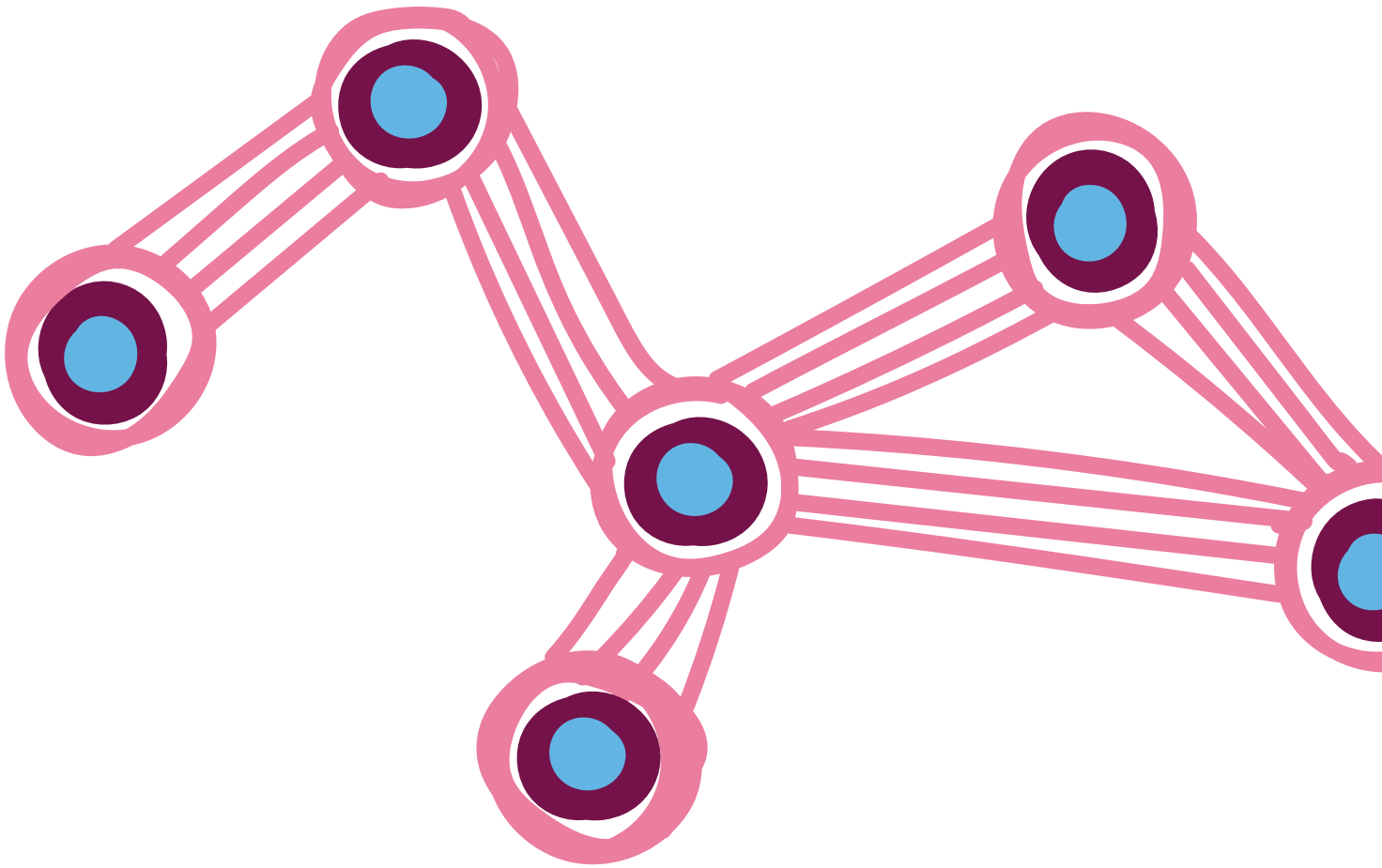




annual report

growth

achieve
australia

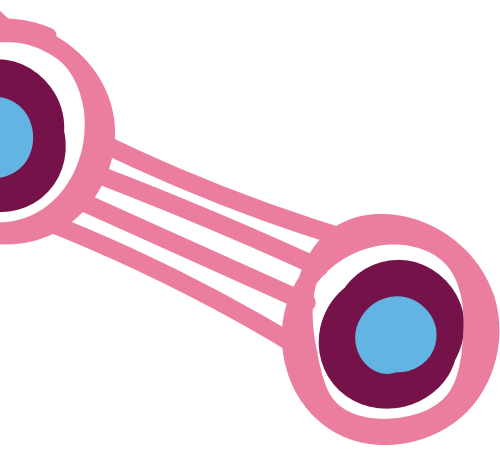


We acknowledge the Traditional Custodians and First Nations Peoples of Australia. We acknowledge that our offices, retail outlets and venues operate on these lands.

As our nation and organisation continues our journey towards reconciliation, it is with great respect we acknowledge all Elders past and present. We acknowledge the enduring connection First Peoples of Australia have with the land past, present and future.

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Welcome

This year was one of significant responsibility for Achieve. As an organisation, we were called on to support more people with higher and more complex needs, while continuing to grow in a way that was safe, stable and sustainable.

Across our homes and services, complexity increased, and with it the importance of careful planning, strong governance and close coordination between frontline, clinical and leadership teams.

Much of our work this year focused on ensuring that the systems which protect people's rights, safety and wellbeing were strong and working as intended. Independent audits and regulatory reviews provided important scrutiny of how decisions are governed, how risks are identified and managed, and how complex supports are delivered in practice. This process reinforced the importance of clarity and consistency, leading to simpler policies, clearer guidance for staff and continued investment in training. It also strengthened our continuous search for better ways to embed the voice of the person with disability in everything we do. These foundations matter, particularly when supporting people whose needs require thoughtful, well-coordinated and sustained support over time.

Achieve also managed growth through planned service transitions that prioritised continuity and stability for the people involved. In the Northern Rivers, Achieve was approached to take on Windara, a long-standing community hub with deep local connections. Supported employees, programs and established relationships transitioned into Achieve, allowing services to continue without interruption and ensuring people remained connected to familiar supports. Other transitions during the year followed the same principles: being present, listening carefully, and supporting people, families and team members through change with clarity and respect.

Community connection and social enterprise continued to play a practical role in supporting our services. Initiatives such as The Sewing Basket contributed not only to social inclusion, but also to tangible improvements in the environments where people receive support. During the year, funds raised supported the development of a new sensory room at Summer Hill House,

improving the experience of people using short-term accommodation during periods of transition or increased support need.

Throughout all of this work, Achieve placed a strong emphasis on presence and engagement. Leaders remained visible in services, families were engaged early and openly in planning, and team members were supported to understand their roles as services evolved. This approach was intended to reduce disruption, maintain continuity of care and provide confidence to the people who rely on Achieve every day.

Overall, the year reinforced Achieve's role as a provider that can support people with complex needs in a way that is safe, well governed and grounded in practice. By focusing on strong systems, deliberate growth and consistent support, Achieve continues to support people to live with dignity, security and as much choice and control as possible.

Kerry Stubbs (left)

Board Chair

Jo-Anne Hewitt (right)

CEO



Our year in review



59

Community homes



32

Apartments



3

Community and lifestyle locations



1

Short Term Accommodation locations



39

Quality champion interviews



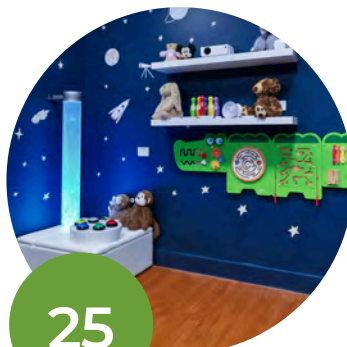
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Number of acquisitions



286

People receiving supported independent living



25

Short Term Accommodation clients



105

People supported through our community and lifestyle programs



1144

Short Term
Accommodation
nights provided



19

Business customers
at AchievAble
Enterprises



106

People receiving
drop-in support



95

Supported employees



1350

Achieve employees



106

People engaging our support
coordination team



113

Volunteers



15,908

Volunteering hours



1868

Support coordination hours



1144

Short Term
Accommodation
nights provided



19

Business customers
at AchievAble
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growth and
transitions



Growing with purpose and impact

Growth matters when it strengthens outcomes for people with disability and supports the long-term sustainability of our services. Achieve’s growth ambition is clear: to strengthen our impact for people with disability by reaching \$200 million in turnover through deliberate, values-aligned growth.

Under the Strategic Plan 2024-26, our focus continues to be on building the financial strength, capability and geographical reach needed to remain sustainable while staying true to our purpose, “social inclusion for people with disability”. Growth is not pursued for its own sake, but as a way to deepen social inclusion, extend opportunity, and support people to live the lives they choose.

Grow and invest our resources to make a difference

This strategic priority is about strengthening how we plan, invest and use our assets and expertise to directly advance our purpose. In practice, this includes defining and implementing an investment strategy that balances financial return with measurable social returns and benefits for the people we support.

Increase our reach for sustainability and impact

Achieve will grow in a deliberate, sustainable way that improves outcomes. This means increasing our focus on supporting people with complex needs, growing our geographic footprint, and diversifying the range of services we provide and our revenue sources, so we remain resilient and responsive as the sector evolves.



Building on a proven model

With our Strategic Plan setting the direction for values-aligned growth, our next step is how that growth happens on the ground. We bring that intent to life through 3 growth modes that provide a clear, repeatable way to scale.



Organic growth

This is where Achieve strengthens and extends what is already working, by expanding established programs and partnerships. In practice, this includes delivering complex Community Participation support, maximising the impact of The Sewing Basket social enterprise model and optimising our investment in Specialist Disability Accommodation (SDA) through the Housing Futures program with Inclusive Housing Australia (IHA) and other SDA partners. Together, these areas represent a practical pathway to reach more people while building on existing capability and brand awareness.

Inorganic growth

Through mergers and Supported Independent Living (SIL)-only service models, we have a pathway to increase impact and to diversify the range of services we provide and our revenue sources. By expanding our reach and strengthening sustainability, we stay aligned to the plan's focus on improving outcomes for people with disability and growing services.

Geographical expansion

By expanding our footprint, we continue to extend our reach into new locations so more people can access Achieve's support. Throughout the year, Achieve responded to several opportunities across Australia to manage transitions that strengthened local communities and ensured services continued to be provided to people in need.

Windara Communities Northern Rivers, NSW July 2024

In the Northern Rivers, we were approached to take on Windara, a community hub with a long local history. 24 supported employees moved across, along with the programs and relationships that mattered to them. For young people leaving school, the introduction of School Leaver Employment Supports opened new pathways that had never existed in Achieve's service mix before.

Photo: Our new office in Queensland, following the transition of Mercy Communities SIL service to Achieve.





**Mercy Community
South East Queensland
October 2024**

In South East Queensland, Mercy Communities sought a provider who could give certainty to people receiving Supported Independent Living and Community Participation. 16 people and 90 new team members joined Achieve. Families asked direct questions about daily routines, safety and the future. Team members needed to understand how the transition would affect their work. These conversations shaped the planning from the beginning, and the result was a smooth transition where services continued without interruption.

**Edenbridge Living
Sutherland, NSW
November 2024**

Achieve worked with Edenbridge Living to open 5 self-contained studios designed for people who need both privacy and safety. The model was built around the idea that housing and support should fit together, not sit side by side. The studios gave the people we support a place to call their own while keeping experienced support within reach.

Our locations





- Wooloowin
- Windsor

● Corinda

Yuggera

Turrbal

● Loganlea

● Coomera

QLD

Bundjalung

Yugambah

NSW

● Casino

What made these transitions work was not scale or speed but being there day to day. Leaders were on site. Families were invited to talk openly. Team members were supported to move across with clear expectations about their roles. We partnered closely with Inclusive Housing Australia and other SDA providers to make sure housing decisions were thoughtful and suited to each person's needs. This practical, person-by-person approach meant people were not left behind in the process. They were supported the whole way. These transitions shaped our growth.

Over the next 4 years, we expect to grow from supporting around 700 people to about 1200.

But this is not growth for growth's sake. It is a response to something real. Communities want providers who can manage complexity with confidence and calm. Families want stability. Team members want to belong to an organisation that listens, plans carefully and provides learning and career opportunities. Our growth reflects those needs.



Supporting people through change

Growth and transition bring change for the people we support, their families and our team. As Achieve expands its reach, supporting people through change remains central to how we work.

Putting people first

Supporting people through change begins with engagement. Our approach places participants, families and team members at the centre of planning, recognising that transitions affect daily life, relationships and routines. Engagement activities such as information sessions, informal gatherings and opportunities for conversation provide space for questions, feedback and shared understanding. Co-designed planning supports clearer pathways through change, ensuring people remain informed and involved as services transition or expand.

Our team's role

Our team plays a central role in supporting transitions. Leadership presence on site helps maintain visibility, consistency and trust during periods of change. Partnerships also play a key role, including collaboration with Inclusive Housing Australia where housing and support are closely aligned. These relationships support coordination across services and help maintain continuity as people move into new arrangements or settings.

Results

This approach is intended to support continuity of service and stability during change, while creating pathways to new opportunities over time. Outcomes may include positive feedback from families and participants, sustained service delivery, and expanded opportunities related to housing, employment and career development as services grow and evolve.



Positioned for the future

Looking ahead, we are preparing for further change across the sector, including the move from Support Coordination to the NDIS Navigator model. Leaving Support Coordination will allow us to focus on the areas where our experience is strongest, particularly complex supports and partnerships that link homes with the right support.

Growth at Achieve has always come from responding to real people at real moments of change. This year showed again that when services need a safe transition, Achieve can provide it. And when communities look for a provider, they can trust long after the transition ends, we intend to be that provider.





leadership in
the sector

Our Leadership In the Sector

Advocacy in disability is often shaped by people who are closest to the challenges but have the least time or energy to fight for change. Families are focused on day-to-day life. People with disability are focused on their own lives.

Team members are focused on safe, consistent support. In the middle of all this, the system continues to shift, and the responsibility to speak up often falls on the organisations that see the whole picture. Achieve stepped into that role this year with a quiet purpose. We wanted to make the system clearer, safer and more predictable for the people who rely on it most.

Our advocacy this year was grounded in the lived reality of the people we support. Many have complex needs, and gaps in the system affect them first. When planning is unclear, their progress stalls. When providers avoid complex work, they lose choice.

When the quality of services varies from one provider to another, their safety is at risk. These are not abstract issues. They shape whether someone feels secure in their home, understood by their support team and confident about tomorrow. This is why the National Disability Insurance Scheme (NDIS) Review mattered, and it is why Achieve took a clear position throughout the year.

The Review called for changes that could make the system simpler and safer. Achieve supported that direction because the people we work with need a system that does not depend on luck or persistence. They need planning that makes sense, supports that match their needs and providers who take responsibility for safe practice.

Photo: Achieve CEO Jo-Anne Hewitt with Professor Bruce Bonyhady, Co-Chair of the Independent Review of the NDIS



Reform in action

Throughout the year, our leadership team worked closely with sector partners to bring these priorities into national discussions.

Achieve contributed to conversations about how people with higher needs would move through the future system, what “good support” should look like and how to make sure evidence guides decisions rather than opinion or convenience.

This work brought Achieve into coalitions with organisations that share similar values. Through forums with Ability First Australia, Alliance20, National Disability Services (NDS) Achieve supported efforts to strengthen safeguards, improve pricing settings for providers who take on complex work and raise expectations for safety and accountability across the sector. Being part of these coalitions mattered because it gave weight to issues that are often overlooked. When organisations speak together, decision makers listen differently, and the people who rely on the system benefit from that unity.





A particularly meaningful space this year was the Australian Disability Dialogue. This national project brought people with intellectual disability into policy conversations through supported, structured participation. For many, it was the first time they had been asked directly about the future of the NDIS in a way that allowed them to contribute fully. Achieve supported this work because policy cannot be built on assumptions. It must reflect the experiences of people who live with the consequences every day.

Inclusion in practice and sector capability

Our advocacy was not limited to national reform. It was also about showing what inclusion looks like on the ground. When MP Donna Davis visited our Sewing Basket store at Newington, she met team members and volunteers who contribute to a workplace that is creative, welcoming and environmentally responsible. Her visit was a reminder that small, local moments can shift public perception as much as national submissions. People see firsthand how employment, volunteering and community connection can change someone's confidence and outlook.

Photo: Donna Davis Member for Parramatta visiting The Sewing Basket hearing about employment, volunteering and community connections.



customer
and practice



Building on practice excellence

Keeping the people we support at the centre of our work meant shifting from designing new practice initiatives to embedding them in everyday support - in how rights are upheld, feedback is managed, and team members are supported to do their work.

Our Customer and Practice team worked diligently to ensure that good practice shows up in everyday support, not just in policy documents. The work centred on providing safe, consistent support and ensuring that team members have the skills and tools to excel in their jobs.

This meant more time in homes and services, more listening to people we support, and more work to simplify systems. The result is that team members could spend less time chasing paperwork and more time with the people they support. It also meant fronting into external scrutiny with confidence, knowing that our systems, training and incident responses were being tested by independent eyes.

NDIS Certification Audit (Stage Two)

This year, Achieve completed the Stage Two NDIS Certification Audit.

Over 5 days, auditors visited 10 sites, met with 25 people we support and their families, and spoke with 30 team members across a mix of homes and programs.

The audit team looked closely at how we uphold people's rights, how decisions are governed, and how we support people with complex health and behaviour needs. They saw our work in High Intensity Daily Personal Activities and Behaviour Support, and how clinical and frontline teams work together in practice, not just on paper.

The results confirmed strong performance in key areas, including:

- Rights and responsibilities
- Provider governance
- High Intensity Daily Personal Activities
- Behaviour support

Achieve's Quality Champions Program was featured as a key point of interest for our Audit team. They were able to see how first-hand feedback from people we support directly feeds into action; with local changes, new training and follow up visits.

NDIS Quality and Safeguards Commission review

In April 2025, the NDIS Quality and Safeguards Commission reviewed Achieve's Support Coordination policies and practice. The review examined how independent our Support Coordination is, how clearly we communicate with participants and families, and how we manage governance and conflicts of interest.

Ahead of the review, the Customer and Practice team worked with Operations to tighten documents, clarify roles and ensure Support Coordinators had simple, current guidance. The aim was to make it easier for coordinators to show how they act in the person's best interests, and how they separate coordination decisions from other services.



Embedding Best Practice

Behind the scenes, this year was focused on joining the dots. The Customer and Practice team brought together clinical, behavioural, quality and customer insight work so that people's plans, risks and feedback link into one clear picture, instead of living in separate systems.

We ramped up our training, with more than 200 team members attending medication management workshops, with further sessions on mental health, catheter care, enteral nutrition, palliative care and health care planning. New e-learning modules on health deterioration, capability assessment and enteral tube insertion were delivered to give team members simple, on-demand refreshers. Clinical Corner webinars covered topics like trauma informed practice and active support and were recorded so teams could watch them when it suited their shifts.

At the same time, policies were simplified. 13 separate health policies were consolidated into a single Health Support Policy, backed by practical guides on restrictive practices, hospital stays, PEG feeding, injectable medicines and more. This gave team members a single, clear reference point when questions arose.

Care Integration Project

The Care Integration Project took this one step further by testing a more coordinated way to record and act on health and risk information. The aim was simple: one reliable picture of each person's health support, instead of fragments spread across forms, emails and local spreadsheets. Teams trialled shared documentation and clearer workflows for follow up. The team members reported it was easier to see what had been done, who was responsible next and what needed escalation.

Quality Champions Program 2025

The Quality Champions Program continued to give people we support a stronger say in how services run. In the program, Champions, many with lived experience of disability, visit people in their homes or programs, ask about what is working and what is not, and report back to Service Coordinators with clear, practical recommendations. Across the year, the team:

- **Completed** first and second interviews across multiple locations

- **Provided** direct feedback to Service Coordinators about strengths and gaps
- **Submitted** Improvement Requests where more formal action was needed
- **Helped** refine the “New to Service” interview process so the people we support can share early feedback in a consistent way.

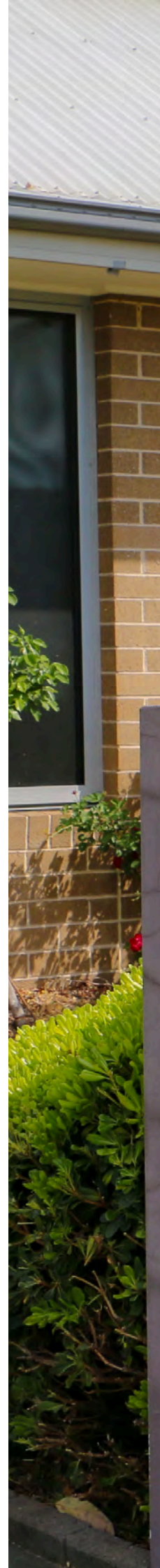
The impact shows up in small but important changes: more support to manage personal finances, new ways to help people keep and build relationships, and clearer follow up when someone raises a concern.

Practice In Action

Diana’s 90th birthday

Diana turned 90 this year, and her celebration became a simple test of what good practice looks like in daily life, not just in audits. At the heart of the day was choice. The Achieve team worked around Diana’s preferences rather than setting the agenda for her, stepping in only when she wanted help and giving her space to enjoy the moment.

It sounds small, but that is the point. When support is done well, it does not take over the day. It makes room for the person to have it their way. Diana was not being managed through a milestone. She was simply celebrating, with support there when she asked for it.





our people

Living our values and celebrating our people

Achieve's purpose has always centred on people, their strengths, their stories and the way we support each other. In 2024-25, our workforce programs and celebrations continued to strengthen that culture of recognition, inclusion and shared purpose across services and corporate teams.

The 2024 STAR Awards were held at The Epping Club and brought together colleagues, Board members, partners and guests. The event opened with a Welcome to Country delivered by Uncle Allan Murray, Chair of the Metropolitan Local Aboriginal Land Council. Uncle Allan spoke of the many First Australian groups

across the nation who remain the traditional custodians of lands that were never ceded.

The awards were hosted by Chief People Officer Angela Johnston. Entertainment was provided by AchievAble Enterprises team member Ben Howard.





Awards were presented across categories reflecting Achieve's values and practice, including delivering on purpose, living inclusion, elevating voices, engaging practice, growing capacity and valuing resources.

Recipients included frontline disability support professionals, clinicians, leaders, volunteers and social enterprise employees from across regions and services.

Employee of the Year was awarded to Isaac Anyimaye Agyeman for his work in championing inclusion and supporting people to build independence, dignity and choice. Team of the Year was awarded to the My Life Seven Hills team for the quality and consistency of their support. The Client Choice Award recognised Dinesh Thapa for the trust he has built with people and families through his approach to care.

The evening also recognised colleagues who have worked at Achieve for 25 years or more, acknowledging their long-term commitment to the organisation and to people with disability.





Investing in our workforce

Over the past year, Achieve continued to listen to team members and strengthen wellbeing support. This included the 2025 Employee Engagement Survey, named Voices of Achieve and a strengthened Employee Assistance Program so people could access confidential support when they needed it.

Employee Engagement Survey 2025

The 2025 Employee Engagement Survey provided a clear checkpoint on how people are feeling at work. With strong participation at 78 percent and an overall score of 3.94, the survey highlighted both areas of strength and where teams want to see change. These results are now informing a detailed action plan to guide improvements over the next 12 months, ensuring feedback translates into visible, localised action.

Voices of Achieve (VOA)

Alongside the survey, the Voices of Achieve (VOA) sessions continued to give team members structured opportunities to speak openly about their experiences. Insights from these conversations are already shaping local initiatives, new team rituals and more tailored communication approaches.

New Employee Assistance Program (EAP)

Supporting psychological safety and wellbeing remained a priority. In July 2024, Achieve launched a new Employee Assistance Program with Converge International, offering confidential short-term coaching and counselling for team members. The service is available to all employees and covers personal, emotional, financial and workplace concerns, including stress, sleep, conflict, grief, relationships and career questions.

Growing Capability and Looking Ahead

During 2024-25, Achieve continued to invest in workforce capability, building on the leadership and training foundations established through FranklinCovey.

Teams focused on strengthening practical skills and coaching, and on making everyday leadership consistent, simple and clearly aligned with Achieve's values. This continuity supported stronger team communication, clearer expectations and more confident people managers across services and corporate functions.

Inclusion remained central to this work. Progress continued against the Disability Inclusion Action Plan 2024-27 and Achieve's Disability Confident Recruiter commitments, with these frameworks guiding recruitment practices, onboarding adjustments and workplace

design. Together, they are helping ensure that belonging is built into every stage of a team member's experience, from first contact through to ongoing development and career progression.

Looking ahead to 2025-26, Achieve will continue strengthening the foundations of wellbeing, belonging and leadership development across the organisation. The focus will remain on creating a workplace where people feel supported, respected and able to grow, with capability-building, inclusive practices and targeted wellbeing supports integrated into everyday work and leadership.





Inclusion and reconciliation



Reconciliation in action

Reconciliation remained a central part of Achieve's inclusion work in 2024–25, with a focus on strengthening relationships, creating culturally safe spaces and ensuring Aboriginal and Torres Strait Islander peoples are respected and represented across the organisation.

In January 2024, Achieve's Reflect Reconciliation Action Plan (RAP) was formally accredited by Reconciliation Australia, recognising our commitment to genuine, long-term reconciliation. The RAP was launched through two connected events, a gathering at Araluen and an online launch for team members across NSW. Both events opened with a Welcome to Country and created opportunities for the people we support and the Achieve team to share reflections, artwork and stories, setting a warm and grounded tone that highlighted the importance of culture and identity in daily practice.

Artwork Story

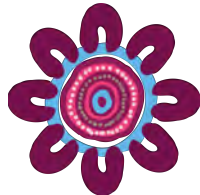
The artwork, “Lives Lived” by talented Aboriginal artist and designer Elaine Chambers-Hegarty, tells the story of Achieve Australia’s commitment to reconciliation, belonging, and support. It reflects the shared journeys of clients, staff, and communities, united under Achieve Australia’s vision of inclusivity, cultural safety, and continuous learning.

At its heart lies a central circle, symbolising Our People - the clients who form the foundation of Achieve Australia. Surrounding yarning circles represent the broader community and the

collaborative spirit that drives the organisation, highlighting how Achieve brings people and groups together to achieve shared goals of care and empowerment.

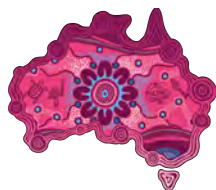
Implementation of the RAP has been guided by a dedicated RAP Working Group. Throughout the year, the group led lunch and learn sessions, supported National Reconciliation Week activities and helped keep attention on the actions Achieve has committed to. These activities have supported the Achieve team to build their understanding of Aboriginal and Torres Strait Islander cultures and to reflect practically on how reconciliation is embedded in everyday work.

Key commitments



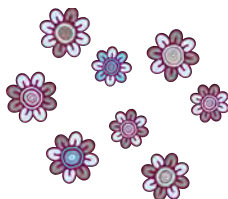
Launch cultural awareness training

For all staff and host community yarns in Sydney and the Northern Rivers.



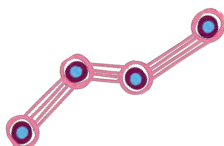
Embed Acknowledgement of Country

In every major event and document and commission First Nations artists and performers wherever possible.



Lift First Nations employment

Beyond the current baseline of nine employees through targeted recruitment, mentoring and traineeships.



Track RAP progress

Each quarter and publish a public report card.

Embedding Disability Inclusion

During 2024-25, Achieve took a more structured approach to disability inclusion across its workforce, services and sites through the launch of its Disability Inclusion Action Plan (DIAP).

Shaped directly by people with lived experience, the DIAP sets out how Achieve will remove barriers and strengthen equity in the years ahead. At the launch, speakers Katie Kelly and Liam Ogden shared candid reflections on access and opportunity, underscoring that the plan is about practical change, not just commitments on paper.

With the DIAP organised around 3 pillars; People, Places and Voices. Together, they guide how inclusion is built into everyday work.

People: Focuses on recruitment, training and capability development so that accessibility and equity are addressed from first contact through to ongoing employment.

Places: Centres on accessible environments, safe spaces and universal design; a recent dignified access review at Araluen provided clear recommendations for signage, lighting, sensory design and circulation, giving Achieve a roadmap for future upgrades at that site and others.

Voices: Strengthens the way Achieve listens to people with disability and acts on what they say, embedding lived experience into decision-making and service design.

The DIAP and RAP are being implemented in parallel. One focuses on disability inclusion and the other on reconciliation, but both are anchored in a shared goal: ensuring people experience fairness, dignity and belonging whenever they connect with Achieve.





a achieving impact

Achieving impact through our strategic plan

This year, Achieve moved into Year 2 of the 2024-2026 Strategic Plan. This meant strengthening the foundations of our practice and governance, building a workforce aligned to the ambition of the plan, and ensuring the voices of people with complex needs shape how we work.

That work is a side of Achieve that most people never see. It happens in the conversations our team has at handover; in the notes they write late at night and in the decisions, they make when someone's needs change. This background work affects how safe and supported people feel every day. Over the past year, Achieve put a lot of effort into this part of the organisation so that support is organised, consistent and shaped around each person, no matter where they live or who is on shift.

Delivering our Practice Framework

A major part of this was continued work to develop our Practice Framework, moving from co-design into implementation, alongside work to develop our Practice Charter and prepare a practical toolkit for our team. Put simply, we focused on the systems, habits and shared expectations that shape what support feels like every day.

The framework sets out what good support looks like across Achieve. Our team, people with disability and families helped shape it. They spoke about what helps people feel listened to, what

creates stress and what makes a day go well. Those views now sit at the centre of the framework. At the same time, we reviewed the Practice Charter and began building a simple toolkit. The toolkit is there to help our team make good decisions in everyday situations, not just read about practice in a document.

This matters because it makes expectations clear. Our team understands what Achieve expects in day-to-day support. Families can see what Achieve stands for in how support is described and delivered. People with disability can feel confident that support will be consistent, no matter who is on shift.



Connect Project

Alongside this, we continued work on the Connect project, which is about how information is kept and shared. The focus has been on how our team records updates, how changes are passed on and how they can quickly find what they need to know about someone. The changes include tidying up record-keeping, cutting down double entry and making sure important details are easy to see when decisions need to be made.

These improvements may not be visible from the outside, but they have a direct effect on people's lives. Clear notes mean fewer mixed messages. Better handovers mean people are not asked to repeat their story again and again. When the whole team has the same picture, they can plan together and respond in a way that fits the person's needs.

Disability policy is shifting across Australia. Governments are asking providers to show how they make decisions, how they keep people safe and how they check that support is working. By lifting the quality of our practice and our record-keeping now, Achieve is getting ready for these changes without losing sight of the person in front of us.

As we continue with our Strategic Plan, the direction is clear. We will keep refining the Practice Framework, keep building our team's shared way of working and keep improving the tools they rely on to stay informed. For the people we support, this will be felt in small but important ways: more consistent days, fewer surprises and a stronger sense that the organisation around them is paying attention and planning ahead.

Strengthening Culture and Governance

Achieve continued to build a strong organisational culture and governance foundation this year, focusing on leadership capability, inclusive decision-making and long-term sustainability. Our work centred on strengthening how we lead, how we engage with our community and how we ensure our structures, systems and investments reflect our purpose and values.

Ways of Working Project

This year's Ways of Working project brought Achieve's leadership team together for a dedicated retreat led by Cathy Burke. The session focused on connection, clarity and the behaviours needed to lead in a fast-changing disability landscape. Leaders explored collaboration, decision-making and what it means to create a workplace where people feel trusted and supported.

The next phase of the project is now underway with Dr Beatrice Hofmeyr, who is supporting leaders to embed these behaviours and sustain these changes over time.

The leadership development programs, the Accelerator and Leaders Circle, align closely with this work, giving emerging and current leaders a shared foundation for growth.

Membership Project

Achieve also advanced its membership review, focusing on inclusive governance and community representation. A working group, including people with lived experience, examined Achieve's membership structure and brought recommendations to the Board in June 2025.

Investment and sustainability strategy

Achieve's investment and sustainability approach continued to be guided by two key pillars: financial sustainability and social value.

The organisation aims for a 3-5 percent surplus over the medium term which will be reinvested in improving services and outcomes for people with disability while ensuring decisions strengthen long-term community impact.

Embedding Sustainability and Advocacy

This year, Achieve completed its first Environmental, Social and Governance (ESG) materiality assessment and developed a formal ESG Strategy with support from Henrietta Ardlie from One Brave Step.

We also continued our work to expand inclusion and employment opportunities. This included progressing actions in our Disability Inclusion Action Plan and advancing the TAF Disability Employment Catalyst program, both aimed at improving access to

meaningful work for people with disability.

Achieve's advocacy efforts grew stronger throughout the year, contributing to important sector reform discussions and reinforcing our commitment to rights, access and quality for the people we support.

As we move into the next phase of our Strategic Plan, our focus will be on maintaining momentum, strengthening leadership capability and continuing to build an organisation defined by purpose, inclusion and community.

be a
change
maker





the sewing basket



Community, creativity and purpose

This year, The Sewing Basket continued to be a place where community, creativity and purpose meet. Every item donated, sorted and sold supports meaningful employment for people with disability while keeping quality materials in circulation and out of landfill. Together, volunteers, supported employees and loyal customers helped deliver another strong year of activity and impact.

Across all stores, foot traffic remained steady, with around 50,000 customer transactions during the year.

Driven by people who value affordability, sustainability and supporting a social purpose. Almost a third of customers have been with The Sewing Basket for more than five years, while one in five discovered it in the last 12 months; a sign that increased social media presence and word of mouth conversations continue to bring new makers and crafters through the door.

Behind the scenes, the team processed donations at scale, keeping materials in use rather than becoming waste. This work was supported by 91 volunteers who contributed 15,884 hours, alongside 13 supported employees working a combined 7,824 hours across the year.

The year also included two large community sales and several specialist events that brought new audiences into the fold. The first Big Basket Sale in May 2024 helped fund the new sensory room at Summer Hill, while preparing for the second Big Basket Sale in October 2025 designed to attract strong community turnout.

Community and People

The Sewing Basket is shaped by people; the volunteers who give their time, the supported employees who build skills and confidence through their work, and the customers who return because they feel welcome and included.

Volunteer Stories

Volunteer feedback during the year reflected a strong sense of connection and pride. Many spoke about the satisfaction of helping beginners take their first step into sewing or knitting, and the confidence that grows from those interactions. As one volunteer shared, "Helping someone begin their crafting journey is incredibly rewarding. They leave smiling; happy, confident, and no longer intimidated by something they once thought was difficult." Others highlighted the importance of purpose, belonging and feeling heard: "As a former teacher of students with special needs, I'm grateful my observations on how to support our workers are listened to. It makes me feel valued."

Supported Employees

Supported employment remained at the heart of The Sewing Basket model. Supported employees continued to develop skills in sorting, colour matching, customer service and store presentation, while contributing to a workplace that recognises and builds on their strengths. Individual comments captured this sense of growth: "My job makes me feel happy, confident and accomplished," and "I like working because my manager tells me I have a good eye for colour."

Partnerships and events

Community partnerships and events also played a key role in extending impact. Throughout the year, The Sewing Basket worked with charities, councils and community groups to provide affordable materials for local projects, while event participation broadened its reach and raised awareness of sustainable crafting and inclusive employment.

Impact and What's Next

Environmental impact remained a key outcome of The Sewing Basket during the year. Each year, the enterprise sorts and sells around 160 pallets of donated items, preventing an estimated 80 tonnes of CO₂ emissions - roughly equivalent to the annual electricity use of 50 households. These are materials that would otherwise be discarded; instead, they are kept in circulation, supporting affordable craft, upcycling and creative projects across NSW.

The social impact is equally clear. People with disability gain meaningful paid work, volunteers build community and connection, and customers know their purchases contribute directly to Achieve's mission.

Looking ahead, the team is exploring new ways to grow sustainably; from strengthening donation supply chains to improving store layouts and expanding partnerships that support environmental and social outcomes.

The Sewing Basket continues to demonstrate what inclusion looks like in practice: people working together, creating together and supporting a circular model that benefits the whole community.

It remains one of Achieve's strongest examples of sustainable employment and social enterprise in action.





achievable
enterprises

Meaningful employment for people with disability

AchievAble Enterprises continued to support meaningful employment outcomes for people with disability. During the year, four new supported employees joined the team, contributing to a diverse and inclusive workplace.

The AchievAble team also recorded the highest engagement score across Achieve, reflecting a strong and positive work culture.

Rohan's employment journey is a clear example of the impact of supported employment. Over 12 years with AchievAble, including significant time at Matisse Derivan, Rohan developed strong workplace skills with consistent staff support. In 2024, he completed a Certificate III in Process Manufacturing, building both skills and confidence. In January 2025, Rohan successfully transitioned to permanent full-time employment directly with Matisse Derivan. His progression demonstrates how supported employment can create genuine pathways into open employment.

Customers and partnerships

AchievAble provided services to 19 commercial customers during the year, including five new business partners. Existing partnerships continued to strengthen, supporting stable and sustainable supported employment opportunities and delivering value for customers while creating meaningful work for supported employees.

Priorities for 2025–26

Looking ahead, AchievAble will focus on expanding supported employment opportunities through stronger commercial partnerships. Priorities also include improving operational sustainability, maintaining a positive workplace culture through regular engagement activities, and supporting ongoing skill development and confidence through on-the-job coaching.

Photo: AchievAble employee Ben Howard makes a valuable contribution to the standard of our service and team culture.



windara
communities

Supported employment, a part of everyday community life

Windara Communities joined Achieve on 1 July 2024 and continued operating as a supported employment site that is part of everyday community life in the Northern Rivers. Windara provides people with disability with regular, public-facing work across horticulture, hospitality and event operations, alongside ongoing interaction with the local community.

Across the year, Windara played an active role in community life.

In August 2024, a major plant sale brought more than 1,700 people to the site in a single day.

With supported employees contributing to the preparation, delivery and customer experience. Community events followed, including the Halloween Spooktacular Maze in October 2024 and a Long Table Dinner held at Windara as part of the Northern Rivers Harvest Festival in May 2025.

Windara's function centre and gardens also hosted weddings and other events throughout the year, with supported employees contributing to the work that enabled these occasions. Through this ongoing activity, Windara continued to be recognised locally as a place that contributes to community life while providing meaningful employment for people with disability.

Photo: Benny at Windara has all the customers smiling.



the achieve foundation

Driving employment innovation

The Achieve Foundation, established as an independent entity to drive research and innovation, continued its work to remove barriers to inclusion in everyday life.

Building on the previous year's establishment of the Disability Employment Catalyst and Changing Attitudes program, the focus shifted to testing these ideas in communities, strengthening sector partnerships and preparing for disability-led structures that can function independently and consistently over time.

Rocket Careers - a forward-facing, disability-led brand

During the year, the Foundation progressed Rocket Careers as the public-facing brand for the Disability Employment Catalyst. The Catalyst is designed to connect all the key players required to improve disability employment outcomes: employers, education and training providers, community organisations and employment services. Creating a brand like Rocket Careers enables people with disability to distinguish this separate, integrated pathway from other services. The appeal of the pathway model demonstrates that the Catalyst does not expect job seekers to work through

fragmented systems on their own.

A core part of the work has been developing the Rocket Careers brand and messaging based on market research, to understand how job seekers with disability respond and what supports they are seeking. The Rocket Careers brand would also represent a future disability-owned entity, carrying the Catalyst's work forward. This entity is intended to be led and run by people with disability, for people with disability. As Foundation CEO Kirsty Nowlan noted, "Rocket Careers is an exciting intervention into the disability employment market. It represents an idea that is owned and will be led by people with disability."

In the coming year, the Foundation will run a brand awareness campaign for Rocket Careers, testing how job seekers with disability respond to the brand and using Rocket to attract more talent into roles across the disability services sector.

Building a model for inclusive employment at scale

Disability Employment Catalyst (DEC) Changing attitudes as part of Australia's Disability Strategy

A key priority was building a model for inclusive employment at scale. The Disability Employment Catalyst (Catalyst) remained the Foundation's flagship project, aimed at creating open employment opportunities for people with disability, starting with roles in the disability services sector and providing a model that can be replicated more widely.

Over the year, the Foundation convened 23 organisations; including board members and CEOs or their representatives, to explore the role of governance and executive leadership in driving inclusive employment.

To continue supporting our Catalyst partners, the Foundation funded dedicated staff members at Achieve and Life Without Barriers to deliver on Catalyst outcomes by contributing to workplace adjustment initiatives, exploring manage practices and progressing DIAP-aligned work. This strengthened engagement means more organisations are now prepared to examine their own recruitment practices, workplace adjustments and career pathways, rather than treating disability employment as a separate program.

During the year, the Foundation's work on community attitudes took an important step forward with an Australian Government grant to lead work in the Changing Attitudes domain of Australia's Disability Strategy. The grant will fill a vital gap in current evidence of how to promote more inclusive attitudes to disability that shift the way we think, feel and act.

Under this initiative, the Foundation is undertaking new, world-class research into Australian attitudes towards disability and identifying the mindsets and narratives that sit behind exclusionary behaviour. It is also developing practical tools to help organisations change how disability is spoken about in workplaces, schools and community settings.

The aim is to build on earlier reframing research and move into a phase where language, stories and messages can be tested and applied at scale, so that shifts in attitudes lead to real changes in everyday behaviour and inclusion.



Sharing stories and building a wider movement

To support its role as a field-building intermediary, the Foundation increased the visibility of its work during the year, using channels such as its LinkedIn page to share snapshots of projects, partnerships and lived-experience leadership.

Across employment, workplace inclusion and community attitudes, The Achieve Foundation remained focused on a single goal: using research, collaboration and disability leadership to remove barriers to inclusion, so that people with disability can participate fully in work and community life.



Photo: Disability sector leaders at The Achieve Foundation's Inclusive Employment Leadership Summit



inclusive
housing
australia

Partnering with Inclusive Housing Australia

Partnering with Inclusive Housing Australia (IHA) to increase the availability of Supported Independent Living

Our continued work with Inclusive Housing Australia (IHA) kicked off in July 2024 with the announcement of the successful joint tender for the acquisition of housing disability services from Mercy Community Services in Queensland.

Achieve partnered with IHA to win the bid to transition services for 16 people in homes in South East Queensland.

IHA acquired the housing assets, making the tender a success for both organisations.

Our collaborative tender detailed how Achieve would deliver services and IHA would manage the properties as part of separate arrangements to best serve people and support their right to choice and control.

IHA also made the commitment to develop several associated sites to increase the availability of disability accommodation in South East Queensland. This development is set to commence in late 2025 for completion in early 2027.

Other IHA projects of particular interest to Achieve during the year included work on the construction of homes in Blacktown in Sydney's west. The work comprises two homes featuring three bedrooms each and a one-bedroom villa. People will move into these homes in mid 2026.

In the Northern Rivers town of Casino, IHA continued work on developing homes for 10 people with disability who will be supported by Achieve. Located close to the town centre and community facilities, the homes will feature wide doors, automatic slide doors and adjustable kitchens. These homes are set to be available from late 2026.

History of IHA

Achieve developed the concept for IHA in 2017 to address a sector wide shortfall in affordable accommodation for people with disability. Achieve partnered with Leftfield Social Housing to bring the model to market in 2020 based on our shared belief that inclusion for people with disability starts at home.

Achieve remains a shareholder with a seat on the IHA Board. Both organisations operate separately, which enables each to work with other SDA and SIL providers.

During the year, a partnership was established between IHA and Lighthouse Infrastructure. Announced in June 2024, the partnership enabled IHA to increase delivery of new housing projects and more purpose-built quality SDA in inclusive communities. Lighthouse Infrastructure is a leading institutional investor in SDA, having first invested at scale in 2018.

In partnering with Lighthouse Infrastructure, IHA plans to work with government agencies and SIL providers.

The Crowle Estate at Meadowbank is also part of our shared history. IHA owns 22 platinum level apartments within the estate and Achieve delivers SIL services to the people living in these apartments. The development was constructed on land donated to Achieve's founders in the 1950s and where the original Crowle House was built as a school and accommodation for young people with intellectual disability. Crowle House remains on the site to this day.

In late 2013, Achieve divested of Crowle House and the land. This set Achieve on the path of financial sustainability while paving the way for more fit-for-purpose accommodation to be built for people with disability.





financial sustainability

Finance

Achieve has a long history of operating within the disability environment, providing excellent outcomes for the people we support.

The past year ending June 2025 has continued that trend. We have completed the second year of our 3-year strategic plan and are successfully delivering on a broad range of initiatives.

Growth continues to be a focus for Achieve, and we have successfully integrated two additional businesses into our operations during the year, firstly the Windara business in July 2024 to further Achieve's ability to deliver tailored disability services in the Northern Rivers region, and secondly the acquisition of Supported Independent Living services from Mercy Community Services SEQ Limited in October 2024, with this being our entry into the South East Queensland market.

Revenue has grown by almost \$10M from the prior year

We will continue to consider growth opportunities into the new financial year.

The NDIS is in a period of reform, with the environment for providers proving to be complex. The NDIA has begun implementing major pricing and policy changes. Economic sustainability in the industry is proving challenging, and extensive industry data provides evidence that the existing NDIA Disability Support Worker Cost Model is flawed and is not delivering the intended outcomes. This together with challenges in the Workers Compensation space, has resulted in the majority of providers operating at losses.

Achieve has various strategies in place to turn around the loss we incurred in the June 2025 year but will also be relying on critical government policy changes to address some of the current industry challenges. The strong balance sheet that has been built over many years allows us to continue operating successfully in all ebbs and flows of a complex industry.

Statement of profit or loss and other comprehensive income

For the year ended 30 June 2025

	Consolidated	
	2025	2024
	\$	\$
Revenue		
Revenue from contracts with customers	121,423,152	111,379,222
Income recognised under AASB 1058	516,320	192,100
Investment income and fair value movements	2,935,041	4,329,018
	124,874,513	115,900,340
Expenses		
Employee benefit expense	(96,105,835)	(86,709,422)
Client support services	(777,317)	(350,163)
Depreciation and amortisation expense	(2,273,530)	(2,026,007)
Rent expense	(204,839)	(372,347)
Motor vehicles expense	(578,697)	(558,488)
Consulting and professional fees	(2,452,862)	(2,933,257)
General operating expenses	(15,105,223)	(10,638,362)
Agency expense	(11,754,596)	(11,296,113)
Impairment of goodwill	(532,992)	-
Interest expense on lease liability	(141,262)	(134,313)
	(5,052,640)	881,868
Operating surplus/(deficit)		
Share of (loss)/profit from equity accounted investments	52,748	(425,823)
	(4,999,892)	456,045
Surplus/(deficit) for the year attributable to the members of Achieve Australia Limited		
Other comprehensive income		
<i>Items that will not be reclassified subsequently to profit or loss</i>	(116,851)	(202,772)
Actuarial gain on defined benefit plans		
<i>Items that may be reclassified subsequently to profit or loss</i>	521,212	600,000
Gain on the revaluation of financial assets at fair value through other comprehensive income		
	404,361	397,228
Total comprehensive (loss)/income for the year attributable to the members of Achieve Australia Limited	(4,595,531)	853,273

Achieve Australia Limited

statement of financial position

as at 30 June 2025

	Consolidated	
Assets	2025	2024
	\$	\$
Current assets		
Cash and cash equivalents	11,161,045	7,120,257
Trade and other receivables	3,442,197	6,650,155
Investments accounted for using the equity method	3,991,970	-
Contract assets	1,173,371	3,056,076
Other assets	1,310,334	1,075,624
Total current assets	21,078,917	17,902,112
Non-current assets		
Investments accounted for using the equity method	412,703	4,517,581
Financial assets at fair value through profit and loss	28,289,455	25,623,169
Right-of-use assets	2,990,155	3,720,161
Property, plant and equipment	9,879,528	9,396,517
Other assets	74,343	68,023
Total non-current assets	41,646,184	43,325,451
Total assets	62,725,101	61,227,563
Liabilities		
Current liabilities		
Trade and other payables	12,592,319	7,764,874
Contract liabilities	1,705,184	1,653,125
Lease liabilities	1,607,679	1,609,660
Employee benefits	13,872,977	12,928,616
Total current liabilities	29,778,159	23,956,275
Non-current liabilities		
Lease liabilities	1,471,453	2,188,592
Employee benefits	3,427,046	2,720,225
Total non-current liabilities	4,898,499	4,908,817
Total liabilities	34,676,658	28,865,092
Net assets	28,048,443	32,362,471
Funds		
Acquisition reserve	281,503	-
Asset revaluation reserve	4,786,800	4,265,588
Accumulated funds	22,980,140	28,096,883
Total funds	28,048,443	32,362,471

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Epping NSW 2121

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Casino NSW 2470

Seven Hills

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197 Prospect Highway
Seven Hills NSW 2147

South East Queensland

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2728 Logan Road
Eight Mile Plains QLD 4113

Haberfield

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Haberfield NSW 2045

Como

6-8 Taplan Street
Como NSW 2226

Windara

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Casino NSW 2470

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Balmain NSW 2041

Caringbah

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Caringbah NSW 2229

Kincumber

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Kincumber NSW 2251

Newington

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Newington NSW 2127

AchievAble Enterprises

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