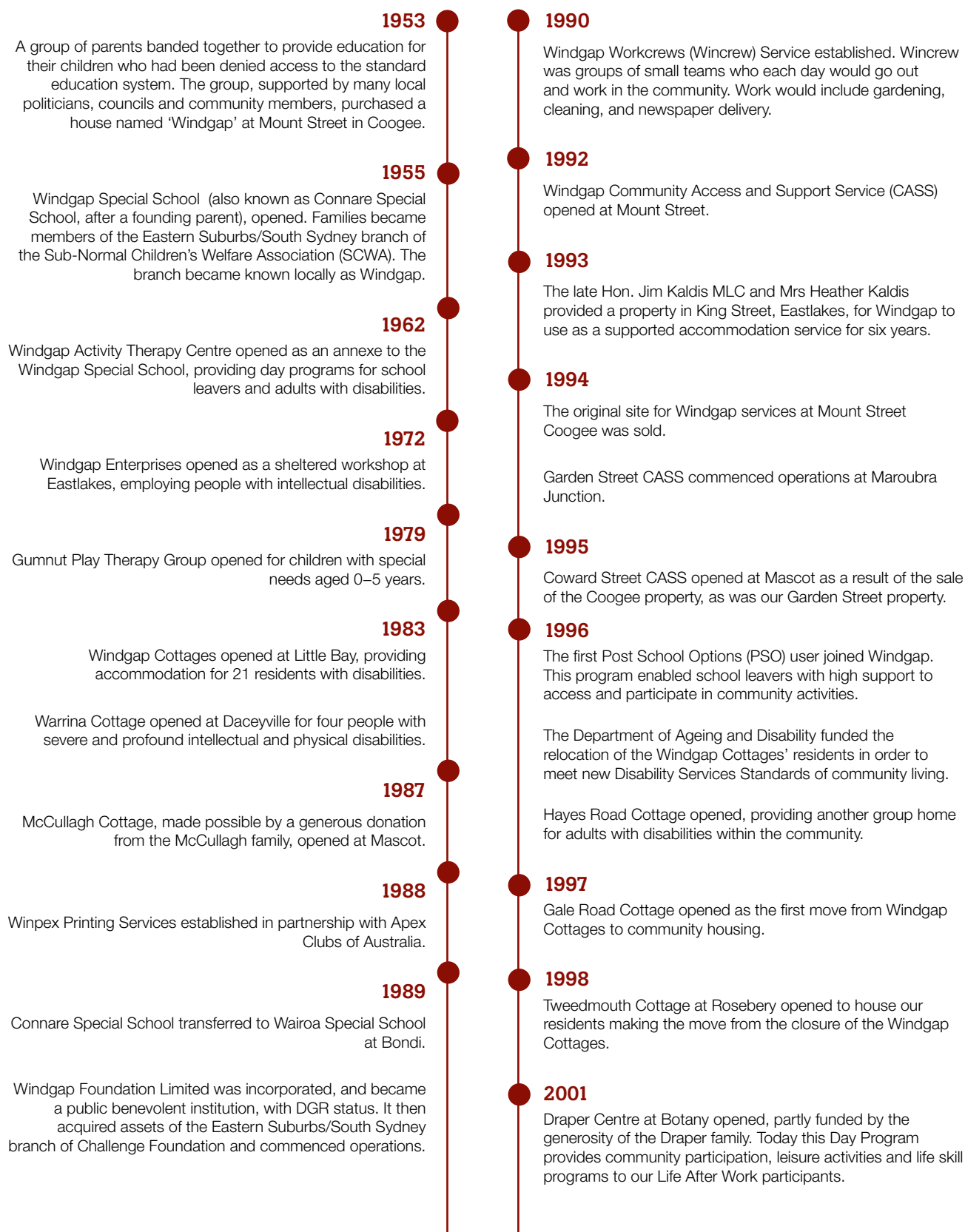
**“To improve the quality of life of people with an intellectual disability by supporting them in reaching their full potential and raising community awareness as to their needs and aspirations”**



## OUR VALUES

**INTEGRITY  
CARING  
EMPOWERING  
INNOVATION  
INDEPENDENCE**

# Over 65 Years of Quality Programs and Services





## 2005

Transition to Work and Community Participation programs commenced for school leavers, supporting them to transfer from school to work. Transition to work was the new name for Post School Options – Today, this program is known as School Leavers Employment Supports, enabling school leavers with disabilities access training, programs and community activities to transition towards employment or a career.

## 2008

Windgap won a National Business Services Excellence Award in the Supported Employee's Team category for packing and delivering 95,000 show bags in just three-and-half weeks.

## 2009

Windgap expanded Day Programs services to East Sydney Day Programs site at Botany through winning a tender to take over a service previously run by the State Government. This opportunity increased Windgap's client base by 75 participants.

Winpex and Wincrew closed and merged with Business Services at Florence Avenue. At this time Business Services adopted its new name as an Australian Disability Enterprises (ADE).

Our new Supported Employment initiative commenced called 'Growability'. Growability remains a successful business today, providing supported employment to adults with intellectual disabilities in residential and commercial gardening and lawn maintenance.

## 2010

Major renovations commenced across all accommodation sites to make more person centred modifications and improvements. In addition, planning commenced to provide better group combinations at the houses.

Six residents moved into a newly renovated house at Kensington. The acquisition of Carlton Street property, was purchased with financial support from Ageing, Disability and Home Care (ADHC).

## 2011

Tweedmouth Cottage reopens after renovations are completed.

## 2012

Transition to Retirement (TTR) programs started and the TTR Art Café established with the support of generous corporate funding.

## 2013

60th Anniversary of Windgap and 30th Anniversary of Residential Services.

The Windgap Foundation opened the Tukka Box café as part of its Hospitality and Learning Centre program. Here, students learn a range of hospitality skills as part of the SLES program.

Harcourt Parade Cottage opened.

## 2014

McCullagh Cottage reopened after renovations are completed.

Building works on two new purpose built houses commenced in Pagewood and Little Bay.

Windgap expanded Residential Services with the commencement of services from a site at Anglesea Street at Bondi.

## 2015

Bega Street Residential opened its doors.

Mr Espresso By Windgap launched, coinciding with the International Day of People with Disability. Mr Espresso was Australia's first ever coffee house cafe operated almost entirely by adults with intellectual disabilities. Providing meaningful, skilled employment for up to 12 participants with intellectual disabilities.

Transition To Retirement renamed to Life After Work.

Page Street Residential opened its doors.

## 2016

Windgap's Customer Care and Advocacy business unit was formed.

## 2017

Windgap began providing services to participants under NDIS funding.

## 2018

Customer Care and Advocacy successfully transitioned all Windgap participants onto NDIS funding. Windgap now has 300 plans under management.

Windgap approved for services being offered under CoS Funding (Continuity of Support) by the Department of Health for over 65 year olds ineligible for NDIS.

## 2019

Completed the temporary relocation of Head Office, the ADE Warehouse and two Day Programs to Botany Grove for the re-development of our Eastlakes site.

Successfully launched the Learning and Life Skills Hub to help fulfil the commitment to increase learning and independence for our participants.



# Our Offering

## Windgap Supported Living

At Windgap we create a 'place called home' to provide adults with intellectual disabilities an opportunity to live as independently as possible as a resident within the local community.

Each home caters for small groups of three to six people, where each resident can enjoy the privacy of their own bedroom, as well as shared spaces to watch TV, enjoy outdoor gardens and cook meals together.

Our person centred approach ensures that each home caters for each individual's needs and level of support; including equipment, access, furnishings, resources and activities etc. to help achieve the goals set out within their plan.

“

*I am independent. I like cooking barbeques and making salads with my housemates. I also enjoy braiding hair and painting my nails with my supervisor Andrea.*

– Ellie

”





## Day Programs

At Windgap, our Day Programs provide an opportunity for individuals to actively participate in a range of recreational, sport and community activities.

Programs are facilitated by our passionate team of Community Support Workers, who arrange daily activities based on common interests or needs, from individual to group activities.

Our person centred approach also ensures that our programs are designed for the individual to help achieve the goals set out within their NDIS plan and fulfil their interests and aspirations.

“

*I love being a part of the Windgap Day Programs especially because of the staff and the friends I have made. My favourite activities include visiting art galleries, attending yoga classes and going out for coffee.*

– Steven

”

### We love to get out and about!

Each day we have a range of programs participants can enjoy or join groups as we get out and about in the community to explore new places and activities, including;

- Dance classes
- Art classes
- Cooking classes
- Yoga
- Learning and Life Skill programs
- Attending local and Sydney events
- Gardening
- Swimming
- Coffee Club
- Performing with the Windgap Diamonds Choir





## Social and Community Programs

Windgap's Social and Community Program provides a range of opportunities for participants to get out and about in the community and enjoy a range of social and recreational activities.

Programs are group based and cater for a range of ages, abilities and interests, to provide opportunities to meet new people, as well as other continued learning and capacity building opportunities. Activities include:

- Walk with Windgap
- Windgap Warriors soccer team
- Bowling
- Participants Christmas party
- Attending local and Sydney events
- Aqua Golf
- Beach walks & picnics
- Sky Zone

“

*I really like singing in the Diamonds Choir and I like going out for milkshakes with my friends. It makes me happy.*

– Dale

”





## School Leavers Employment Support

Windgap's School Leavers Employment Support (SLES) is our program dedicated to training, preparing and supporting young adults with an intellectual disability progress into employment or a career.

We offer a range of professions and programs designed for job readiness, including real on the job work experience in hospitality and in warehouse experience as well as skill training, personal development and nationally recognised qualifications such as TAFE Certification in Horticulture and TAFE Certification in Catering.



## Supported Employment - Our Growability Enterprise

Growability is just one of our Supported Employment initiatives by Windgap, where we provide adults with intellectual disabilities the opportunity to join our team in residential gardening and lawn maintenance.

Our Growability team is managed by experienced gardening and grounds keeping professionals, who work alongside each individual to understand talents and areas for upskilling.

This person-centred approach ensures we match each individual to the best role for them within the team and can provide continuous opportunities for growth, training and success - and most importantly, earning an income.

“

*I like the TAFE course with Growability because I learn how to use different machines and I like weeding. I have made many friends too.*

– Kym

”





# Major Milestones 2018/2019

## The Introduction of the NDIS

The National Disability Insurance Scheme (NDIS) provides support for Australians with disabilities to help them achieve their goals, including independence, community involvement, education, employment and health and wellbeing.

During 2018 the NDIS made changes to improve participants experience with NDIS staff and the outcomes they are able to achieve.

Support Coordination has been instrumental in ensuring the readiness of our families and organisation for this transition and have reaffirmed our reputation within our community and our commitment to the needs of our participants and families.

Windgap's person-centred approach means that we are constantly learning about the changing needs of our participants and families. This helps us to continuously invest and implement a range of programs, services and support.

We look forward to the NDIS continuing to raise the bar on quality, choice and control to ensure all participants have every opportunity to meet their individual goals and aspirations to live the life they want to live.





## Gala Ball 2019

Fundraising is a vital part of Windgap's strategy and it enables us to continue to grow and improve our programs and services. This year, our annual fundraising Gala Ball was held on the 25th of May, at the iconic Star Sydney.

This event helped raise over \$100,000 to help support our current programs and services and also to kick start an Art Social Enterprise initiative.

Our aim is to provide more ways to create and showcase our participant's artwork and as a social enterprise provide an opportunity for our Participants to gain an income from the sale of their artwork.

Using art as a form of expression will contribute to skills development, increase confidence and enhance the everyday experiences of Windgap participants.

We wish to take this opportunity to thank our supporters, volunteers and prize donors that made the night a success.

We look forward to your continued support for this important initiative. Watch this space!





## Our new Learning and Life Skills hub

In June 2019, we launched our new Learning and Life Skills hub, where the money raised from our 2018 Gala Ball has contributed to the build of this dedicated learning space and the recruitment of a new resource to oversee and deliver capacity building, learning and life skills programs across Windgap.

These funds also provided the ability to purchase new technology including computers, software and an interactive smart board.

Windgap's Learning and Life Skills Program provides an opportunity for individuals to attain ongoing skills to increase their independence and confidence, to prepare for future employment and to help access the same opportunities as everyone else.

Windgap's person-centred approach means that the Learning and Life Skills program caters to individual learning styles and can be adapted to meet the specific needs of the participant.

The curriculum is guided by participants within Windgap to meet their needs within their NDIS plan and include:

- Technology and Computer Skills Programs
- Money Skills and Budgeting Programs
- Language, Literacy and Numeracy Skills Programs
- Cooking and Healthy Eating Programs
- Health, Wellbeing and Personal Development Programs
- Out and About Travel Training Programs





## Our Big Move to Botany Grove

In June 2019, we completed our temporary relocation to Botany Grove. This move is to allow Windgap to provide the much needed space to expand our facilities and continuously improve our programs and services for our participants.

The move to Botany Grove was a well-planned project, to ensure a swift and seamless transition. Communication to participants, families and carers was top priority and location visits were performed so participants would be familiar with the new location.

This was the largest project Windgap has undertaken and certainly an exciting one. We look forward to sharing with you our plans and roadmap for the build over the coming 12 months.

During the move, Head Office was joined by our Margate Street Day Program, ADE, SLES and Growability.

The easy ground level access, modern outlook, increase of onsite parking and varied new facilities including a sensory room and art room means that the two day programs will be able to cater for a larger number of participants and their changing wants and needs.

The ADE's space has been increased by providing our Supported Employees a larger work space and increasing the amount of storage and work Windgap can contract.

The much loved Tukkabox Café got a new design and fittings in our new location, giving our SLES program the opportunity to continue to learn the hospitality trade and gain work experience.

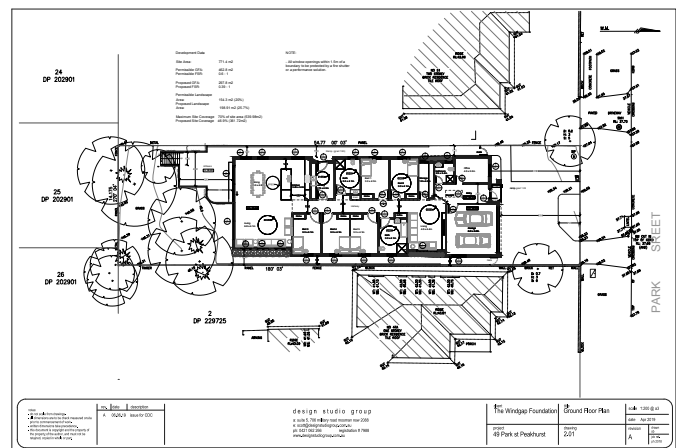


## A new place to call home in Peakhurst

Our residential group homes are currently all located across the South-Eastern area of Sydney and we are excited to announce a new Supported Accommodation home in the South of Sydney to be built by 2020. Our modern new home will be a place where each resident can enjoy the privacy of their own bedroom, shared spaces to watch TV, enjoy outdoor gardens and cook meals with their fellow housemates.

Our person centred approach ensures that each home caters for each individual's needs and level of support and are in an ideal location, close to shops, parks and restaurants to provide our participants with community access and participation.

Over the next few months we will be seeking new residents to call our new house a home.



*\*This image is an architectural viewpoint*



# Corporate Engagement

**We welcome the opportunity to develop long term partnerships with companies who share our purpose of empowering people with a disability.**

A corporate partnership with Windgap not only helps make a difference in the lives of people with a disability, it also provides your organisation many ways to achieve your corporate social responsibility and employee engagement objectives.

At Windgap we offer a range of corporate sponsorship opportunities, so you can customise your level of involvement and contribution with our participants, programs and initiatives, events and public relation opportunities.

These opportunities may include:

- Sponsorship of our biggest fundraising event of the year – the Windgap Foundation Gala Ball
- Donations of prizes for fundraising
- Purchase of our much needed Wish List items
- Workplace giving scheme and donations
- Corporate volunteering
- Windgap participant work experience within your workplace

Contact us today to find out how you can make a difference to the lives of adults with disabilities.









# Our Board of Directors



## Chris Brown OAM

Chris and his family have been involved with Windgap for over 50 years, with his brother in Windgap's services. Chris Brown is also a director of a public listed company and is a commercial lawyer and senior partner in the Sydney law firm Brown Wright Stein, which has provided pro bono legal assistance to Windgap for over 30 years. He holds a University of Sydney Master of Law degree and was awarded OAM in 2013 on the Queen's birthday list for service to the community, particularly people with a disability. Chris became a Director of the board in 1987, commencing as Chairman in 1997.



## Heather Brown OAM

Heather is a founding board member of Windgap Foundation Limited since 15 September 1990 and is the Board Secretary and member of the Remuneration and Nomination Committee. Heather has also served on the board of the now defunct Eastern Suburbs/South Sydney Branch of Challenge Foundation from 1980. Heather also has a professional background as an executive assistant, is a Justice of the Peace and received the Rotary International Community Services Award in 1999. Heather was awarded OAM in 2013 on the Queen's birthday list for service to the community, particularly people with a disability. Heather has a brother who is a member of Windgap.



## Andrew Simpson

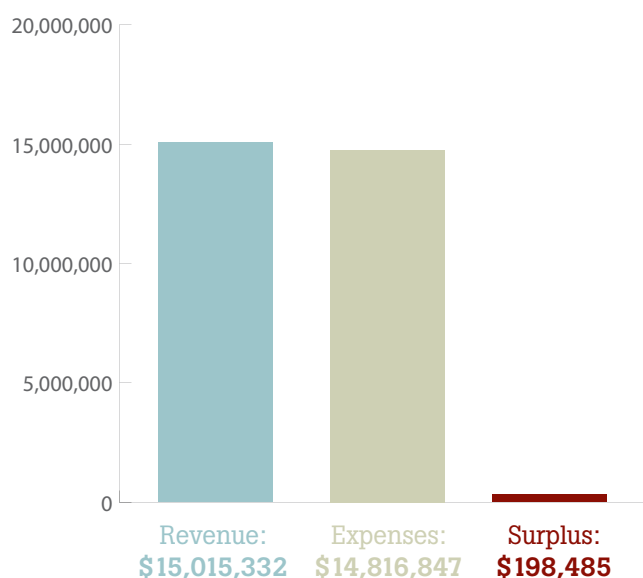
Andrew has been a member of the Windgap Board since December 2013, and is a member of both the Audit and Risk and Investment Committees. Andrew is a Partner and Chartered Accountant at Gunderson Briggs Chartered Accountants and has supported and been involved in assisting Windgap for many years.

# Financials

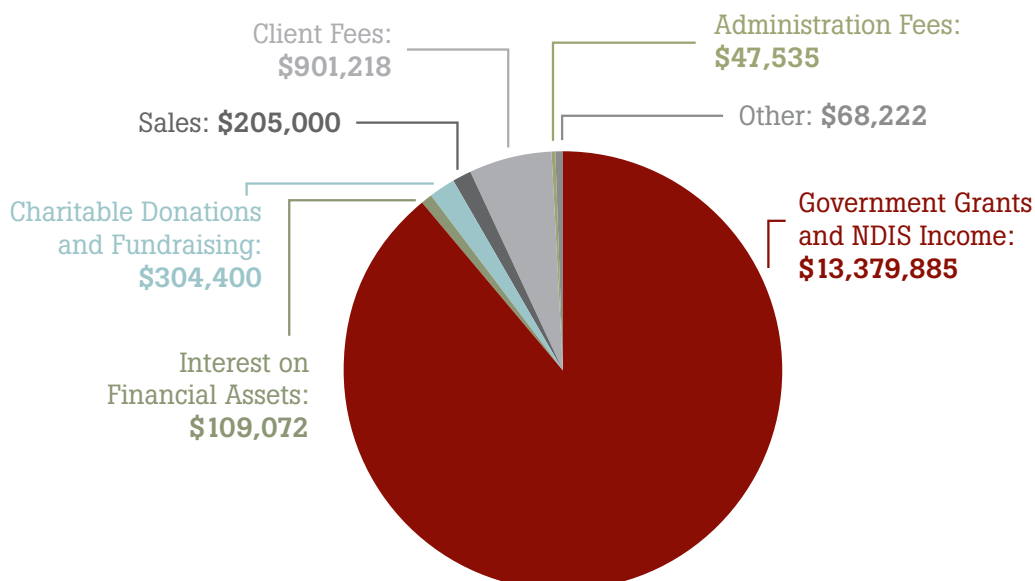
Overall, 2018/2019 was a stable year for the Windgap Foundation, which enabled us to invest in systems, our people and programs to ensure a further consolidation of NDIS and to continue to meet the needs of our participants and families.

Our revenue and other income grew by 0.37% to \$15,015,332 with a net profit of \$198,485.\*

## Revenue and Other Income & Net Profit



## Revenue Sources



\*Please refer to Windgap's Financial Report 2018/19 available on our website: [www.windgap.org.au/about-us/publications/](http://www.windgap.org.au/about-us/publications/) for a full version of our financial results.

# Our Supporters

**Thank you to our major supporters for the year!**

**Without you we couldn't do the important work we do to empower adults with intellectual disabilities to live their life to the fullest.**



**Laing & Simmons Rosebery** –  
for their sponsorship of the  
Diamonds Choir



**Pagewood Soccer Club** –  
for their sponsorship of the  
Windgap Warriors



**Clovelly Community Bank** –  
for their sponsorship of the  
Growability Team







**Windgap Foundation Limited**

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