

# PROUD PAST, BRIGHT FUTURE

Annual report 2021-2022





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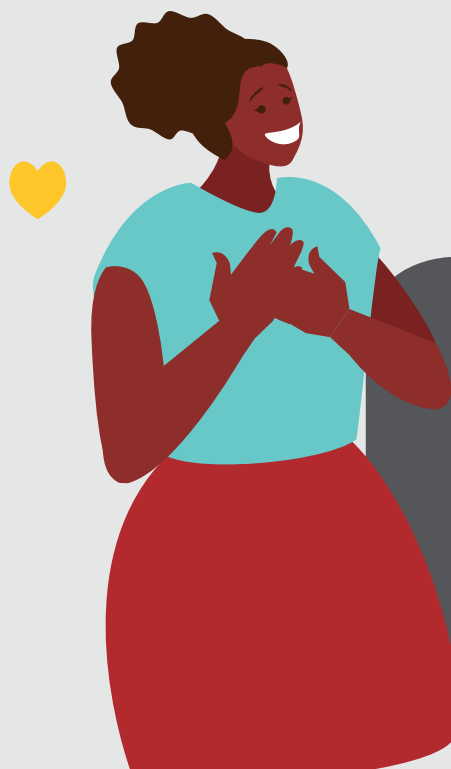
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# ABOUT US

**The Windgap Foundation is a not for profit organisation, started by a group of parents 69 years ago to provide education for their children with intellectual disabilities.**

Today, as in the past, our person centred approach is at the heart of everything we do and we pride ourselves on providing quality programs and support to foster independence, empowerment, learning and development, to enable each individual to live life to the fullest.



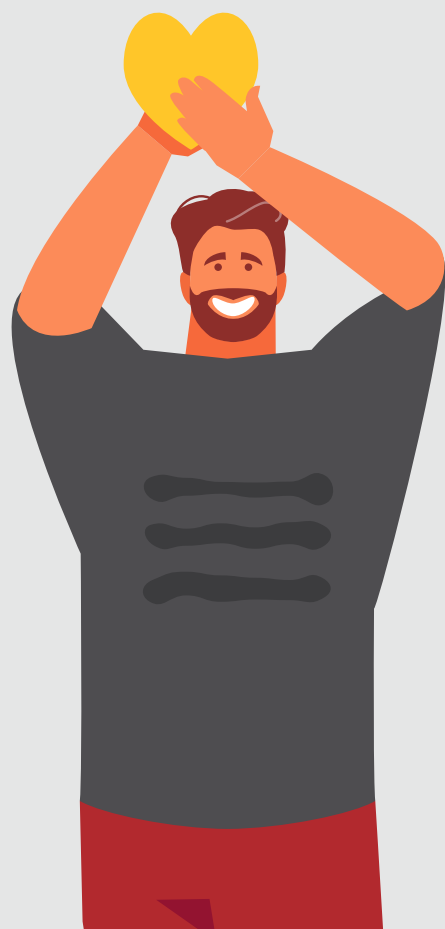
## Our Purpose

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 himself or herself within our community, with individual choice and control in their life.



# 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

# OUR IMPACT 2021-22

Our impact remains strong despite COVID-19 disruptions.

## SUPPORT COORDINATION



**154 participants**

supported through support coordination - 4% growth in supporting more to navigate the NDIS and achieve their goals.

**“Overall, we receive access to preferences and supports that meet the needs of our family member”**

- 95% Agree

**“I am satisfied with the overall level of support that myself and/or my family member receives from my Support Coordinator”**

- 97% Agree

**“Myself and/or my family member’s privacy and dignity is respected”**

- 97% Agree



**10**

**new participants**

on-boarded to windgap services



**1 additional residential home**

acquired providing 5 adults with a disability a place to call home

**43 residents**

living in Windgap supported independent residential homes

## SUPPORTED EMPLOYMENT



### 14 new Growability

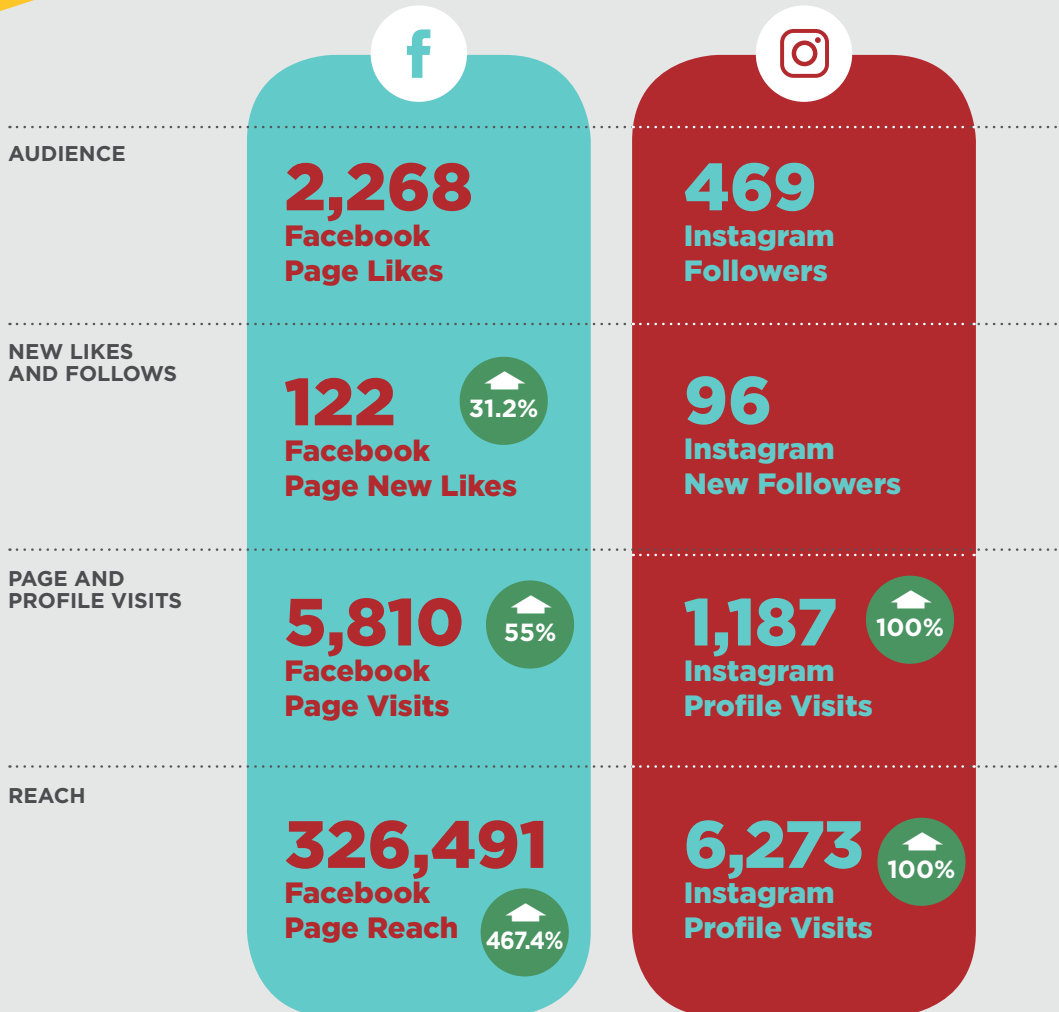
customers providing gardening work to supported employees

### 14 new jobs

in the ADE providing work to Windgap supported employees



## WINDGAP ONLINE COMMUNITY





# CHAIRMAN'S REPORT

Dear members,

I am pleased to present the Chairman's Report for the year ending 30 June 2022.

## **Overview**

Windgap learned from the pandemic experience of the previous year.

Management improved performance and implemented controls to mitigate threats to the health and wellbeing of Windgap participants, workers and volunteers. Windgap strictly complied with government health directives. Windgap management and workers responded magnificently to ensure that Windgap participants, workers, volunteers and workplaces were safe. Despite pandemic disruptions, the Board remained focussed on ensuring that management continued to strive for measurable improvements in performance, taking account of risk, for a long term sustainable future. Management were accountable for improved performance, developing strategy and formulating proposals on major decisions, for Board approval, and ensuring that approved proposals were implemented, and results measured.

Windgap successfully upgraded information technology and communications systems to improve governance, performance and service delivery generally.

Participant representatives continued to attend at Board meetings, so that the participant voice was heard and respected.





Windgap continued to engage with the community and all stakeholders, despite the pandemic.

Windgap finished the year in a strong financial position, with a sustainable future.

### **Growth**

Two new residential properties have been acquired, which will be transformed and used to provide residential accommodation for an additional 10 participants.

Windgap staff were innovative in continuing service delivery, despite pandemic disruptions, and lockdowns.

### **Fundraising**

A small, but dedicated team of staff and volunteers promoted and delivered a magnificent Gala Ball, in May 2022, at Doltone House, Sydney. The event lifted our spirits and demonstrated the resilience of the Windgap family and supporters.

Windgap thanks major sponsors Harvey Norman and Toyota Finance and all other sponsors, donors and ambassadors who supported the Gala Ball.

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 Directors**

Windgap directors quickly adapted to a hybrid meeting format, and enthusiastically and diligently carried out their duties. I thank the Windgap directors for their untiring and unselfish commitment.

### **The Future**

Windgap will continue to be a leader in the provision of services to people with an intellectual disability, in our community.

Windgap will strive to be an employer of choice, so that Windgap workers are engaged and empowered in their career path.

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

I commend the Annual Report to members.

**Chris Brown**  
Chairman

# TREASURER'S REPORT



I am pleased to present the Treasurer's Report for Windgap for the year ended 30 June 2022.

FY22 has seen Windgap continue to operate in a challenging environment with services impacted by the COVID-19 pandemic, particularly in the area of day programs.

The year ending 30 June 2022 saw Windgap generate revenues of \$18.2 million and a surplus of \$1,466,069. This positive result was substantially impacted by government assistance received in the form of non-recurring grant income of \$841,706.

With COVID-19 related restrictions starting to lift, Windgap was again able to hold a number of fundraising events, including the successful Gala Ball which generated around \$75,000 for Windgap services. Plans are currently underway for the 2023 Gala Ball, which will celebrate Windgap's 70th anniversary.

As at 30 June 2022, Windgap continues to maintain a strong balance sheet position, with net assets of around \$12.39 million. This strong position is underlined by cash balances of around \$11.1 million, property holdings and equipment at cost of around \$3.63 million and no external debt.

FY22 has seen the final touches on a house conversion at Maroubra for use as supported living accommodation. The house is currently being used to accommodate existing Windgap Participants whilst upgrades are made to other Windgap residential properties and is expected to welcome new residents from early 2023.

The cash surplus generated by Windgap allows funds to be reinvested into the provision of additional services. Consideration will be given to the acquisition of additional properties as decisions are made in relation to the appropriate allocation of capital in accordance with Windgap's purpose.

I would like to thank the members of the finance team for their contributions over the last 12 months including Mark O'Neil, Lilly Ye, Leeroy Huang, Railda Lorents, Riana Kristianti, Carol Xi and Aisling McNamara.

*Andrew Simpson*

**Andrew Simpson**  
Treasurer





## CEO'S REPORT



Despite all the challenges over the past two years from our external environments, as an organisation, we have continued to band together to ensure quality programs and services, and deliver on our values and purpose.

Windgap is enveloped by optimistic and dynamic change internally and more broadly across the disability sector. We are introducing numerous exciting initiatives and continuing to adapt through enduring obstacles impacting all care providers. The Federal Minister for Disability Services has launched a review of the NDIS to ensure it continues to deliver upon its objectives.

Our leadership team, supported by Windgap's Board of Directors, have revitalised Windgap's strategic direction through its comprehensive 2022-24 goals.

The strategic goals focus on:

- 1) How we will continue to satisfy the needs in the goals of our Participants,
- 2) Our commitment to ensuring a talented and engaged workforce,
- 3) Our commitment to quality, compliance and safety,
- 4) The way in which Windgap will be financially responsible and sustainable into the future, and
- 5) The importance of trust in our brand and the partnerships that we have with various stakeholders across our community.

At the heart of all that we do are our Participants. Ensuring they are well supported relies on having experienced, caring and devoted employees. We are pleased to announce, at the time of writing this report, Windgap has the highest number of employees of any point in our long history. In addition, our employee turnover rate is well below the industry average, and we are achieving significantly higher results in external reviews than other like providers. Windgap has also been the recipient of the Voice Project's 2022 Best Workplace Award for a second year in a row, this award recognises organisations that have a highly engaged workforce and excellent management practices.

The ever-changing COVID-19 environment continues to absorb considerable time and attention from our teams, and during this period we have continued to follow recommendations from NSW Health. In doing so, our teams have displayed best practice and expertise in managing COVID-19 positive cases and we are grateful for their dedication to all we support.

Building upon our sustainability, over the past 12 months we have purchased two properties which will be transformed into residential group homes. This, together with over one million dollars invested in home improvements across our existing residential services, demonstrates our commitment to reinvesting in our services.

With COVID-19 restrictions easing, we are also thrilled to see our day programs returning to life and their usual hustle and bustle of activities.

We thank our Participants and their families, carers and guardians who continue to allow Windgap into their lives. We appreciate the trust you provide and we look forward to continuing to reward your faith in us.

We believe that being part of the community is the best way to support the aspirations of our Participants. Accordingly, we wish to sincerely thank each of our community supporters that allow us to reach above and beyond what we could achieve alone.

Windgap is reliant on government funding including the NDIS and Disability Support for Older Australians. We are grateful for this support that allows our Participants choice and control in their life.

We would also like to thank our Board of Directors for their generous donation of time, expertise and guidance.

We look forward to sharing our bright future with you.

Yours sincerely



**Andrew Anderson**

CEO

# 2022-2024 GOALS

## Our Purpose

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

### We foster new ways to deliver excellence

We maintain and advance our compliance and quality standards, and protect the rights of participants; keeping them safe from harm, abuse and neglect.

#### Goals:

- Delivering best practice services to ensure participants are free from harm, neglect or abuse.
- Engage with families and participants to continuously improve our programs and services.

#### Success measures:

- Ensuring quality and safety systems are fit-for-purpose, embedded and a part of our culture.
- Provide various channels for feedback and complaints, and ensure transparency of initiatives and solutions for the future.

### We empower to achieve

We create opportunities that give participants choice and control, increase their skills and build skills and a...

#### Goals:

- Provide person-centred support on achieving each participant's goals.
- The provision of best-practice services that are trusted and...

#### Success measures:

- Improved proportion of participants achieving their goals.
- Provision of more community services for participants.
- Increased participation in surveys with positive feedback and transparency.

### We evolve and grow for a sustainable future

We deliver financial outcomes that maintain quality programs and services, grow our capabilities and resources, weather challenges and accomplish our mission, now and in the future.

#### Goals:

- Expand our programs and services, aligned to Windgap's Purpose.
- Continue to reinvest in delivering positive outcomes for those we support.

#### Success measures:

- Generation of sustainable new or expanded services
- Achieve a surplus that provides reinvestment opportunities to improve participant outcomes.



## er individuals e their goals

t empower participants to have  
ir independence in the community,  
achieve their goals.

### Goals:

t that is tailored, flexible and focused  
participants goals and interests.  
actice services that are inclusive,  
d competitive.

### Success measures:

participants achieving their goals.  
community inclusion opportunities  
participants.  
n participant and family/carer  
positive outcomes and  
nt feedback.

## We invest in a talented and engaged workforce

We strive to be an employer of choice, to attract and retain employees who thrive, feel supported, empowered, developed and engaged; and work together to achieve Windgap's purpose.

### Goals:

- Continue to invest in learning and development opportunities to support our workforce in achieving their identified goals.
- Improving workforce engagement, inclusiveness, satisfaction and wellbeing through effective onboarding, support and performance development.

### Success measures:

- Employees with individual Performance and Development Plans.
  - Continue to improve our workforce retention.
- Continue to achieve higher participation rates in workforce survey with positive outcomes when compared with benchmark organisations.

## We have a brand that builds trust and partnerships

We ensure our brand and actions build awareness and trust, and attract and retain participants, staff and partnerships.

### Goals:

- Increase donations and other philanthropic revenue to deliver participant outcomes.
- Grow mutually beneficial partnerships to create opportunities that deliver unique opportunities for participants to engage in social and economic inclusion.

### Success measures:

- Generate donations and other philanthropic revenue that grows annually as a proportion of overall revenue.
  - Establish new community and corporate partnerships annually to expand Windgap's programs, training and experiences for participants and employees.





## SUPPORT COORDINATION

### Your Plan, Your Way

The Windgap Support Coordination team have continued to work alongside people with disabilities and their carers to fulfil their potential and achieve their personal goals. The team now supports 154 Participants and provides individualised services that aim to empower people living with disabilities to engage actively in their community and connect with services that meet their needs.

Over the past year, the team has experienced 4% growth (148 Participants in previous year to 154 Participants currently). This growth was experienced despite the difficulties of COVID-19 lockdowns, closures and mandates.

The last year has seen some great milestones achieved within the Support Coordination team. This includes assisting several Participants to transition to supported independent living (SIL), assisting several Participants to maintain and source work (both in the open and supported markets) and successfully advocating for Participants to receive increased funding in their plans. The team has worked tirelessly to build strong connections with local organisations and the NDIS to ensure that our Participant support services run smoothly.

The team also supported many individuals who were socially isolated during COVID-19 lockdowns to remain engaged in support services and to ensure their health and safety was maintained.



# SCHOOL LEAVERS EMPLOYMENT SUPPORT PROGRAM (SLES)

## On the Job Skills Development and Training

The SLES program has gone from strength to strength thanks to the support of our employment partners. Our partnership with the Pullman Hotel - Mascot, resulted in long term open employment opportunities for our Participants and our partnership with Taronga Zoo offered on the job work experience for Participants in their Animal

and Nutrition Centre. These partnerships have paved the way for further work experience opportunities for future Windgap supported employees.

Our Tukka Box hospitality program Participants created and sold sugar cookies at Windgap's Ability Arts Market and Gala Ball, which received rave reviews. Our Participants are so proud of their creation and success and being able to share their skills and talents with the broader community and have since had a number of private orders.



# GROWABILITY

## Garden Crew

The Growability Crew continue to cultivate their skills and their customer base, and maintaining high standards with their existing customers has brought about many new referrals.

This year the Growability crew supported one school leaver with work experience. He and his family have said they are *“really pleased with the supports provided and are excited for the year ahead”*.

Thanks to the support and generosity of Clovelly Community Bank, a grant was awarded to the Growability Team, affording new uniforms and equipment, ensuring the high standard of work is done safely, while also in fashion.





## AUSTRALIAN DISABILITY ENTERPRISE (ADE)

COVID-19 could not stop the work coming in with the ADE gaining eleven new clients and acquiring ongoing jobs into the new financial year.

This has helped provide a variety of meaningful work and offered opportunities for upskilling and further training for our supported employees. One job was packing COVID-19 test kits for NSW Health. Participants took pride in this work, knowing that they were playing a small but important role in ensuring people had access to the test kits.

## SUPPORTED INDEPENDENT LIVING

The need for residential housing for people with disability is ever growing, and to meet the need, Windgap is committed to increasing our Supported Independent Living offerings.

### House Renovations

Renovations at a new supported living home (Garden Street) were completed, and we now have room to welcome five new residents from February 2023.

We commenced house renovations in June 2022 for Tweedmouth Avenue, with new bathrooms and the whole house painted.

Additionally, we are planning for 2 further large-scale renovations at 2 more residential homes post June 2022

### House Acquisitions

Windgap purchased a residential property in Chifley which will be reconfigured to suit Windgap residents. We are aiming for completion in June 2024. When complete, this property will provide a home for 5 new residents.

### Housemate Highlights

Windgap was pleased to welcome five new residential Participants over the past year.

Providing a safe and positive environment for Participants during COVID-19 restrictions and mandatory isolations was paramount to Windgap.

Participants were supported within their home from July-October when day programs were closed.

The Community Visitor Program recommenced in March. The community visitors had very positive feedback about the home environments and services.



## COMMUNITY DAY PROGRAMS

### Getting Out and About in the Community

We have looked to considerably expand the various programs we run onsite and facilitate through the community for Participants. The FY22 year has been one of ups and downs with the considerable challenges of COVID-19 but we are proud that we have been able to maintain and look to develop forward focused life skills, increasing programs to maintain and better our Participants' quality of life.

Over this period our standout programs online and offline included:

- Bella Plus Connect program at the Museum of Contemporary Art
- Music therapy
- Art therapy
- Perform-Ability dance lessons
- Cooking programs
- Treasure hunt and cleaning up the beaches
- Chair yoga
- Walk with Windgap
- Bowling program
- Travel training
- Museum and cultural days out
- Pamper days
- Bowling
- Slot cars and arcades
- Katoomba to see the snow
- Sewing table
- Fishing outings
- Centennial Horse Stables
- Canoeing
- Cooking classes
- Woodwork workshop

And much more!



## **GALA BALL - WINDGAP'S NIGHT OF NIGHTS**

Our annual fundraising Gala Ball was a great success!

We welcomed over 280 guests to Doltone House, transporting attendees back in time to the Roaring 20's.

The Gala Ball raised much needed funds to boost Windgap's programs and services, to ensure 200+ adults with intellectual disabilities at Windgap have every opportunity for success.

This event would not be possible without the support of our community and business partnerships. We also extend our sincere gratitude to our event sponsor Toyota Finance Australia, our major sponsor Harvey Norman, and our entertainment sponsor Laing+Simmons Rosebery, as well as our corporate sponsors and prize supporters.





## WINDGAP WARRIORS FOR THE WIN!

Pagewood Botany Football Club (PBFC) held their annual Dimi Day Charity Shield where our Warriors played against the Pagewood Botany FC Life Members and Board in remembrance of Dimos Mastoris.

With our team captain Bobby at the helm, the Warriors took out the win with a score of 4-2. A big thank you to PBFC and Mayor Christina Curry from Bayside Council for joining the Warriors and helping us bring home the trophy. We are grateful for the ongoing unwavering support from Pagewood Botany Football Club.



## ST PATRICKS DAY

Windgap observed St Patrick's Day with a celebration breakfast at The Juniors, Kingsford. A traditional Irish breakfast backed by classic Irish tunes from Irish Band Shindig and a performance by the Lenihan Academy of Irish Dance was on the menu.

We would like to express our special thanks to all who donated raffle prizes and to our Windgap Participants, families and staff who came along to make the morning so memorable.

A special shout out to our Windgap Patron Paul Graham, Bayside Council Mayor Christina Curry, MP for Kingsford-Smith Matt Thistlethwaite MP, Minister Rev Dave Doran from the Holy Trinity Church Kingsford, Consul General Rosie Keane, Danny Yeung and Windgap's Chairman Chris Brown.



## ABILITY ARTS MARKET

This inclusive art and craft market was the first of its kind in Sydney and created the opportunity for local artists living with a disability to showcase their talent and sell their amazing handmade items to the public, building connection and inclusion in our community.

Windgap's artists were out in full force and had a blast selling their work and talking with the attendees and other stallholders.

The market showcased paintings, drawings, textile art, wearable art, jewellery, woodwork, potted plants, sculptures, mosaics, and weavings.





## POWER OF A BRAND

### Refreshing our visual identity

Windgap's brand identity, message and positioning represents the core identity of our organisation. With much rapid change throughout the disability sector, it was time to reflect on our brand identity to ensure it continues to visually communicate the unique identity of who we are, what we do and who we represent.

The following aims and outcomes were identified;

- Introducing taglines to represent who we are and what we do, align with values and purpose
- Refreshing brand colour palette, adding vibrancy to reflect the people we support and our organisation
- Increasing brand awareness - a set of visually empowering, inclusive & recognisable characters that capture the attention of our target audience
- Aligning the umbrella brand logo (Growability) to parent brand

This brand refresh offered Windgap a new lease on life, serving to keep our image in touch with the current marketplace, increasing our brand awareness and opening doors to new supporters and clients.





## Leading Change Team

Next year we celebrate our 70th year in operation, an amazing achievement, and an important reminder of the need for Windgap to continue to improve, remain relevant and ensure our sustainability for the future.

During the second half of 2021, we brought together 30 leaders from across our organisation to form the Leading Change Team. Team members attended quarterly workshops where along with the guidance and expertise of the board, the team collaboratively developed the 2022-2024 Goals.

The plan development was underpinned by the following five pillars;

- ★ **We empower individuals to achieve their goals**
- ★ **We foster new ways to deliver excellence**
- ★ **We invest in a talented and engaged workforce**
- ★ **We evolve and grow for a sustainable future**
- ★ **We have a brand that builds trust and partnerships**

# OUR SUPPORTERS

A big thank you to all our sponsors, supporters, corporate volunteers, volunteers and work experience partners for your support and generous contributions.

We look forward to continuing our relationships for years to come.





# OUR BOARD



## **Chris Brown OAM**

Chris and his family have been involved with Windgap for 50 years, with his brother engaging in Windgap services. Chris Brown is also 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. Chris became a board director in 1987, commencing as chairman in 1997.



## **Heather Brown OAM**

Heather is a founding member of the Windgap Board, commencing her tenure in 1990. Heather is also the board secretary and member of the Remuneration and Nomination Committee. Heather has a professional background as an executive assistant, is a Justice of the Peace and has received the Rotary International Community Services Award. Heather was also awarded an OAM for her service to the community, particularly people with a disability. Heather's brother is a member of Windgap's Life After Work program.



## **Andrew Simpson**

Andrew has been a member of the Windgap Board since December 2013 and is a member of both the Audit and Risk Committee and the Investment Committee. Andrew is a partner and chartered accountant at Gunderson Briggs Chartered Accountants and has been a supporter of Windgap for many years.



### **Byron Fitzgerald**

Byron joined Windgap with almost 50 years' experience in the construction industry both in building and civil engineering. Byron has extensive project management experience on major construction projects. He has a Bachelor of Building and is a lecturer at the University of NSW in the Built Environment Faculty. Byron is passionate about serving the community, he has previously served as a Director of Education and Junior Activities at Clovelly Surf Life Saving Club and has a 25-year service medal from Surf Life Saving.



### **Madelaine Inglis**

Madelaine joined the Windgap Board in December 2019. Madelaine is a commercial lawyer and a partner in the Sydney law firm Brown Wright Stein. She is particularly passionate about Elder Law assisting the older members of the community and their families with legal issues unique to the elderly. Madelaine has supported Windgap for many years.



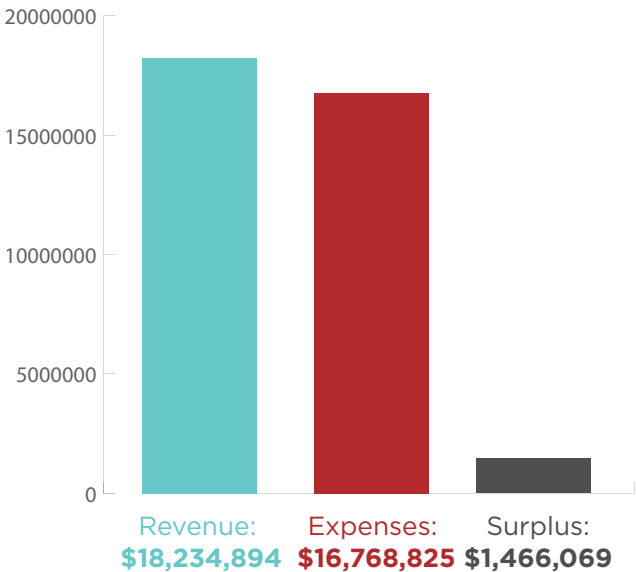
### **Kathryn Santifort**

Kathryn joined Windgap in December 2019. She has a background as a registered nurse, working within Sydney's east. She has a bachelor's degree in nursing with post graduate qualifications in anaesthetics, and regularly teaches upcoming and new nurses within the clinical environment. Kathryn has a special focus in quality and improvement projects, and a focused eye for ensuring national accreditation standards are evident in practice.

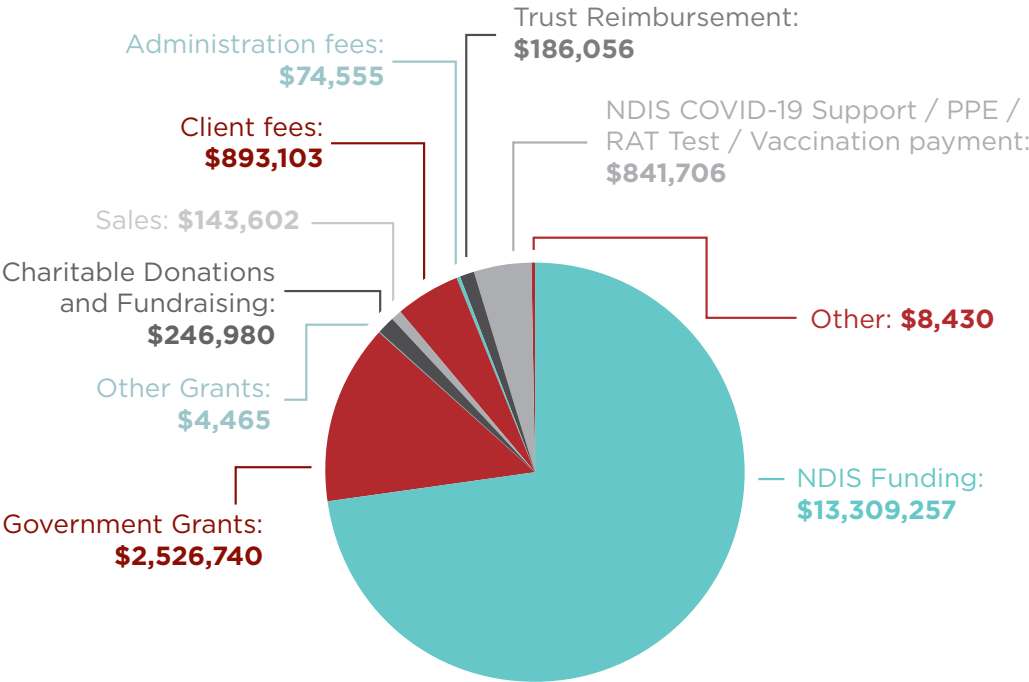
# FINANCIALS

2021-2022 was a strong year for Windgap, enabling us to invest in our people, systems, and programs to continue to meet the needs of our participants and families.

## Revenue and Other Income & Net Profit



## Revenue Sources







## LET'S KEEP CONNECTED

-  WindgapFoundation
-  windgap-foundation
-  @Windgap2
-  @windgapfoundation

E: [info@windgap.org.au](mailto:info@windgap.org.au)

[www.windgap.org.au](http://www.windgap.org.au)

