

achieve

australia



**BUILDING
EXTRAORDINARY
LIVES**

2013
**ANNUAL
REPORT**
& CORPORATE
PROFILE

OUR MISSION



DELIVERING ON THE
RIGHT OF PEOPLE
WITH DISABILITY
TO ACHIEVE A
MEANINGFUL AND
VALUED LIFE.

OUR VALUES

- **INTEGRITY**
IN ATTITUDE AND
SUPPORT DELIVERY
- **ACCOUNTABILITY**
IN THE PRIVATE
AND GOVERNMENT
SECTORS
- **INDIVIDUAL FOCUS**
ON DELIVERING
INDEPENDENCE
- **INNOVATIVE**
HISTORICALLY
AND FOR THE
FUTURE
- **COMMITMENT**
A PASSION FOR
MAKING A
DIFFERENCE
- **PURSUIT OF
EXCELLENCE**

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achieve
australia
1952 - 2012
building extraordinary lives

01

**OUR
STORY**

WRITING A NEW CHAPTER



I am pleased to report the past year has been characterised by continuity of excellent service delivery while also realising the outcome of a strategic initiative that will shape the future of Achieve Australia for years to come.

Our 2012-13 financial result reflects the significant contribution made to the company from the sale of its Large Residential Centre site. A backdrop of stable underlying revenues and ongoing expenditure control is also reflected in the company's very favourable result.

The \$24.5 million surplus for the year has significantly improved our debt to equity and working capital ratios as well as positioning the organisation to comfortably make future investments in services. We now have the financial strength to deliver increasingly bold and transformative strategies that will achieve growth in the delivery of our mission.

The people we support are paramount and the company's raison d'être dictates that we deliver on the right of people with disability to achieve a meaningful and valued life.

DELIVERING OUR STRATEGY

While much is changing, we are also acutely aware of the need to keep a firm focus on our core business – delivering services to almost 550 people with a disability across a range of services.

Our reputation and continued sustainability will rely upon the satisfaction of our clients, their families and our wider stakeholders.

We are particularly pleased that our relationships with our funders, political and community stakeholders, corporate partners and customers continue to go from strength to strength.

The Achieve Australia 2013-15 Strategic Plan sets out a number of strategic priorities that will ensure the organisation is well placed to deliver growth and performance during a period of market transformation, dare I say "upheaval".

CORPORATE GOVERNANCE AND BOARD PERFORMANCE

We are extremely fortunate to have a depth of skill and capability within the Board. The Board is focused on the challenges and opportunities that lie ahead, and the responsibility it has to respond creatively and responsibly to those challenges and opportunities.

During the year we said a fond farewell to two Board members, Ian Rutter, our former Chairman and Director Ian Richmond. They have given generously of their time, skills and experience over a number of years. Each of them has made a significant and lasting contribution to Achieve.

OUTLOOK

As stewards of a remarkable legacy, we are committed to guiding Achieve Australia into the future with a keen sense of our uniqueness, as well as the reasons we are valued by our stakeholders.

While the National Disability Insurance Scheme will present us with significant challenges, there will also be extraordinary opportunities for us to demonstrate innovation and the company's deep commitment to people with disability.

We look forward to the future with optimism and confidence, knowing that our values, talents and commitment will equip the company admirably for the future.

A handwritten signature in black ink, appearing to read 'John Cameron'.

John Cameron, Chairman

OUR HIST

1952

First meeting between SCWA Directors and Mr C. Crowle

The Title Deed for the Ryde property is gifted and named Crowle Home

Crowle Home is officially opened in November

The first residents move into Crowle Home in December



1956

The first Crowle Fete is held

1964

Mount Own Villa Branch is established

1967

Mount Own is re-opened in October

197

Hornsby Therapy is established

1955

The inaugural meeting of Crowle Home Branch takes place in August

Beth Seach is appointed Teacher-in-Charge of Crowle Home School

Fathers' Work Days begin at Crowle Home

1963

Crowle Home Occupation Centre is established

1965

Mount Own is destroyed in a bushfire in March



197

Hornsby Therapy is established

1968

Mount Own Villa renamed Hornsby

Crowle Opportunity Shop opens

ORY, OUR

74

Activity
Centre
shed

1978

Crowle Home
School closes



1983

Social Role
Valorisation theory
is developed

Crowle Opportunity
Shop closes in
December

Hornsby Challenge
develops social
networking

1985

Devolution of
Mount Own begins

Hornsby Challenge
develops community
living support

Hornsby Challenge
establishes with
Northpoint
Employment
Service

1987

Devolution
of Mount
Own ends

75

by Branch
shes an
y Therapy

1981

International
Year of Disabled
Persons



a Branch is
by Branch

unity

1984

Hornsby Branch is
named Hornsby
Challenge

SCWA is renamed
The Challenge
Foundation
of NSW



1988

Crowle begins
operating
Sheltered
Workshops

1986

Commonwealth
Disability Services Act
1986 revolutionises
disability services

Hornsby Challenge
pioneers shared living
with someone
without a disability

HERITAGE

1990

Hornsby Challenges develops social networking

1991

Crowle Opportunity shop closes in December

1993

Crowle Home Branch and Hornsby Challenge are incorporated

Devolution of Crowle Home begins

Crowle Foundation Community Living Service begins

2004

Mount Own is sold
Hornsby Challenge relocates to Eastwood
Crowle adopts Transition to Work program

2000

Devolution of Marsden Rehabilitation Centre

2009

The Crowle Foundation and Achieve Foundation merge to become Achieve Australia

2007

Hornsby Challenge is renamed Achieve Foundation

Crowle consolidates its commercial operations to Nancarrow Road



2012

Achieve Australia consolidates its commercial operations to Marrickville

Crowle Home redevelopment Concept Plan approved

Achieve Australia celebrates 60 years of service delivery

2011

Achieve Employment Services relocates to Ryde

Achieve Australia opens Araluen for Day Programs





NDIS | revolutionising disability services

2013

NATIONAL DISABILITY INSURANCE SCHEME LAUNCHED ON 1 JULY 2013

The National Disability Insurance Scheme represents the most significant reform to the disability support system in a generation.

The former New South Wales Minister for Disability Services Andrew Constance announced on 1 July that by 2018, around 140,000 people with disability will benefit from the full scheme across NSW.

“This is about giving full choice and control to people with disability, putting people with disability in charge of the decision making about the supports they need to live the life they want.”

Achieve Australia was one of the first organisations in Australia to sign up to the “Every Australian Counts” people’s campaign which swept across the country, demanding the introduction of a National Disability Insurance Scheme.

OUR STORY

The story of Achieve Australia is about courage, hard work, and breaking down barriers. At its core, it is testimony to two essential ingredients of the human spirit: determination and compassion.

It is a compassionate determination that drove people to found an organisation to create better opportunities for people with disability, and this generosity of spirit remains firmly entrenched in Achieve Australia today, in its staff and its mission.

In the early 1900s, people with intellectual disability were viewed with fear and suspicion, and it was considered a matter of public safety to separate them from 'normal' people.

Governments in Australia reacted by building 'lunatic asylums' or 'mental hospitals' in which they could keep them under the supervision of psychiatrists, on the fringes of society.

Parents of children with intellectual disability were strongly advised to commit them to such institutions, where there was little change in routine, there were few opportunities for personal development, and no hope for education or training, or employment in adulthood.

However, by the 1940s, overcrowded and understaffed asylums had reached crisis-point, and there were reports in the media of inhumane conditions at some facilities.

As a result, parents increasingly decided to keep their children at home – without support or Government-funded services, and under the stigma associated with intellectual disability.

Motivated by this dire set of circumstances, a small group of parents in Sydney began a movement that would bring sweeping reform to Australia.



The group first met in 1945, calling themselves 'The Society for the Welfare of Mental Deficients' and then 'The Psycho-Care Society of NSW'. In 1951 the group became incorporated as 'The Sub-Normal Children's Welfare Association' (SCWA).

The SCWA was dedicated to the foundation of schools, day centres and hostels for children with intellectual disability, and lobbied the Government to fund its ventures.

By 1960, parents in every State in Australia had formed similar organisations and through their publicity and advocacy campaigns, they were able to demonstrate to both the Government and ordinary Australia that people with intellectual disability deserved attention and support, fuelling an expansion of Government services for children, and later adults, with intellectual disability.

Achieve Australia has its roots in the evolution of two branches of the original SCWA, both based in metropolitan Sydney, New South Wales.

One was originally known as 'Crowle Home Branch' and administered Crowle Home, a part-residential part-school facility for

children with intellectual disability, which became an icon for the work of the SCWA.

The other was originally known as 'Mount Own Villa Branch', founded in 1964 to operate Mount Own Residential, a facility for teenage girls and women with intellectual disability.

In 1993, Crowle Home Branch and Hornsby Challenge ceased to exist as branches of the parent body, when they were incorporated as 'The Crowle Foundation Ltd' and 'Hornsby Challenge Ltd' respectively.

Alongside these organisational changes, there was a growing recognition – within both the Government and the community at large – of the rights of people with disability.

“ACHIEVE AUSTRALIA HAS EMERGED AS ONE OF THE LEADING NOT-FOR-PROFIT ORGANISATIONS FOR PEOPLE WITH DISABILITY IN NEW SOUTH WALES.”

A key aspect of the Commonwealth Disability Services Act 1986 was a move away from institutional-based care to community-based services designed to assist people with disability to live independently.

Hornsby Challenge was one of the first organisations in New South Wales to embrace supported community living, putting into effect this revolutionary concept by transitioning the residents of Mount Own Residential into the community

by the end of 1987. It also developed vocational training and employment opportunities for people with disability, and in 2007 changed its name to 'Achieve Foundation', in order to better reflect its mission.

The Crowle Foundation continued with its large residential centre, with limited supported community living, while also developing Day Programs and employment opportunities, largely for residents of Crowle Home.

By the year 2000, the role of many not-for-profits had become one of delivering services in partnership with Government, and there was increased competition for the funding dollar.

These factors led The Crowle Foundation and Achieve Foundation – organisations with a shared history, an overlapping geographic area, and a similar vision – to merge on 1 January 2009, and the new organisation was called 'Achieve Australia'.

The Crowle Foundation brought with it a larger commercial enterprise and the Transition To Work Program, as well as its residential facility and Day Program.

Achieve Foundation had developed expertise in supported community living and open employment, and in devolving large residential centres, and it was able to contribute these practices to the merged organisation.

Since that time Achieve Australia has emerged as one of the leading not-for-profit organisations for people with disability in New South Wales.

Sixty years and going strong, Achieve Australia has made a lasting and deeply significant contribution to our society.



HIGHLIGHTS

2012-13

300,000 hours of support delivered to 550 people

Approval for redevelopment of Crowle Home site

Achieve Australia to make largest single investment in housing for people with a disability in NSW history

Increase in Day Programs options to over 50

Achieve Australia marks its 60 year anniversary

Launch of history book “The journey of Achieve Australia”

52,000 hours of support delivered in Day Programs

Four Family Forums held through the year

First people supported through self-managed packages

Three people transition from Large Residential Centre

PUTTING OUR MISSION INTO LIFE

Achieve Australia is as varied as the people we support, employing almost 400 people with a diverse range of skills, experience, cultural backgrounds and expertise.

What we share, however, is a profound and powerful force that binds us all together—a shared commitment to delivering on the right of people with a disability to achieve a meaningful and valued life.

This commitment to advancing our mission is a unique and valued strength that will increasingly be leveraged as a competitive advantage in the rapidly changing disability market.

“FOR OVER 60 YEARS DEDICATED PEOPLE HAVE ALSO VOLUNTEERED THEIR TIME AND ENERGY TO OUR ORGANISATION, HELPING CREATE WHAT WE ARE TODAY.”

It is also something we deeply cherish and seek to nurture by supporting our own people to deliver extraordinary and life-changing experiences for the people we support.

For over 60 years dedicated people have also volunteered their time and energy to our organisation, helping create what we are today.

As we look ahead to exciting times in the disability sector we are firmly focused on our core business, making sure our ongoing service delivery remains our number one priority.

Our MyPlan framework ensures through

direct support we are aligned and focused on being a valued part of a person’s life.

Through our learning and development programs and recruitment and retention strategies we are strengthening our employees’ ability to perform in their roles.

We are also systematically enhancing the systems and processes that underpin our service delivery.

In the past year multiple internal and external audits and reviews have verified that we are operating our organisation in line with Disability Service Standards and upholding the principles of the Disability Services Act.

A significant review commissioned by Ageing, Disability and Home Care in 2012–13 confirmed that our organisation is performing to these standards while usefully identifying areas for further improvement.

We have also begun work to further strengthen and focus our values to more accurately reflect the way we work with each other and how we deliver support for people.

We are revisiting our vision and mission to ensure we are all clearly aligned with our shared purpose and the journey we are taking together.

As custodians of a legacy that helped shape our organisation over 60 years ago, we are committed to creating a sustainable business model that can deliver beyond our funding parameters and for years to come.

CREATING A LEGACY FOR THE FUTURE

A continued and major focus over the past year has been to realise a major milestone and begin writing a new chapter in our history through the redevelopment of the Crowle Home site.



Chief Executive Officer Anne Bryce honours the contributions of Jo McKerrell and Jane Power (with flowers) who have collectively volunteered for over 100 years and Beth Seach (far right) who taught at Crowle Home School for almost 35 years.

This profound initiative will shape our future and the lives of people we support.

Former residents of Crowle Home will finally realise the opportunities and benefits of living in a community environment.

Large Residential Centre-based staff are transitioning to our Community Living Service to support people in houses in regular domestic settings, far removed from the congregate model of care.

I would like to thank our Board of Directors for their continued expertise, guidance and support and the remarkable professional and personal investments they make in their positions as voluntary directors.

To my colleagues, the staff and management of our wonderful organisation, I extend my profound thanks for their dedication and efforts in helping put our mission into life.

Anne Bryce
Chief Executive Officer



02

OUR PLAN

STRATEGIC PLAN

2013-2015

We are committed to creating and delivering innovative and exciting opportunities that bring value to our organisation and more importantly, benefit the lives of people with disability that we support.

Achieve Australia is entering a dynamic period of change and we are determined to adapt and respond to the emerging marketplace.

The reforms to be introduced through the National Disability Insurance Scheme (NDIS) are yet to be determined in detail by the National Disability Insurance Agency.

The broad intent and scope of these reforms are however, well understood and have been carefully considered by the Board of Achieve Australia in preparing its 2013-2015 Strategic Plan.

The NDIS will bring customer choice and financial support in a potentially competitive marketplace, where private, public and community businesses will compete to deliver services to customers.

OUR MISSION: DELIVERING ON THE RIGHT OF PEOPLE WITH DISABILITY TO ACHIEVE A MEANINGFUL AND VALUED LIFE.

The NDIS is one of several major Commonwealth/State government reforms that will impact on Achieve Australia. The Australian Charities and Not for Profit Commission, along with the reforms from other reports, will cause significant market and sector changes.

In response, the Achieve Australia Board, Chief Executive Officer and leadership

team have consulted widely with a range of stakeholders, industry leaders and consultants to develop a practical and realistic set of strategies that can ensure:

- current and future clients (customers) will receive high quality service(s)
- Achieve Australia is and remains viable and sustainable, able to fund its vision and agreed strategies
- Achieve Australia remains part of the communities/regions in which it operates, both now and into the future.

The Achieve Australia Strategic Plan, 2013-2015 sets out a road map for the organisation's future, and builds a bridge from the previous Strategic Plan 2010-2012, creating a major "step change" for both our service and business models.

We have achieved much in the past three years and we have greatly strengthened our financial and management resources to move forward with the security of a financially sound and sustainable organisation. The successful implementation of the Strategic Plan 2013-2015 will rely on the skills, knowledge, dedication and passion of our managers, staff and volunteers, who together will enable us to meet our mission: *Delivering on the right of people with disability to achieve a meaningful and valued life.*

Our Strategic Planning Framework provides the direction, priorities and outcomes we seek to deliver over each planning cycle.

ACHIEVE AUSTRALIA'S STRATEGIC VISION

Our strategic vision to 2015 is focused around a number of key outcomes that we seek to deliver over the next three years.

Many of the outcomes captured in our 2013–2015 Strategic Plan will live on into the next planning cycle and will likely continue to be major priority areas of continuous improvement into the future.

KEY OUTCOMES

MARKET DRIVEN, CUSTOMER

FOCUSED: We will ensure that we will become totally market driven and customer focused, developing and delivering a “service package” that each person requests

A NEW SERVICE/BUSINESS

MODEL: We will have designed, developed and implemented our new Achieve Australia service/business model, underpinned by a robust business model

APP ACHIEVE: Customers and other stakeholders will be using our App Achieve as a portal to our website and our secure customer service area

FOCUSED ON MISSION: Our vision, mission, values and philosophy will form the touchstone upon which we develop and deliver our services, maintain our culture and ensure we continue to know who we are, what we do and why we do it

DRIVEN BY STRATEGY: The Board, management and staff will understand that the Strategic Plan, Business Plans or Organisational Development Plans provide us with a mandate to operate, to enact our vision and mission, and to deliver our strategies

A WIDELY KNOWN BRAND:

Achieve Australia will be widely known and recognised throughout Australia as a trustworthy, reputable and customer focused organisation

INTEGRATED SYSTEMS: Our integrated organisational and operational systems will provide us with timely, accurate and informative data and information upon which we can make strategic and operational decisions

A COMMUNITY BUSINESS: Achieve Australia will be able to demonstrate the practical application of community business principles and practices that support our work and frame our culture

FINANCIAL SUSTAINABILITY:

Achieve Australia will be viable, sustainable and profitable, in essence, ensuring it is revenue secure, resource secure and reserve secure, able to fund its desired future

SERVICE PARTNERS: Preferred Provider Service Agreements will enable customers to access a wide range of services, whether they are ours or via Preferred Providers

A man with short brown hair, wearing a blue polo shirt, is watering plants in a raised garden bed. He is holding a green hose with a silver nozzle, and water is spraying out. The background is a green corrugated metal wall. The text is in the top right corner.

**“WE HAVE ACHIEVED
MUCH IN THE PAST THREE
YEARS AND WE HAVE
GREATLY STRENGTHENED
OUR FINANCIAL
AND MANAGEMENT
RESOURCES TO MOVE
FORWARD WITH
THE SECURITY OF A
FINANCIALLY SOUND
AND SUSTAINABLE
ORGANISATION.”**

FINANCIAL STRENGTH & SUSTAINABILITY

The 2012-13 financial year has been a landmark period in the history of Achieve Australia Ltd.

We have transformed our strategic position to one of financial strength and sustainability.

We confidently look ahead to the changing disability 'market' from a position of strategic clarity with a robust balance sheet and an ability to strongly invest in products and services.

“WE HAVE TRANSFORMED OUR STRATEGIC POSITION TO ONE OF FINANCIAL STRENGTH AND SUSTAINABILITY.”

Our balance sheet strength and capability has been realised through the sale of our organisation's most significant asset. This will allow us to leverage its capital value for investments in contemporary housing options and initiatives that deliver better outcomes for the people we support.

The capital raised through the sale has had a significant impact on a number of key measures and ratios.

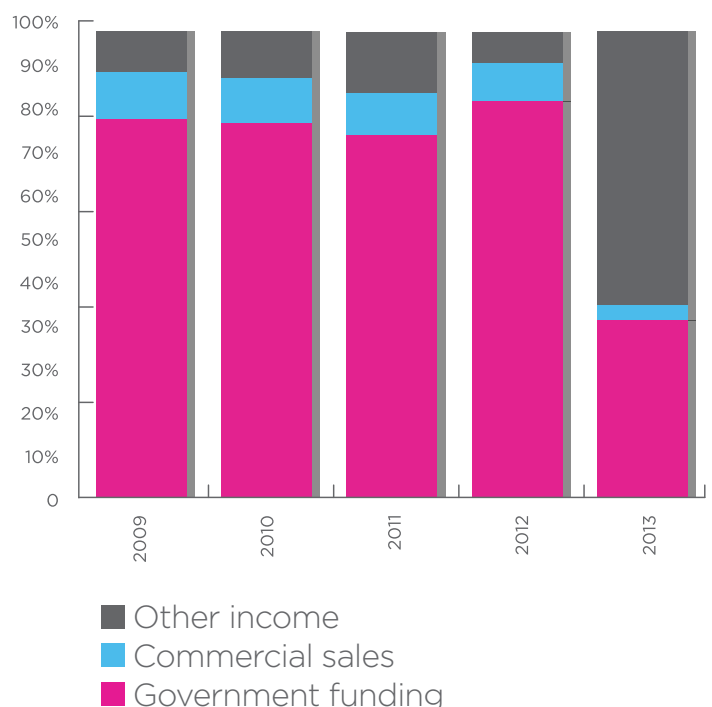
REVENUE

Total revenue year on year increased by over \$27 million reflecting the asset sale.

This contributed to a result of a \$24.5 million surplus for the year, a dramatic turnaround from the deficit of the prior year.

Total underlying revenue was relatively similar to previous years with a small increase in government funding offsetting a small reduction in commercial sales.

Government funding as a percentage of total revenue historically comprises around 80 per cent of Achieve Australia's total income. The income from the asset sale contributed to government funding comprising around 40 per cent of income for 2012-13.

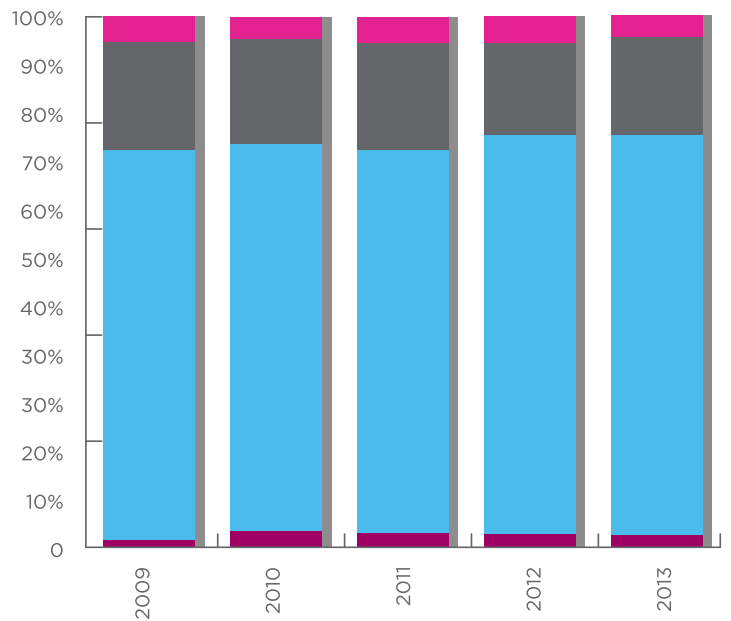


EXPENSES

Total expenses grew by around 6 per cent reflecting a number of factors including increased employee benefits and audited specific provisions.

Employee costs feature as our organisation's largest expense delivering almost 300,000 hours of direct support each year.

The ratios of expense lines remained very similar with employee benefits expenses making up almost 80 per cent of the total expense costs.



- Rent expense
- General operating expenses
- Employee benefits expense
- Depreciation & amortisation



STRENGTH TO INVEST

Achieve Australia's net asset position grew to over \$35 million in 2012-13, with total assets reaching almost \$42 million.

This balance sheet strength is reflected in our Debt to Equity Ratio of 0.20 which allows for financing of operational and capital needs through our equity and not debt. With a Working Capital Ratio of 4.95, this allows the organisation to ensure its long-term future.

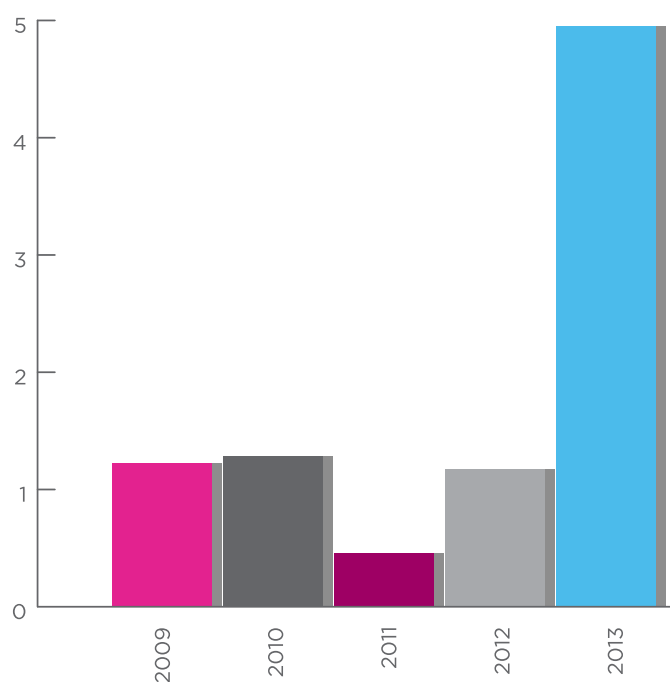
The implementation of reforms delivered by the National Disability Insurance Scheme will require organisations to manage multiple

customer accounts, typically paid in arrears in contrast to the current position where payments are received each quarter in advance from our major funder.

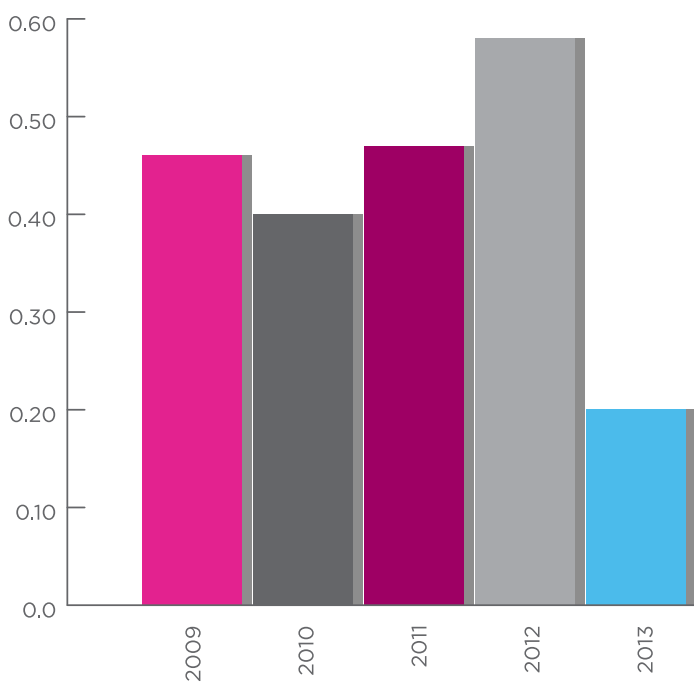
Achieve Australia is acutely conscious of having significant levels of working capital to manage the transition to individualised funding from government block funding over the next 2 to 3 years.

Our capability to manage the transition to an increasing level of support for individuals with individualised funding is in place and we also have the working capital to seize opportunities to deliver sustainable growth.

WORKING CAPITAL RATIO



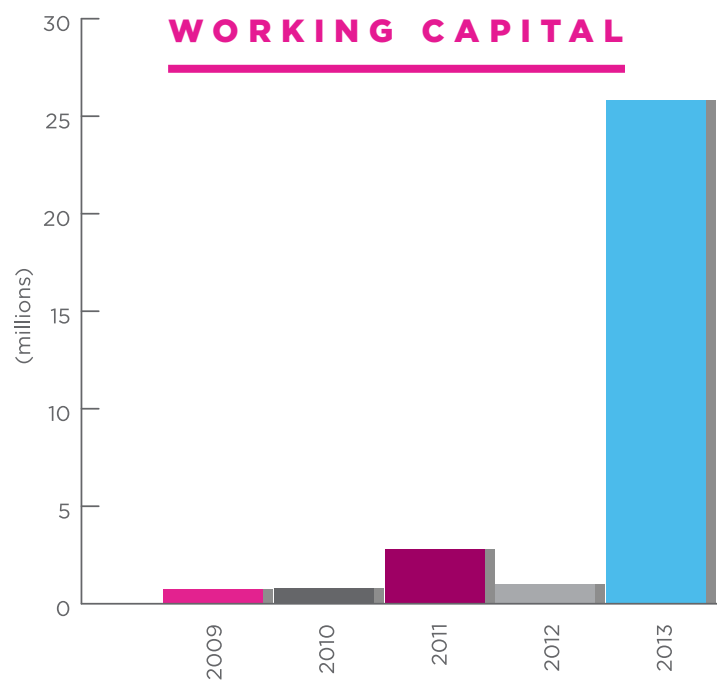
DEBT TO EQUITY RATIO



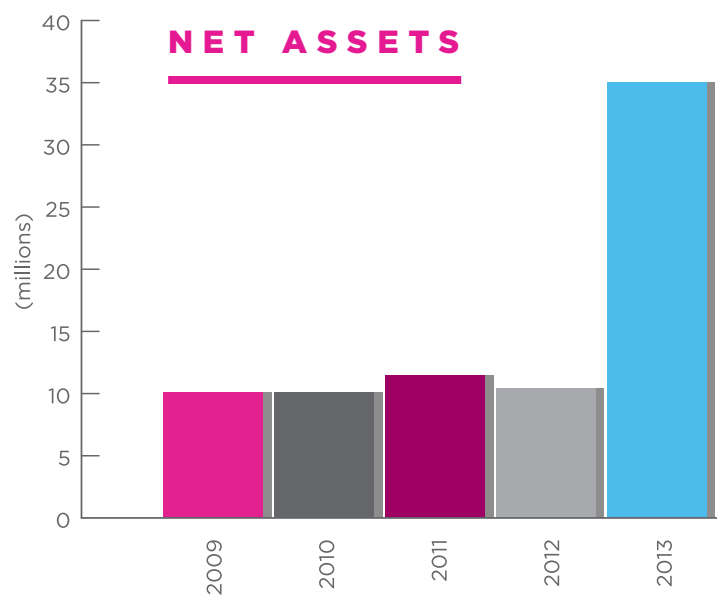
“WE CONFIDENTLY LOOK AHEAD TO THE CHANGING DISABILITY ‘MARKET’ FROM A POSITION OF STRATEGIC CLARITY WITH A ROBUST BALANCE SHEET AND AN ABILITY TO STRONGLY INVEST IN PRODUCTS AND SERVICES.”



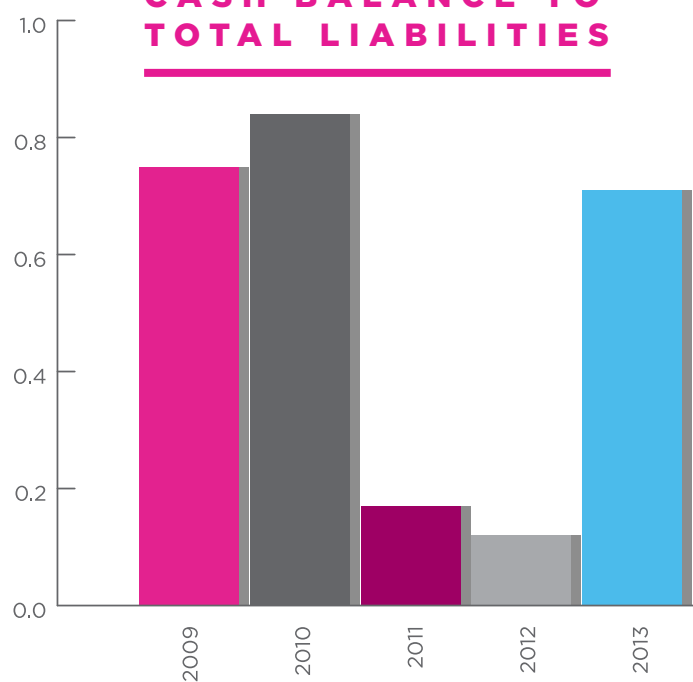
WORKING CAPITAL



NET ASSETS



CASH BALANCE TO TOTAL LIABILITIES



ICON BECOMES FUTURE LEGACY

The redevelopment of the Crowle Home site in Ryde will convert an iconic asset into a powerful future legacy

At Achieve Australia's 60th Anniversary dinner in November 2012, former NSW Minister for Disability Services Andrew Constance made an historic announcement that had been five years in the making.

The culmination of a vision to safeguard the organisation's sustainability and create a powerful platform to generate further growth was finally realised after a lengthy and thorough process of planning, consultation and approvals.

The announcement of the approval of the Concept Plan by NSW Planning and Infrastructure and confirmation of a contract of sale of the Crowle Home site has become a decisive moment in our organisation's history.

Expertise was deployed throughout the process, managing legal, property, stakeholder and financial issues to successfully navigate through local and state government agencies with final approval being granted in October 2012.

Seizing the initiative to independently devolve its Large Residential Centre (LRC), our organisation clearly understood both the benefits and the challenge of seeking to rely on its own assets and resources.

In line with the state government's policy directive to redevelop all of the State's LRCs by 2015, Achieve Australia will have achieved a result well over 12 months ahead of required timeframes and be the first of 14 non-government organisations to fully transition all the residents from its LRC.

TWENTY YEARS OF DEVOLUTION CROWLE HOME-RESIDENTS BY YEAR



Heralding the final step in a journey of devolution from a large residential centre to community living, this milestone will shape our organisation's future for decades to come.

The redevelopment of the Belmore Street site will enable Achieve Australia to benefit people with a disability through a massive increase in the quality, security and suitability of housing.

The capital realised from the sale will enable Achieve Australia to make the single largest investment by a non-government organisation in NSW history.

Importantly, as well as improving Achieve Australia's own housing portfolio of 35 properties, further supply of much-needed housing will be provided to people with a

disability in the state. Achieve Australia will make a significant contribution to address unmet demand for accommodation support in the state through its own capital and partnerships in the sector.

A proud history of devolution was started by Hornsby Challenge and furthered through supporting government to assist around 40 people to transition from Marsden Rehabilitation Centre and other government-run LRCs.

The realisation that by mid 2014 all people with a disability that the organisation supports will live in housing in the community, completes a journey of commitment, resolve and dedication by the Board, Chief Executive, management and staff.

“THE PROCESS TESTED OUR COLLECTIVE RESOLVE AND COMMITMENT, HOWEVER, OUR BOARD SHARED AN UNWAVERING AND PROFOUND DETERMINATION TO ENSURE THAT WE IMPROVED PEOPLE’S LIVES THROUGH CREATING AN OPPORTUNITY FOR THEM TO LIVE MORE CLOSELY WITH THEIR COMMUNITY.”
-ANNE BRYCE CEO.



Achieve Australia will make a significant contribution to address unmet demand for accommodation support in the state through our own capital projects and partnerships in the sector.

The eventual devolution of Crowle Home closes yet another chapter in congregated and segregated living that is now widely viewed and evidenced as being structurally

in breach of being able to deliver people's human rights and uphold key principles in the Disability Services Act.

Entering an historic period of change in the disability sector, Achieve Australia is poised to extend its mission and provide sustainable and innovative support for decades to come.



03

OUR SERVICES

COMMUNITY LIVING SERVICES

Achieve Australia's Community Living Services delivers essential accommodation support for around 150 people to live with independence, inclusion and dignity.

Dedicated teams of over 120 social educators support people to live in a place that they can truly call home by promoting a sense of ownership and belonging. The person is supported to sustain work, recreation and social roles and maintain and develop their life and pursue their choices.

“WE DELIVER OVER 225,000 HOURS OF DIRECT SUPPORT EACH YEAR.”

We support people to live across a number of different housing options in Achieve-owned property, NSW Housing and rental properties as well as providing drop in support in

people's own homes and homes owned by other community organisations and social housing.

Some people live with others and some on their own. Many of the people we support have extensive networks of friends and family members who take an active role in the person's life and a key part of our work is to expand the range of opportunities for each person to develop and maintain a network of people in their lives.

We deliver over 225,000 hours of direct support each year ranging from several hours of drop-in support per week for a person through to 24/7 support for people requiring more extensive support.

Our Community Living Service is structured across three regions within the Sydney Metropolitan area and is led by Regional Manager with Community Living Managers having responsibility for various properties and teams of social educators.

HIGHLIGHTS AND KEY INITIATIVES

- Further family forums were held during the year with immensely positive feedback for the service we provide and a further strengthening of our engagement with these key stakeholders.
- Almost a quarter of a million hours of support were delivered.
- We continued to transition three people from our Large Residential Centre to community living during 2012-13 with great care and consideration for the person's wellbeing during such a significant step in their life.

MEET LOLA & ROSS



Lola Constance and Ross Madden visited their new home for the first time in May 2013. They moved in with their friend Sharon Cater from Crowle Home and settled in immediately.

Both Ross and Sharon work at our Marrickville commercial business while Lola attends Day Programs each week.

After 30-40 years at the Large Residential Centre they are enjoying their spacious house and have now settled into a natural routine and enjoying a place they can truly call home.

Lola is very houseproud and enjoys keeping the place 'perfect'.

"I'm very particular and keep the house spotless. I love going out for tea each week and to the movies. Musicals from the forties and fifties are my favourite," says Lola.

MEET ANDREW



Andrew Sini has been supported to live in the community for over 20 years. Today he lives in a household with two other men in Beaumont Hills, and attends a Day Program three days a week.

Andrew lived at home with his mother in Epping until his early 20s, when he moved out on his own. Hornsby Challenge found him a unit in Epping, and they helped him with things like shopping and cooking.

"I have Prader-Willi Syndrome, which means I can become a compulsive eater, so a lot of things have to be restricted. The fridge needs to be locked, my food has to be modified, and I have to have staff with me when I go shopping."

Andrew really likes sharing a house. He has company now, and does more things.

"We go to the movies, and out for dinner, which I never did on my own. We're like family."

"One of my favourite things is watching TV. We have Foxtel, so we have heaps of programs. I also follow Rugby League. My team is West Tigers."

The background of the page features a detailed architectural floor plan of a residential unit. The plan includes a kitchen, family room, living and dining area, laundry, and two bedrooms. Dimensions and room names are labeled throughout the plan. Overlaid on the left side of the plan are large, stylized green foliage graphics. A vertical text label '18.245 Setback' is positioned on the far left edge of the page.

MEETING THE DEMAND FOR HOUSING

Achieve Australia is poised to deliver much-needed housing to people with a disability in New South Wales through its housing plan investments.

We will progressively implement planned initiatives that are in line with State and Commonwealth Government affordable housing and homelessness policies and programs that enables Achieve Australia to be a provider of affordable and accessible community housing.

Initial projects are underway and significant planning is in progress to identify opportunities and to use our capital in the most effective way possible.

KEY GUIDING PRINCIPLES

The core of our Housing Plan is a set of Guiding Principles that will shape and inform all of our projects and initiatives.

These include providing contemporary accommodation options for people that offer a wide range of housing options to better meet individual choices, needs and preferences that are broadly available in the community.

We will also provide people the option of various levels of independence including living alone or living with another person or a partner.

Our housing plan also includes several key strategies to promote, develop and foster social inclusion ensuring social and community involvement and creating more complete levels of social participation.

ALLOWING PEOPLE TO EXPRESS THEIR INDIVIDUALITY AND WELLBEING.

Through the provision of housing, Achieve Australia will also uphold core standards enshrined in state, national and international legislation.

We are also focused on delivering energy efficiencies, affordability, accessibility and reflecting community norms in regard to design, position and neighbourhood.

All of our principles give careful consideration to ensure amenity, spaciousness and allowing people to express their individuality and wellbeing.

We greatly look forward over the coming months and years to realising our housing vision to improve opportunities for people with a disability to have access to a place they can truly call home.

DAY SERVICES

SUPPORTING SKILLS, LEARNING AND INDEPENDENCE

Achieve Australia's Day Programs provide opportunities for people to acquire valuable life skills, pursue interests and passions, and further develop their knowledge and learning.

A key focus for our service is to continually create and explore new and relevant options to offer participants. These options are often created in collaboration and partnership with other organisations such as Macquarie Community College, Macquarie University, University of Western Sydney and various community organisations.

Based from our iconic hub, the heritage home Araluen, participants pursue community-based activities and interests across the metropolitan Sydney area. Centre-based programs are also offered with a number of professionals coming to the hub each day to run a large array of programs including computer skills, art, fitness, music, and food technology.

HIGHLIGHTS

- Almost 52,000 hours of direct support delivered by 25 dedicated staff
 - Person-centred planning framework and MyPlans created with every participant
 - Doubling of options to over 50 unique activities and programs
 - Over 80 per cent of options now community-based
-

A continuing focus is to be responsive and flexible to each person's needs and for support options to truly reflect their preferences and learning pathways.

We have progressively implemented the person centred planning framework with MyPlans for all participants to ensure supports are truly aligned with the person's goals and outcomes and progress is measured and transparent.

Every person we support has been assisted to develop their own MyPlan to accurately capture the purpose and intent of our support and how it will contribute to achieving the outcomes they seek over the period of their plan.

We have continued to make significant steps in providing over 80 per cent of options in a non-centre-based environment and have further extended our relationships and partnerships with multiple community organisations.

Our options and opportunities have more than doubled in the past 12 months to provide over 50 unique opportunities for each person to pursue. We anticipate this number to grow as our participants become more familiar with what is possible. Our most popular activities have been volunteering as dog walkers at Monika Doggie Rescue, cooking with Macquarie College, sailing with Sailors With Disabilities and iPhone usage for people with a vision impairment with Double Vision Production.

Another significant development has been to secure eligibility to support people under every government-funded stream and program. This extends to the availability of our services to more people with a disability and gives our current participants the opportunity to reshape their services under the new models.



“A CONTINUING FOCUS IS TO BE RESPONSIVE AND FLEXIBLE TO EACH PERSON’S NEEDS AND FOR SUPPORT OPTIONS TO TRULY REFLECT THEIR PREFERENCES AND LEARNING PATHWAYS.”



Importantly this also now extends to being a registered provider of self-managed support, meeting guidelines in being able to support people receiving funding through direct, individualised packages.

This new and expanding direction in direct funding provides us an exciting opportunity to demonstrate our commitment and responsiveness to truly deliver person-centred opportunities.

This evolution from primarily centre-based timetabled programs has been continuing over the past 2 to 3 years and there are a number of exciting future plans in place including:

- establishing regional hubs to extend opportunities in more convenient locations
- further devolving the centre-based programs
- developing a learning-based curriculum to support ongoing education for younger participants
- creating further work and volunteering opportunities for participants to make meaningful contributions to their community

COLLABORATION AND INNOVATION

The defining success factor for our Day Programs are the ever strengthening collaborations we have and our drive to establish further partnerships with organisations or individuals who share our vision. This enables us to exponentially increase opportunities for current and future participants.

Every collaboration serves a different purpose. Our collaboration with Macquarie College, for example, has given our participants the opportunity to engage in modified tennis and cooking courses, while our connection with the University Of Western Sydney has given our participants the opportunity to share their passion for multi media with three students.

A regular stream of student placements from TAFE NSI and Macquarie University has not only meant more hands on deck but has also given our participants and our team the opportunity to connect with more people.

GETTING ACTIVE



For almost two years some of the people we support have been greatly enjoying playing tennis each week.

There are a mix of people who love tennis and others who have chosen an option to improve their health and wellbeing.

Macquarie Community College created the program in partnership with Achieve Australia and brought on board state tennis champion,

Ashley Springett to assist with coaching.

As a champion player, with an intellectual and physical disability, Ashley says he loves being able to give back to the community and share his knowledge and love of the game.

“My own disability means I know what it takes to get results. No matter what barriers are put in front of you, I believe you can overcome anything if you work hard.”

ACHIEVE EMPLOYMENT

It is through a life-changing service that we support our organisation's mission to achieve meaningful and valued lives for people with a disability.

Achieve Employment is a specialised employment service providing assistance to job seekers with disability to gain and maintain employment in the open labour market.

Over the past 25 years Achieve Employment has supported hundreds of individuals with mental health or intellectual barriers gain and maintain their employment.

In many cases, by entering the world of employment people's lives are transformed through increased confidence, financial security, wellbeing, independence and life outcomes.

We have highly qualified consultants dedicated to a large portion of our case load that is in ongoing support, ensuring stability in the workplace and supporting future individual growth in careers.

This quality over quantity approach means we can deliver sustainable outcomes for the person and for the employer.

MEET KATE

Achieve Employment has been a part of Kate Bowen Thomas' career with the Australasian Performing Rights Association (APRA) for almost 16 years.

After initially assisting Kate into employment with APRA, our employment consultant has been involved in providing Kate with the knowledge and skills necessary to develop a sustainable career with the organisation.

This long-term relationship focus is a hallmark of our service and in Kate's case has been a lasting and rewarding partnership for all concerned.

"My job involves checking newspapers for reports of live events and venues to ensure composers, songwriters and publishers are rewarded when their musical works are played, performed or reproduced.

"I'm also currently studying a Certificate III in Business Administration as part of a Traineeship through APRA."



Kate Bowen Thomas

APRA anticipates that on completion of the course Kate will have the knowledge and skills needed to maintain a database of the events and venues and give Kate ownership of a whole new task and further improved self worth.

"I'm really proud to have worked with APRA for the past 16 years and Achieve Employment has been a great support throughout my career."

SUSTAINABLE OUTCOMES

Achieve Employment employees have a variety of backgrounds including Organisational Psychology, Human Resources, and Workplace Training.

Our consultants prepare both the workplace and job seekers for employment and offer ongoing support to ensure success in the long term.

We work with a changing mix of around 50 employers providing support for around 120 participants who are at various stages in the pre and post-placement process.

OUR SCOPE AND SIZE

Achieve Employment operates across a contracted Employment Service Area that spans from Milson's Point to Palm Beach across to Dural and Parramatta in the Sydney Metropolitan area.

Following a recent review and reallocation of contracts by the Department of Education, Employment and Workplace Relations only highly performing services retained contracts. We were delighted to retain our specialised contract to ensure continued service is provided to our clients for a long term and sustained future.

This endorsement of our service approach will be further strengthened as the emphasis increases on sustainable outcomes rather than being weighted toward throughput and initial placements.

COMMUNITY PARTNERS

Achieve Australia has a full-time Business Development Officer who is responsible for creating links with local high schools, training providers, Centrelink, mental health services and the business community.

We have developed strong relationships and collaborations with a number of local organisations to help us provide ongoing support for a range of job seekers. The following long term partnerships provide opportunities at both the pre-employment and post-placement phases.

MACQUARIE COMMUNITY COLLEGE (MCC)

Achieve Employment has a well established partnership with MCC which began in August 2011 with the creation of three jobs for Achieve Employment's jobseekers. MCC in collaboration with Achieve Employment regularly provides courses that are tailored specifically for people with a disability. Several job seekers have also started some further study at MCC.

MTC WORK SOLUTIONS

Our collaboration with MTC Work Solutions is to provide apprenticeship opportunities and to provide culturally and linguistically diverse jobseekers with a government-funded English language skills course.

MACQUARIE UNIVERSITY

Achieve Employment has many collaborations with Macquarie University and will continue to nurture this partnership. Achieve Employment has placed a jobseeker into work experience within Macquarie University itself.

FUTURE OPPORTUNITIES

Through the National Disability Insurance Scheme people with a disability will increasingly seek a holistic solution to their needs driven by goal-oriented plans that encompass employment, study, accommodation, recreation and wellbeing.

We look forward to offering more people a comprehensive and long term partnership approach to support them entering the workforce.

With unemployment rates of people with a disability at significant levels we are keen to offer a life changing experience that will enable people to reach their goal of entering the open employment market.

ACHIEVE COMMERCIAL

Achieve Commercial is a dynamic operation delivering packaging and processing solutions to a number of fast moving consumer goods and airline customers.

The operation has evolved over the past 25 years from a 'sheltered workshop' model to a sustainable commercial enterprise based on providing a valued, competitive, responsive and efficient service.

Operating in a fiercely competitive market, Achieve Commercial operates a specialised service that caters to customers needing 'high touch' production solutions that involve manual handling and specialised packaging and processing.

Importantly, our operation supports our mission to support people with a disability to have meaningful and valued life roles.

The jobs and roles our employees hold, generate revenue for our organisation, provide solutions for customers and provide a real income for the employee.

“AT THE END OF A WEEK I LOOK FORWARD TO MY WEEKEND AND CATCHING UP WITH FRIENDS AND FAMILY. I LOVE MY WORK.”

Based close to our major airline customers we service the needs of a large number of different airlines for in-flight cutlery, catering and other in-flight services.

We've maintained high volume contracts over several years and continue to receive strong forward production orders.

Our food packaging work has also been running at good levels with the recent addition of new production runs and some one-off fixed volume work.

ACHIEVE LABOUR HIRE

Through Achieve Commercial we also run a labour hire business placing people in organisations on their premises, working alongside their staff. We have had the support of several organisations for over five years and greatly value the partnerships we've had, providing willing and skilled workers.

The supported employees work at our packaging site when they're not off site and this provides them variety and the opportunity to learn new skills working in different locations.

ACHIEVE CLEANING

Our cleaning business are a small team that work five nights a week servicing all Achieve Australia's premises and provide a thorough and professional service for our offices and service sites.

TRANSITION TO WORK

Transition to Work (TTW) is a two year program that helps young people with a disability become work ready after leaving school. Funded by Ageing, Disability and Home Care, the program is primarily for young people with a disability with moderate to high needs to transition into the workplace after leaving school. Achieve has supported seven young people during 2011-12 to acquire the skills and experience to be 'work ready' to move to open or supported employment at the completion of their program.

As an Australian Disability Enterprise, Achieve Australia is well placed to offer TTW access to opportunities for employment or further support through our Disability Employment Service to secure work in open employment.

GROWTH AND INNOVATION

Our production and packaging volumes have experienced sustained growth over the past two to three years and we are looking at alternative sites to address our expansion needs. A more flexible and expansive premises will also allow us to offer a greater number of packaging and warehousing solutions for existing and prospective customers.

The further evolution of supported employment is expanding our scope to develop social enterprises – creating businesses that create genuine and valued

roles for people with a disability that deliver a financial and social dividend.

We have already taken steps to establish our first social enterprise by evolving our remarkable and unique volunteer-run business from its location at Crowle Home to leased premises in the nearby area. The shop will continue its focus on needlecraft, fabrics and books. We have exciting plans to create roles for people with a disability and an ambitious future vision for further enterprises in a range of business areas.

“OPERATING IN A FIERCELY COMPETITIVE MARKET, ACHIEVE COMMERCIAL OPERATES A SPECIALISED SERVICE THAT CATERS TO CUSTOMERS NEEDING ‘HIGH TOUCH’ PRODUCTION SOLUTIONS THAT INVOLVE MANUAL HANDLING AND SPECIALISED PACKAGING AND PROCESSING.”



Marina Markos

MEET MARINA

Marina Markos has worked for Achieve Commercial since 2001 and in that time has done just about every job that has ever come through the operation.

She loves getting her morning coffee from the local cafe and always has a positive attitude and applies herself to her work.

“I like all the work and my colleagues and the staff. I feel very happy when I think of all the customers who receive work done by our team.”

Outside of work Marina is very busy and spends time with her brothers and their families, going to bingo, dinner, and church and passionately following her beloved St George NRL side.

GOVERNANCE & STEWARDSHIP

THE ROLE OF OUR BOARD

Achieve Australia Limited is a company limited by guarantee and governed by a Board of Directors appointed by the members of Achieve Australia.

The Board has ultimate responsibility for: Achieve Australia's direction and performance; approval of the annual budget and financial plan; financial performance including monitoring/approval of the financial reports and liaison with auditors; assessment of the performance of the CEO; and monitoring of managerial performance.

The Board is also responsible for ensuring significant risks are identified and appropriate controls implemented; and for reporting to members, stakeholders and regulatory authorities.

The Board consists of between three and eight non-Executive Directors who are not remunerated. Each Director may serve for a maximum three-year term and may apply for re-election.

THE COMPOSITION OF OUR BOARD

All Directors are independent Directors and are free from any interest and any business or other relationship which could, or could reasonably be perceived to materially interfere with the Director's ability to act in the best interests of Achieve Australia.

BOARD COMMITTEES

There are four Board Committees: Ethics and Clinical Governance; Governance; Assets, Investments and Finance; Audit Risk and Compliance.

Each Committee has a Terms of Reference endorsed by the Board. Formal reports are made to Board meetings by the Committee Chairman with minutes tabled for the entire Board.

BOARD OF DIRECTORS 2012/13

John Cameron: Chairman of the Board and Chairman (Investment & Finance component) of Asset, Investment & Finance Committee. Committee member of Audit, Risk & Compliance and Governance.

Dina Hayes: Chairman of Audit Risk & Compliance Committee, Member of Ethics & Clinical Governance Committee.

Professor Patricia O'Brien: Chairman of Ethics & Clinical Governance Committee.

Peter Smith: Chairman of Governance Committee, Member of Audit, Risk & Compliance Committee.

Richard Dinham: Chairman (Property Component) of Asset, Investment & Finance Committee.

Ian Rutter: Chairman of the Board and Governance Committee.

Ian Rutter tendered his resignation as a member of the Board effective 26 February 2013.

Ian Richmond: Chairman (Property Component) of Asset, Investment & Finance Committee.

Ian Richmond tendered his resignation as a member of the Board effective 28 May 2013.

OUR SUPPORTERS, FUNDERS AND ACCREDITATIONS

MAJOR DONORS, SPONSORS AND SUPPORTERS

Able Liquid Waste
Allmarque Group
Austbrokers ABS
Count Charitable Foundation
Cumulus Wines
Duncan Armstrong OAM
Hunt and Hunt Lawyers
Inghams
John Alexander MP
Kerry Ingredients
Macquarie Community College
Manna From Heaven -
Sydney Biscuit Company
McCarroll's Automotive Group
Prolegis Lawyers
Real Estate Institute (REI) of NSW

Rotary Club - Epping
Rydalmere Bowling Club
Ryde Business Forum

ACCREDITATIONS AND PROFESSIONAL ASSOCIATIONS

Australasian Housing Institute
Australian Disability Enterprises (ADE)
Fundraising Institute of Australia
Hazard Analysis Critical Control Point
(HAACP)
National Disability Insurance Scheme
Every Australian Counts
National Disability Services
NSW Registered Community Housing
Provider
Philanthropy Australia
SAI Global
Workability International

FUNDERS



Australian Government-Department of Education, Employment
and Workplace Relations (DEEWR)



Australian Government-Department of Families, Housing,
Community Services & Indigenous Affairs (FaHCSIA)



NSW Government-Family & Community Services-Ageing
Disability & Home Care

SUPPORT OUR MISSION

BECOME A CORPORATE PARTNER

Achieve Australia seeks the support of the business, commercial and community sectors keen to build a relationship with us and become a partner in supporting mutual objectives.

We would love to be involved in supporting your corporate social responsibility by connecting your people and organisation with the work we do to create meaningful lives for people with disability.

BECOME A VOLUNTEER

Achieve Australia's history is rich with the contribution of volunteers. We warmly welcome people keen to support our organisation in this special way and we have a number of opportunities to make this happen.

PURCHASE FROM OUR UNIQUE SOCIAL ENTERPRISE

Achieve Australia operates a Unique Social Enterprise at 112 Bowden Street, Meadowbank selling extraordinary fabrics, needlecraft and more. People travel from interstate to this amazing enterprise run by volunteers and people with a disability.

PACKAGING, PROCESSING AND ASSEMBLY SOLUTIONS

Achieve Commercial delivers a range of high quality packaging and assembly solutions for a number of customers who require 'high touch' solutions.

Contact the team direct on 1800 106 661 to discuss your needs.

MAKE A DONATION

If you'd like to make a tax deductible donation to Achieve Australia, visit www.achieveaustralia.org.au and click on the 'Donate Now' button. Your donation will make a direct difference to the lives of people we support.

MAKE A BEQUEST

Making a bequest to Achieve Australia Ltd through your Will is an extremely personal gift. It will leave a lasting legacy for the people we support for future generations.

CONTACT US:

IN PERSON

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BY PHONE

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