

Shaping plans into extraordinary lives

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building extraordinary lives



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In 2015-16, Achieve Australia focused on getting its organisation and the people it supports NDIS-ready before the NSW rollout of the Scheme in the new fiscal year.

The objective: To support people with disability to shape their plans into extraordinary lives.

The challenge: To manage this process in a way which enables a seamless transition to NDIS funding, without interruption or unplanned changes to the services and supports which clients and their families require, from the providers they choose.

Shaping plans into extraordinary lives

ACHIEVE AUSTRALIA SNAPSHOT

400+

employees



42

group homes in metropolitan Sydney and regional NSW

22

new Platinum-level, fully accessible apartments in Crowle Estate, Ryde

500,000+

hours of annual support



Achieve Australia is a not-for-profit community organisation. It has provided services and support for people with a disability with integrity, commitment and passion since 1952.

We support people with disability to live independently in new or existing accommodation, find fulfilling work and develop work skills, and learn and participate, by promoting and fostering greater community inclusion.

We champion independence, accountability, innovation and – most of all – focus on the needs and lives of the people we work with.

Our purpose: To ensure people with disability achieve social inclusion.

Our mission: To deliver on the right of people with disability to achieve a meaningful and valued life.

A reinvigoration of the Achieve Australia culture has been underway since the middle of the 2015-16 fiscal year. The objective is to further enhance Achieve’s ability to innovate and deliver services that will support people with disability to achieve meaningful and valued lives.

The signature behaviours of this new transformation program are:

- Be consistent and lead by example
- Listen, create, deliver and repeat
- We deliver on our promises
- Embrace change and grow

These signature behaviours reinforce the organisation’s long-standing values:

Inclusiveness – Involve people in decisions, be open, listen, and employ respectful behaviours.

Stewardship – Lead by example, repress ego, think beyond yourself, and employ sustainable behaviours.

Extraordinary – Push yourself to be all you can be, and don’t accept what it is – explore what could be.

Ethical – Follow policies, deliver on promises, respect confidentiality, and stand up for what is right.

Achieve supports people with disability by responding to their choices through its four pillars of services:

- MyHome: Progressive accommodation solutions matched to an individual's choices.
- MyLife: Options for independence, personal development and fulfilment.
- MyWellbeing: Provision of holistic wellbeing services.
- MyCareer: Individualised career opportunities to match individuals’ choices.

A culture of social inclusion

Core services



Core behaviours

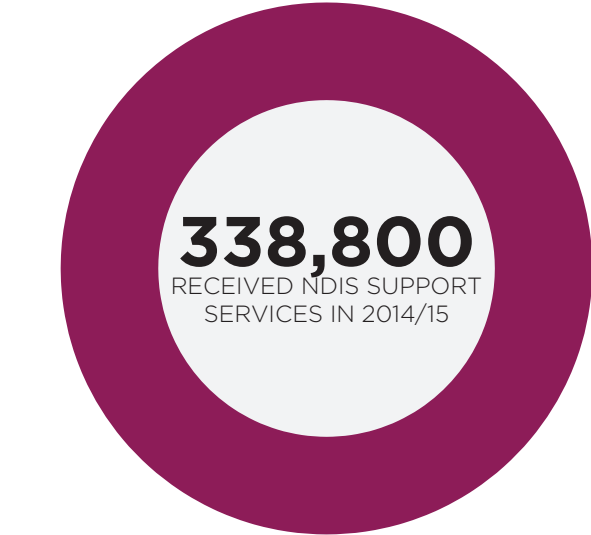


As of the end of the 2015/16 fiscal year, the National Disability Insurance Scheme was operating across seven trial sites:

- Hunter trial site – Newcastle, Lake Macquarie, and Maitland Local Government Areas (LGAs) in New South Wales.
- Barwon trial site – Greater Geelong, Surf Coast, Queenscliff and Colac-Otway LGAs in Victoria.
- South Australian trial site – 0-14 year olds.
- Australian Capital Territory trial site.
- Perth Hills trial site - Swan, Kalamunda and Mundaring LGAs in Western Australia.
- Barkly region trial site in the Northern Territory.

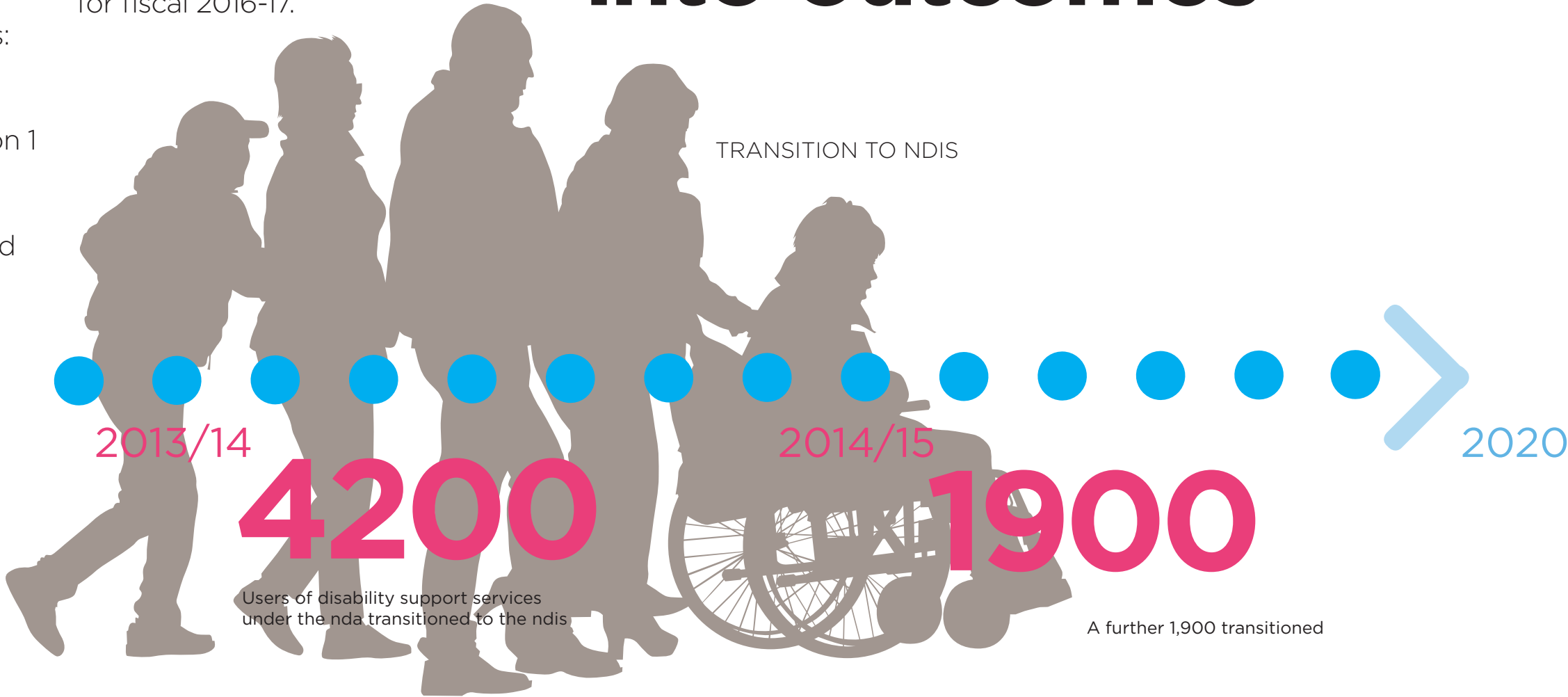
In addition to the seven trial sites:

- Transition to full Scheme commenced in Nepean Blue Mountains in New South Wales on 1 July 2015.
- Transition to full Scheme also commenced in North Queensland on 1 April 2016.



As part of its preparations for the roll-out of the NDIS, in February 2016 Achieve Australia established a business unit called MyPathway – a team and processes which provide a clear path to supports and services for people with a disability, their families and carers.

The MyPathway team supports people from their initial enquiry, then through the journey of exploring how they can work together until they become a client of Achieve Australia. It directs all enquiries to a single point and captures key data to eliminate repetition and better support the transition of families to the NDIS. A customer help desk is also in the MyPathway strategic plan for fiscal 2016-17.



During the year under review, the MyPathway teams developed an intake manual which has been distributed throughout the organisation. This establishes processes and paths for referrals from other parts of Achieve, and also other referrers – including other service providers.

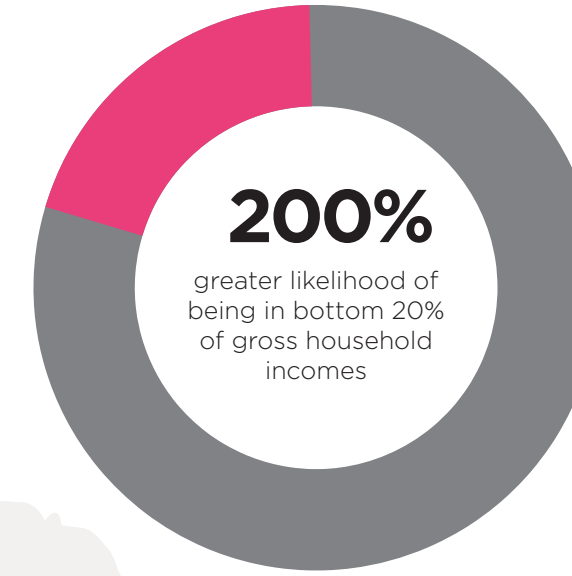
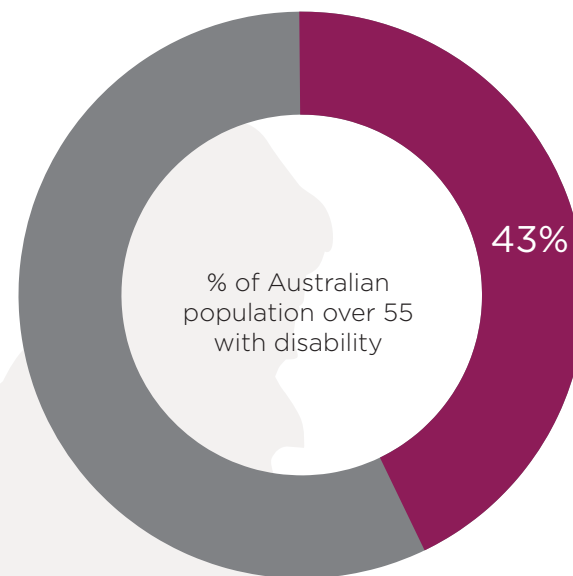
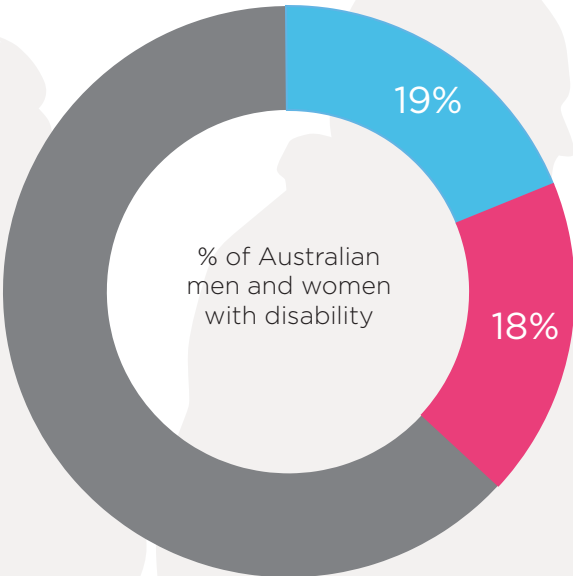
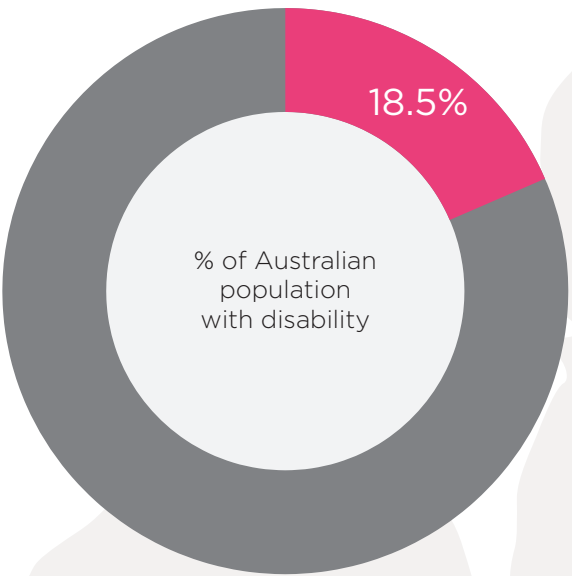
Between December 2015 and February 2016, MyPathway hosted family information sessions on the NDIS for 180 participants.

Transforming plans into outcomes

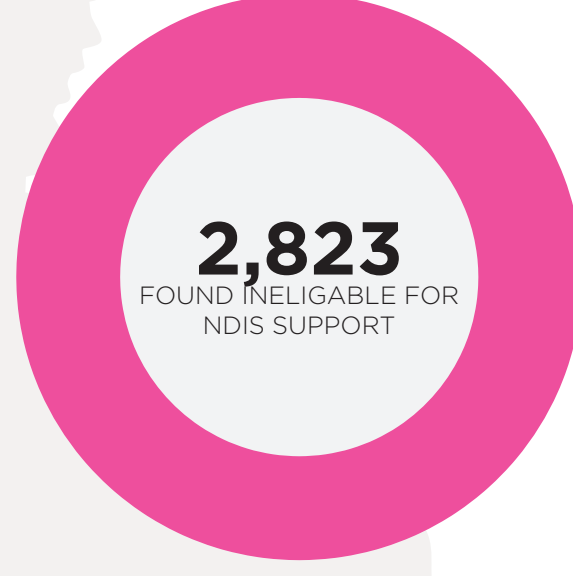
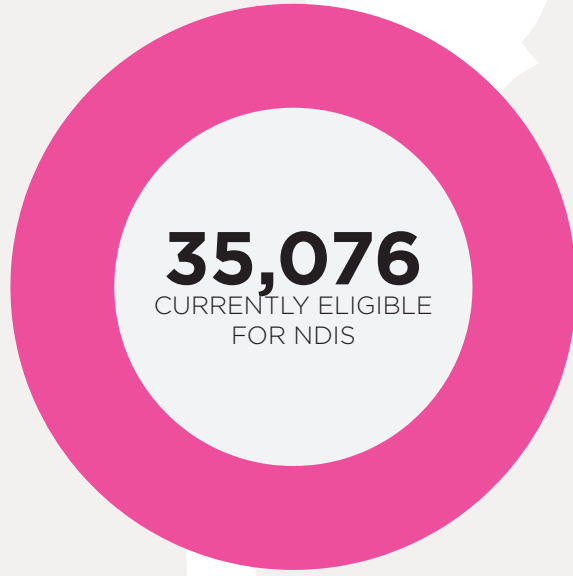
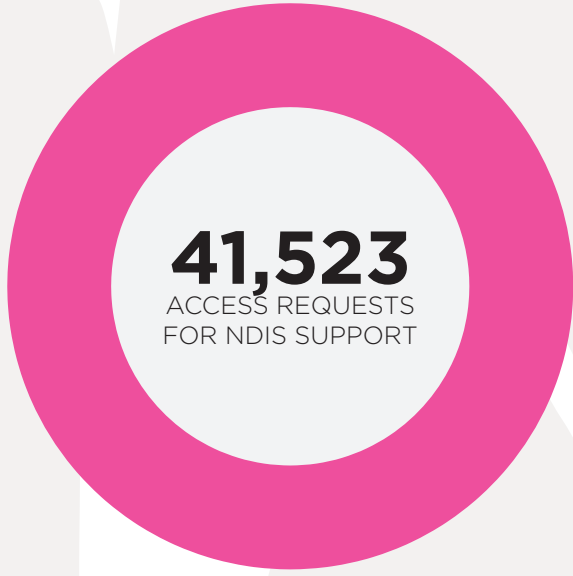
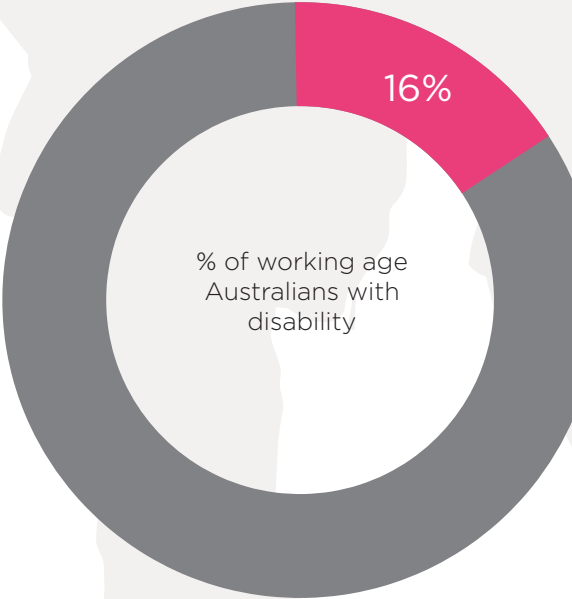
As of the end of fiscal 2015-16, pre-planning meetings had been held with 105 families where a specially-designed planning kit provided by Achieve was used to help people prepare for their NDIS meetings.

Achieve also maintains an office in the Hunter region where it works under the NDIA to provide individual support to local clients.

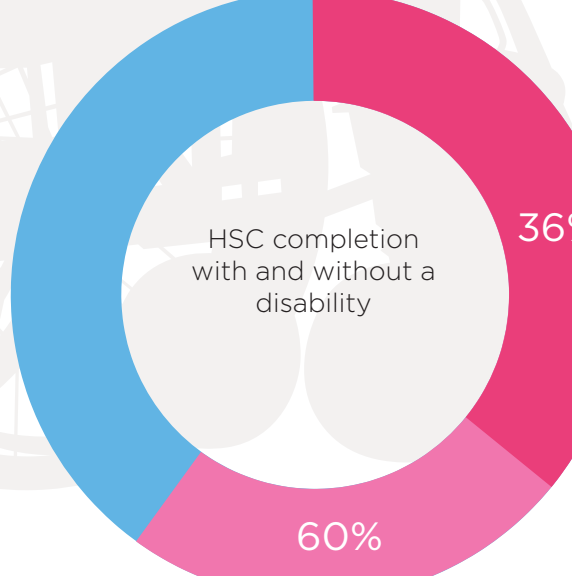
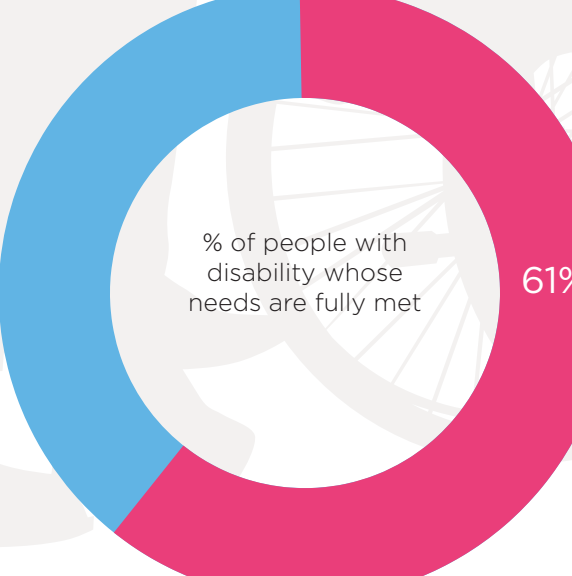
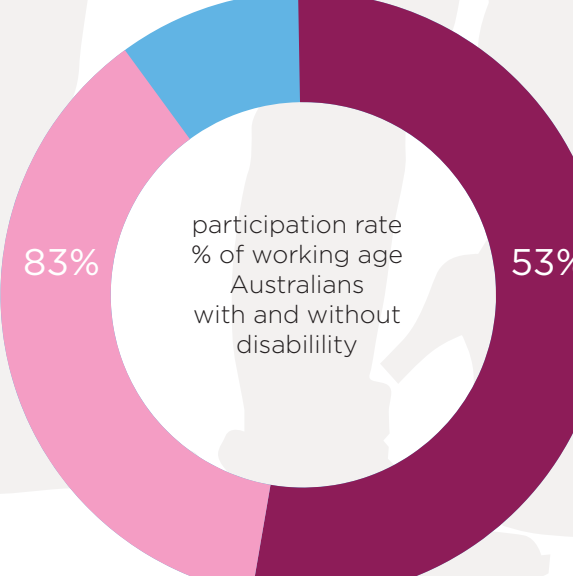
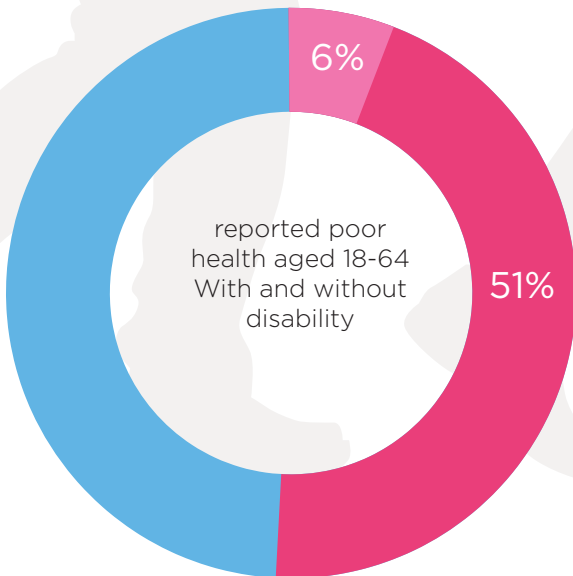
KEY NATIONAL DISABILITY STATISTICS



ELIGIBILITY AND ACCESS TO NDIS



UNMET NEEDS



Delivering on our promises

Joint Message from the Chairman and CEO

These are just a few stories from behind the scenes of Achieve Australia’s operations over the past year. The people named at right – along with many others like them – have been noted for their dedication and performance through Achieve’s employee recognition program. It is important to acknowledge in this annual report for fiscal 2015-16 that the skills and dedication of individuals like this make it possible for Achieve to fulfil its mission: Delivering on the right of people with disability to achieve meaningful and valued lives.

As you read this report, please remember it is not just about the facts and figures, it’s about the people behind them who are focused on the people we support. This year we made significant progress on preparing for the NDIS. Other highlights included the successful amalgamation of ON-FOCUS in the Northern Rivers region, recognition of Achieve’s

innovation in the Crowle Estate project, maintenance of our strong fiscal health, and excellent results in recruitment, retention and training – all vital for the changes we are facing in our sector.

NDIS readiness

During the 2015-16 fiscal year, Achieve restructured its services and supports into four pillars – MyHome, MyWellbeing, MyLife and MyCareer. This clarified and strengthened our offerings for people with disability

During the year we also established a business unit called MyPathway – a team and processes which provide a clear path to supports and services for people with a disability, their families and carers.

Housing innovation

As we came to the end of the 2015-16 fiscal year, the Crowle Estate construction project was running ahead of schedule. The first stage scheduled to open in November 2016 includes 15 units with 25

circle and clearly demonstrate to families, the local community and the disability sector that Achieve Australia delivers on its promises. The Crowle project also includes advanced, assistive technologies built into the accessible units. These technologies are non-intrusive and designed to support the dignity, safety and independence of residents. Support centres within the residential development will ensure that help is close at hand when

meeting this challenge in the coming year. We are committed to finding innovative solutions, building cross-sector partnerships and developing new approaches to funding in order to address this issue. People with disability have a right to appropriate housing and accommodation.

Fiscal health

Achieve Australia continued on its path of profitable growth and operational cash flow generation in 2015-16 despite falling short of full year expectations. Grant revenues rose 8 percent while commercial sales declined by 6 percent with the change of a major contract. Employee benefit expenses were steady on prior year. Overall expenses were down by 4 percent. The reclassification of cash reserves follows the creation of an \$11.6 million investment portfolio with a mix of defensive and growth asset allocation that will allow Achieve’s cash reserves to grow to enable further execution of our mission. Operational cash reserves of \$10.39 million provide the organisation with strong working capital as it approaches the competitive NDIS market place.

Building on success

During 2015-16 Achieve had an attrition rate more than 11 percent below the not-for-profit sector’s average while recruitment of front

line staff doubled. Recruitment was also made more efficient, cutting 11 days off the time required to identify, interview and vet candidates.

‘Feedback from Achieve staff members indicates that they feel valued and respected by this program, which is reflected in our high retention rate and the reduction in workplace relations matters by 47 percent over the fiscal year.’

Shalini Singh, General Manager, People & Culture

The reinvigoration of Achieve’s culture has been underway since January 2016. The Pulse Culture program – developed and managed in partnership with consultant Pulse Australasia – began with senior leadership workshops and was rolled out simultaneously across all Achieve sites in May 2016. It has also been a particularly successful year for Work Health & Safety programs. Workplace hazards were reduced by 48 percent and injury rates by 12 percent, while lost time ran at 17 days below the disability sector average – all indicators of a safe, efficient and effective workforce.

At the beginning of this message, we acknowledged the many contributions of Achieve Australia employees to our organisation’s ongoing success. In closing, we also wish to

acknowledge the dedication and commitment of some other special people – our volunteers, donors, supporters, the Board of Directors and senior leadership team. Our thanks to all of you for your flexibility and willingness to embrace change in our new business environment, and for your ongoing dedication to Achieve’s vision and mission.

John Cameron, Chairman

Anne Bryce, CEO

ACHIEVING BEHIND THE SCENES

• Social Educator Scott Petty spends hours of his own time planning and preparing woodworking projects, then helping participants in a Northern Rivers Day Services program to learn new skills and gain satisfaction from their creativity.

• Customer Relationship Manager Stephanie Soans is on the road day and night – regardless of distance, location and business hours – individually visiting families to support them in the transition to the National Disability Insurance Scheme.

• Community Living Manager Taher Hessam steps in to assist a person with very complex behaviours to participate in a CT scan – usually a difficult process for this individual. Thanks to Taher’s skills and empathy the person was calmed without the need for a sedative, and the procedure was successfully completed.

and their families. MyWellbeing is a new range of health and wellbeing offerings – all closely integrated with MyHome services. The range and locations of Day Services offerings were also expanded. The amalgamation with ON-FOCUS added two more Day Services hubs to our network, and further expansion is planned for Sydney in the coming fiscal year.

bedrooms, and one Achieve support hub. The first group of people we support is preparing to move into their new apartments within that month. Another seven units with 11 bedrooms will be available in March, 2017. The people relocating to Crowle Estate include a group of former residents of the Crowle Home. Their move will bring this project full

required. They will enable active night support rather than a sleep-over model of support, allowing higher levels of vigilance and service, improved communications and fast reactions in case of emergency. The shortfall in affordable housing and accommodation people with a disability is an ongoing challenge for our sector. Achieve will be putting even more focus and resources into



Homes for individuals

Housing is about more than providing quality bricks and mortar; it is also about creating a safe, secure and personalised home for individuals.

Accessible and appropriate housing is the foundation for positive, whole-of-life outcomes for people with disability.

It is also important to support people to integrate with their local communities, and to recognise that accommodation needs and preferences will change over time.

Through its MyHome group of services, Achieve offers people with disability a range of options, as well

as choice and control over their housing, supports and services.

Achieve provides both general accommodation and Specialist Disability Accommodation (SDA). It has apartments, villas, duplexes, houses and group homes of many different levels including:

- **Standard;**
- **Improved Accessibility;**
- **Accessible;**
- **Robust; and**
- **Special Needs**

Achieve Australia currently maintains 42 group homes in metropolitan

Sydney and regional NSW.

It supports 105 people with around the clock services, plus more than 20 with drop-in support. In the 2016-17 financial year, a further 22 new Platinum-level, fully accessible apartments in Crowle Estate, Ryde, will be open for occupation.

Services and supports for residents of Achieve housing were also a key area of focus during the year under review:

- A wide-ranging support staff roster review and client mapping project strengthened client safety and efficiency, and ensured the delivery of the right support to the

right clients at the right times.

- An additional level of staffing and supervision was introduced to all complex group homes – that of Team Leader. This improved family and stakeholder engagement, incident reporting, response rates, and issue resolution for residents and their families.

- Work began on a detailed operations manual for all MyHome facilities and services. This will be completed in fiscal 2016-17 and will support quality management and service consistency, as well as Work Health and Safety for clients and staff.



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DEMAND FOR DISABILITY HOUSING

2021

over 50% of all social housing need will be from older people and people with significant disability



204,900

people with significant disability in NSW



10,600

people in NSW with disability who are currently accessing group home, individual support and other accommodation options

460,000

NDIS participants

27,000

An estimated 6% or will require Specialised Disability Housing by the time the Scheme is fully rolled out in 2020



REQUIRED INVESTMENT IN HOUSING



62,300

people will require



12,460

homes (at 5 per home)



\$17.4 billion

It is also projected that by 2018-19 this need will grow to a total of



142,000

participants in NSW which require an investment of

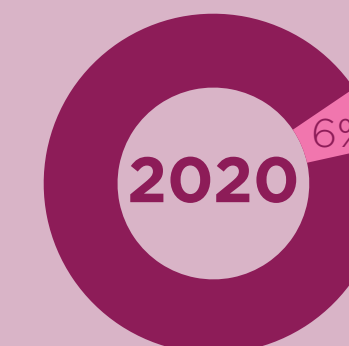


\$39.7 billion



60,000

People currently with disability are the NSW waiting list for social housing, in addition to another



2,300

people with a disability under 65 in aged care



Housing innovation in action

Achieve Australia's Crowle Estate project is the first of its kind in New South Wales. In 2015 the Australasian Housing Institute recognised it with a Highly Commended Award for Innovation.

Crowle Estate has been noted for its innovation in many different ways – including how it was funded without Government support, the cross-sector partnerships developed to support it, the project's design and use of assistive technology, and the integration of accessible apartments into a general residential community. The construction of the Crowle Estate during the year under review, and its opening in fiscal 2016-17, are the culmination of a long and complex project that began in 2013 with the devolution of Achieve's last remaining large residential centre – the Crowle Home. Residents of the Home were supported to move from the institutional environment to smaller, more personalised community homes. The strategy was to sell the real estate asset to a developer with

a shared commitment to social inclusion for people with disability, then buy back units in the medium-density housing development to be built on the site.

This strengthened Achieve's finances for the 2015-16 fiscal year, while also underwriting community housing for former Crowle Home residents, and simultaneously delivering 22 new Platinum-level, fully accessible units for people with disability.

Ten former residents of the Crowle Home, along with other people Achieve supports, will move into their brand new apartments ahead of schedule in November, 2016. The first stage includes 15 units with 25 bedrooms, and one support hub. Another seven units with 11 bedrooms will be available in March, 2017.

The project is also notable for the advanced, assistive technologies which were designed into the accessible units:

- Seizure mats on beds which can detect and communicate with an on-site support centre if seizures occur during sleep.

- Sensors which recognise residents' movements and use of electronic devices within apartments in case of changed routines or medical or domestic emergencies.

- Active lighting which comes on automatically if residents move into a dark area of an apartment, for way-finding and safety.

- Remote controlled temperature adjustment to allow the support centre to maintain apartment environments at safe and comfortable levels, as required by residents.

- Emergency alarms which allow residents to quickly contact the on-site support centre.

- Push-button, handset-free communications which can be initiated by residents from any room in the apartments for direct contact with the support centre.

These technologies are non-intrusive and designed to support the dignity, safety and independence of residents. There are no cameras or audio surveillance within the accessible apartments.

Upon completion of the project, there will be one support centre in each of four towers of the residential development, ensuring help is close at hand when required.

This will enable active night support rather than a sleep-over model of support. This allows higher levels of vigilance and service, improved communications and reaction times in case of emergency, and an overall increase in safety and comfort for residents with disability in the Crowle Estate.

The supported transition of residents from existing group homes into the Crowle Estate will also enable Achieve to exit ten homes which are rented – then transfer those residents to wholly-owned, higher quality, Platinum Standard community homes.



Support for living well

Achieve Australia's MyWellbeing business pillar provides holistic wellbeing services which support all critical aspects of life for people with disability – including physical and mental health, wellbeing and financial management.

Through MyWellbeing, Achieve delivers clinical services including nursing, psychology, physiotherapy and occupational therapy. It has both internal resources and external access to consultants and subject matter experts who support people with disability to live in the community. It explores services by both need and locality in order to allow people choice and control over outcomes.

Achieve's wellbeing resources include behaviour practitioners who leverage sound policies and procedures to address the needs of people who present with behaviours of concern. Achieve has engaged experts in the field of behaviour management to advise key professional staff on issues such as violence, habitual absconding, serious self-harm and abuse.

Achieve also provides behavioural support to 29 families with children aged 8 to 16 years in order to increase their social participation. In particular, it provides speech and physical therapy to improve young people's participation in school and mainstream social activities.

This in turn has a positive outcome for families by supporting them to maintain a normal lifestyle.

During the 2015/16 financial year, the MyWellbeing team has:

- Finalised guidelines on what MyWellbeing can deliver – including clarified position descriptions, functions and referral paths.
- Established clinical support and student placement partnerships with Macquarie University and Australian Catholic University.
- Defined Terms of Reference and roles and responsibilities for a Clinical Executive Review Panel to oversee complex health issues, deaths in care, and complex

behaviours. This will be completed within the first half of fiscal year 2016-17.

- Started a comprehensive review of client financial management systems. MyWellbeing is working with Macquarie University on a project to develop a contemporary banking system with improved governance and safeguards for the finances of people it supports. This will offer greater choice and reduced costs for people with disability and their families.





Commercial and social enterprises

The MyCareer business pillar of Achieve Australia supports people with disability to find meaningful and enjoyable employment giving them a sense of purpose, a source of additional income, opportunity to learn skills to find and keep the job of their choice, and enjoy a positive work environment. It finds individualised career opportunities to match individuals' choices.

Some of the industries where Achieve Australia has assisted people to successfully gain work include packaging, media and retail. It has

also established teams of supported workers in host organisations including the Royal Botanical Gardens, The Guardianship Tribunal, Matisse Derivan and the Achieve cleaning team.

Achieve's Commercial Enterprise employs 57 supported workers, including 40 in its factory based in Marrickville. The factory has had HACCAP food safety certificate for 12 years and several supported workers have been employed there for over 20 years. The factory's commercial customers include

FMCG, boutique food and beverage businesses, health and beauty, printing houses and marketing agencies. The factory also supports Achieve Australia's Transition to Work program. It hosts work experience for participants in Achieve programs and also offers placements for young people from the local high school, giving them an opportunity to gain employable skills before they graduate.

Achieve's Social Enterprise is a retail shop called Fabric,

Needlecraft and More, which is a treasure trove of dressmaking, patchwork, needlecraft, knitting and haberdashery needs.

The shop is visited by thousands of customers every year, from across Australia and beyond. It provides employment for five supported employees and a roster of 60 volunteers. Thanks to a dedicated following of needle craft enthusiasts and promotion via social media, the business consistently met or exceeded monthly revenue targets during the 2015-16 financial year.





New skills, new social opportunities

Achieve Australia's pillar of MyLife services offers a range of options for people with disability based on a simple premise: Live an extraordinary life

In order to achieve this, MyLife's Day Services hubs in metropolitan Sydney and the Northern Rivers region of New South Wales work with people to:

- Explore their needs and aspirations, then find solutions to suit them;
- Engage in the personal development, leisure and social activities of their choice; and
- Create new opportunities to enhance their lives.

Activities may include:

- Learning new skills to build confidence: Literacy and numeracy, travel training, computing, cooking, and independent living;
- Being out and about in the community: Swimming, sailing, camping, photography, music, art and drama; and
- Exploring work options: Transitioning to work, volunteering, and work experience opportunities. During fiscal 2015-16, Achieve's Araluen day services hub in Ryde extended its hours in response to demand – opening an hour earlier and closing an hour later. The number of participants in programs

also increased during the year, to 109 in Sydney and 64 in the Northern Rivers region.

A highlight of the year was the establishment of a collaboration with TAFE NSW which conducts a Certificate I course in vocational training for 21 participants at Araluen. The participants study landscaping or art. During the year this initiative tied in with a project staffed by corporate volunteers from Novartis.

The volunteers worked with participants and TAFE teachers to create three herb and vegetable garden beds in the grounds of Araluen. Maintaining the gardens is

now an ongoing (and educational) task for participants, and the vegetables and herbs grown on site are used for meals and cooking classes.

Progress was also made during the year on linking Sydney and Northern Rivers Day Services following the amalgamation in January 2016 between Achieve Australia and northern NSW disability services provider ON-FOCUS.





Building on success

The roll-out of the National Disability Insurance Scheme in July 2016 will trigger the single greatest shift ever experienced in the disability sector. Organisations like Achieve are facing a transition from block funding to individualised client funding, and funding that will switch from being delivered in advance to in arrears. These changes are driving:

- A need for a highly disciplined approach to financial planning and management;
- Increased consumer choice and potential mobility between service providers; and
- The twin challenges of customer retention and new customer acquisition.

The People & Culture Department of Achieve plays a critical role in preparing us to meet these challenges – particularly in ensuring the organisation has the required level and quality of human resources, and in creating a healthy workplace culture that supports service excellence.

During 2015-16 Achieve had an attrition rate that is more than 11 percent below the not-for-profit sector's average. Recruitment of our front line staff doubled during the year. The recruitment process was centralised in the People & Culture department and as a result the time required to identify, interview and vet candidates was reduced by 11 days. Achieve's success in employee retention is related to the launch of the Pulse cultural transformation process in the second half of 2015-16. The reinvigoration of Achieve's culture has been underway since January 2016. The program began with senior leadership workshops and was rolled out simultaneously across all sites in May 2016.

The Pulse program is structured around four signature behaviours which are intended to become the norm throughout the organisation:

- Be consistent and lead by example
- Listen, create, deliver and repeat

- We deliver on our promises
- Embrace change and grow

The roll-out of these behaviours is supported by culture advocates who model the desired attributes, employee communications, and an employee recognition program which calls out individual examples of positive behaviours. Feedback from staff indicates that they feel valued and respected by this program, which is reflected in the organisation's high retention rate and reduced workplace relations matters by 47 percent over the year.

Another key People & Culture support for service excellence is training. The volume, frequency and content of training all increased over the 2015/16 fiscal year. There has been a 13 percent increase in attendance at Induction training and a 67 percent increase in attendance at Policy in Action training. All new staff complete mandatory and compulsory training, followed

by 'buddy shifts' before they are rostered and are provided with refresher training to maintain their competency.

Currently the majority of Achieve staff have Certificate III qualifications in Individual Support or related disciplines such as Nursing, Aged Care or Community Services. In future Achieve will partner with external providers to deliver additional training which will ensure all staff acquire a Certificate III in Individual Support.

It has been a particularly successful year for Work Health & Safety programs. Risk minimisation projects led to a reduction in workplace hazards of 48 percent, a 12 percent decrease in injury rates, a 33 percent reduction in premium-impacting claims costs, and lost time running at 17 days below the disability sector average.



RECRUITMENT

220%

Increase in overall recruitment

1%

Vacancy rate of direct service roles

11 Day decrease in recruitment timeframe



SECTOR AVERAGE

ACHIEVE AUSTRALIA

Attrition rate 11.7% below sector average



WORK HEALTH & SAFETY



48% Decrease in workplace hazards reported



12% Decrease in workplace injuries



33% Reduction in premium-impacting claims



17.1 days below Lost Time Frequency rate



WHS Systems Compliance highest in 5 years



47% decreased in Industrial relations matters

TRAINING

584 staff attended training during 2015/16



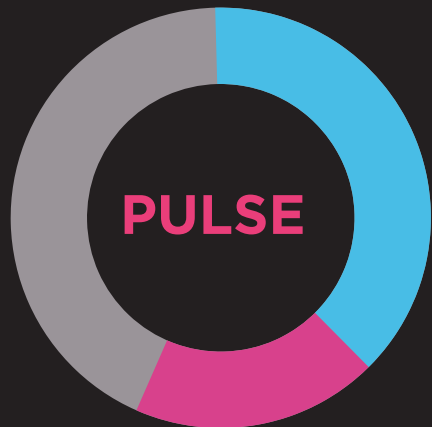
13% Induction training increased attendance



67% Policy in Action training increased attendance



47% decreased in Industrial relations matters



38%

Benchmark survey participation rate, since up to 57%

32%

Staff demonstrated Signature Behaviours Target 75% by Dec 2018



Achieve people and places

Successful amalgamation with ON-FOCUS

Early in 2016, Achieve Australia merged with a regional disability services provider called ON-FOCUS which extended its reach into the Northern Rivers, Far North Coast and New England areas of New South Wales.

ON-FOCUS added 70 employees to Achieve, along with two additional community homes, an additional Day Services centre, and

local drop-in support services. This regional arm of Achieve supports 76 people with disabilities across locations including Casino, Lismore, Tenterfield, Ballina and Mullumbimby.

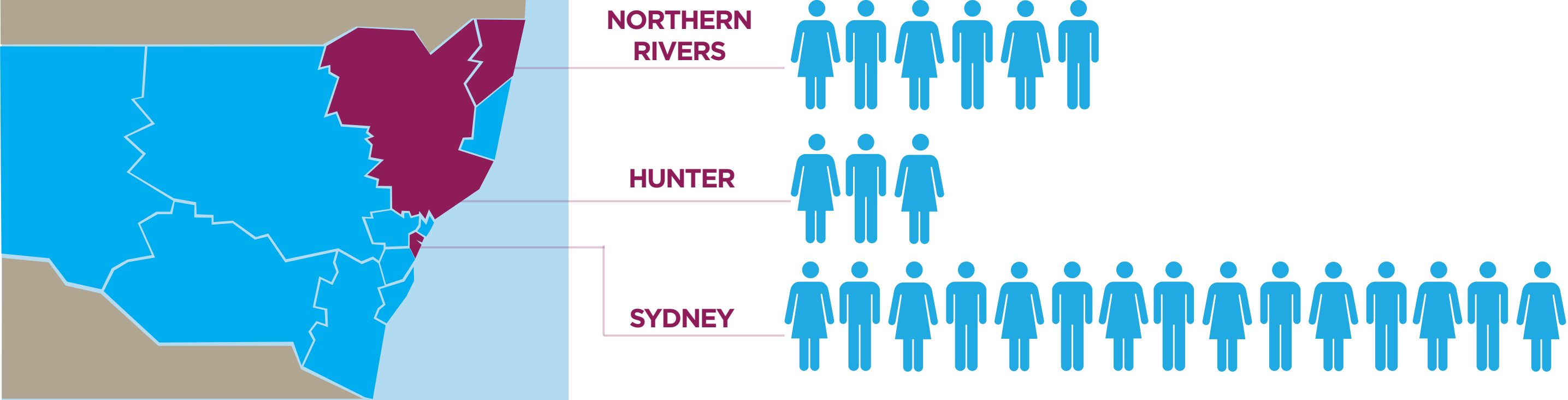
There was no staff attrition or negative feedback from clients and families following the merger. The benefits of the merger to the local organisation have been improved resourcing as it prepares for the regional rollout of the NDIS in 2017, access to specialised skills such

as finance and human resources management, and an enhanced range of service offerings for local families.

Another addition resource having significant local impact is the addition of MyWellbeing services and expertise to Northern Rivers. There are long waiting lists for allied health appointments in regional areas. Now local people with disability and their families will be able to access services such as nursing, psychology, speech

pathology and occupational therapy through Achieve.

Following the amalgamation the Northern Rivers organisation has maintained its high profile in the local community, being a sponsor and highly visible participant in the largest annual event in the area – Casino Beef Week. The enhanced resources and high local profile have also supported the organisation’s recruitment in terms of both number and quality of candidates.



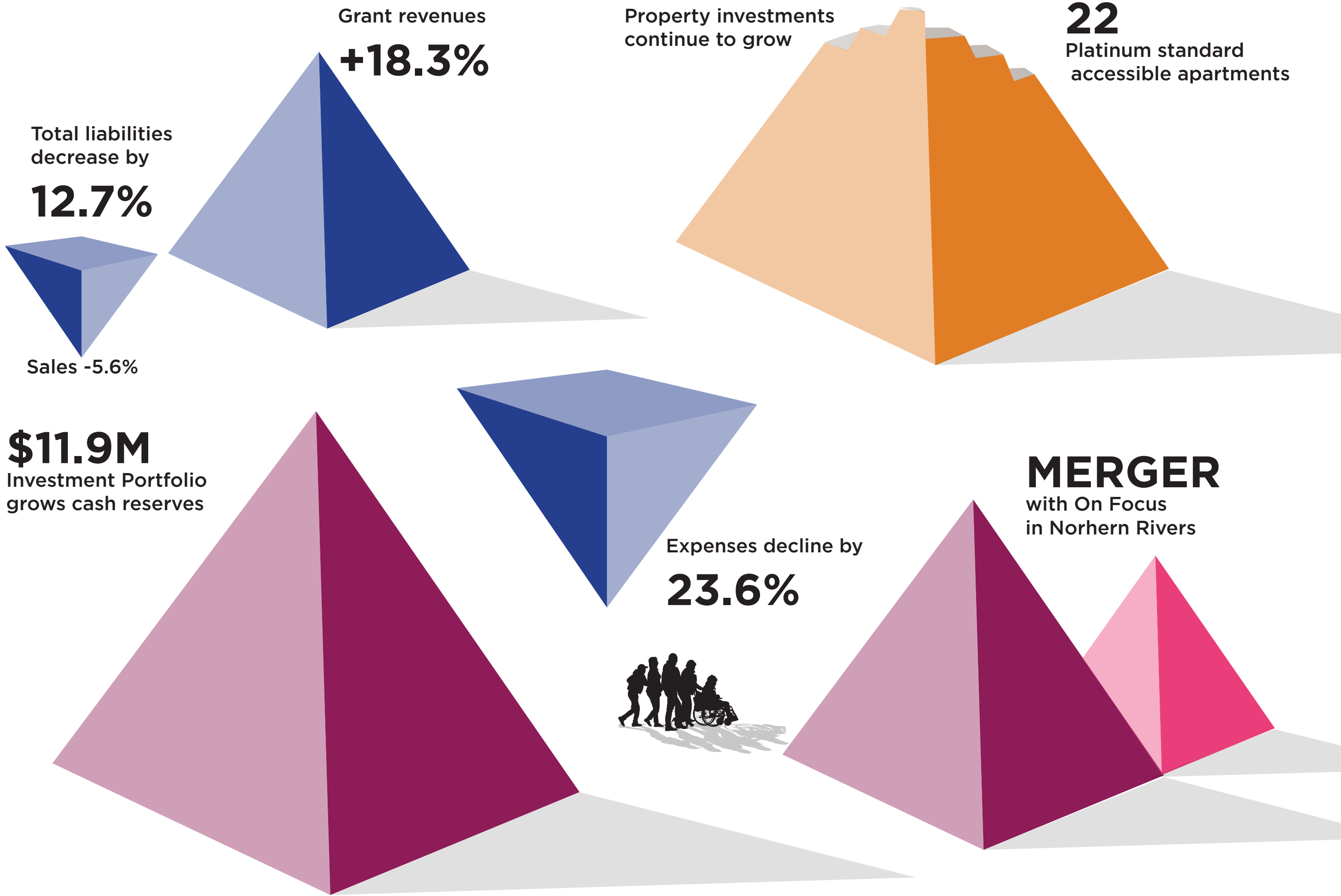
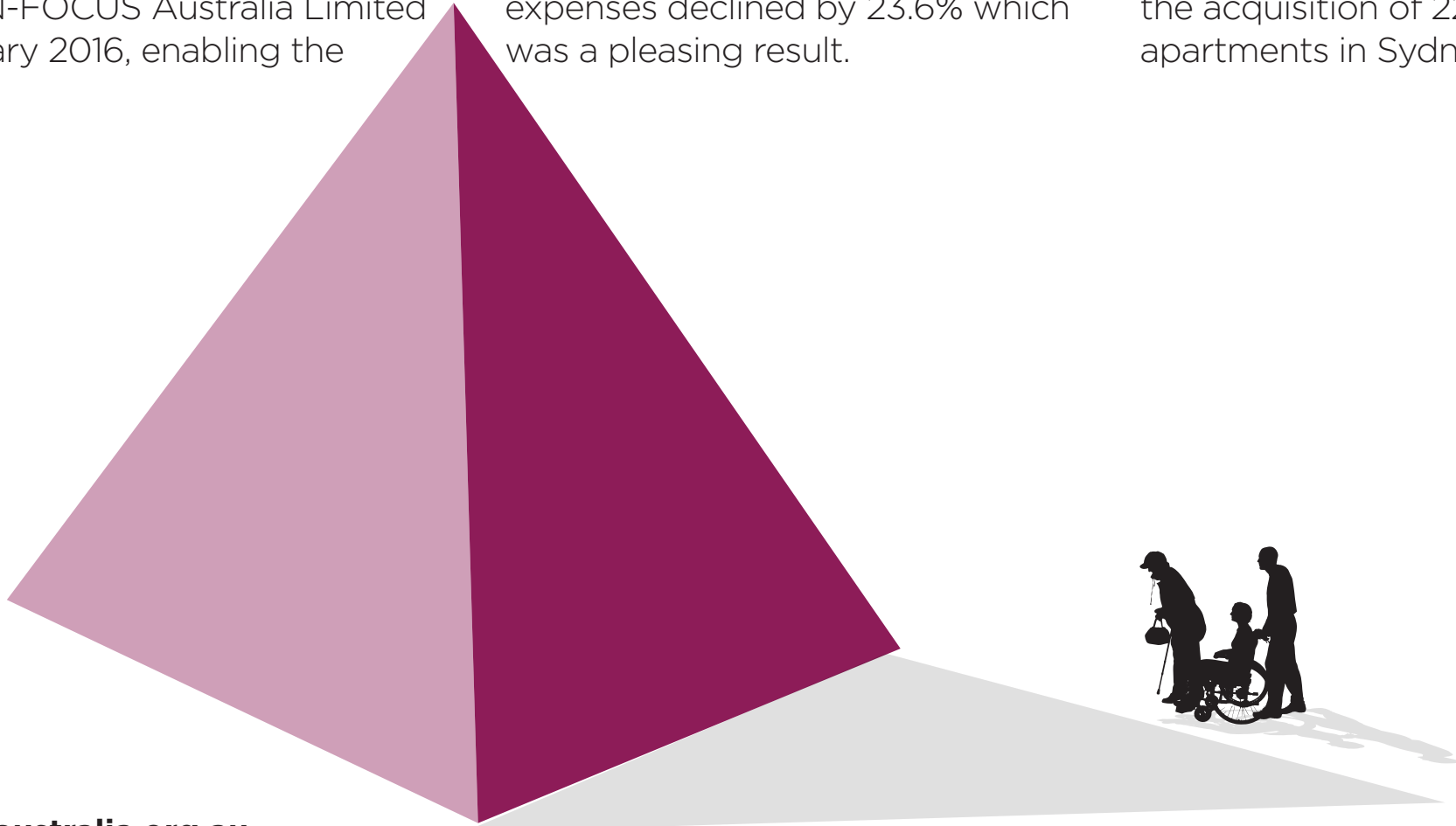
Growth with stability

Achieve Australia Limited continued on its path of profitable growth and operational cash flow generation in 2016 despite falling short of full year expectations. It was a year dominated by preparedness for the introduction of the National Disability Insurance Scheme (NDIS) in July 2016, and the necessity to change the organisational structure in order to have a wider impact and achieve better delivery on its mission. The organisation successfully merged with ON-FOCUS Australia Limited in January 2016, enabling the

consolidated entity to provide a broader range of services across a wider landscape in line with strategic initiatives. All financial commentary includes six months of the combined entity. Grant revenues rose 18.3% to \$22.1 million while commercial sales declined by 5.6% with the change of a large major contract. Employee benefit expenses rose by an expected 10.4% to support the organisational growth and service delivery strategies whilst other expenses declined by 23.6% which was a pleasing result.

The reclassification of cash reserves follows the creation of an \$11.9 million investment portfolio with a mix of defensive and growth asset allocation which will allow our cash reserves to grow and enable further execution of our mission. Operational cash reserves of \$11.1 million provide the organisation with strong working capital as it approaches the competitive NDIS market place. Further investment into property assets will follow in late 2016 with the acquisition of 22 purpose-built apartments in Sydney's north-west.

This project is the first of its kind in New South Wales. This creative accommodation configuration is expected to further establish the organisational cause to provide greater choice to our supported people, allowing for improved outcomes and wellbeing. Total liabilities decreased by 28.7%, mainly due to the utilisation of specific provisions from the prior year and the non-utilisation of an existing bank bill business loan drawdown facility.



Strength through partnerships

In May, 2015 National Volunteer week was celebrated across Australia in May. To recognise and thank Achieve volunteers, an afternoon tea was hosted by CEO Anne Bryce at Araluen Chapel. It was attended by 35 volunteers.

The Achieve Australia Annual Golf Day is the biggest fundraiser of the year. It is an annual opportunity for corporate partners, supporters and stakeholders to share a round of golf and lunch, followed by fundraising auctions. In 2015 the event attracted 120 players and raised more than \$52,000 to support Achieve’s work. During 2015 Achieve was also once again selected to benefit from

the funds raised by the Novus Foundation Gala Dinner. This year the Foundation raised \$20,000 to support an Achieve project to develop a wellness toolkit for people it supports who have Prader-Willi Syndrome.

Sponsors and Partners

- Able Liquid Waste
- AccessEAP
- AccessPAY
- Altus Q
- Aussie Paintball
- Austbrokers Sydney Pty Ltd
- Barnbogle Golf Links
- Barnes & Barnes Design Collective
- Bow and Arrow

- Brosnan Golf Equipment
- Count Charitable Foundation
- Cumulus Wines
- DeiCorp
- Evolve Housing
- Golf Mart
- Helen Keminski Store – The Rocks
- Helloworld
- HESTA
- Ingham Enterprise
- Interactive Telecommunications
- McCarroll’s Automotive Group
- MyCaRMS
- NSW Business Chamber
- Paramount Pictures
- Premium Health
- Prolegis Lawyers
- Rim Fire Constructions

- Ryde Toyota
- Telstra

Supporters and Volunteers

- Bob Trent
- Jeff Dawe
- Mike Crook
- Robert England
- Volunteers in the Fabric, Needlecraft and More shop

Corporate Volunteers

- Novartis

Fundraising in 2015/16

Cocktails at Araluen
Novus Gala Dinner
Corporate Golf Day



Guided by experience

New senior leadership team
(left to right)

Mark Lawler
GM Property
Fiona Miller
GM MyPathway & Marketing
Leanne Larche
Acting Operations Manager
MyCareer
Shalini Singh
GM People & Culture
Dino Santos
GM MyHome & My WellBeing,

Anne Bryce
CEO
Helen Wilson
COO
Daniel Kyriacou
GM Business Development
& Innovation
Nathalie Neveu
GM MyLife
Mark Audet
CFO

Board members (opposite)
(standing) **Richard Dinham**
John Cameron – Chairman
Peter Smith
(seated) **Professor Patricia O’Brien**
Jennifer Gardiner
Robert McKimm
Jim Verco

Senior leadership team



The Board



Lives well-lived

In many ways Carmel Buggy leads the typical full life of an active woman of 51 years of age. She works part-time, does her share of the domestic chores around the home she shares with a housemate, and enjoys swimming, shopping, ferry trips, knitting and weaving... and particularly clothes and shoes.

Carmel does not have an intellectual disability, but is deaf and blind and has been from an early age.

“My sister has always enjoyed being active and busy,” said Therese Buggy. “There are four of us kids and three of us are quite close in age. We coloured in together, read books, and went swimming and walking. As a family we all loved going to the beach and on summer camping holidays. We had barbeques and danced around the loungeroom with my parents and the family dog.

“However there were also some tough times, such as when Carmel had multiple eye operations at the age of ten but still lost her sight. On the other hand, when Mum was pregnant with our little brother

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Michael, it was a very happy time. He still makes her laugh.”

Carmel’s mother contracted German measles while she was pregnant with her – the first child in the family. This meant that Carmel was born deaf and partially blind, with a heart disorder. She had to have heart surgery when she was only a few months old. Her parents didn’t know for sure that she was deaf and blind until she was around six months old. By that time, sister Therese was well on the way.

“My parents were very sad and felt guilty, though it was not something they could have controlled – unlike today with modern, effective and available vaccinations,” said Therese.

“By the time Carmel was about 10, the small amount of eyesight she had was diminishing. She underwent a series of painful eye operations but unfortunately her eyesight could not be saved due to the congenital damage to the optical nerves. It was a very sad and difficult time for the whole family.”

With time, Carmel learned to live with total blindness as well as profound deafness, and to communicate by signing hand-over-hand. That is, the person signing to Carmel forms the sign with Carmel’s hand or puts Carmel’s hand on their’s while signing.

One of the things Carmel learned to do without eyesight was knitting, which her mother taught her. She knits everyday as a form of relaxation. As an adult she learned to weave in an art class. She creates woven pieces of art which incorporate found objects such as mismatched pieces of jewellery and beads.

At work she enjoys folding boxes, packing goods, and stacking rolls at Bedford in Silverwater, Sydney. Bedford is a sustainable business that aims to change the lives of people with disability by building their skills to participate in the community. Carmel is regarded one of the best workers there. She has been supported by Achieve Australia since she was 25 years old and lives in a community home in the northern suburbs of Sydney with her carers and housemate.

Carmel’s carers take her to do the weekly grocery shop and work with her to manage the housekeeping. However, she manages the household laundry mostly by herself – she washes, hangs and then sorts her clothes from her housemate’s, and puts them away, all by herself. She also empties the rubbish daily and puts the bins out on the road for collection.

“She loves her carers,” said Therese. “They are her friends and she likes the way they treat her,

with a combination of gentleness and firmness. She feels respected and supported in her home.

“I admire the way Carmel copes without hearing and eyesight day after day after day. For the most part, she has come to terms with her situation and grown into a wonderful person with a lifestyle of her choosing.

She has made the decision to be happy.”

Carmel’s story

A full and active life



Lives well-lived *continued*

Members of the Macnaught family have a unique, shared experience of the Achieve Australia Crowle Estate project.

Jill Macnaught is a former Chair of The Crowle Foundation which operated the Crowle Home. During the merger of The Crowle Foundation with the Achieve Foundation towards the end of 2008 to form Achieve Australia, Jill worked with the Boards of both entities to complete the amalgamation.

Jill trained as a psychologist and has both practised in that field and worked hands-on in disability care, in addition to contributing to the sector through volunteer board positions. She was deeply involved in the gradual transition of residents from the Crowle Home to community living, and in the early stages of the redevelopment of the Home site as the Crowle Estate residential project.

Her brother John was a long-term resident of the Crowle Home before being supported by Achieve Australia to transition to a community home. In November 2016 he moved into a fully accessible apartment owned by Achieve Australia in the Crowle Estate, back on the site of his old institutional home. An historical building and gardens have been

preserved on the site of the new development, providing a link with the past.

John was born with a severe intellectual disability. His relationship with Crowle Home began when he was four years old. He attended their day care program, travelling from his family home each day by the Crowle Home bus. This provided enormous relief for his mother who was coping with a family of nine including John. Some years later John became a full-time resident of Crowle Home.

“At the time my brothers, sisters and myself were very sad about this, but the reality of the situation was that John was not a good sleeper, and had high care needs. My mother and father made the right decision for that time, believing they were doing the best for their son. The Home had a very dedicated staff and the residents formed close bonds there,” said Jill. “John made considerable development gains in this transition; something that was hard to achieve in his early years at home.” Later, as the community living model emerged, Jill visited a variety of homes and came to trust the model. She appreciated the level of support John – who requires 24 hour care – could have in a community home, in more personalised surroundings.

“John was delighted with his transition to community housing,” Jill recalled. “He had a previous history of choking episodes and some behavioural issues, but that all changed when he moved into a smaller home. He enjoyed having his own room and special chair in the sitting room, and formed close-knit bonds with his housemates. He was always happy to go back after a family visit, and seemed to have a real sense of belonging to what was like a little family. It’s a real home where he can regularly sit down with his carer and housemate for family meals.”

John is now 61. He is a very communicative, friendly and outgoing man who loves people, music and enjoys all kinds of motor vehicles. On family visits, his favourite activities include listening to a playlist compiled by Jill as they drive together, and riding in his brother’s fast car. He also loves animals and was elated on one occasion to visit a dog show, chatting to all the owners and the dogs. Jill notes, “While not always readily understood, John never fails to bring a smile to people’s faces as he cheerily greets them. His smile is quite infectious.” “Apart from his family, carers mean everything to John,” said Jill. “The current team leader at John’s

house, Philip, is an absolute stand-out and John absolutely trusts him. “Being a carer is not just a job to Philip. He has a deep understanding of John’s needs and in his own words he wants to ensure that John ‘...can enjoy life the way he can.’ John is also very close to one of his housemates Michelle. They have a wonderful bond and are very supportive of one another.”

Jill & John’s story

Shared experience of Crowle Estate



How can you help?

Achieve Australia depends on the good will of volunteers and the support of business and the community to enable it to continue supporting people with disability to achieve extraordinary lives. Your help can make all the difference.

- You can help Achieve by:
- Making a donation to our various projects:**
- Monetary
 - In-kind goods
 - Pro bono services
- Supporting our fundraising through:**
- Donations:
 - Make individual, tax-deductible donations
 - Include Achieve Australia in your company's Workplace Giving Program

- Encourage employees to make regular, tax-deductible donations to Achieve through payroll deductions
 - Gifts
 - Sponsorships
 - Bequests
 - Buying products from our shop
- Sponsoring and participating in fundraising events:**
- Fusion Foundation Gala Dinner
 - Annual Golf Day

- Volunteering your time and talents:**
- Become a buddy to people we support
 - Choose Achieve for your Corporate Volunteer Days
- For more information on becoming a supporter and/or a donor, contact Achieve Australia on 1300 22 44 38 or visit achieveaustralia.org.au



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Acknowledgments

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