

Board Pack

Australian Foundation for
Disability (Afford)

Non Executive Directors

June 2022

PRIVATE & CONFIDENTIAL



Context

The Australian Foundation for Disability (Afford) provides disability support under the National Disability Insurance Scheme (NDIS), supporting their clients, their families and carers – in many unique ways that give them the opportunity to explore their interests, do what they love and live comfortably. Afford are one of Australia's longest serving disability service providers, dedicated to helping people with disabilities live an empowered life. Afford encourage clients to discover new life experiences, work options and embrace social and balanced lifestyles. The charity runs services across NSW, Victoria, Queensland, Western Australia and South Australia.

The Afford Board are a capable and committed group, who are looking to appoint one to two Non-Executive Directors, ideally located outside of Sydney, with a preference for Queensland. The organisation has grown significantly in recent years and the Board is seeking greater cultural and gender diversity in order to better represent the communities it serves and maintain the integrity of the organisation's purpose and values.

The Board wish to strengthen their coverage in the areas of corporate governance, legal and compliance. The Board is very keen to engage with Directors who have a lived experience of disability or deep experience or connection to disability.

This is an opportunity to play a critical role in the next chapter for Afford, leveraging 70 years of establishment, growth and strength to continue to drive better outcomes in the disability sector.



Afford – Context

Mission

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

Vision

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

Values

- Excellence** We take pride in everything we do and strive to do our best, taking personal responsibility for quality, innovation and excellence.
 - Empathy** We show understanding for one another through our decisions, actions, words and commitment to appreciating the efforts of all.
 - Cooperation** We encourage communication, working together with enthusiasm and appreciation; sharing information and supporting one another to create a positive environment for all.
 - Respect** We treat our customers and each other with the highest degree of dignity, equality and respect, recognising the important contribution that diversity makes to the quality of our workplace.
 - Integrity** Our business and personal principles reflect the highest standards of ethics and honesty. We are personally accountable for our actions.
-



Afford – Context (cont'd)

The challenge

There are multiple pressures on the Human Services sector right now following recent Royal Commissions into Aged Care and Disability. In particular, the Disability sector has undergone consistent policy reforms, changes in regulations, and changes to funding models.

There is an increasing number of customers seeking care services in their home and the increased demand on care staff. These pressures have been further exacerbated by the advent of Covid which has impacted those living with disability as well as their support workforce. The many factors that challenge the frontline workforces daily, from education, to remuneration, changes in digital technology and a lack of professional development opportunities.

The last financial year has been one of significant challenges for Afford, brought about by the departure of key personnel, the continuing Covid pandemic, changes within the industry, public scrutiny of the NDIS system and Royal Commissions into the Aged Care and Disability Sectors.

Despite these challenges, Afford has continued on its mission to provide first class services to people within the communities they serve.

The response

As a result, the organisation has undergone a tremendous period of disruption, and subsequent transformation over the past 6 months. There has been a significant change to the executive management team, including the appointment of a new CEO and renewal of the board is currently underway, including the appointment of a new Chair. There is strong focus on governance and clinical risk management, all intended to “reset” the organisation and allow it to operate in a more effective and efficient way,

The Board has temporarily deferred its strategy of further expansion until a clear pathway out of the epidemic and the current challenges is finalised.

Nevertheless, the organisation remains in a strong financial position and is continually looking for opportunities to grow its services and to support more Australians.



Strategic Plan

The current Strategic Plan, 2020 – 2023 was adopted by the Board In June 2020.

The strategic plan reflects the organisation's mission and vision to be the partner of choice, supporting people with disability to shape their own lives.

The Strategic Plan considers the continued evolution of the disability sector, and how Afford will continue to deliver high quality services to the growing number of NDIS participants.

Aligned with the organisation's core values of integrity, respect, empathy, cooperation and excellence, the strategic plan identifies four outcomes: Grow, Quality, Customer, Support.

Afford has made good progress towards achieving the outcomes of the Strategic Plan. A summary of the organisation's achievements and challenges for each outcome can be found in the 2021 Annual Report.

1

GROW QUALITY CUSTOMER SUPPORT

Delight our clients every day and grow to become a national, top-tier provider.

2

BUILD CAPABILITY TO IMPROVE FINANCIAL SECURITY AND SUPPORT FUTURE GROWTH

Use our strong foundations to ensure stability and sustainability through our growth

3

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

Lead a collaborative approach to disability services that better the landscape for all stakeholders.

4

CREATE A WORKFORCE AND A WORKPLACE CULTURE THAT DRIVES SUCCESS

Develop and protect a culture that embodies the values of Afford and ensures consistent approaches that drive continued



Current Board

Michael Allen

Chairman

PSM, FIPAA, Grad Dip, UEM, MAICD

Member – Remuneration and Nomination Committee

Chair – Property Committee

Mike is the former longstanding Chief Executive of Housing NSW, now part of the Department of Community Services and Justice. Since retirement from the social housing sector, Mike Allen has devoted his time to Not-For-Profit boards. He is the Chair of Afford, Chair of Link Wentworth and a Board member of Aboriginal Hostels Limited and NSWALC. Housing Ltd. Mike was recently awarded the Making a Difference: Community Service Award from Penrith City Council.

Mike has accrued over 40 years of experience in social and affordable housing management and asset services, homelessness services, and community and Aboriginal housing. He also has a strong interest in the housing needs of people with a disability. Mike was awarded the Public Service Medal in 2011. Mike has served as a not-for-profit board member since 1989, including working as a Board Director for Afford since 2015.

Carol Bryant

Deputy Chairman

GAICD, Adjunct Fellow Macquarie University, BSc (Psychology and Anatomy) UNSW, Graduate Diploma of Education, Formerly Registered Nurse

Member – Remuneration and Nomination Committee

Carol has extensive experience in executive leadership, organisational culture, business strategy, hospital accreditation, human resources and governance in complex healthcare organisations.

Carol's career achievements were underpinned by the depth of knowledge and experience gained in senior executive management roles across healthcare. She demonstrates a keen insight into the operation of large, complex organisations and has a deep knowledge of governance and complex people issues. Carol has carried across those skills to several board appointments during her role as Chief Executive officer.

Carol's work record includes leading the executive team at both Westmead Private Hospital and Macquarie University Hospital where she was Chief Executive Officer.



Current Board (cont'd)

Ross Fowler OAM

B Comm, FCA

Ex Officio across Finance, Audit and Risk Committee, Property Committee, and Remuneration and Nominations Committee

Ross was appointed as an Afford Board Director in February 2004. He has over 30 years of experience as a Board Director and has held board positions with Civic Risk Mutual Ltd, Penrith Whitewater Stadium Ltd, and Penrith Performing and Visual Arts Ltd.

Mr Fowler holds a Bachelor of Commerce, is a Fellow of the Institute of Chartered Accountants, is a registered Company Auditor and Tax Agent and is the Principal of a Penrith-based firm of Chartered Accountants.

Ross is currently a Councillor on Penrith City Council, having been first elected in 1991 and now in his seventh consecutive term. He has served several terms as Mayor.

Alan Travers

PSM, FLGPA

Member – Finance, Audit and Risk Committee

Member – Property Committee

Alan joined the Afford Board in April 2009. He retired as General Manager of Penrith City Council after working 42 years in Local Government. Alan is a Fellow and Life Member of Local Government Professionals Australia.

He currently serves as a Board Member of Nordoff – Robbins Music Therapy Australia and is Chair of Fairfield City Council's Audit and Risk Committee.



Current Board (cont'd)

Cliff Haynes

B Comm, FCPA, FLGPA
Chair – Finance, Audit and Risk Committee
Member – Remuneration and Nomination Committee

Cliff joined the Afford Board in November 2010. He had a 37 year career in the NSW and Local Government sectors in executive management positions, retiring as Assistant Director General, Corporate and Shared Services with the Department of Human Services.

Cliff is a former President of the NSW Division of Local Government Professionals Australia. He is a Director of St Vincent de Paul Housing Ltd and is an independent member on a number of Local Government Audit, Risk and Improvement Committees.

Paul Umbrazunas

B.Sc (Mathematics), LLB (UNSW), GAICD, Stanford Executive Programme, Fellow – Australian Risk Policy Institute
Member – Remuneration and Nomination Committee
Member – Finance, Audit and Risk Committee

Paul has over 30 years' experience in the financial services sector having held global COO and Managing Director roles (in Australia and London) with major investment banks including Credit Suisse, Deutsche Bank, BZW and Goldman Sachs as well as in financial infrastructure with Deutsche Boerse.

Paul now advises early-stage companies, NFPs and financial services Firms on strategy, capital management, risk management and governance.

He is on the Advisory Boards of Australian Mortgage Marketplace and Poweredbypercent.



Afford - CEO

Jo Toohey



- Jo has more than 30 years of experience in human services across aged care, child, youth, family care and disability services.
- Her previous positions have given her significant experience in cultural, financial and organisational transformation.
- Jo was the previous CEO of The Benevolent Society. She joined the organisation in 2013 as NSW State Director before accepting the role of CEO in 2015. Previously, Jo was the Head of Operations for UnitingCare Ageing NSW and ACT.
- Throughout her career, Jo has been instrumental in driving service delivery outcomes, organisational growth, customer advocacy and cultivating high levels of staff engagement.



Governance

Structure

The Australian Foundation for Disability (Afford) is a not-for-profit public company limited by guarantee, registered with the Australian Charities and Not-For-Profit Commission (ACNC).

Composition

The Constitution sets out the Board's objectives, authority, composition and tenure, roles and responsibilities, reporting and administrative arrangements and allows for no fewer than five and no more than 10 directors. The Board currently comprises 6 directors.

Tenure

Directors are appointed by the Board of the Australian Foundation for Disability for an initial term of three years and may nominate for re-election.

At each General Meeting of the Company the following Directors must retire from office:

- (i) one third of the Directors for the time being, or, if their number is not a multiple of 3, then the number nearest one third of the Directors; and
- (ii) any other director, except a managing Director, who has been in office for 3 years or more since that Director's election or last re-election as a Director.

The Directors to retire at a General Meeting are those who have been longest in office since their last election. If 2 or more persons became Directors on the same day, those to retire must be determined by lot unless they otherwise agree among themselves.

Board Meetings

The Board meets monthly for 3 hours in the early evening. There are four Committees – Property, Remuneration and Nomination, Audit & Risk and Clinical Governance Committee. Committee meetings are held quarterly.

Meeting Dates

Board meetings are held on the fourth Wednesday of every month. Meetings begin at 5.30pm beginning with a light meal, and the meeting commences at 6:00pm through until approximately 9:00pm. Directors based outside of NSW attend every second meeting via Microsoft teams but this is negotiable.

Travel and accommodation costs for inter-state Directors to attend meetings face to face are arranged and/or reimbursed by Afford.

Remuneration

This is a voluntary position and directors are not currently remunerated. All reasonable expenses incurred by directors, will be covered.



The opportunity – Non Executive Director

The primary aims of this position are to collectively govern with other Directors to:

- Set the Vision, Mission, Values, Strategic direction and policy formulation of the organisation.
- Monitor performance of the business and maintain ultimate accountability for the achievement of strategic goals.
- Ensure ongoing financial viability of the organisation.
- Approve major capital expenditures.
- Ensure all legislative and compliance obligations are met.
- Ensure major risks are managed.
- Appoint the CEO and ensure management succession is well planned.
- Approve remuneration policy.
- Sign off on accounts.
- Operate to the highest ethical standards.
- Discharge of the duty of care owed by Afford to its clients.

Duties and expectations of Directors:

- Satisfy and be familiar with the responsibilities and legal obligations of a director under the Constitution and relevant legislation, including the qualities of a Responsible Person as described by the ACNC.
- Have a good working knowledge of Afford's governing documents, including the Constitution and Board Charter.
- Act honestly, ethically in good faith, and act in the interests of Afford.
- At all times exercise a reasonable degree of care and diligence in the exercise of director's powers and the discharge of their duties.
- Declare and manage conflicts of interest.
- Attend and participate in all Board meetings regularly, ensuring consideration of relevant papers and agenda items in anticipation of meetings.
- Contribute actively as a Director, including participating in Board committees and working groups, and take an active part in Afford's functions.
- From time to time represent the organisation at relevant events.
- Ensure all confidentiality requests and privacy obligations are upheld.
- Support the CEO in the discharge of their responsibilities.
- Be able to commit to approximately two to three days per month, depending upon Board Committee meetings (Audit and Risk, Property, and People and Culture) and site visits etc.



Key selection criteria – Non Executive Director

Ideally Queensland, Victoria or NSW location

Professional experience:

To be a successful in this role you must have:

- Professional expertise as a trained human services aligned professional and a working understanding of practice governance in a human services environment.
- Experience managing and motivating large, geographically diverse workforces.
- Demonstrated alignment with the mission, values and activities of Afford and its clients.
- Strong, proven experience and understanding of corporate governance principles and prior experience with NFP boards.
- An independent and broad lens on governance matters and be willing to help guide and mentor other directors who may be less experienced at Board level.
- The capability to generate the respect of members and the Afford community and provide thought leadership.
- Capacity to represent Afford with the sincerity and confidence to speak publicly on behalf of the organisation or advocate to stakeholders, as needed.
- Ability to traverse the current political landscape, including the Royal Commission into Disability, together with numerous regulatory and service delivery reviews underway.
- Experience as a lawyer, with clinical risk and compliance background or experience in People and Culture.

-
- Tertiary, preferably postgraduate qualifications in a relevant field, including AICD or equivalent.
 - Able to actively commit to half a day a week and attend board meetings.

Personal experience and attributes:

- Lived experience of disability or deep experience or connection to disability.
- Understanding of the NDIS and other trends in the disability services sector and their likely longer-term impact.
- High level conceptual and problem-solving skills, including the ability to anticipate risk, analyse evidence and develop responsive solutions in complex contexts.
- Informed judgement: the ability to provide wise, thoughtful counsel; to analyse and ask relevant questions at the strategic level.
- Integrity: persons of the highest integrity and ethical standards who will actively uphold such standards when representing the Afford.
- Excellent interpersonal skills will allow you to contribute and play your part as an actively engaged and committed board member, willing to visit sites and meet participants and their families.
- Gravitas and standing as a well-known and well-respected person of significant gravitas and standing in business and/or government.
- Networks and influence: a broad network of contacts.



Further information

Website

<https://www.afford.com.au>

Annual Report

https://www.afford.com.au/wp-content/uploads/Afford-Annual-Report-2021_WEB.pdf

Financial Report 2021

https://acncpubfilesprodstorage.blob.core.windows.net/public/2c2eac96-38af-e811-a963-000d3ad244fd-17b9f66d-be4e-4685-9df0-1b3abe5d691b-Financial%20Report-7984ce0e-b384-ec11-8d20-002248929d53-AFFORD_BDO_v6.pdf

Constitution

https://acncpubfilesprodstorage.blob.core.windows.net/public/2c2eac96-38af-e811-a963-000d3ad244fd-17b9f66d-be4e-4685-9df0-1b3abe5d691b-Governing%20Document-7393e9a1-44b0-e811-a961-000d3ad24182-Constitution_-_new.pdf

In the news

https://www.abc.net.au/news/2022-05-21/disability-royal-commission-afford/101078214?utm_campaign=abc_news_web&utm_content=link&utm_medium=content_shared&utm_source=abc_news_web

Other

<https://disability.royalcommission.gov.au/news-and-media/media-releases/impact-affords-rapid-growth-safety-and-quality-be-examined-royal-commission>



For more information



For all enquiries please contact

Rachael McLennan, Executive Director
rachael@peopleforpurpose.com.au

