



Trust • Respect • Courage • Inclusion • Leadership

### **Our Mission**

To Support people who need assistance to achieve their aspirations and inclusion in the community.





Our services have grown significantly in recent years and as we move into the next decade, our vision remains as important as ever.

"

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### **Our Vision**

To inspire and lead communities, creating opportunity and services for people to participant full in society.

# **About us**

Our services have grown significantly in recent years and as we move into the next decade, our vision remains as important as ever; keeping customers at our heart, offering a greater choice of high quality services and continuing to pursue our mission of inclusion for vulnerable people.

With more than 1126 passionate and dedicated staff, we provide disability and employment services at 94 sites across the East Coast of NSW. We also operate in the Illawarra and Hunter Regions and have community partners on the Mid North Coast and Northern Beaches.

Through personalised and responsive support, we help individuals achieve their goals, build their self-esteem and independence. We pride ourselves in:

- assisting people to live in their own homes
- providing meaningful opportunities for inclusion in the local community
- offering work experience and employment opportunities, and
- connecting people to National Disability Insurance Scheme (NDIS) services.

We fully intend the next ten years to be marked by sustainable growth; achieved by continuing to empower our customers, supporting our people as our greatest asset, innovating, building on our strengths, and working with partners who share our values of Trust, Inclusion, Respect, Courage and Leadership.



Ability Options respectfully acknowledge the traditional custodians of the Country on which we live and work together, and is committed to building relations, respect and opportunities with Aboriginal and Torres Strait Islander Peoples.



### The meaning of the logo

The Aboriginal design is the 'meeting place' symbol used by most Tribes for thousands of years. The designer's interpretation of the circle and the dots represent community gathering, cultural diversity, growth and expansion. The green symbols around the 'community' are the Aboriginal people that are connected with the community.

# Patron's Message



"

Aside from COVID-19, our organisation, like many others, continues to face the issue of ongoing changes to the administration of the NDIS, in particular pricing.

"

Who would have imagined that 2020 would bring a challenge as significant as the COVID-19 pandemic? It has tested the agility of governments, businesses, families and individuals, to respond to a crisis not known before in the lifetime of most of us.

For people with disabilities and their carers it has been a particularly challenging time, as marginalised groups are inevitably at higher risk during times of crisis.

I have been comforted, however, by the heart-lifting stories I have witnessed at Ability Options. The responses, by management and staff, to difficulties presented during the pandemic have been truly outstanding.

Testimony to this was evident in the Star Awards nominations this year, with stories of staff going the 'extra mile' and revealing how innovative they could be to ensure the best support possible for customers, in such a difficult environment

This exceptional response is also highlighted by the by the shortlisting of the Ability Options WorkReady Program, in the International Zero Project Awards for 2021 (Responses to COVID-19 category). While we feel confident about the final outcome, being shortlisted has, in itself, been a wonderful achievement.

Aside from COVID-19, our organisation, like many others, continues to face the issue of ongoing changes to the administration of the NDIS, in particular pricing.

I am concerned by the promise of a new assessment approach to eligibility. While a new approach is certainly needed, it is most important that a fair, reliable and trustworthy instrument is used, and that there be genuine consultation with people with disabilities and their advocates.

Despite these challenges, it is staff like Toni-ann Drury, selected for the 2020 Patron's Award, who ensure the future of our organisation.

Toni-ann always treats our participants with respect and dignity and is a strong advocate for their rights. She is an exceptional and dedicated leader and always gives 110% to her job in supporting people.

Toni-ann and the other excellent nominees, uphold the very values enshrined by our founder, the late Greg McIntyre.

**Trevor R Parmenter** AM

"For people with disabilities and their carers it has been a particularly challenging time, as marginalised groups are inevitably at higher risk during times of crisis".

# Chair's Report



"The priorities we set ourselves as a Board and as a Company have been delivered".

It is my pleasure to introduce the 2020 Annual Report – my first as your Chair. And what a year it has been. Our customers, employees, and partners have seen and worked through a significant bush fire season and then the COVID-19 pandemic.

Management has steered a safe course through all of that and continued to meet our mission. Employees have done a fantastic job. The Board and I thank everyone for their commitment and resilience.

The Board has been no less busy; governing and providing support, challenge and oversight. We have worked on and approved a clear long-term Strategic Plan – Towards 2030. This was developed in partnership with our executives and general managers, and it sets a clear direction to grow our services in a sustainable way.

In governing our organisation, I'm pleased to say that our committees have completed all their work programs and the Board has an approved and clean set of accounts. This includes a healthy balance sheet and a surplus which, as a not-for-profit, we will utilise to continue to meet our mission.

We haven't managed to get out to visit employees, customers and services on many occasions, given the bushfire and COVID-19 events. We hope to resume more face-to-face activities soon. Like everyone else, we've learned that we can operate well remotely, but an important part of what we do as a Board is to engage with the teams providing services directly. We really hope to be back doing that as soon as it is safe.

Rob Lang
Chair



As well as focusing on our long-term plan, the Board and our committees have governed the organisation; keeping oversight of performance, customer wellbeing and outcomes, and the wellbeing, safety and support of employees. We have considered and approved significant investments in living, service and work environments and in new partnerships, including for new group homes and systems, which will support our customers and employees in the future.

I'm really pleased with the improved employee engagement results we are seeing and the focus of the CEO and her team on safety, wellbeing, support, learning and career opportunities for employees. We continue to support those efforts at every board meeting.

The Audit, Risk and Finance Committee has focused on risk, audits, financial strategy and statutory processes. The audit, compliance and registration processes are onerous in our sectors and I thank the Audit Risk and Finance Committee, chaired by Patricia Biszewski and members Claire Cavanaugh and Owen Gilbert, for their commitment and leadership this year. They have been supported by management and in particular our Chief Audit Risk and Compliance Officer, Luke Hughes and his team.

The Remuneration Committee has continued to focus on its responsibilities to attract new directors where we need them and to oversee our remuneration strategy. I thank my fellow Remuneration and Nominations Committee members, Heather Scheibenstock and Sue Healy for their support and expertise.

The Quality, Practice and Outcomes Committee has continued to keep a clear line of sight to our customers, focusing on customer experience, service improvement, engagement and outcomes. This Committee reviews case studies as well as reports and ensures that our focus is always on our mission. I thank the Quality and Outcomes Committee Chair, Heather Scheibenstock and members Michael Maxwell and Sue Healy for their leadership and commitment to our customers.

The priorities we set ourselves, as a board and as a company last year, have been delivered and exceeded. The Board and I are incredibly proud of the resilience of our customers and employees and the leadership of the CEO, the executive and senior managers. The commitment, effort and capability of all involved has been tested and we finished the year in a good place. Our challenges continue and we are privileged to be supported in our work by each and every employee, customer and partner.

The Annual Report reminds us all of the successes and challenges we have come through. I hope you enjoy reading it.



# **CEO**Report

"We are in a good place. We have great people providing services which are valued and trusted".

This is my third annual report as CEO of Ability Options. My first, in 2018, described how we were addressing the challenges to our sustainability posed by service and funding changes.

The second described a pretty good year of quality and process improvements, the beginnings of a real effort on employee wellbeing, retention and engagement and steady growth.

This year we have delivered a further level of growth, enabling us to serve more customers and provide better services. We have made some significant system improvements to make life simpler for everyone – no mean feat in an increasingly regulated and complicated world. However, I think I'm most proud of our employees and our response to the bushfires and COVID-19. I can honestly say, hand on heart, that we've worked incredibly hard this year with a relentless effort to keep everyone safe, to meet our mission, and do the right thing.

Our emergency planning processes had a good run out with the bushfires and we identified some things we could do better. We completed our new Emergency Response Plan in February but didn't get a chance to test before implementing it in March for the COVID-19 pandemic. Our company-wide Incident Management Team (which I chair) has been running ever since, supported by Incident Management Teams for our Northern and Sydney regions in disability, employment and corporate. Below these, teams in all parts of our company have worked hard – whether implementing QR codes, training us all in zoom, stopping, redefining or continuing services, working remotely and face-to-face, sourcing supplies and technology to keep us going and working with our suppliers (like cleaning and maintenance contractors) to work more intensively and in a COVID safe way.

Employees have really engaged with these efforts too. There has been great take up of infection prevention training, use of PPE, handwashing, QR codes, flexibly working in services, staying home when asked, changing service models and getting COVID tests at all times of the week. These efforts have kept everyone safe and the work goes on. People are tired. We know our world will never be exactly as it was pre-pandemic, but we know we are resilient and that together we achieve incredible results.

The challenges are not over of course, but it's good to take a breath, look back over a year and think – thank goodness, we made it!

I can't thank my 1,126 colleagues enough for their support.

Meanwhile in the financial year that ended in July 2020, we achieved an ambitious workplan. Highlights include:

- reducing employee turnover (even before the pandemic), exceeding our targets through employee engagement, support, appreciation, and career development,
- investing in systems, people and processes,
- growing our services in both disability and employment,
- improving services,
- exceeding our financial targets, making a surplus to reinvest in our services and our people,
- continuing to support our Board to deliver its strategy including our Towards 2030 Strategic Plan.

We have also done a lot of 'housekeeping' this year - developing better processes, improving our approach to restrictive practices and reducing their use, looking at better ways to improve the choice and control of all of our customers, listening to and acting on customer feedback, refreshing service models, and delivering excellent results in our compliance and registration audits.

The employment teams have reshaped the way they work and had to do it right in the middle of the pandemic. This includes the groundwork to improve ICT, the intranet, our Quality Management System, a new HR system and a single payroll. All these things don't seem exciting or even interesting to many, but goodness me, they make a difference and they have demanded commitment and effort from everyone.

The next year looks good.

We are in a good place. We have great people providing services which are valued and trusted. We have refreshed service models. We have incredible corporate teams. We have a relentless focus on meeting our mission, working as a team, and focusing on our values.

Company reputations are built on how well we treat each other, how committed we are, and how we prioritise our values in challenging times. It is a lot easier to focus on values in times of stability and plenty. If this year was our challenge – we passed it with flying colours. We built our response on our mission, our values and working together. And it worked.

Thank you so much from the bottom of my heart. .

### **Julia Squire**

CEO

# "

The challenges are not over, of course, but it's good to take a breath, look back over a year and think – thank goodness, we made it!

"



Above: Mid North Coast residents undertake a fire drill



### **Board Farewells**

This year we say farewell to two highly experienced and committed directors - David Bamford OAM and Sue Healy.

David Bamford has been a highly committed director since 2006 and a member of the Audit and Risk and Quality and Outcomes Committees. He has supported our organisation, Board and committees using his wealth of community and corporate experience, ensuring our Vision and Mission are front of mind at all times. David has an unwavering passion to ensure a fair go for marginalised people and was always happy to support our employees and participants, congratulating and sharing in everyone's achievements. We would like to acknowledge David for his significant contribution, leadership and 14 years' service to Ability Options.

We would like to acknowledge Sue Healy who served as Deputy Chair of the organisation as well as a member of the Remuneration and Nomination Committee and the Quality and Outcomes Committee. We thank her for her commitment to the organisation over the three years she has spent with us.



Thank you
David and
Sue for your
commitment.

# A poem from a Mid North Coast employee, Stephen...

The grass crackled the wind blew No thought no one knew Is this real or just a dream Heard a rumble then a scream Temperature rising to a hellish state Get out now don't be late Smoke is rising stifling the air From the fires den its red hot lair The sky is blanketed turning red With leaves and wood the fire is fed Help is coming it's on the way People worry they start to pray The Firies are about to take up the fight They'll hose and shovel with all their might Flames jump from tree to tree Like a demon that's just set free My eyes are red my hands are black Friends closeby to watch my back I look at you you start to cry I hold your hand we will not die Choppers close they're very near Muffled voices I do hear Don't you worry don't you fear Us Firies will get you clear Times are tough as we know Sitting watching the awful glow With our newfound friends keeping the flames at bay I have one thing for you one thing to say

Thank you

5

# 2019/2020 Highlights

21,609

People supported through Employment Services

2,318

Active Disability Service participants

175

Group Home Participants

1,126

Employees

94 8

Ability Options Community sites and Hubs

### Our Homes

15 14 5

Group Homes Sydney

Group Homes Hunter Valley

Respite Units Hunter Valley

Group Homes Mid North Coast

Wild North Coas

Respite units Mid North Coas

# **Our Vision**

"To inspire and lead communities, creating opportunity and services for people to participate fully in society"

# **Our Mission**

"To support people who need assistance to achieve their aspirations and inclusion in the community"

# **Our Values**

Our values are critical to our **Vision** and **Mission**, they embody our common purpose, and they encourage behaviours which enable us to meet our goals.



**Trust** we deliver on our promises, encourage feedback and work with **honesty** and **openness** 



Inclusion we embrace, encourage and support diversity in everything we do



Respect we treat our participants, their families, communities, partners and each other with dignity, appreciation and recognition



**Leadership** we are a sector and service leader by **innovating**, **improving** and **partnering** with others



**Courage** we act on our values ensuring they are central to everything we do

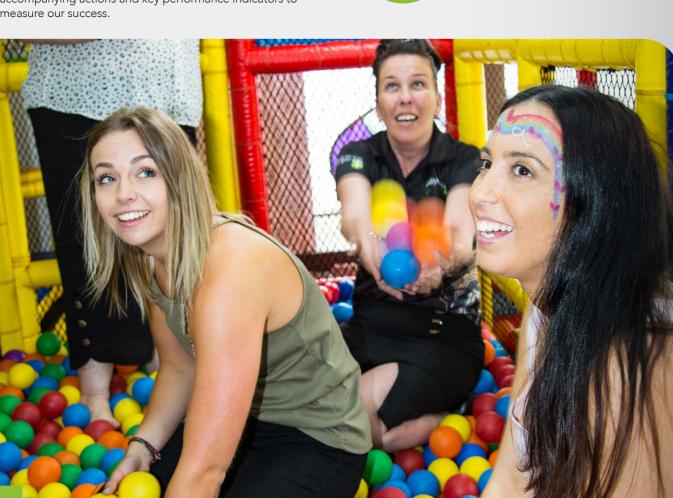
# Towards 2030 **Strategic Directions**

Our services have grown significantly in recent years. We support more people every year and we plan for this to continue. With this in mind, it is time for us to look to the next decade - Towards 2030.

We plan for our next ten years to be marked by sustainable growth and we will achieve this by empowering our customers, supporting our people as our greatest asset, innovating, building on our strengths and working with partners who share our values.

We have developed five strategic directions to meet our Vision, Mission and Values. These strategic directions have accompanying actions and key performance indicators to measure our success.

"We have developed **Five Strategic** Directions to meet our Vision, Mission and Values".

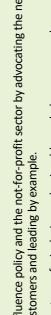


# Our measures of success





Strategic Objectives



As a courageous leader we will influence change through the quality and passion of our people and our purpose

- Know our current and future customers, what they want and need
- Tailor and adapt our services to reflect the diverse needs of our customers and their feedback to us

We will deliver services that reflect the needs, choices and aspirations of our customers to the highest quality.

- Provide services that are safe, quality and deliver long lasting outcomes
- Contribute to and commission research and education focused on innovation Partner with organisations to create digital platforms that promote inclusion

We will lead in innovation and technology to deliver outcomes to customers and employees.

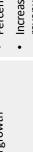
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- Implement technologies that meet customer preferences and needs Digitalise and automate service delivery as appropriate
- Collaborate with other organisations to deliver homes rather than just housing Expand our networks to discover more opportunities for our customers in the employment sector Strong and diverse partnerships will improve our services, grow our offering, leverage expertise and create efficiencies

Expand partnerships to enable growth in our services motivated by our purpose

- Diversify and scale up our services to create more impact and growth Diversify our funding streams to decrease reliance
- Financial sustainability and growth is key to us delivering innovation, customer experiences and engaging our people

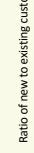
Invest in our growth agenda











- Number of new service offerings
- - - Increase in customers
- Increase percentage of digital interactions compared to face-to-faα Number of digital service offerings
  - Increase staff using digital platforms

Number of corporate partnerships

- Number of service partnerships / integrations Number of new homes
- Increase percentage of non

on government funding

- Percentage market share
  - Increase percentage revenue growth

# **Board of Directors**



**Dr. Robert Lang – Chair**Ph.D., B.E.(Hons), B.Sc., FAICD,FIE (Aust)
Chair of Remuneration and
Nomination Committee

Over a 35-year career in state and local government, Dr. Lang has gained experience in change management, community engagement, strategic urban planning, urban development, transport infrastructure, place management, arts, tourism and energy. He has been the CEO of Parramatta City Council, Sydney Harbour Foreshore Authority and Pacific Power and served on 18 Boards for not-for-profit organisations, private companies,

He has a longstanding interest in liveable cities, affordable housing, social inclusion and the arts. He is also a Fellow of the Australia Institute of Company Directors and a Fellow of the Institute of Engineers Australia.

and government statutory authorities.



### Director and Deputy Chair Remuneration and Nomination, Service Quality Committees

Sue has extensive business experience, including 17 years as the founder and Managing Director of a highly successful and award-winning national recruitment and managed solutions business.

She has held senior executive roles

with Australia's two largest ASX listed human capital companies and acts as a non-executive director and business advisor for a number of organisations. Sue has been on the board of various industry bodies, as well as on state economic development and women

She is a Fellow and Life Member of the RCSA – (Recruitment and Consulting Services Association).

in leadership boards.



Heather Scheibenstock
Director
Remuneration and Nomination and
Service Quality Committees

Heather spent 20 years as a Senior Executive in the hospitality industry. She is a firm believer in learning and development and has continued her post-graduate studies in business, leadership and corporate governance.

With experience as a non-executive director across a range of industries, Heather has a wealth of knowledge in leadership, strategy implementation and development, community and stakeholder engagement.



Patricia Biszewski MSc GAILD N Director Chair of Audit Risk and Finance

Committee

Patricia has had an extensive executive career in the maritime and logistics industry, driving and enabling business growth and organisational transformation through strategy, finance, information technology and

She has worked as a non-executive director, developing programs that empower socially marginalised women, children and communities to become sustainably independent.

human resources practices.





Michael Maxwell GradDip AdEd (VET); MSocSci;GAICD Director Service Quality Committee

Michael has combined a career in the social and community services sector with post-graduate qualifications in adult education and social science; using these skills to develop training and employment opportunities for people in disadvantaged communities.

He is passionate about promoting social and financial inclusion and has worked with a range of social service organisations.

He is currently Principal at Social Traction, supporting others to develop projects that enrich the lives of those facing disadvantage.

He lectures at several tertiary institutions and is a Fellow of the School for Social Entrepreneurs.



David R Bamford
OAM (Approved leave of absence)
Director

David has a wealth of community and corporate experience, including 31 years with the NRMA. He has been a Rotary member for 43 years and was a former President of the Rotary Club of Blacktown City.

David is Honorary Chairman of the

Advisory Board for the Blacktown Traffic Offenders Program and a member of numerous local community and safety committees. In 2009, David received a Medal of the Order of Australia (OAM) for his service to Rotary International and the community of Blacktown.



Claire Cavanaugh
Director
Audit Risk and Finance Committee

Claire has a broad range of business experience, through senior finance roles at Oracle Australia and Readers Digest, and more recently in running her family's medical practice.

She also has lived experience and a keen interest in the disability sector; as the mother of 18-year-old Eddie, who has epilepsy and severe intellectual disability.

Claire cares for Eddie, manages his NDIS plan and advocates for his inclusion and proper care in school and leisure activities.



Owen Gilbert
Director
Audit Risk and Finance Committee

Owen is a transformational executive with extensive experience driving effectiveness and efficiency in businesses, in Australia and around the world.

In addition to holding functional roles including CFO, CEO, COO and director, Owen's experience includes business transformation, stakeholder management, strategy, business case development and implementation, organisational review and change, investment management, business start-ups, and new system implementation.

He has worked across a number of industries, assessing issues or opportunities and effecting meaningful change.

Owen has been a non-executive, executive director and audit committee member of listed, unlisted and joint venture companies in Australia and overseas.

# **Committees 2019/2020**

Ability Options had three Committees to support the work of the Board in governing the organisation. Each Committee has oversight to specific parts of the business, reporting and making recommendations to the Board.

# Audit and Risk 2019

Patricia Biszewski (Chair) Owen Gilbert Claire Cavanaugh

# Service Quality 2019

Heather Scheibenstock (Chair), Michael Maxwell Sue Healy

# Remuneration and Nomination 2019

Rob Lang (Chair) Sue Healy Heather Scheibenstock

# Audit Risk and Finance 2020

Patricia Biszewski (Chair) Owen Gilbert Claire Cavanaugh (Seconded as David Bamford Leave of Absence)

## Oversight responsibilities include:

- External Audit
- Risk management and Control
- Internal Audit and Controls
- Annual Financial Statements
- Compliance
- Financial Strategy

# Quality and Outcomes 2020

Heather Scheibenstock (Chair) Sue Healy Michael Maxwell (Claire Cavanaugh Seconded to the AR&F Committee as David Bamford Leave of Absence)

# Oversight responsibilities include:

- Evaluating service quality and safety for improvement
- Participant and customer choice, outcomes and control
- Reviewing all feedback from customers
- Oversight and recommendations on Quality related policies, processes, incident management
- Post project reviews as required

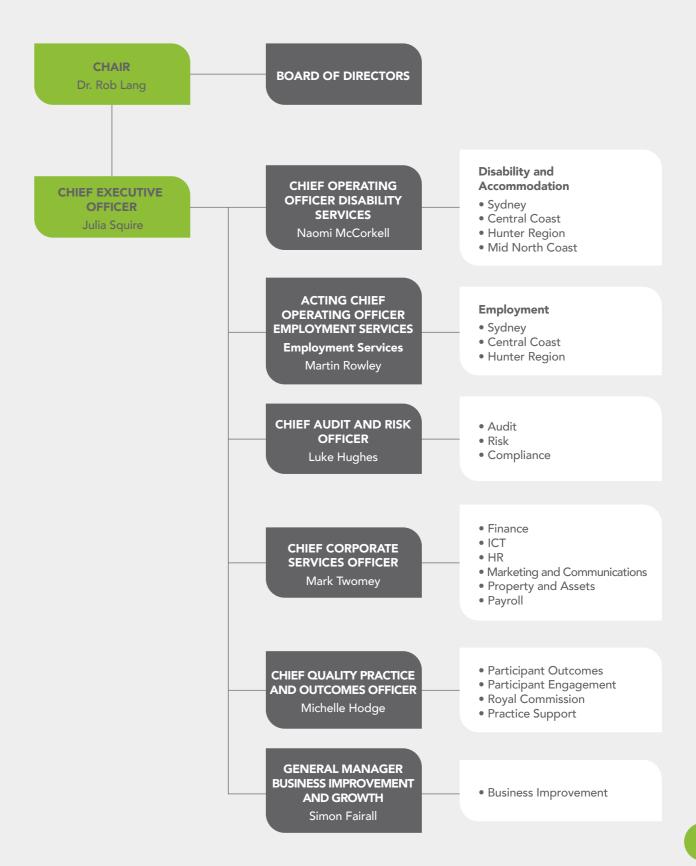
# Remuneration and Nomination 2020

Rob Lang (Chair) Sue Healy (Deputy Chair) Heather Scheibenstock

# Oversight responsibilities include:

- Board nominations, induction, education and succession plans
- Board, Committees and Directors performance
- Performance Management and Remuneration policies or organisation
- Performance, remuneration and succession planning of the Executive Leadership Team and Non Award staff

# **Our Structure**



# **Diversity Profile**



### Culture

Percentage of employees who are of Aboriginal or Torres Strait Islander descent.



### Disability

Percentage of employees who have identified as having a disability.



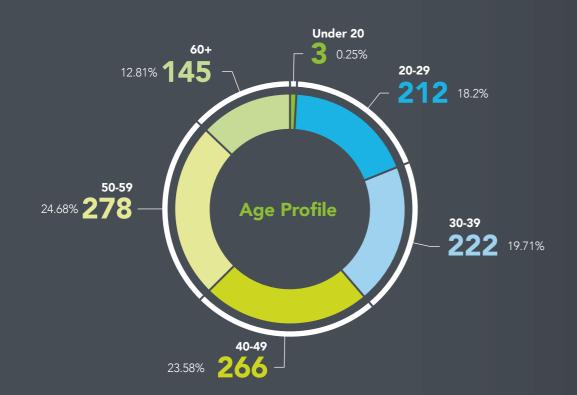
### Gender







Males - 314



# STAR EMPLOYEE Awards

On Friday 16 October, we held our STAR Employee Awards. This was our first ever virtual Employee STAR Awards which were hosted via Zoom.

This online event recognised and celebrated our colleagues in Values, Teams and Safety categories. Whilst this year was a little different to last year, there was still a lot of fun, laughter and even some tears! Congratulations to all our Finalists and Award Winners!

CHAIR Award WINNER	Jessica Lynch	
PATRON'S Award WINNER	Toni-Ann Drury	
LEADERSHIP Award WINNER	Josh Grant	
RESPECT Award WINNER	Helen Amarilla	
TRUST Award WINNER	Rachel Dinaharan	
COURAGE Award WINNER	Dylan Crosby	
INCLUSION Award WINNER	Jeanie Parsons	
SAFETY Award WINNER	Regina Wright	
TEAM Award WINNER	Sydney COS Team	
STAR EMPLOYEE OF THE YEAR WINNER Rebecca Collins		



Congratulations to all our Finalists and Award Winners.





















# **Employee Survey Results**

In February, **739** employees took part in our 2020 Employee Engagement Survey. An external agency, The Voice Project, ran the survey on our behalf.

Survey questions were designed to gauge confidence in our organisation and the way it is run. We asked whether our employees feel they have the resources to do their job, about their relationship with management, and whether they feel staff and participants are listened to and heard.

Results showed employees have a strong belief in our organisational values, with 61% reporting that they have seen improvements since the previous year. The number of people who would recommend our services to a friend or family member was up 15%. The number of staff who feel they have the tools they need to do their job was up 21% and people's confidence in their ability to give feedback and raise concerns was up 14%.

Overall response was up by 57%

All in all we donated \$3,695 to local charities.

To boost engagement, we offered to support bushfire regeneration work by donating five dollars for every survey completed. At the end of the survey process we were able to donate \$3,695 to local charities including Wires Wildlife Rescue and Australian Wildlife Fund.

The overall response to the survey increased by an impressive 57% from last year to a 66% response rate.

Key Findings of the results included:

### WELLBEING

Organisational wellbeing up 64%.

### **ORGANISATIONAL PERFORMANCE**

Perceptions on the organisations performance up 66%.

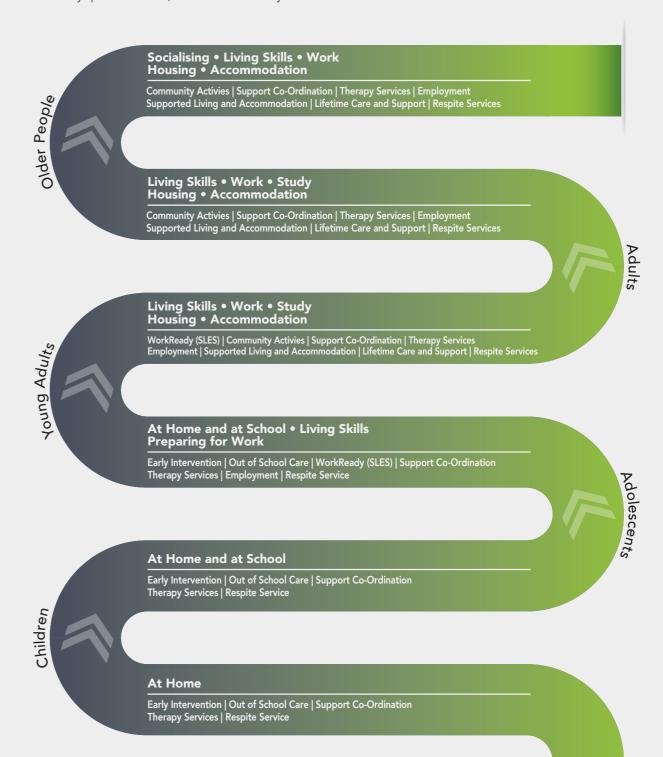
### **NET PROMOTER SCORE**

An Employee Net Promoter Score (eNPS) is a single question used to gauge whether employees identify as advocates for our organisation up 8+.

Net Promoter Score

# Support for all Ages Journey of Inclusion

Ability Options provide services across each different life stage. From early intervention to school leaver programs, employment and independent living and accommodation options. We aim to always provide choice, control and flexibility.



# **Services Snapshot**

### **DISABILITY SERVICES**



Accommodation & Independant Supported Living

Accommodation and Supported living choices for people with disability.



### **Respite Services**

Quality, flexible support for children and adults with disability and their families in North West Sydney, Hunter, Mid North Coast and Northern Beaches.



### **Co-ordination** of Supports

Supporting people with disability to find the right providers to meet their NDIS goals.



### Community **Activities**

Offers a wide selection of activities and skills for life programs, support and training to assist people to learn new skills as well as make new friends and connect with the community.



### **Work Ready**

WorkReady is a service that equips people with the skills, knowledge and experience to enter or re-enter the world of further training or work with confidence.





### **Therapy Services**

The team of Psychologists and Therapists works with Accommodation & Supported living residents, NDIS participants, people in Work Ready and provides vocational counselling within Olympus Solutions.

The Ability Options Community support people from over 94 Sites, Homes and Community Hubs across Sydney, the Illawarra, Central Coast, the Hunter and Mid North Coast Regions

### **EMPLOYMENT SERVICES**



### DES

A hands-on specialist service assisting people with disability, injury or long-term health conditions into work.





### **iobactive**

We match the right people to the right jobs, delivering sustainable employment outcomes for jobseekers and employers.





### **ParentsNext**

ParentsNext providers work with eligible parents to help set education and employment goals, develop a pathway to achieve their goals and link them to services and activities in the local community.





### Front Up: Arts and Cultural Program

Front Up is a disability-led Arts and Cultural program offering participants access to multi-layered professional arts and cultural education.

# Disability Services

"

I can't believe how much we've achieved this year.

"



Chief Operating Officer, Disability Services.

This year has presented us with new challenges in terms of service delivery and communication with participants, staff and community networks. Without exception our teams have responded enthusiastically and efficiently.

Like everyone else, we have had to adapt the way we work to a digital service model as a result of bushfires and the pandemic. We had been dabbling in using more technology to support participants in certain program areas for some time. Within a week of going into lockdown, we were able to provide online and telephone services and supports in addition to CovidSafe face to face essential services to our WorkReady, Therapy and Coordination participants to make sure they weren't isolated. Given some of our therapy supports had reduced, our therapists worked closely with participants living in supported accommodation to assist them in remaining connected and engaged during lockdown.

Communication with teams was also a priority to make sure all our participants and staff were being kept safe and managing their fatigue.

Throughout lockdown we worked closely with participants and their families to ensure they had the supports they need. We were flexible and always tried to adapt to their changing circumstances. Some participants decided that group supports were not for them and so, whenever possible, we provided one on one individual supports.

Although our main focus has been to try and maintain 'business as usual', we have still managed to increase the number of participants we support and services we provide.

We now support more participants with additional health care needs and people who are ageing. We've strengthened our links with New South Wales Health and other allied health services so that we are able to provide the wrap around services that are needed in those later stages of life.

We added an additional service on the Central Coast, providing independent living supports for all ages and we embarked upon a new accommodation venture with an organisation called Casa Capace.



Casa Capace design high quality specialist accommodation for people with disability to live as independently as possible. They will build the homes and we will provide the supports and services to residents. Land has been purchased and we are well into the planning phase with future residents.

In 2019, Ability Options had a strong focus on strengthening the engagement with our Leaders and workforce. Leaders across disability services felt that the Leadership Program was a very positive experience that has improved their skills and work practices. They really enjoyed connecting with other leaders and learning about other programs across the organisation. They report feeling that they now have a broader, stronger network to fall back on.

We have invested time and effort into improving our internal processes by preparing to roll out a new client management system, human resource information system and quality manual. All designed to improve the way we support our participants.

This year the NDIA made many reforms in the supported independent living space. As one of the lead providers of these supports, we worked with them on a range of consultations and submissions to provide feedback on some of the challenges for both participants and providers. We will continue to respond to requests of this nature and take our role in advocating for all participants of the NDIS seriously.

I can't believe how much we've achieved this year. We've continued to keep our participants at the centre of our minds and worked to improve the quality of our services. The effort and resilience of the team through all the unusual events of this year has been outstanding. It has been a real privilege to work at Ability Options.

"In 2019, Ability
Options had a strong
focus on strengthening
the engagement
with our Leaders and
workforce".



### Matthew George – Support Co-ordinator

I've been working as a specialist support coordinator with Ability Options for over two years now, mainly with young people with mental health issues and people with disability.

I set up the direct supports, therapy, equipment or programs in a participant's plan, sort out any issues and ensure they are progressing with their goals.

Working during the pandemic has been good and bad. I do enjoy working from home and not having to commute. Ability Options got us set up with all the equipment we needed really fast, so we were able to focus on supporting the participants. My managers were also great – easy to contact and checking in regularly.

But one of the best parts of my job is working with people in person, so those months of doing everything by phone or zoom were tough.

I just try to focus on the wins. I work with a 40-yearold woman with significant disability who was stuck in an aged care facility. Over the last two years she's progressed so much that she's now out of the aged care facility, she can walk independently and communicate verbally. She's just got engaged and is planning her wedding. It doesn't get much better than that!

### **Matt Bruce – Disability Support Worker**

While I was working as a bank teller, some of the clients and staff from Ability Options would come into the bank. We always got on well and I formed some great relationships with them. Then someone suggested I become a disability support worker and I decided to make the move.

I really enjoy supporting people to learn new things and be more independent. One girl I work with has gone from having everything done for her, to being able to make her own meals and organise her laundry.

One of the biggest challenges during COVID has been the day programs closing. Many of the people I support find sudden changes difficult, so we had to find ways of making the changes easier. We try to have fun wherever possible and find alternative activities to do. I guess my own ability to accept a challenge and stay composed has been a big asset.

Everyone at Ability Options has really pulled together during this time and our communication processes have improved. Our paperwork has been made simpler and more consistent and we've had lots of online training opportunities.

I love my job. I get a kick out of every shift and can't imagine doing anything else now.



# Q&A

Its been quite a year for participants with the bushfires and then COVID. We sat down with some of the people we support and asked them how they felt this year.

### Luke



### What support do you receive from Ability Options?

I receive 1 on 1 support from staff to help complete my daily activities and attend medical appointments.

What has been the best thing that has happened to you this year?

I purchased a PlayStation 3 and have begun collecting CDs

What are your favourite activities to do?

Going for a walk to the local shops.

How has it been for you since COVID started?

Are you able to still do your favourite activities?

Yes.

How has life changed for you during COVID?

.....

Have you had to adjust your goals during COVID?

There have been a few times where visiting my family was restricted due to COVID.

Have you felt safe and healthy during COVID?

What do you miss the most during this time?

Walking freely at the start of COVID.

What are your hopes for next year?

Hang out with staff and hopefully see the snow.

**Is there anything else you would like to say or add?**No thank you.

### Alan



What support do you receive from Ability Options?

Day Program. I come Monday, Tuesday and Thursday.

What has been the best thing that has happened to you this year?

Being able to go out again.

What are your favourite activities to do?

Paperwork and painting and bowling.

How has it been for you since COVID started?

Are you able to still do your favourite activities?

Yes, but I miss bowling.

res, but I miss bowling.

How has life changed for you during COVID?

Not many people can go to the football.

Have you had to adjust your goals?

No.

Have you felt safe and healthy during COVID?

res.

What do you miss the most during this time?

Going out to places with friends.

What are your hopes for next year?

Movies, cooking and playing guitar, learning woodwork.

Is there anything else you would like to say or add?

I have photos of my family and niece on my iPad, I am going to see them soon.

### Hayden



# What support do you receive from Ability Options?

Support Coordination.

# What has been the best thing that has happened to you this year?

I got through tough times and moving into my current accommodation.

### What are your favourite activities to do?

Eating, Football, Xbox, kicking a ball around, Keeping fit and Cooking.

## How has it been for you since COVID started?

Very tough with all of the restrictions.

## Are you able to still do your favourite activities?

Some of the activities Yes, but I wasn't able to when Covid started.

## How has life changed for you during COVID?

I worked on my skills within the home including cooking and cleaning.

### Have you had to adjust your goals?

I wasn't able to look for work, I will be doing this again though.

# Have you felt safe and healthy during COVID?

Yes.

### What do you miss the most during this

Being able to go to the Go carting.

What are your hopes for next year?

I want to go to watch the car racing live.

Is there anything else you would like to say or add?

No.

### Barbara



# What support do you receive from Ability Options?

I come here to Day Program.

# What has been the best thing that has happened to you this year?

Going to Francis Park and riding the flying fox over and over.

# What are your favourite activities to do?

Colouring, painting, seeing animals, going on train.

## How has it been for you since COVID started?

Good, OK.

Are you able to still do your favourite activities?

No.

How has life changed for you during COVID?

Don't go out as much.

Have you had to adjust your goals?

Have you felt safe and healthy during COVID?

Yes.

## What do you miss the most during this time?

Not going out as much.

### What are your hopes for next year?

COVID gone and we can do what we used to do.

# Is there anything else you would like to say or add?

I want to go back to the animal day and ride the train.

### Wayne



What support do you receive from Ability Options?

Come here.

What has been the best thing that has happened to you this year?

I don't know.

What are your favourite activities to do?

I like travelling and go to movies.

How has it been for you since COVID started?

OK

Are you able to still do your favourite activities?

No, home, no coke.

How has life changed for you during COVID?

Can't go out.

Have you had to adjust your goals? Yes no friends.

Have you felt safe and healthy during COVID?

Yes

What do you miss the most during this time?

Going to watch movies.

What are your hopes for next year?
Go normal again, back to van.

Is there anything else you would like to say or add?

No.

2:

# Practice Support and Outcomes

### Michelle Hodge

**Chief Quality Practice and Outcomes Officer** 

This year has seen a dedicated focus on listening and understanding feedback, promoting the voice of participants, developing our people and acting on the things we have learnt.

Our commitment to improving customer outcomes begins with a robust customer feedback process that ensures information is gathered and assessed effectively and opportunities for improvement are recognised and acted upon.

Our team now manages community visitor reports, participant surveys and feedback across all areas of Ability Options. Centralising this process has enabled us to look at feedback more broadly, identify trends and make recommendations for improvement.

Ensuring participants understand their rights and have an active say in matters that affect their lives also forms an important part of the listening and understanding process. We have partnered with the Council for Intellectual Disability to improve participant understanding of rights and to support decision making through training programs, face-to-face workshops and resource provision. We are also in the process of establishing a participant committee which will be open to anyone with a disability and will inform future decision making.

Alongside this, our new approach to restrictive practices better recognises the needs of participants. We are supporting people with disability to become involved in the process and participate in panels that decide whether a particular practice should be approved, with the aim of reducing or eliminating these practices wherever possible.

More broadly, we continue to fully support the work of the Royal Commission to improve the safety of the people using our services. We attend hearings, liaise with staff, families and participants to inform them of Commission updates and continually improve our practices based on reports and recommendations.

The other major key to improving customer outcomes is ensuring our workforce has the knowledge, skills and support to do their job.





E-Learning has been a major focus for us, particularly during the COVID-19 period, as we have developed a full disability learning pathway for all frontline support workers and disability staff. In June alone, over 2800 courses were completed, representing a major increase in employee engagement in e-Learning.

In response to the COVID-19 pandemic, all staff were required to complete the New South Wales Government Infection Control Training. This training was also made part of our induction process for new staff.

A great example of positive and effective action being taken throughout the organisation this year is the establishment of the Perfect Ward Application. Through Perfect Ward, frontline staff conduct inspections of environments or processes to identify areas for improvement. We are also looking at ways to include participants in these inspections, potentially through an Inclusive Practice Committee.

From my perspective, I feel extremely positive about the work being done to improve our practices and participant outcomes. We are developing our people, listening, responding, and acting in truly positive ways that make a tangible difference for the people using our services. Goals that were previously thought of as 'nice to have' are now viewed as essential – which is a fantastic reflection of where we are headed as an organisation and service provider.

"I feel extremely positive about the work being done to improve our practices and participant outcomes".



# Front Up

Front Up were busy this year launching their new member-based program for emerging artists, GOG!, as well as running the Emerge 2019 Panel Discussion - part of the Art Gallery of NSW's International Day of People with Disability.

The Front Up program is proudly supported by:









January 2021 will see a refresh of Front Up headed up by a new team, offering more people than ever the opportunity to be part of this wonderful arts and cultural program.

The Program refresh will include:

- reconnecting with our EMERGE19 artists and completing the existing EMERGE Program.
- setting up an online social inclusion and artistic support system for Get Out of the Garret! artists.
- establishing The Artibold Prize program.
- reconnecting with the Art Gallery of NSW, Blacktown Arts Centre, Artspace, Accessible Arts and Create NSW. We will also continue to collaborate through potential online access workshops and artist talks.
- forming a partnership with the MCA which will contribute to existing and future Front Up projects.
- continuing to support Ability Options jobseekers (either online or in the Front Up studios).

# **Employment Services**

"Since March this year the number of participants has increased from 3,000 to 7,500".

### **Martin Rowley**

### **Acting Chief Operations Officer, Employment**

Working through the bushfires and COVID-19 has been an incredible challenge and, no doubt, will have a long-term impact on the way we provide employment services in the future.

As soon as lockdown was announced, we adapted relatively quickly to digital service delivery to make sure that we maintained connections and ensured that participants received support when and where they needed it. Working digitally meant that we were often able to connect participants into a broader range of networks and services that were not available in their local community.

We ran a survey to find out how participants felt about receiving services remotely and their feedback made us rethink some strategies around how we deliver our services.

We have been able to provide support for the broader community by running a series of webinars for jobseekers. We recognised that it is not just our participants and their families who are losing their jobs or having to make challenging career decisions. Several highly experienced guest speakers from industry were able to provide insights into how recruiters work and tips on how to prepare for interviews.

In a drive to create more employment opportunities for our participants, we set up a regional employer engagement team. We felt this was particularly important given the devastating impact that COVID-19 has had on the labour market. We have now successfully partnered with a range of new employers including Sanitarium, the Weet-Bix manufacturer in Berkeley Vale on the Central Coast.

Our ParentsNext program is continuing to go from strength to strength and it currently supports over 1,800 people. This service was particularly important to many parents during the recent lockdown while they were trying to home school their children and study themselves.



Our Disability Employment Services program has now doubled the participants that we had two and a half years ago. We are also now working with organisations that employ people with specific disabilities. For example, Pivotal Management run an employment program for people with intellectual and learning disabilities and we have supported 10 participants to take on roles within high-end restaurants throughout Sydney.

Jobactive is the program that most vividly illustrates the significant impact of COVID-19. Since March this year, the number of participants has increased from 3,000 to 7,500. This has been very challenging for both participants and staff. We saw a heroic effort from staff, many who worked very long hours or came across from other areas of the business to help. All to make sure that our participants were supported as well as possible through such a difficult time.

A positive side to this turbulent year has been that we now find ourselves in an environment where organisations are more open to work together to address issues and lean on each other for support and resources. We have been able to help a variety of organisations with access to resources or space to work, and this support has been returned. This has certainly helped us strengthen our community partnerships and networks, build our resilience and work in ways that we never expected.



Above: Jobseeker taking part in Accessibility Day 2019.

### **Trudee Timmins**

### **Employment Consultant**



I started at Mt Druitt just over a year ago as a job support consultant. I provided employment support, such as arranging transport for clients to and from work or assisting with challenges at work to participants and employers. Some of those job seekers have now been with the same employer for over 12 months which is really rewarding.

Since the restructure of the business, I now also work as an employment consultant. I help employers identify opportunities and find jobseekers. I also support jobseekers to build their resume, match them with employers and support them in their role.

Most importantly I take great pride in knowing that I contributed towards changing individual's life as employment can really boost overall wellbeing and quality of life. It's certainly been a worthwhile challenge.
I wasn't very confident doing things like marketing but Ability Options have been really supportive and offered lots of training opportunities. This helps us upskill and support the jobseekers too.

We've had everything thrown at us this year - bushfires, floods, COVID and the restructure. It has certainly helped having a good role model leading our team and influence consistency during changing times. Some of us were quite uneasy about all the changes. But we got together and talked it through as a team. It's important to remain positive and keep going and have positive mindset towards change. If something doesn't work one day, then try something different the next.

# **Employment Services (cont)**

### Joy - Participant





### What service do you receive from Ability Options?

I am in the Employment program. I received support and assistance from Sandy my consultant whilst I am working.

What has been the best thing that has happened to you in 2020? Can you tell us why?

Getting this job!! I am lucky to have found a permanent part time position as I was really needing something that suited me, my skills, and my interests. As I'm am getting older the shifts and the fact that it is a permanent role was really important to me

# If you are currently working, how has COVID affected your job? i.e. work from home?

It has not really. I have been pretty lucky. Besides of course wearing masks and ensuring we follow strict COVID safety measures but that of course is not an impact for me, it is just something that we need to have in place and follow which we do as its important. We have still been able to do most of the activities with our clients with some limitations, but we have still been able to do our jobs overall which is great.

If you are currently looking for work, how has COVID affected your job search?

NΑ

## If you're currently studying or training for a role, how has COVID affected this?

Well I guess you could say that training is ongoing in my role. There are always new things to learn everyday as different things come up. I enjoy it actually.

"I am lucky to have found a permanent part time position as I was really needing something that suited me".

# What are your favourite activities or fun things to do in your spare time?

I really enjoy painting my house. I am currently painting the walls in some rooms. It has been taking me a while to get through due to my neck, but I also get some help from my son. I have chosen bright teal and it look fabulous! I also enjoy gardening, but I have not had too much time for that lately due to just being tired. And of coursed I love spending time with my dogs, they are the best, just being able to spend time with them and relax.

## On a personal level, how has it been for you since COVID started?

Living the dream! I am one of the lucky few I guess where it hasn't impacted me in a negative way.

Are you able to still do your favourite activities?

Yes, I am considering starting to paint another room.

How has day to day life changed for you during COVID? It is actually good, I'm coping really well.

### Have you had to adjust your work goals during COVID

Not really. When I initially started working for a Day program early on in the year I needed to spend more time at home due to the program pausing but since getting this one it has been great.

Have you felt safe and healthy during COVID?

What have you missed the most during this time? Nothing.

What are your hopes for next year?

That people get happier. There has been so much negativity this year that I hope next year brings some happiness to people.

Is there anything else you would like to say or add?

COVID has affected so many people which is a real shame, and it makes me sad. I have been really happy and lucky that finally things have fallen into place for me especially through such a hard year.

### **Mark – Participant**



### What service do you receive from Ability Options?

I receive support for looking for work and have support workers who help me with my core support.

# What has been the best thing that has happened to you in 2020? Can you tell us why?

The excellent help I get form Ability Options. They helped me this year in so many ways. They also helped me get into a Hospitality course which I loved doing and have now completed it. I am just waiting on receiving the certificates.

# If you are currently working, how has COVID affected your job? i.e work from home?

I am not working at the moment.

# If you are currently looking for work, how has COVID affected your job search?

It has been very hard. Plus, the additional things we have to be careful of with COVID that we have to stay 1.5 meters away and you can't just travel anywhere and go anywhere. My caseworker has arranged 2 interviews that I have soon, I hope I get one of them. Ability Options helped me get the interviews too because lots of places have been closed or they do not have jobs.

## If youre currently studying or training for a role, how has COVID affected this?

No I just finished a course. it was fine and no problem.

# What are your favourite activities or fun things to do in your spare time?

I love to watch Netflix. I especially love to watch Korean and Filipino Movies. I also am re watching an old TV series called Juan dela Cruz it was made in 2013. I also love going to church.

"The excellent help I get form Ability Options. They helped me this year in so many ways".



# On a personal level, how has it been for you since COVID started?

It was very hard, but I coped well with the help of all my support workers. I was always safe by making sure I never left the house without a mask and always sanitised and washed my hands. I never leave the house without my mask because you just do not know who has it and everyone needs to still be careful. We still have cases in NSW so we must keep ourselves safe. It also has been hard for me to not travel overseas and see my family over there.

### Are you able to still do your favourite activities?

Yes I can still watch Netflix anytime I like but also no because I cant meet my friends and people that I know face to face at my church. Its still run on zoom every week which is good, so I look forward to when they have it face to face for more socialising too.

### How has day to day life changed for you during COVID?

My support worker takes me shopping and to the bank and things like that which is great but its hard because I used to get out of the house everyday but now I have to be careful and only go when I have to.

### Have you had to adjust your work goals during COVID

Yes, because everything was closed, or they did not have jobs for people. Now things are getting a little better.

### Have you felt safe and healthy during COVID?

Yes. As I said I felt safe and healthy because I always took care of myself with only going out when I had to and making sure I never leave the house with a mask.

### What have you missed the most during this time?

I have missed going overseas to see my family and going to see my mum who lives on the coast. I could not go visit her before either. Hopefully in Dec my support worker has arranged for me to go see my mum because she is becoming unwell because she is getting older and has some heart issues. I also miss going to church face to face because this was also good for socialising with people and miss that a lot.

### What are your hopes for next year?

I hope to have a Cleaning or an Orderly job in a Hospital and I hope and pray that every person and every country in the world has peace on earth.

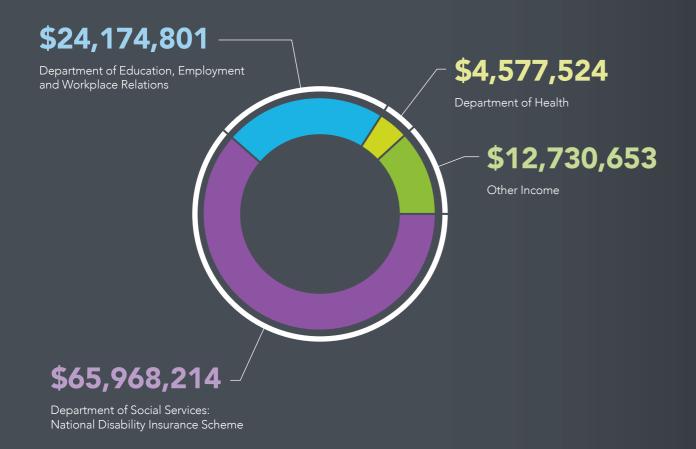
### Is there anything else you would like to say or add?

All of Ability Options people that have helped me ever are good people and I thank them for always helping me with everything.

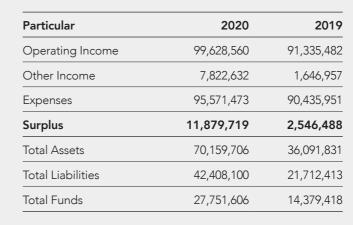
# Government and other Funding

### Source of Income

Ability Options are contracted to deliver a range of services on behalf of the Federal and NSW Governments. Funds are allocated to specific programs and service targets. Expenditure of funds is monitored in accordance with contractual obligations and outcomes as stated on the program contract or service details outlined by the funding body.



# Financial Snapshot



"2020 saw a 9.1% growth in operating revenue".

## **Summary**

The Financial year saw a growth in operating revenue of 9.1% largely from Disability Services. Employee costs make up the majority of our expenses and they increased by 6.4%. This overall surplus for the financial year was 11,879,719. Improving from the 2019 result of \$2.5m. The Financial Position of the organisation is sound with total funds of \$28m.

For a copy of the our full audited financial statement please contact marketingteam@abilityoptions.org.au

# NSW Location Map



Disability

Hub



Coffs Harbour

**AbilityOptions** 





Illawara

**HEAD OFFICE** 

Suite 1.14, 29- 31 Lexington Drive Bella Vista NSW 2153 1300 422 454

### **EMPLOYMENT SERVICES**

Auburn 3/62-72 Queen Street Auburn NSW 2144

### Bateau Bay

Shop 11, Cresthaven Shopping Centre 161-173 Cresthaven Ave Bateau Bay NSW 2261

### **Baulkham Hills**

14/35 Old Northern Road Baulkham Hills NSW 2153

### Blue Haven

Blue Haven Community Centre Colorado Drive Blue Haven NSW 2262

### Blacktown

Suite 2/40 Third Avenue Blacktown NSW 2148

### Brookvale

1/696 Pittwater Road Brookvale NSW 2100

### Cabramatta

G04/263 Cabramatta Road Cabramatta NSW 2166

### Camden

Shop 19, Camden Village Court Camden NSW 2570

### Corrimal

Shop 3 and 5/ 183-191 Princes Highway Corrimal NSW 2518

### Campbelltown

Level 2, 101 Queen Street Campbelltown NSW 2560

### Charmhaven

1/193-199 Pacific Highway Charmhaven NSW 2263

### Charlestown

230 Pacific Highway Charlestown NSW 2290

### Charlestown

244 Pacific Highway Charlestown NSW 2290

### Chatswood

Suite 1A, Level 5, 2 Help Street Chatswood NSW 2057

### Fairfield

1-3 63/65 The Crescent Fairfield NSW 2165

### Gorokan

Louise House 126 Dudley Street Gorokan NSW 2263

### Gosford

Shop 1-2, 91-99 Mann Street Gosford NSW 2250

### Hornsby

Suite 5, Level 3, 20 George Street Hornsby NSW 2077

### Ingleburn

Unit 1/Level 2 2 Oxford Street Ingleburn NSW 2565

### Katoomba

29 Parke Street Katoomba NSW 2780

### Maitland

5 Ken Tubman Drive Maitland NSW 2320

### Liverpool

6/45-47 Scott Street Liverpool NSW 2170 [Entry via 276 George Street]

### Mayfield

169 Maitland Road Mayfield NSW 2304

### Merrylands

Shop 2, 175 Pitt Street Merrylands NSW 2160

### **Mount Druitt**

Shop 11c, Zoe Place Mt Druitt NSW 2770

### **Parramatta**

33 Argyle Street Parramatta NSW 2150

### Penrith

3/30 Woodriff Street Penrith NSW 2750

### **Quakers Hill**

Quakers Hill Neighbourhood Centre 128 Farnham Road Quakers Hill NSW 2763

### **Raymond Terrace**

Shops 6/7 & 8, Terrace Shopping Village Raymond Terrace NSW 2324

### Riverstone

Riverstone Neighbourhood Centre Sam Lane Community Complex Park Street Riverstone NSW 2765

### Ryde

Suite 102-103, Level 1 5-9 Devlin Street Ryde NSW 2112

### **Seven Hills**

7-11 Rowley Street Seven Hills NSW 2147

### **Shell Harbour**

Corner of Burra Place & Commemoration Place 1/12 College Ave Shellharbour NSW 2529

### The Entrance

231-233 The Entrance Road The Entrance NSW 2261

### Windsor

Shop 9, 188-192 George Street Windsor NSW 2756

### Wollongong

Corner of Burelli Street & Corrimal Street Shop 11/51 Crown Street Wollongong NSW 2500

### Wyong

Suite 2, 30- 32 Hely Street Wyong NSW 2259

# ACCOMMODATION & SUPPORTED LIVING

Suite 1.14, 29 - 31 Lexington Drive Bella Vista NSW 2153 02 8884 9286

### **DISABILITY SERVICES**

224 Pacific Highway Charlestown NSW 2290 02 4943 3411

### **Coffs Harbour**

27 Park Avenue Coffs Harbour NSW 2450 02 6561 8388

### **Hamlyn Terrace**

110 Louisiana Rd Hamlyn Terrace NSW 2259 02 4357 3555

### Maitland

First Floor, 5 Ken Tubman Drive Maitland NSW 2320

### Port Macquarie

Level 1, Suite 1, 17 Short Street Port Macquarie NSW 02 6561 8388

### Seven Hills

7-11 Rowley Street Seven Hills NSW 2147 02 8811 1723

### **NEWCASTLE TEMPORARY CARE**

224 Pacific Highway Charlestown NSW 2290 02 4918 4788

# NAMBUCCA VALLEY disABILITY SERVICES INC.

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### **KEMPSEY REGIONAL SUPPORT**

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## **ABOUT INCLUSION** 2/80 Wynter Street

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# NORTHERN BEACHES INTERCHANGE

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We are proud of the outcomes we achieved in 2020.

We look forward to doing even more in 2021.