

annual report 2014

**achieve**  
australia

building extra ordinary lives

# BUILDING AN EXTRA ORDINARY FUTURE





## MOVING INTO CORPORATE AUSTRALIA AND DECENTRALISING OUR REGIONAL OFFICES

On Tuesday 29 April Achieve Australia's (Achieve) new head office location in the heart of corporate Australia was opened by Minister for Disability Services and Ageing, John Ajaka MLC. Marking the practical start of our strategy to increase engagement with corporate Australia, the new office continues to provide operational and administrative support to Achieve. At the same time we commenced the decentralisation of our regional supports by the establishment of Regional Offices in Ryde (Southern), Bella Vista (Western) and Hornsby (Northern). We look forward to being closer to the people we support.



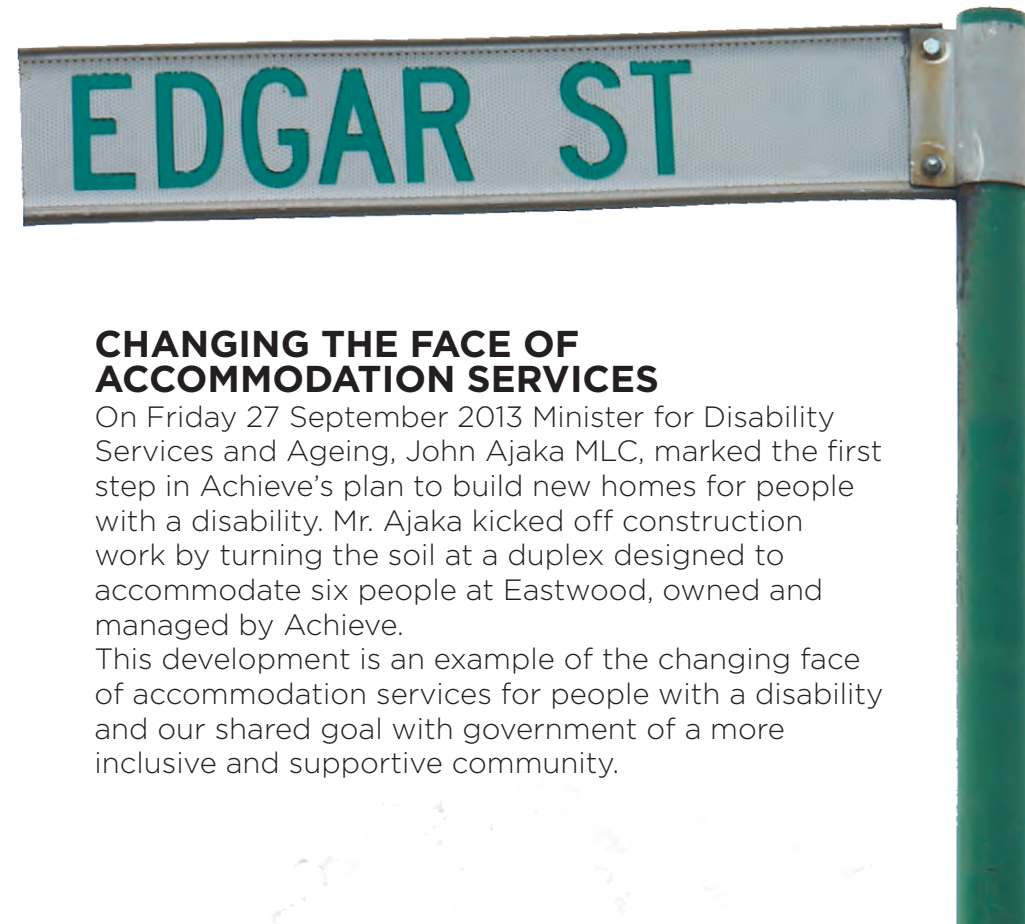
## \$61,170 RAISED WITH OUR SUPPORTERS FOR ADAPTABLE HOMES

On Monday 9 September 2013 Achieve hosted its 12th Annual Golf Day with all proceeds going towards building adaptable and purpose-built homes that promote inclusion and independence for people with a disability. The day would not be a success without the continued support of our major sponsors, Count Charitable Foundation and Ingham Chickens, as well as the many supporters, donors and volunteers of the day.



## CHANGING THE FACE OF ACCOMMODATION SERVICES

On Friday 27 September 2013 Minister for Disability Services and Ageing, John Ajaka MLC, marked the first step in Achieve's plan to build new homes for people with a disability. Mr. Ajaka kicked off construction work by turning the soil at a duplex designed to accommodate six people at Eastwood, owned and managed by Achieve. This development is an example of the changing face of accommodation services for people with a disability and our shared goal with government of a more inclusive and supportive community.



## A GALA DINNER RAISING \$37,000 FOR ACHIEVE'S TECHNOLOGY PROGRAMS AT ARALUEN

On Saturday 31 May 2014 Achieve joined four other not-for-profit organisations at the Novus 2014 Million Dollar Gala Dinner, hosted by the Novus Foundation. Thanks to their support Achieve received \$37,000 to purchase much-needed IPADs, smart phones and a smart interactive whiteboard and training programs to teach young people with a disability to use technology for improved communication, removing barriers towards independence and inclusion.



## OPENING OF THE UNIQUE SOCIAL ENTERPRISE

On Friday 8 November 2013 Minister for Citizenship and Communities, Victor Dominello MLC, officially opened Achieve's Unique Social Enterprise: Fabric, Needlecraft and More.. store in Meadowbank. Featuring donated products sale, for operated by volunteers and employing six people with a disability, the business is synonymous with the extra-ordinary contribution that volunteers can make to society. Volunteers are integral to the success of the store, and in some cases have been attached to Achieve for over 60 years.



## OFFICIAL CLOSURE OF CROWLE HOME

On Saturday 21 September 2013 we said farewell to Crowle Home, an iconic asset that touched the lives of countless people over more than 60 years. The event gave thanks, paid tribute and marked a moment in our history. The closure also signified Achieve making the single largest investment by a non-government organisation in housing for people with a disability in NSW history.



## AWARDS

Achieve has emerged as one of the leading not-for-profit organisations for people with disability in New South Wales. In the 2013-14 the work of Achieve has been recognised with the following awards:

- 2013 NSW Business Chamber Excellence in Innovation State Finalist
- 2013 NSW Business Chamber Excellence in Innovation Regional Winner



2013  
14



Achieve is championing inclusion, control and choice for people we support in their:

**HOME** progressive accommodation solutions matched to an individuals' needs



**LIFE** options for personal development and fulfilment



**CAREER** advice, work-ready training and employment opportunities



**ENTERPRISE** business solutions for the benefit of commercial entities and people with disability



Achieve is known for being:



Everything we do and are known for is underpinned by our ISEE culture:

♥ **INCLUSIVENESS**  
involve people in decisions, being open, listening, respectful behaviour

♥ **STEWARDSHIP**  
lead by example, repress ego, think beyond yourself, sustainable behaviour



♥ **ETHICAL**  
follow policies, deliver on promises, respect confidentiality, stand up for what is right

♥ **EXTRA ORDINARY**  
push yourself to be all you can be. We don't accept what it is, we explore what it could be

# OUR PURPOSE NEVER CHANGES





## JOINT MESSAGE FROM CHAIRMAN AND CEO

We are pleased to present Achieve Australia's (Achieve) 2013-14 Annual Report. This report has been prepared in a fresh and exciting new format in the hope that readers will gain a deeper understanding of the ways Achieve champions for social inclusion, choice and control for the people we serve, and the progress we have made in Building Extraordinary Lives.

In the pages that follow, please enjoy the highlights of the year, insights into the market in which we operate, our people and culture, our strategy and

financial position, and finally the stories of people experiencing broad, deep and lifelong change.

### A RAPIDLY CHALLENGING ENVIRONMENT

2013-14 has been both significantly challenging and highly rewarding for Achieve. Not only did we continue to support 500 people with a disability in home, life, career and enterprise, we have and continue to spend considerable time and energy refreshing our organisation in a way that will enable it to be market ready for the looming roll-out of the National Disability Insurance Scheme (NDIS).

Whilst the true impact of the NDIS remains uncertain, it is clear that organisations across the disability sector are being obliged to open their doors to new ways of doing things, each being given an opportunity to completely re-invent itself, and in the case of New South Wales to be "market ready" by July 2016.

Achieve is a leader in the disability sector and committed to embracing technology, modern caring and business systems as well as enhancing its developing performance culture to ensure it is scalable and sustainable to meet the growing needs of not only Achieve and its community, but also the disability sector at large.

### A STRONG FINANCIAL POSITION

The future is exciting for Achieve, and we are pleased to report that the company is in a strong financial position with an operating surplus of \$22,754 for the year. Investment in strategic initiatives continue to be made by the company as it readies itself for the future.

Strong operating performance coupled with total assets of \$43.718m, including invested funds of \$32.842m augurs well for the future. As detailed in this report, the Company's Day Programs and Commercial Enterprise continue to experience challenging times.

### STRATEGY LEADING THE WAY

Our number one strategic priority is to ensure that we are NDIS ready.

It is of paramount importance that we not only continue to meet the needs of the existing people we support, but also stand ready to support people entering the market in mid-2016.

Our strategic plan has nine strategies highlighting our commitment to NDIS, People We Support and their Parents and Families, Workforce Development, Marketing and Communications, Property, Infrastructure and Assets, Our Future, Governance & Leadership, Service Development and Delivery and

Amalgamations, Acquisitions, Mergers, Alliances and Partnerships.

### WE ARE COMMITTED TO ADDRESSING THE AFFORDABLE HOUSING SHORTFALL

It is widely known and recognised that the NDIS, of itself, will not solve existing housing and accommodation shortfall issues.

Creative leadership will be a critical element in developing innovative solutions. Furthermore, devolution challenges that will arise out of the implementation of NDIS will be significant. It is estimated that in New South Wales alone almost one thousand (1,000) people are currently living in Large Residential Centres.

With nearly thirty years' experience devolving people from Large Residential Centres we are committed to working closely with all levels of government, as well as the disability sector, to ensure that the skills and talent of Achieve staff in achieving superior outcomes for people with a disability is not lost to the community at large.

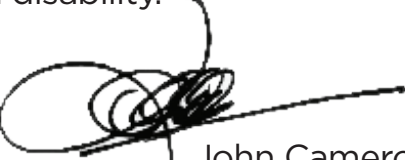
This need will be ongoing and substantial investment in housing will be required to ensure that people with a disability have access to affordable accommodation.

### THE OUTLOOK IS BRIGHT AT ACHIEVE

Achieve remains cautiously optimistic in the short term and excited for the Company's mid to longer term prospects. We will continue to drive change and ensure we respond to new opportunities.

The achievements and successes of Achieve continue to be made possible by its volunteers, supporters, employees, Board Committee Members and Board Members. Without the dedication and unselfish contributions of these people there can be no Achieve. Congratulations and thank you to all who are active contributors within the Achieve "family".

We look forward to the period ahead as we embark on a truly historic period for the sector, but more importantly for the people we serve – Australians with a disability.



John Cameron  
Chairman



Anne Bryce  
Chief Executive Officer



## THE PEOPLE WE SUPPORT

Like the overwhelming majority of Australians, we are excited about the fact that governments of all persuasion across Australia united to introduce a National Disability Insurance Scheme (NDIS). It's here, it's real and it's happening right now across Australia in a number of trial sites.

## DISABILITY IN AUSTRALIA

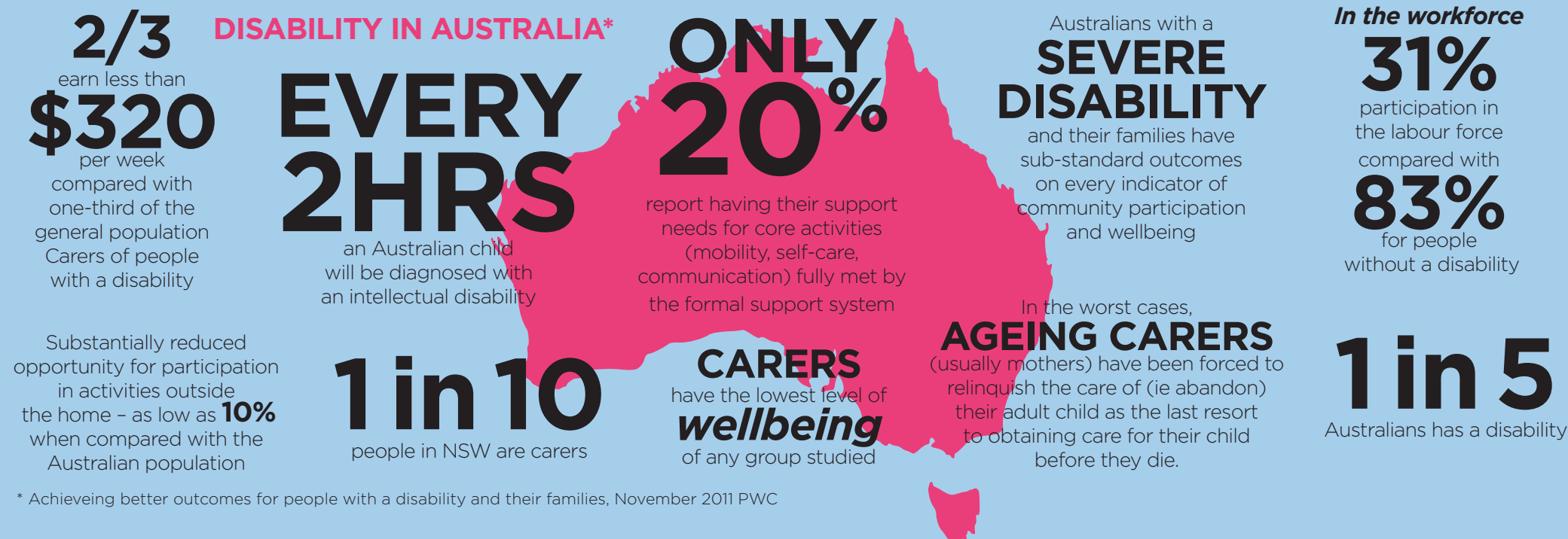
In July 2011 when the NDIS was put forward by the Productivity Commission (PC) in its report 'Disability Care and Support', there was a great need for change in disability support and care in Australia. At the time, one of the staggering statistics presented in the report was that Australia

ranked 21st out of 29 OECD countries in employment participation rates for those with a disability. Even more confronting was the fact that around 45% of those with a disability in Australia were living either near or below the poverty line. Furthermore, the report highlighted statistics indicating an overwhelming need for change.

The information below is just a snapshot. As such, Achieve and the overwhelming majority of Australia realised there was great need for change. We are proud to have been one of the first organisations to join the 'Every Australian Counts' campaign, and as a result know that person with a disability will be entitled to

The scheme will have a profound impact on the nation in addressing unmet need, and every lifetime care and support. Achieve is determined to play a vital role in providing the much needed workforce, expertise and infrastructure to support the full roll-out of the scheme by 2018. We understand that such significant change can't simply be legislated, and that for change to occur in Australia an environment for change must be provided which allows for a cultural shift across parts of our society.

The NDIS proposes such a way forward and we are committed to be patient and learn from the trial sites to ensure the change that occurs makes a difference in the lives of the people we support.



# A FUTURE FILLED WITH HAPPY PEOPLE



## NDIS TRIALS: A LESSON FOR US ALL

To date, more than 7,000 people with a disability have an NDIS Plan and Budget in trial sites around Australia. A great achievement in the first year of the NDIS.

In New South Wales (NSW), the first stage of the NDIS commenced on July 1 2013 for people living in the local government area (LGA) of Newcastle. People living in the Lake Macquarie LGA will enter the scheme from 2014, and people living in the Maitland LGA will access from mid-2015. From July 2016, the NDIS will progressively roll out in NSW and by July 2018, all eligible residents will be covered.

Throughout the year Achieve monitor data from the National Disability Insurance Agency (NDIA) and our readers would be interested to know:

- The largest proportion of people now receiving assistance from the NDIS are people who have an intellectual disability and people who have Autism.
- Across each of the trial sites, the most commonly funded life domains are Independence, Social Participation and Health & Wellbeing.
- The most common types of service being purchased by people with a disability are assistance in personal care, community participation and in daily living and shared accommodation.

These are core service areas at Achieve.

- Achieve has many employees who have a disability who live at home with their families.

We know that many of these people and their carers will be seeking assistance to plan for their future.

The NDIA provides funding for this type of assistance.

Achieve has commenced developing a service that helps people with a disability and their families to plan for the future. This includes future transition planning, and training to develop life skills that improve household independence and connections in the local community. This type of service is receiving significant funding under the NDIS.

- Across each of the trial sites, the most commonly funded support categories are Communication, Self-care and Community Participation.

The communication support category is high because the highest proportion of people receiving NDIS funding are people with Autism and people with an intellectual disability. Achieve's experience has led our strategy focussed on technology, flexible, sustainable service offerings, competitive pricing and cultural change.

### THE ROLE WE PLAY IN THE LIVES OF THE PEOPLE WE SUPPORT

Achieve has built a reputation as a leader in the disability sector, championing for inclusion, choice and control for people

with a disability. Across our organisation we support more than 500 people, delivering programs and services through:



**500+**

PEOPLE SUPPORTED  
BY ACHIEVE

**4+**  
**20**

#### DAY PROGRAMS

Achieve creates opportunities for 83 people to pursue their personal and vocational interests whilst maintaining or further developing their skills

**83**

#### UNIQUE SOCIAL ENTERPRISE

- 4 people's employment is supported at our fabric and needlecraft retail outlet. They work alongside 15-20 regular volunteers and many others who volunteer their time throughout the year

**86**

#### COMMUNITY LIVING

- 86 people share 24/7 support in their home. Shared support ranges from 2-4 people living in the same house
- 42 people receive drop-in support in their home from as little as a few hours a week up to 7 hours each day

#### DISABILITY EMPLOYMENT SERVICES

- In 2013-14 Achieve has assisted 100-120 people with a disability each month to find and keep a job

**100-  
120**

#### COMMERCIAL ENTERPRISE

- **39** employees are supported in Achieve's Commercial Business in a range of packaging and assembly roles
- **16** employees are supported in enclaves in a range of commercial business in the local community



# EMBRACING CHANGE





# WHO WILL BUILD OUR FUTURE?

The year 2013-14 started with a change of title for the Human Resources (HR) Team. The name change reflects a brand new focus. One that best summarises Achieve's philosophy towards its people; employees, volunteers and the people we support.

'People and Culture' was birthed from the need to reconsider the purpose of HR specialist functions. Far above necessary compliance and transactional HR administrative functions came an overarching sense that our small team's purpose is to support the business to effectively deliver its strategy through the capacity of our people.

Across our organisation we are focussed on building our capacity. From the ways in which we attract and engage our people, their on-boarding experience, provide support for capability building, performance development feedback, learning and achieving; these end to end processes are more than just a part of the organisational life cycle.

Our distinct point of difference is our culture. A performance culture. The kind of place where staff love what they do, have a values based alignment for supporting people with a disability achieve inclusion and an enriched life and undertake their work with a sense of fulfilment and pride.

We have also spent the last year dedicated to designing our organisational culture, a recasting of our Vision, Mission and our Values. The deliberate planning of the kind of culture we want to build-upon. Consultations have been undertaken with the Board and staff. Ideas, symbols and new meanings

have arisen for why people work here and why they love what they do. We believe this translates to the work of helping the people we support to build good lives. Our new Values were launched at the Staff Conference, November 2013 and have continued to be rolled out across the organisation, peppered throughout our conversations, decisions and reflected in the ways in which we carry out our work.



More than words they have started to translate into everyday behaviours that exemplify:

- ♥ **Inclusiveness**
- ♥ **Stewardship**
- ♥ **Ethical practice**
- ♥ **Extraordinary achievement**

These Values have been developed from within our staff resonating from a question... why choose Achieve? What is our unique point of difference? People and Culture commenced the rollout of these Values in 2013-14 with new initiatives to support these behaviours being actively encouraged in all we do.

Our culture is our greatest strategic asset and it is lived out through our people.

## A COMMITMENT TO WORKPLACE HEALTH AND SAFETY

Achieve is committed to providing a safe and healthy working environment for all workers, and other persons, so far as reasonably practicable. This is achieved by management and employees working together, following a program of health and safety activities and procedures which are monitored, reviewed and audited to achieve best practice. A fundamental WHS principle of this is risk management. The principle of risk management is underpinned with activities that affect an informed and pro-active WHS culture at Achieve.

The 2013-14 year saw a number of risk management activities applied that are intended to decrease workplace injuries in the coming years. There was a decrease in workplace injuries by 8%, with a forecast to further decrease in the coming years. Furthermore, under most areas of risk Achieve Australia was sitting below the relevant industry benchmark.

During the 2013-14 year, there was a 55% decrease in Workers Compensation claims lodged within the organisation, highlighting the positive impact of risk management. Further to this, there has been a significant decrease in costs spent on claims that has resulted in a lower premium. Consequently, Achieve Australia performed well in premium renewals, being positioned below the industry tariff premium. With the fundamental Achieve Mission, Vision and Values in mind, the positive WHS and Workers Compensation performance for the year results in more resources being utilised to support business initiatives.

## LABOUR TYPE



FULL TIME 43%

PART TIME 40%

CASUAL 17%

## ORGANISATIONAL PROFILE



## ORGANISATIONAL STRUCTURE, LOCATIONS AND REGIONS

Achieve has over 350 employees who work across both Management and Operations, collectively.

As we embark on the period ahead we have and will continue to look closely at the organisations structure to ensure we are geared for growth.

We look forward to further developing our new organisation structure focussed on strengthening our capacity and capability to enable Achieve to leverage the opportunities ahead.

## LOCATIONS

For Achieve, being situated in the heart of one of Sydney’s most affluent commercial districts has already given the organisation a valuable edge that will assist with integrating people with a disability into the community and business sectors.

In addition, we commenced the decentralisation of our regional supports by the set-up of Regional Offices in Ryde (Southern), Bella Vista (Western) and Hornsby (Northern). We look forward to being closer to the people we support as we continue to support inclusion, choice and control in the local community







# OUR VALUABLE ASSETS

As a not-for-profit, non-government organisation, Achieve bears a significant social responsibility. As such, we simply cannot work in isolation; we rely heavily on the generous support and engagement of our valued partners, supporters and peak bodies and associations. The true value of genuine, mutually beneficial relationships and partnerships is often unrecognised. We are committed to increasing

our focus in this area and continue to expand the work we do, ultimately to ensure our future strategies are supported. Relationships often are made more profound by the fact that the work of Achieve is directly linked to communities as relationships are critical to enabling people with a disability to achieve social inclusion and independence.

Achieve works tirelessly to promote and develop working and supportive relationships across many strata's of our community.

Such relationships are best summarised as follows:

- Local communities – fostering direct relationships with community organisations and entities to be an enabler for social participation.
- Local government – fostering relationships and cooperation with local governments, particularly

at locations where Achieve has an operational footprint, e.g. Ryde City, Hornsby, Hills Shire.

- State government – fostering relationships and cooperation with state government bodies and Ministers, particularly in Ageing and Disability and Citizenship and Communities portfolios, to deliver the work we do, advocate for change and celebrate achievements.
- Federal government – fostering relationships and cooperation with federal government bodies and John Alexander MP, Member for Bennelong to mutually work on collective impact projects and championing for change in our community.
- Corporation and Businesses – fostering relationships with the business community to promote and secure employment opportunities for people with a disability and to garner corporate and business support for the work of Achieve.
- Peak bodies and associations – fostering relationships to keep informed with industry and specialist information such as National Disability Services, our industry peak body.

## EVENTS AND IN-KIND SUPPORT

Events form an integral part of Achieve's ability to deepen its stakeholders understanding of the impact it has on the lives of the people we support. Achieve hosted and supported a number of highly successful events highlighted in Section 1. Snapshot 2013-14.

Beyond a financial transaction, Achieve like many other organisations benefits from good-will, provided through time and talent (not a financial donation) of individuals and business. During the year we received an in-kind donation to the value of \$20,000 that was used to refurbish and buy equipment for the Technology room at our Day Services at

Araluen. Achieve also successfully engaged approximately 75 individual volunteers across a range of administrative, business and community supports.

## CORPORATE AND BUSINESS SUPPORT

Corporate and business support, both tangible through activities such as our charity auctions, or through 'in kind' Corporate Social Responsibility volunteering, are all essential ingratiates to our ongoing success and relevance. Throughout the year we engaged 10 businesses through their corporate volunteering programs who not only volunteered their time, but also supported the organisation with in-kind and cash donations. We were also able to secure a number of gifts and donations during the year and also launched a Workplace Giving Program in March 2014.

## MEMBERSHIPS AND AFFILIATIONS

Achieve participates directly through various membership and affiliations, actively a member of the following:

- Locally: Achieve is an active member of the Ryde Business Forum and currently is represented on the Board by one of its executive leaders.
- State: NSW Business Chamber
- Nationally: National Disability Services, Australasian Housing Institute and the Association of Company Directors,

The tapestry of Achieve's affiliations, memberships, and community participation is a vital component of our community relations and this in turn helps to keep Achieve's focus grounded through community participation and action.





# GOVERNANCE THAT'S FUTURE FOCUSED

Achieve has a strong Board of Directors with sound governing principles, coupled with an agile and experienced Executive team.

The primary role of the Board is to oversee the external (accountability, strategy) and internal (supervision, corporate policy) direction of Achieve. It performs these functions by meeting regularly throughout the year and

through the operations of its various committees in which all directors participate. Committees play an important role in aligning the best-practice corporate good governance of Achieve with the delivery of the vision of our overarching Strategic Plan. Achieve board committees cover areas such as audit, risk, finance, investment, governance, clinical ethics and remuneration.



JOHN CAMERON, CHAIRMAN



ANNE BRYCE, CEO



RICHARD DINHAM, DIRECTOR



PROFESSOR  
PATRICIA O'BRIEN, DIRECTOR



PETER SMITH, DIRECTOR



DINA HAYES, DIRECTOR

## FOCUSSED ON THE WAY FORWARD

Throughout 2013-14 the focus of the Board has been geared heavily towards the strategic direction and opportunities of the organisation amidst the disrupted market place that is the Disability sector preparing for NDIS roll-out.

Strategically, the Board has spent a significant part of the 2013-14 year deepening its understanding of Achieve's appetite and optimal strategy for working and maintaining utilising its assets - people, real property ownership and investing its cash - to ensure its ambition and decisions reflect that of a community business focused on creating more inclusion, choice and control for the people we support.

In February 2014, the Board and Executive facilitated a study tour visiting organisations in Victoria operating in the NDIS trial site as part of its commitment to better understand the early lessons of the NDIS roll-out. In addition

to the learning's from the trial site, Board and staff looked at not for profit best practice to ensure we remain well informed. In addition, the sale of the land at the former Crowle Home at Ryde and the devolution experience gained, together with the recent due-diligence process brought about by the proposed amalgamation with Breakthru People Solutions, has given the Board the appetite to continue to look at opportunities to merge, amalgamate and partner with other compatible sector participants.

The focus of the Board remains to ensure Achieve is positioned strongly to capitalise on the strong financial position of Achieve and make the most of the new paradigm that is the National Disability Insurance Scheme well into the future.

## BOARD MEMBERS

The members of the Board bring diverse and complementary skills to its deliberations, as can be seen from the following short biographies:

### JOHN CAMERON, CHAIRMAN

John comes from a corporate career in finance, accounting and business administration and began his working life as a teacher before retraining in finance after receiving his Bachelor of Economics from Macquarie University. He is a CPA and a Fellow of the Institute of Chartered Secretaries and Managers. John has been a Director of Achieve Australia Limited since 2009 and, prior to the merger of The Crowle Foundation and Achieve Foundation, of the latter, having joined its Board in 2004.

### DINA HAYES

Dina holds a BA in psychology and has worked in the disability sector for many years, including roles in management, accommodation, day services, respite services, social support and information distribution for people with a disability. She has been a director since September 2008.

### PETER SMITH

Following a career in senior management at multinational insurance corporations, Peter adapted his skills to the community and charity sector. He has held many senior positions at Rotary International including President, Assistant Governor and Projects Director in the Rotary District of North Sydney. He has been a director since 2011.

### PROFESSOR PATRICIA O'BRIEN

Since 2009 Patricia has been the Chair in Disability Studies at University of Sydney as well as the Director of the Centre for Disability Studies. Patricia has taught courses in human services and special education at the University of Auckland and co-edited two texts promoting value-driven and person-centered disability services. In Ireland and New Zealand, she has lead significant projects in residential deinstitutionalisation and special needs education. She has been a director since 2011.

### RICHARD DINHAM

Richard is an architect who has enjoyed a long career in the construction industry and was also the founding Chairman of an international

design practice. He has held executive positions in the Institute of Architects and represented the industry on the Built Environment Advisory Board of the CSIRO. He is a member of the NSW Building Professions' Board Committees. Richard completed the Advanced Management Program at the Harvard Business School and is a Fellow of the Australian Institute of Company Directors. He has been a director since 2013.

## EXECUTIVE

### ANNE BRYCE, CHIEF EXECUTIVE OFFICER

Anne Bryce is a long-standing and highly respected leader, having spent almost 30 years working within the Disability, Human Services and Health sectors. Anne continues to advocate strongly for the need for people with a disability to have choice and control and at the same time, preparing her organisation to be at the cutting edge of change amidst the roll-out of the National Disability Insurance Scheme (NDIS). Since the decision was made to close the former Crowle Home at Ryde more than 5 years ago, Achieve has been on a remarkable journey, leading the way in providing choice and control for people to live and thrive in the community under Anne's visionary leadership. Anne is supported by the Executive team.

## EXECUTIVE TEAM:

- **Sherie Avalos**, Chief Operating Officer
- **Mark Audet**, Executive General Manager, Corporate Services
- **Jenny Grindell**, Executive General Manager, People, Culture and Strategy
- **David Rafferty**, Executive General Manager, Corporate Development



The 2013-14 year was the first full financial year of implementing the Strategic Plan 2013-2015. The strategy outlines nine practical and realistic Enabling Strategies that can:

- Ensure current and future people we support will receive high quality service/s,
- Ensure Achieve is and remains viable and sustainable, able to fund its vision and agreed strategies,
- Ensure Achieve remains part of the communities/regions in which we operate, both now and into the future.

The Strategic Plan 2013-2015 set out a road map for our future and created a major ‘step change’ for both our service and business models. From the Enabling Strategies 43 Strategic Projects were developed.

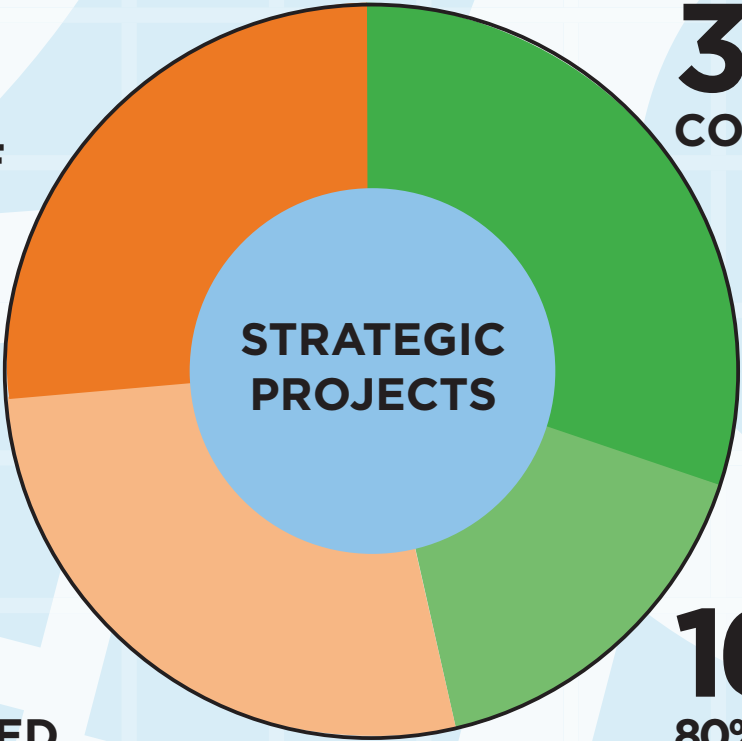
These projects directly address the strategic intent of the Board of Achieve as expressed through the medium of the Strategic Plan 2013-2015.

Throughout 2013-14 the Strategic Projects have been allocated to senior staff for planning and execution. As can be seen in the table on the adjacent page, there is a high level of implementation and completion of many of the Strategic Projects.

Some projects have further developed into major research and development framework for Achieve, these being typically Business Development and NDIS related projects where longer lead times exists and in the case of the NDIS development work is still unfolding nationally.

# THE ROADMAP TO OUR FUTURE

26%  
VARYING  
LEVELS OF  
PROGRESS



30%  
COMPLETE

28%  
COMMENCED  
OR  
IN PROGRESS

16%  
80% COMPLETE  
OR FULLY  
IMPLEMENTED

The 43 projects are spread across the Enabling Strategies as follows:

ENABLING STRATEGY	SUMMARY	PROJECTS
1. NDIS SERVICE/BUSINESS STRATEGY	Achieve will be operating an innovative, unique and customer focused NDIS service/business model that is underpinned by: <ul style="list-style-type: none"><li>• Rigorous customer principles and practice</li><li>• A robust pricing model and associated financial model</li><li>• An integrated systems’ approach that</li></ul>	6
2. CUSTOMERS, PARENTS AND FAMILIES STRATEGY	Customers, parents and families will have successfully made the transition to the new way that Achieve delivers services and will have access to: <ul style="list-style-type: none"><li>• An integrated range of services and consequent service options and choices</li><li>• Service pathways that meet their needs and expectations as they age</li><li>• High quality and affordable services that are innovative, responsive and flexible in their delivery.</li></ul>	4
3. WORKFORCE DEVELOPMENT STRATEGY	Managers and staff will have the necessary skills, knowledge and resources to: <ul style="list-style-type: none"><li>• Engage and educate customers, parents and families about the NDIS and how Achieve will be delivering services</li><li>• Deliver reinvented or new services that are delivered under the NDIS to customers.</li></ul>	7
4. MARKETING & COMMUNICATIONS STRATEGY	Achieve will be widely known by current and future customers, parents and families as an organisation that is: <ul style="list-style-type: none"><li>• Highly customer focused</li><li>• Seriously engages and communicates with parents, families and/or carers</li><li>• Renowned for its high quality range of services</li><li>• Able to create innovative, responsive and flexible services and service options for the people we support</li><li>• Actively involved in the local community</li></ul>	4
5. PROPERTY, INFRASTRUCTURE & ASSET STRATEGY	Customers, managers, staff, volunteers and stakeholders of Achieve will have access to facilities, buildings and resources that: <ul style="list-style-type: none"><li>• Are fit for purpose</li><li>• Meet or exceed Work, Health &amp; Safety legislation and the Building Code of Australia</li><li>• Strengthen the balance sheet</li><li>• Present an image and build our reputation for high quality service development and delivery.</li></ul>	5
6. FUNDING OUR FUTURE STRATEGY	Achieve will be a viable, sustainable and profitable organisation, able to fund its desired future.	5
7. GOVERNANCE & LEADERSHIP STRATEGY	The Board will continue to govern Achieve whilst the Chief Executive Officer, Executives and managers manage the organisation; a partnership in the leadership and management of Achieve.	6
8. SERVICE DEVELOPMENT & DELIVERY STRATEGY	Achieve will have on offer an integrated range of high quality and innovative services that are funded and/or financed from a range of State/ Commonwealth governments, fee for service or alternative revenue streams.	5
9. AMALGAMATIONS, ACQUISITIONS, ALLIANCES & PARTNERSHIPS STRATEGY	Achieve will have continued to: <ul style="list-style-type: none"><li>• Strengthen both its organisational position and its service position</li><li>• Deliver its strategic initiatives and associated strategies, via its existing or new amalgamations, acquisitions, alliances and partnerships.</li></ul>	3



# A FINANCIAL SUSTAINABLE FUTURE

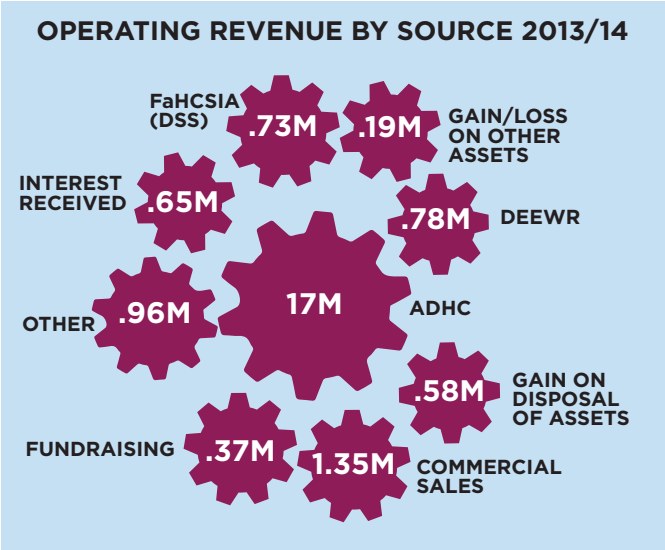
In 2013-14 Achieve realised unprecedented growth through the execution of its long term vision, the closure of Crowle Home. Through the sale of the land Achieve is in a far stronger position of financial health and we continue to review strategic opportunities to invest and capitalise on the current market environment. We are committed through strong fiscal management to find more innovative ways to champion the rights of people with a disability to live meaningful and valued lives.

## OPERATING REVENUE

Achieve’s operating revenue for 2013-14 remained constant over the prior year. Government funding was only slightly higher whilst counteracting some changes in program funding for loss of small amounts



of people who use the Day Services program particularly. Interest received was three times value of prior year based on the amount of funds invested. Commercial sales were down 16% on previous year’s performance, but we are excited about the prospect of new contracts for large retail customers which will support double-digit growth for at least the next several years, particularly for our Australian Disability Enterprise (ADE) – Achieve Commercial.



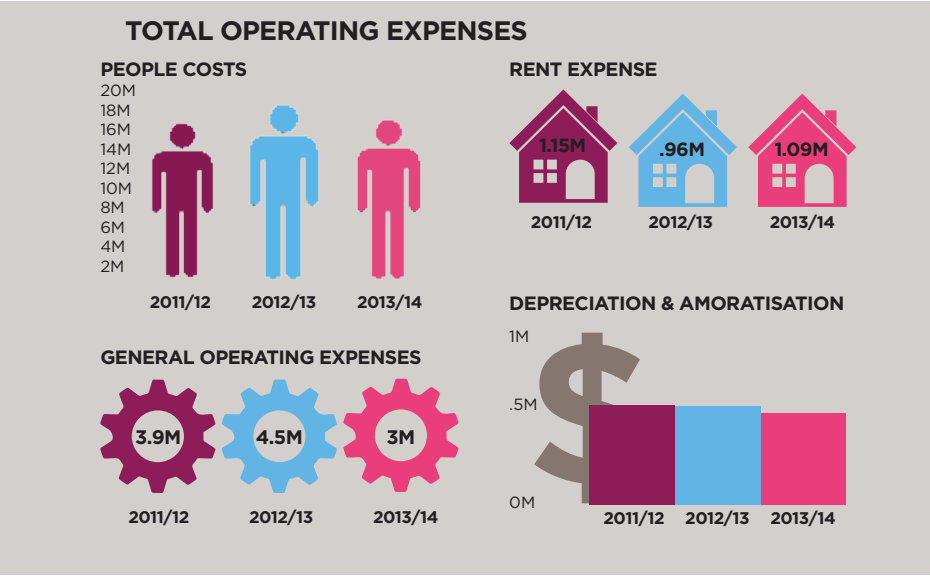
Interestingly, the National Disability Services (NDS) released a report in mid-2014 presenting key findings from a survey of 74 of 194 ADE providers. On average, ADEs reported losses of (\$133,000) with only 38 ADEs breaking even or returning a profit. If you viewed all ADEs viewed collectively as one organisation, that organisation would

be not only a large employer with 20,100 employees, it would have a \$365m revenue. Such a revenue is larger than well-known brands such as Gloria Jeans, Bing Lee, and many others. At Achieve we recognise the significant role ADEs play in the lives of the people we support and are committed to ensuring our factory at Marrickville is in a strong position well into the future. We look forward to the outlook for 2014-2015. Other income is down mainly due to the previous year’s profit on sale of large Sydney based land sale recognised in quarter two. All other income like client fees and planned asset sales have realised budgeted levels.

## OPERATING EXPENSES

People costs remain our largest cost contributor at 79% of total revenue. 2013-14 total people costs were 2% down on prior year due to better labour management and changes to organisational structure. People are our most important resource and ensuring we continue labour strategies will ensure that Achieve remains an Employer of Choice, whilst ensuring continued viability. General operating expenses were down by 9% on previous year mainly due to the changing specific provisions of prior year. The organisation has started to invest heavily with its technology plan with expenditure on prior year increasing 50%. It is expected that technology growth will

continue to ensure the organisation becomes more agile with its reporting whilst endeavoring to maintain growth and retention. Technology will allow for a more mobile workforce and ‘rapid response’ initiatives will further provide enhanced customer experiences as we forge ahead into the new market.



A positive surplus was reported which is a reflection on cost savings and important strategic initiatives undertaken by the organisation as it grows into the future.

## ASSETS

Financial performance indicators remain strong with total asset base growing by 4% to \$43.718m. Cash and cash equivalents closed at \$32.842m which contributes strongly to a working capital base of

\$25.612m. The company is well positioned to pay its debts when they fall due and carries a debt to equity ratio of 0.24. The low debt to equity ratio ensures that the organisation is well supported fiscally as it delivers its long-term strategy of fiscal strength, greater service delivery and capital investment.

## CASH BALANCE

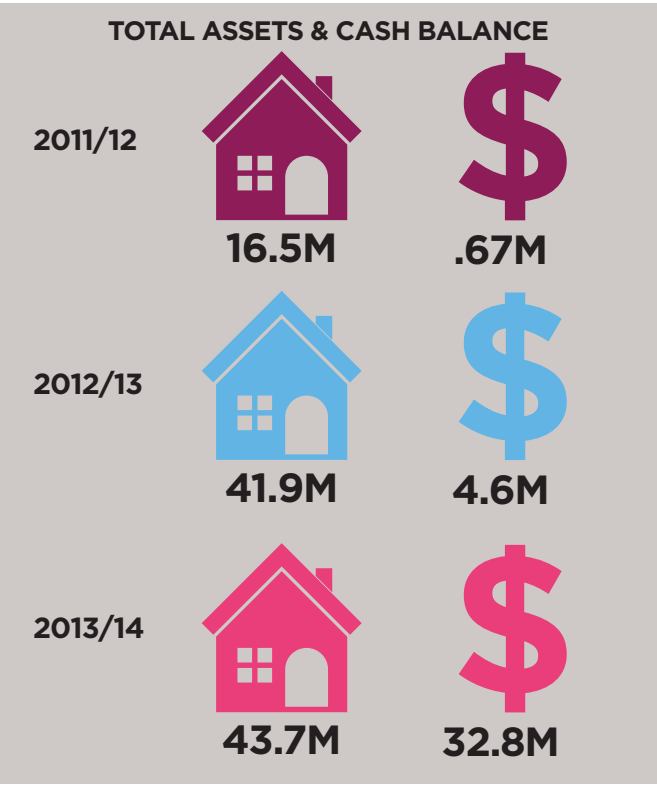
Cash balance from operations have decreased from prior year mainly due to the increased payments to consultants assisting in our long-term strategies. Consultants were mainly engaged in advice for amalgamation strategies including legal, fiscal and human capital investments like organisational structure strategies and cultural workshops to ensure employee engagement as the organisation heads towards a

new market under the National Disability Insurance Scheme. There was also a significant investment of around \$1m for head office relocation and subsequent fit-out costs including greater investment in information and telecommunications infrastructure and support.

The head office relocation was a strong component in allowing us to broaden our brand recognition as we are now competing in a more open market where

recognition is vital. Cash from investments activities are derived from the large land asset sale of December 2012.

Borrowings are well under control with the Westpac loan facility being repaid in current fiscal year as usage of this facility is minimised due to the large cash available through the investment portfolio.





FIVE YEAR FISCAL PLAN

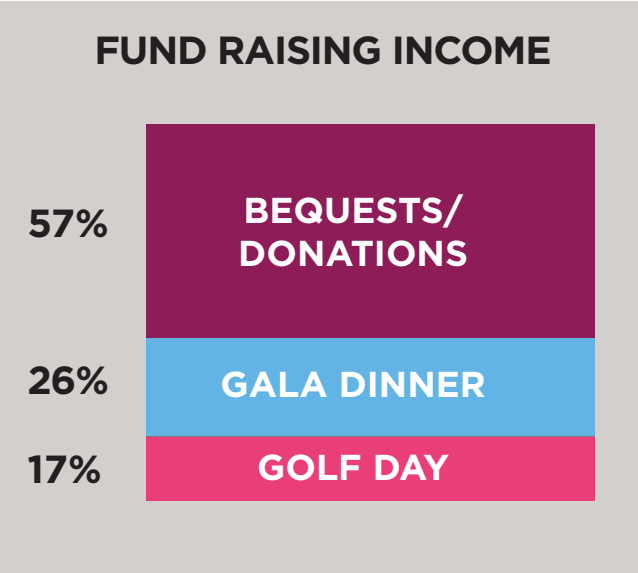
The Organisation now measures its operational and investment strategies under a ‘Five Year’ fiscal plan as endorsed by its Board.

This Plan allows the organisation to be more agile in its decision making capturing return on investment measures which in turn, calculates economic risk. Whilst still measuring monthly forecasts, these often reflect short-term expectation and tactical plans; the long-range projection incorporates the strategic goals of the organisation. Further, business plans include a month-by-month projection for the first year, followed by annual projections going out a minimum of three years. The strategic planning process now accompanies development of the “out year” projections.

FUNDRAISING

The Company undertook fundraising appeals throughout the year and holds an authority to fundraise under the Charitable Fundraising Act 1991 (NSW). Every donation assists us support our customers to lead more independent and meaningful lives in the community. Whilst modest, Achieve’s fundraising capacity and focus is developing and with the introduction of the NDIS we are looking at alternate ways to garner support. Over the year we raised over \$360,000

through fundraising activities. Our fundraising efforts focussed on hosting major fundraising events such as Achieve’s Great Gatsby Gala Dinner and our Annual Golf Day. In addition, for the first time Achieve was one of five beneficiaries of the annual Novus Foundation Gala Dinner held in May 2014 and we hope to continue our involvement in 2015. As we continue to focus on developing our fundraising strategy we will ensure we have the infrastructure to deliver a cost-effective and efficient fundraising program.



Our focus is to deepen our understanding of our activities and efforts whilst building on the foundations already laid and look forward to expanding our thinking in the areas of bequests, developing major gift-giving opportunities, continuing our networking activities with corporate Australia and expanding our online fundraising presence. We would like to thank every person and organisation who assisted us during the last year. Your contribution is highly valued and appreciated and we look forward to your ongoing support and commitment.

OPERATING REVENUE TYPE			
	2013/14	2012/13	2011/12
GOVERNMENT FUNDING	18.61M	18.6M	18.5M
COMMERCIAL SALES	1.35M	1.6M	1.8M
INTEREST RECEIVED	0.65M	0.19M	0.05M
OTHER INCOME	1.9M	28.4M	1.4M

BEYOND FINANCIAL RETURNS

For some time, Achieve has known that through the much needed work we deliver on a daily basis, there are many significant, deep and lifelong impacts it has on the lives on the 500 people we support that have never been measured. We are committed to, in a meaningful way from the outset, build our understanding of our impact. We will work with expert providers to increase both the internal (board and staff) and external (government, sector and business) understanding of such positive impact. We recognise the significance and need for clear and true information, and will ensure we work with leading consultants who specialise in supporting organisations like Achieve gather evidence and knowledge to build social sector capacity to help solve entrenched problems. Through the commencement of the process of measuring the impact beyond financial return or traditional accounting, commonly known as ‘Social Return on Investment’ (SROI) or ‘Social Value’, we look forward to tracking over the long term meaningful outcomes for the people we support. SROI measurement can be a long and extensive process and in recognition we have decided to focus on one program delivering incredible outcomes. Our work initially will focus on the sale of the former Crowle Home in Ryde, and

the devolution of almost 50 people out of the Large Residential Centre. Pivotal to the initial development of the project is to ensure the right approach is applied to the situation.

Applying the SROI framework is no different from any other management and reporting framework and Achieve has worked through its responses to the three overarching questions to answer before the journey to SROI begins.

1. Purpose: What is the reason for doing this piece of work?

- To develop compelling evidence that the program is working, to attract further

investment to address the shortfall of accommodation options

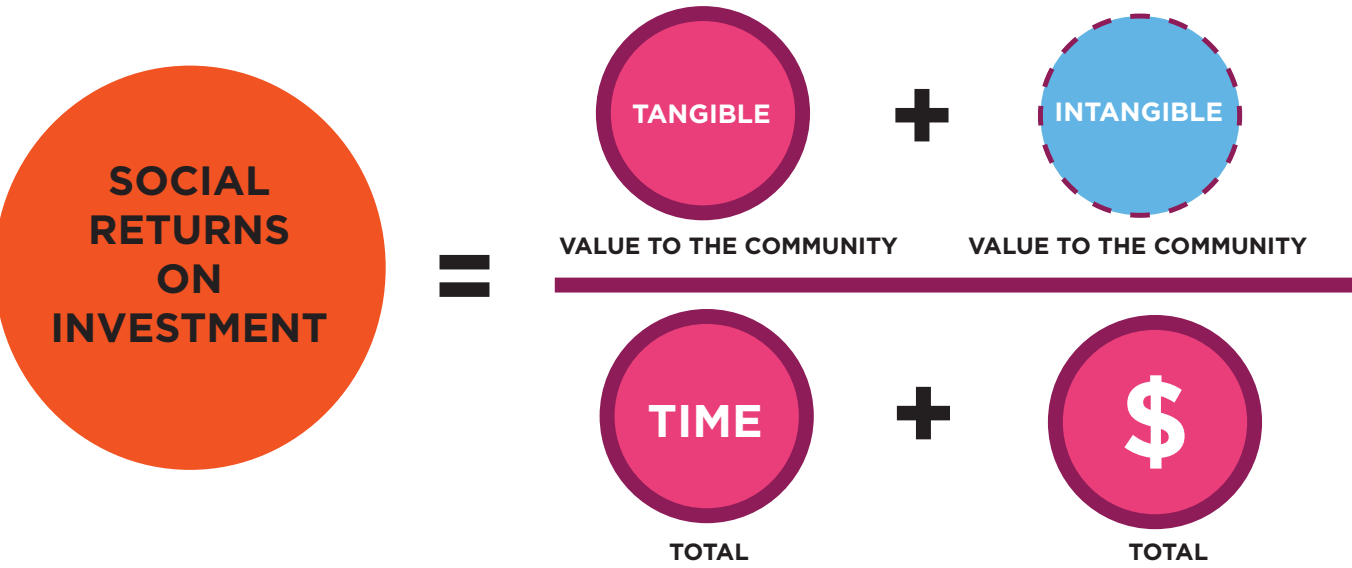
2. Audience: Who does achieve need to share this work with?

- Current Board Directors, prospective funders and partners

3. Rigour: How far does Achieve need to go to get a meaningful answer?

- Sufficient rigour to give prospective funders confidence that the program warrants investment

We look forward to developing the SROI framework and sharing our findings in future reports. For now, for insight into the profound, deep and lifelong impact of Achieve please see Section 9: Our Achievers.





## OUR ACHIEVERS

### ALEX ROUSTON

#### EXPLORING INTERESTS DAILY

Araluen, in Epping, is a place where Achieve supports people to explore their interests, develop their skills, and participate in their communities.

Alex Rouston is a familiar face at Araluen, and is one of over 80 people who regularly attend Achieve's Day Programs.

"Since coming to Araluen, Alex has developed a strong interest in photography," says Achieve's Day Programs Operations Manager, Nathalie Neveu. "He has a keen eye for visual design, and has produced some remarkable images that have been exhibited both here and on our Facebook page to nearly 8,000 fans of Achieve."

Alex is extremely independent and social, and is always making sure that people new to Araluen feel included and welcome.

He has a keen interest in music, and one day hopes to become a professional DJ for dance parties, Christmas parties and other celebrations. He also has good administrative skills, and regularly helps Araluen office staff with filing, photocopying, and other back-office tasks when they get busy.

Alex says that the wide variety of programs at Araluen gives him the choice to do what he wants to do, so that he never loses interest. Some of Alex's favourite choices include dog walking, cooking, gardening, music, bush walking and photography, as well

as technology and computer courses. **"THE STAFF HERE ARE REALLY NICE, AND I GET TO TRY NEW THINGS" SAYS ALEX. "I REALLY ENJOY COMING HERE BECAUSE IT'S INTERESTING AND I CAN BE WITH MY FRIENDS."**



### CHRISTOPHER POOLE

#### PASSIONATE ABOUT HIS JOB

Christopher Poole has been a valued member of the team at Achieve's Commercial Packaging Solutions factory in Marrickville for almost 8 years.

Throughout his employment Chris's confidence has grown with the experience, taking charge and pride in his tasks and workshop duties. Chris works at the factory five days a week and hopes to continue working there for a long time to come.

**"CHRIS TAKES GREAT PRIDE IN HIS ROLE", SAYS CHRIS' MANAGER, LEANNE. "HE HAS A GOOD EYE FOR DETAIL, AND IS ALWAYS ACTIVELY INVOLVED IN CENTRE OPERATIONS."**

Chris has also taken on the unofficial role of team-leader, helping his co-workers to unload pallets, load equipment, and to keep the work area organised and tidy. His primary role is to package vegetables, cutlery and biscuits for the airlines.

Megan Poole, Chris's mother, said having a job has broadened his view of the world, and he's keen to leave for work each day. "The skills he has learnt at work are put to use in everything he does. It makes him feel important and valued," Mrs. Poole said. "He works fulltime hours just like the rest of the family, and he is very proud of what he achieves there each week."

Outside of his time at the packaging Centre, Chris enjoys going to musicals, movies and the markets with his friends.

**"I'VE MADE SOME REALLY GOOD FRIENDS HERE", SAYS CHRIS. "I LIKE HELPING AND DOING MY JOB WELL."**





## PATRICK GAFFNEY

### LIVING LIFE TO THE FULLEST

When the decision was made to close the former Crowle Home in Ryde, Patrick Gaffney had been living there for most of his life.

Today, Patrick Gaffney lives in a duplex in Eastwood, built and owned by Achieve that is platinum-certified by Livable Housing Australia.

Since moving into his Eastwood home, Patrick has embraced his new surroundings, and is diving into community life, regularly attending bowling, line dancing, merrymakers and bocce with the local community and neighbourhood.

**“IN THE LAST COUPLE OF MONTHS WE HAVE REALLY SEEN A BIG CHANGE IN PATRICK. HE IS MORE OUTGOING AND MORE RELAXED, AND HE IS HAPPIER” SAYS MARY ROBERTS, PATRICK’S SISTER.**

Community Living offers people an opportunity to do everything out in the community, with the normality and the routines of each person’s life looking very much like it would look in anyone’s home in the community. Residents are supported to live as independently as possible, learning to cook, garden and take care of themselves in a home environment.

“It’s rewarding to come to work every day and see Patrick in his own home, his own room,” says Social Educator Mili Tuinuku.

Patrick works as a line packer at Achieve’s Commercial Factory in Marrickville, and it has been amazing to watch the changes in him, taking on new ways of doing things and adapting to his new environment.

Marrickville staff report that Patrick has ‘blossomed’ since moving into the duplex, always joking and joyful. He tells them about his family visits, the garden, and how he can make his own cappuccino now. He also tells them about going to bowling

and line dancing with his new neighbours. Community Living Manager Ruchika Mangla says “The idea for life is to live it to its fullest, and now Patrick is really living his life. He is deciding who he wants to go out with, and what he wants to do. He has much more choice in his life, and it is beautiful to see it happening.”

When asked what he likes most about his new home Patrick replied “I like learning to cook for myself.”



## ROHAN MITCHELL

### A VALUED MEMBER OF THE TEAM

Rohan Mitchell first started working with Achieve in June 2012 and is one member of a team of six who are employed in an independent commercial environment, in Sydney’s inner city.

“Rohan is an impressive, positive and enthusiastic member of our team,” said Manager, Mark Rock. “He is placed in three of our social enterprises: Matisse, a multinational paint and clay packaging facility; the Royal Botanical Gardens as a cleaner and sign maintenance worker; and at Achieve’s Unique Social Enterprise in the packing and sorting section.”

At Matisse, Rohan is a reliable and trusted worker, often seen lending a hand to his co-workers, and is highly respected by Matisse management.

**“ROHAN IS VERY ACCOMMODATING AND WORKS HARD,” SAID MATISSE GENERAL MANAGER BRIAN SKIPPEN. “HE IS QUITE SKILLED AT USING SPECIALIZED PLASTIC PACKAGING AND SHRINK-WRAPPER PACKAGING MACHINES, WHICH HE OPERATES EFFECTIVELY AND PRODUCTIVELY. HE IS A GOOD WORKER.”**

Rohan says he loves working at Matisse because he gets to do the most work there. “I really like learning new things, and doing different things every day,” says Rohan.

When working at the Royal Botanical Gardens and at the Unique Social Enterprise, Rohan’s work ethic has also earned him high praise from customers and volunteers. “Rohan is the champion of control and choice for the people we support,” says Mr Rock. “He is one of

our most capable and productive employees in our supported employment scheme. He meets targets, and all our quality assurance requirements, and always makes a good impression wherever he is placed.”





# MAGGIE SU

## WORKING INDEPENDENTLY

Maggie Su has been with Achieve since August 2012 looking for a placement through our job search assistance. She is one of hundreds of people looking for work who have been placed and supported to gain meaningful employment through Achieve's Disability Employment Services (DES).

Maggie began working at Woolworths Eastwood six months ago and her journey with Achieve has been highly successful. Now, after the support and guidance of Achieve's support staff at DES, Maggie now has the professional competence of an independent worker and no longer requires our support.

**WOOLWORTHS EASTWOOD ASSISTANT MANAGER, GUSTAVO BAILLO DESCRIBES MAGGIE AS A 'KEEN WORKER... ALWAYS INTERESTED IN LEARNING NEW THINGS.' HE HAS ALSO STATED THAT MAGGIE IS A 'STAND OUT EMPLOYEE', LEADING THE WAY TO GO OUT OF HER WAY TO ACTIVELY HELP CUSTOMERS. IF ASKED FOR ASSISTANCE, SHE TAKES CUSTOMERS TO THE APPROPRIATE AISLE, AS OPPOSED TO VERBALLY DIRECTING THEM.**

Mr. Baillo describes Maggie's adjustment into the workplace as 'great', saying that you wouldn't know that she had been out of work when observing her work ethic. 'Maggie is hardworking, punctual, and dedicated to customer service'.

Maggie says that Achieve has created employment opportunities for her at a work place she loves. At first, she was a bit stressed about working at Woolworths with 'no experience in retail,' due to working in an office for 10 years. However, now after the support of the DES team and committed Manager, she finds going to work very exciting because she is on her feet and can interact with customers face-to-face.

Maggie says that every day is different and engaging, unlike her experience working in office jobs which involved sitting at a desk in a routine.

Customers often consult Maggie for assistance due to her approachability and that she 'greet them with a smile'. Having hired Maggie himself, Mr. Baillo says he's keen to employ and train people supported by Achieve, and would eagerly do it again.





# FUTURE IMPACT

## HOW CAN YOU HELP ACHIEVE MAKE MORE IMPACT?

Achieve's donors and supporters are invaluable, allowing us to provide a high quality service and support to people with disability and their families.

To ensure that these essential services continue, Achieve needs your support.

For more information, to become a regular giver or to include us in your Workplace Giving Program or to make a donation contact us on **1300 22 44 38** or visit **[achieveaustralia.org.au](http://achieveaustralia.org.au)**







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