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ABOUT THIS REPORT



The Achieve Australia Annual Report 2016-17 provides a summary of our operational and financial performance during the 2016-17 financial year. It also tells the stories of the people we support, families and guardians – and particularly our staff members who are experts in the everyday details of supporting people with disability to live extraordinary lives.

Acknowledgement of Country

Achieve Australia would like to acknowledge the Wattamattagal people who are the traditional custodians of the land on which this organisation is based. We would also like to pay our respects to Elders past and present of the Darug nation, and we extend that respect to all other indigenous peoples.

Objectives of this Report

To assess the performance of Achieve Australia by measuring our outcomes for the financial year 2016/17 against the targets set in our Strategic Plan 2016-19.

Audience for this Report

This report has been compiled to address the information needs of the following stakeholders:

- People with disability who choose to live in Achieve Australia community homes and accessible apartments, and access our supports and services.
- Families, friends and guardians of people we support.
- Local, State and Federal Government partners.
- Individuals and organisations who partner with Achieve Australia to develop and deliver accommodation and services – including primary and allied healthcare providers, other disability services and accommodation providers.
- Academic institutions and research partners.
- Private sector partners who contribute cross-sector skills and expertise.
- Employees of Achieve Australia who manage, develop, support and deliver our services.
- Communities in which our homes, accessible apartments, service centres and offices are based.

Our Vision

Social inclusion for people with disability.

Our Mission

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

Our Values

Inclusiveness

- Involve people in decisions
- Being open and listening
- Respectful behaviours

Stewardship

- Lead by example
- Repress ego
- Think beyond yourself
- Sustainable behaviours

Extra Ordinary

- Push yourself to be all you can be
- We don't accept what it is, we explore what it could be

Ethical

- Follow policies
- Deliver on promises
- Respect confidentiality
- Stand up for what is right

Signature Behaviours in our workplace

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

Achieve Australia's Strategic Focus for 2016-18 is:



1. SERVICE READINESS AND INNOVATION

- Lead advancements by influencing social policy positive change in the disability sector and related aspects of health, community services, housing and ageing.
- Continually improve levels of satisfaction among people we support, families and carers.
- Deliver, expand and innovate progressive accommodation solutions that include people with disability in communities.
- Deliver, expand and innovate services for personal development and fulfilment
- Innovate and deliver a selection of holistic support services for the physical, emotional and financial wellbeing of people with disability.



2. LEADERSHIP IN HOUSING SOLUTIONS

- Share knowledge with public and private housing providers to advance the availability and quality of accommodation and housing supply for people with disability.
- Provide leadership in Creating a Home by developing and publishing best-practice guidelines for cutting-edge advances and services for accommodation support.
- Inspire innovation in Building a Home by creating and publishing best-practice guidelines for disability housing builds, fit-outs and technology support that will affordably enhance independence and quality of life.
- Creating and implementing a master plan for Achieve affordable housing supply.



3. BUSINESS EXCELLENCE AND CONTINUOUS IMPROVEMENT:

- Drive and sustain an evidence-based approach to product and service development.
- Develop our team through global learning initiatives, workforce development, recruitment and retention.
- Ignite an intentional workplace culture of innovation and collaboration.
- Plan and implement ICT systems and practices that will improve efficiency and deliver a superior experience for people we support.
- Build and implement a transparent framework of operational accountability and governance.



4. SUSTAINABLE GROWTH AND NEW HORIZONS

- Review the fiscal health of operations and refine the direction of service and product offerings, and the allocation of Achieve's resources.
- Demonstrate Achieve's intrinsic value to customers and stakeholders by measuring and improving social impact – Social Return on Investment (SROI).
- Undertake marketing strategies to build awareness of services and accommodation solutions, and underpin revenue targets.
- Implement a merger and strategic amalgamation strategy to drive synergies which advance all parties and benefit the people we support.
- Develop and implement strategies for fundraising, tender submission and volunteer support that are aligned to operational, social and fiscal objectives.

In this report, Achieve Australia measures its performance against our Business Plan for 2016-17 that aligns with the 2016-2018 Strategic Plan.

STRATEGIC FOCUS



ACHIEVE AUSTRALIA IN PROFILE

Achieve Australia is a for-purpose community organisation which is a leader and innovator in providing disability accommodation and disability support services. Our vision is to achieve social inclusion. Our mission is to deliver on the right of people with disability to achieve meaningful and valued lives.

Achieve is a company limited by guarantee, governed by a voluntary Board of Directors. It is subject to the Corporations Act 2001 (Cth) and administered by the

Australian Charities and Not for Profits Commission (ACNC).

We have 32 community homes and 22 accessible apartments accommodating 131 people with disability in North and North-West Sydney, and the Northern Rivers region of NSW. We also provide drop-in support to a further 51 people who live independently in the community or with their families.

Achieve also delivers Day Programs through centres in Epping and Seven Hills

in Sydney, and Casino and Lismore in the Northern Rivers.

Our My Career pillar of services includes a commercial packaging and assembly plant staffed by supported workers with disability, located in an industrial area in the Inner West of Sydney. It also operates a retail shop stocked with donations and staffed by volunteers and supported workers, located in the Northern Suburbs of Sydney.

Achieve's headquarters is in North Ryde and we have

regional offices in Hornsby (Northern Region), Ryde (Southern Region), Seven Hills (Western Region), Charlestown (Hunter Region) and Casino (Northern Rivers Region).

Suburbs and towns where Achieve Australia operates include:

- Asquith
- Beaumont Hills
- Beecroft
- Bella Vista
- Carlingford
- Casino
- Charlestown
- Denistone

- Dural
- Eastwood
- Epping
- Greystanes
- Glenwood
- Hornsby
- Kellyville
- Kellyville Ridge
- Lismore
- Marrickville
- Meadowbank
- Northmead
- North Ryde
- Pennant Hills
- Rydalmere
- Ryde
- Stanhope Gardens
- Waitara
- Wentworthville

PROFILE

32

COMMUNITY HOMES



22

APARTMENTS



ACCOMMODATING

131

PEOPLE

Drop-in Support



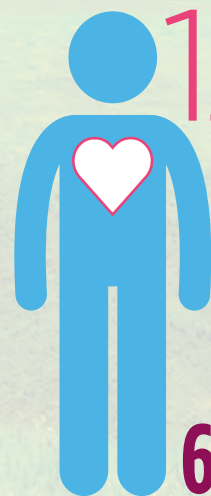


51 PEOPLE

 **MyLife**
173
Participants

SUPPORTED PEOPLE EMPLOYED

57 


DAY PROGRAMS
GROWTH
30 
5 
WESTERN SYDNEY

 **128** **Health**
CARE PLANS

68 **BEHAVIOUR**
SUPPORT PLANS 



583

Achieve Employees

SOCIAL EDUCATORS

f 56% 

m 44% 

Employee Type



% PART-TIME FULL-TIME CASUAL

Workforce
Relations Matters
Reported



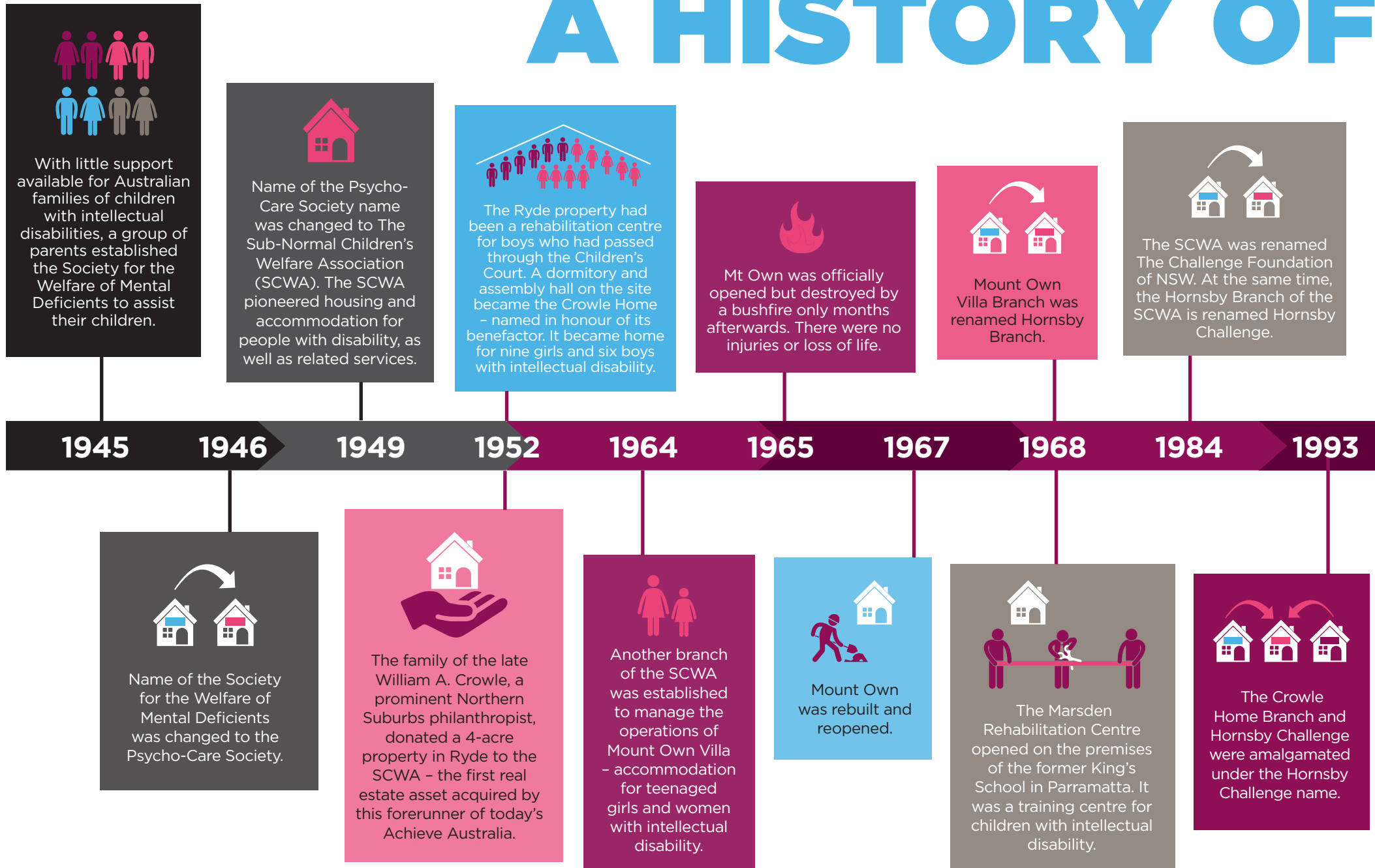
2014 = 54

2015 = 27

2016 = 26

2017 = 11

A HISTORY OF



INNOVATION



Marsden Rehabilitation Centre was devolved and the site transferred to The Heritage Office and Heritage Council of NSW.

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Achieve Australia was created through the amalgamation of the Achieve Foundation and the Crowle Foundation.

60
YEARS

Achieve Australia celebrated 60 years of support for people with disability. Also, approval was granted for the redevelopment of the Crowle Home site.



In June, Achieve's first purpose-built duplex was opened in Eastwood. In July, the final group of residents transitioned from Crowle Home to community living.



The first group of people supported by Achieve Australia moved into their new Crowle Estate apartments in December. This group included individuals who previously lived in the Crowle Home.



In November, Achieve Australia celebrated its 65th Anniversary with a family day at its historic Araluen Day Programs Centre in Epping.

2000

2007

2009

2011

2012

2013

2014

2016

2017



Hornsby Challenge became the Achieve Foundation.



Achieve purchased Araluen House in Epping – a heritage building previously used as a wedding reception centre. After being retrofitted for accessibility and support for people with disability, Araluen was opened as a Day Programs centre. Services from the run-down Crowle Home were transferred to Araluen.

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On 29 April, Achieve's new head office in North Ryde opened. Construction also began on its first purpose-built, wholly-owned community home – a duplex in Eastwood. Crowle Home officially closed on 21 September.



Construction began on a medium-density residential complex of 416 apartments on the site of the former Crowle Home. It was named Crowle Estate and includes 22 Specialised Disability Accommodation units with 36 bedrooms.



In July, the final group of tenants supported by Achieve Australia transitioned into new apartments in Crowle Estate. It was officially opened on 23 August.



OUR STRUCTURE

This organisational structure enables Achieve Australia to:

Put the people we support first by delivering quality supports, responding to opportunities and ongoing innovation.

Respond to growing demand by enabling flexibility and building resources.

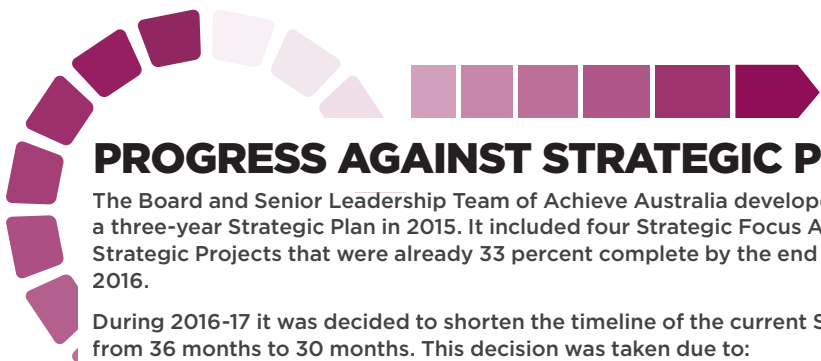
Sustain a professional and skilled workforce by providing resources, training and development opportunities.

Focus on service quality through commitment to safe and flexible support, positive clinical and allied health outcomes, and risk and quality assurance.

Remain robust and sustainable under the NDIS by adopting new ways of working, engaging with people we support, and reporting on the outcomes we achieve.



HIGHLIGHTS



PROGRESS AGAINST STRATEGIC PLAN

The Board and Senior Leadership Team of Achieve Australia developed and launched a three-year Strategic Plan in 2015. It included four Strategic Focus Areas and 20 Strategic Projects that were already 33 percent complete by the end of calendar 2016.

During 2016-17 it was decided to shorten the timeline of the current Strategic Plan from 36 months to 30 months. This decision was taken due to:

- Progress against objectives being achieved ahead of schedule.
- The rapid pace at which the Australian disability sector is transforming. This requires a more rapid implementation of current and future strategies, and the operational plans that flow from them.

The success of Achieve's tender submission for part of the transfer of supported independent living services from the NSW Government to the not-for-profit sector was also a factor. This tender win will have the effect of significantly growing Achieve's customer base, portfolio of housing options and number and qualifications of staff within a short period early in calendar 2018.

A new Strategic Plan being developed in 2017 will be reviewed at Board level and implemented at the beginning of fiscal 2018-19. This change from calendar year to fiscal year based Strategic Plans simplifies the alignment of project plans and outcomes with financial budgets, measures and reporting.

MyHome

Highlights of the year for the My Home pillar of services included:

- Growth of the number of people with Supported Independent Living to 127, and the number of people receiving drop-in support to 55.
- Conversion of one, two and three bed community homes to a maximum of four beds, allowing an increase in the number of people we support in accommodation to 132.
- Completion of the final stage of the Crowle Estate development and filling all vacancies.
- Commencement of installation of assistive technologies in Crowle Estate apartments to enhance the dignity, privacy and safety of tenants.
- Managing the rapid and seamless transfer of four young men in a community home in Dural to Achieve from another provider. The men have complex, high support needs and were able transition services without any interruption, and without moving to another residence.



CHALLENGES

Achieve's major challenge during the year was maintaining the sustainability and quality of its services while responding to the rapid changes triggered by the full roll-out of the National Disability Insurance Scheme (NDIS) that began in July 2016.

The systems and processes developed by the NDIS during its pilot phase did not readily adapt to the scale, complexity and level of demand of full-scale operations. Resulting issues for service providers and families of people with disability included difficulty in communications with NDIS Planners, changing rules and inconsistent advice, disruption of payments, unrealistic pricing, and backlogs in registrations and plan approvals.

These operational challenges had to be managed in real time while also fostering financial resources for sustainability and future growth, increasing recruitment and development, investing in marketing and technology, and funding further innovation and growth in Specialised Disability Accommodation assets.

MyLife



Highlights of the year for My Life included:

- The opening of a new Day Programs Centre in Seven Hills.
- Repair and renovation, then re-opening, of the Lismore Day Programs Centre following significant flood damage in April.
- Sponsorship and participation in Beef Week, the Northern Rivers region's largest community festival.
- Recognition of a Social Educator supporting Araluen Day Programs Centre with a Rotary Community Award for outstanding professionalism and dedication.

My Wellbeing



During the year under review, the My Wellbeing team supported:

- 128 people through the development of individualised health care plans.
- 68 people with behaviour support plans.

Challenges encountered by this pillar of services during the year include not having sufficient staff to completely service NDIS referrals, and managing to provide holistic services for complex clients based on a limited NDIS funding model.



MyCareer

- Achieve Australia's commercial enterprise – a packaging and assembly plant operated by the My Career pillar of services – exceeded its sales target by more than 9 percent during the year under review.
- The facility also passed its HACCP certification for the 13th straight year and added capacity and technology for liquid filling, capping and band and tube sealing.
- The My Career Social Enterprise, the Fabric, Needlecraft and More retail store, exceeded its sales budget by more than 99 percent this past year.

HUMAN RESOURCES OPERATIONS



- During 2016-17, Achieve Australia reduced its employment vacancy rate from 10 percent to 3 percent.
- Average total turnover rate of employees was reduced to 12 percent – more than 7 percent lower than the sector average.
- In Work Health & Safety, Achieve a 42 percent reduction in premium-impacting claims costs.
- Due to significantly increased recruitment, participation in Group Induction increased 133 percent while participation in Policy in Action training grew 364 percent.
- Six staff members upgraded their skills to become certified trainers in Conflict Management and Physical Intervention Skills.
- An internal Certificate III – Individual Support (Disability) course was launched.
- Launched a new Team Leader training program.
- The frequency of criminal record checks for all staff was increased – from once every 4 years to every 3 years.
- The 1300 Conversations Tool was launched, enabling managers and employees to have more frequent discussions around the signature behaviours.

MyPathway

My Pathway is the Achieve Australia team and set of processes which support people through their transition to the NDIS and our services, as well as their annual NDIS plan reviews.

- Major challenge for the year has been ensuring that people supported by Achieve Australia received their required NDIS funding.
- A total of 568 people were supported over the past year across all four pillars of services, as well as through drop-in support for individuals living at home or independently in the community.

Business Development & Innovation

- Led the winning tender submission for the transfer of services Families & Community Services (FACS) to Achieve Australia. As a result, 28 community homes, approximately 130 people with disability and 300 staff will transfer to Achieve in February 2018.
- Launched a new Support Coordination service offering. At the time of writing, we were providing more than 1,700 hours of Support Coordination services to 140 participants.
- Developed and launched a new Achieve Australia branding campaign which emphasises our employees' skills and long experience in disability support.
- In line with the new branding strategy, adjusted communications channels to place a stronger focus on digital and social media. The Achieve web site was redesigned and relaunched as a sales and retention tool.
- A new bimonthly magazine was launched to replace the previous newsletter. It offers more features and analysis, in addition to news coverage.
- Social media channels were rationalised and repositioned to drive broader distribution of content from existing publications, and to provide a forum for more online conversations around services and disability sector issues.



Achieve increased its focus on customer engagement during the year through the appointment of Customer Engagement Executive Fiona Miller – an experienced senior manager who previously led the development of My Pathway services.

- A Customer Engagement training program was launched for Regional Managers, Community Living Managers and Team Leaders.
- A Customer Engagement Help Desk was established in the Northern Rivers to efficiently manage enquiries across all services and locations of Achieve Australia.
- Achieve has signed up with Bheard, an independent telephone feedback line for consumers, carers and families. This service operates on the principle of not assigning blame, but working with callers to identify how services can be improved.



Inclusiveness

Aspirations

Belonging

Stewardship

Choice

**WE'RE BY
YOUR SIDE**

JOINT MESSAGE FROM THE CHAIRMAN AND CEO

The theme of this annual report is: We're by your side. This is not a marketing slogan, but a reflection of how we approach the provision of specialist disability accommodation and support services.

Achieve celebrated its 65th anniversary at the end of calendar 2017. From the first days of the fledgling organisation from which Achieve developed, we have consistently maintained a person-centred approach. We consult and involve people we support and their personal networks in all choices around day-to-day accommodation and support needs, personal desires and goals, and all aspects of wellbeing.

In this annual report, we provide real life examples of exactly how we are working and achieving social inclusion together. It includes several personal stories told by individuals we support, family members and our staff members who work by their side.

Progress against strategic plan

The current three-year Achieve Australia Strategic Plan began in calendar 2015 and includes four Strategic Focus Areas and 20 Strategic Projects.

By the end of calendar 2016, these projects were 33 percent complete. In the light of that rapid progress, this year we decided to shorten the timeframe of the current Plan from 36 months to 30 months.

We have also structured this annual report to better highlight the past fiscal year's achievements against key strategic areas, and specific projects under those areas in the current three-year plan.

A new Strategic Plan is being developed and will be implemented at the beginning of fiscal 2018-19. This change from calendar year- to fiscal year-based Strategic Plans simplifies the alignment of project plans and outcomes with financial budgets, measures and reporting.

Major challenge for the year

Achieve's major business challenge for the year under review was managing the speed and scope of change brought about by the full roll-out of the National Disability Insurance Scheme (NDIS) beginning in July 2016.

Specifically, we had to manage issues with people we support gaining access to NDIS

planners, multiple changes to rules and inconsistent advice received, instability of the NDIS online portal, and interruptions to payments for families and providers like Achieve.

Achieve Australia's My Pathway team was at the forefront of managing these changes. It helped 568 people with disability to successfully navigate NDIS requirements and achieve their first support plans and funding.

We were literally by the side of people we support and their families as they went through this critical transition.

A related initiative launched early in calendar 2017 also proved successful. A Support Coordination team was established in response to NDIS participant demand. It has since linked 140 people with the services they require under their approved NDIS plans.

Expansion of accommodation options

Over the past year Achieve undertook the staged conversion of one, two and three bed community homes to a maximum of four beds. This increased the number of people supported

JOINT MESSAGE FROM THE CHAIRMAN AND CEO

in our accommodation from 117 to 132 without increasing the number of homes.

The final stage of the Crowle Estate development was completed and formally opened. All vacancies were filled in the 22 Specialist Disability Accommodation apartments owned by Achieve Australia. In addition to expanding our total housing capacity, Crowle Estate has increased the range of accommodation options to include more one- and two-bedroom formats.

Significant growth ahead

Achieve is on course for strong growth in its housing supply and support capacity in the third quarter of the 2017-18 fiscal year.

The organisation was successful with its tender submission for the transfer of supported independent living services from the NSW Government to the not-for-profit sector. This will add 28 homes to our portfolio of housing options, 136 new participants, and more than 300 additional staff with significant experience in supporting people with high medical needs.

Expansion of day programs

My Life opened a second Sydney Day Programs site at Seven Hills in response to demand in the western suburbs of Sydney. The new centre grew its number of participants from five to 30 during the year, and brought our total number of My Life sites to four – two in Sydney and two in the Northern Rivers region of NSW.

Strong performance by My Career

The My Career pillar of services performed strongly during the year under review. Our Commercial Enterprise, the Packaging and Assembly Solutions business, exceeded its sales objectives by 9 percent – including revenue from new customers at 106 percent above plan.

Similarly, our Social Enterprise – the retail outlet Fabric, Needlecraft and More – exceeded its sales budget by more than 99 percent.

This commercial success underpinned the provision of employment and work experience opportunities for 57 workers with disability during the year. It also performed well commercially, significantly exceeding its financial targets.

Financial results

In 2016-17, Achieve Australia continued to invest in the organisation by further developing a strong financial, corporate and operational structure to provide the basis for profitable growth into the future. This strategy builds on the opportunities presented by the National Disability and Insurance Scheme (NDIS).

The Balance Sheet indicates Net Assets of \$33.7 million which includes Investment Funds of \$9.3 million and Working Capital funds of \$3.5 million. This places Achieve in a strong working capital position to facilitate future growth.

During the year Achieve purchased units for over \$11 million in the completed Crowle Estate development. Net Deficit for the year of \$1.8 million reflected the investment in the future as noted above.

Government funding – including NDIS funding of \$28.3 million – was 22 percent higher than in the previous year. Employee Benefits Expense of \$25.5 million was 24 percent higher than in the previous year. This provides a strong workforce to take the organisation into its next growth phase.

Thank you for your support

In closing, we would like to acknowledge the contributions of Achieve Australia's employees. In particular, the Board and Senior Leadership Team have appreciated everyone's flexibility and willingness to change and grow as Achieve and the entire disability support sector reshaped themselves.

Thank you to our individual and corporate volunteers for their ongoing dedication and commitment to Achieve.

We would particularly like to highlight the efforts of the talented people who commit their time to volunteering at the Fabric, Needlecraft and More shop. Their work earned even broader recognition this year when they were finalists in the 2017 NSW Volunteer of the Year Awards.

We are also most grateful to our donors and supporters in all those communities where Achieve operates. We also appreciate the support and insights provided by strategic partners across a wide range of business sectors.

Finally, thank you to the Board of Directors and Senior Leadership Team of Achieve Australia. The results achieved against the current Strategic Plan, and the stability and growth of our organisation amid so much change, are testament to your skills and leadership.



John Cameron, Chairman



Anne Bryce,
Chief Executive Officer



1 SCOTT, THE MAKER

Scott Petty describes himself simply as ‘a maker’. However, to participants in Achieve’s Northern Rivers My Life program he is much more – a mentor who passes on practical skills and knowledge, an encouraging friend, and the creator of equipment which the program’s budget otherwise could not afford.

Scott has been using his practical skills – particularly in woodwork – to support people with intellectual disability for more than 15 years. He says nothing gives him more pleasure than finding new ideas for construction projects to involve people he supports.

“Really the projects just pop into my head, then I go off and find ways to bring them together. For example, we had planned to buy artists’ easels for the people we support but they were too expensive for our budget.

“I immediately thought it would be more affordable and satisfying to buy the wood, then work with people we support to actually make the easels with our own hands.

For the easel project Scott sourced the wood, pre-cut the components, then showed Day Programs participants how to sandpaper the wood, and safely use nails and screws to assemble four easels.

Starting from that initial project 18 months ago, Scott developed an ongoing woodwork program based at the Casino Day Programs Centre. Following the easels, participants moved on to making book-shaped photograph frames and wooden Christmas ornaments.

Everyone has an opportunity to participate. One person has visual impairment and has learned to use his heightened sense of touch to complete his part in each project.

Achieve Social Educator Donna Wray also supports the craft program by taking participants on outings to find natural materials such as pine-cones, gumnuts and seed-pods to create table centrepieces.

“People we support are amazing to work with on these craft projects. They really enjoy the shapes and textures of the various materials – especially seed-pods. It is a great sensory experience as they feel the differences between rough, smooth, sharp and spiky textures.

“I love my job and I wouldn’t change it for the world!” said Donna.

Meanwhile, Scott has now moved on to his next big idea – the use of a 3D printer to create chess pieces. He will then work with My Life participants to make matching wooden chess boards, and also has plans for another project to create wooden chopping boards.

NAILING IT



SERVICE READINESS AND INNOVATION



Service Readiness and Innovation



Key Projects	Status
Influence social policy	
Improve satisfaction	
Grow My Home	
Grow My Career	
Grow My Life	
Grow My Career	

Leadership in Housing Solutions



Key Projects	Status
Thought leadership in disability accommodation and housing supply	
Creating Home initiative	
Building a Home initiative	
Housing Master Plan	

Business Excellence and Continuous Improvement



Key Projects	Status
Build Evidence	
Grow People	
Ignite Culture	
Embrace Technology	
Be Responsible	

Sustainable Growth and New Horizons



Key Projects	Status
Grow Fiscal Strength	
Deliver Social Value	
Be Visible and Active	
Seek Partners	
Make the Right Asks	

SERVICE READINESS AND INNOVATION

Strategic Focus

Differentiate Achieve Australia and attract clients through innovation in our model of service and responding to: NDIS opportunities, demand for quality offerings and requirement for customer-driven outcomes.

Operating Environment

Full rollout of the National Disability Insurance Scheme began at the start of the 2016-17 fiscal year. This presented significant challenges for Achieve Australia and the more than 2,000 other disability services providers in the Australian market.

Chief among them was the fact that the NDIS systems and processes developed during the pilot phase in 2015-16 were unable to manage the complexity of scaling up from the initial 30,000 participants to full-scale implementation.

The NDIS myplace online portal was launched in 2016 but teething problems interrupted payments to participants and providers alike over a two-month period. The level of demand for the Scheme was also underestimated, leading to a backlog of applications for registration by service providers – which prevented them from supporting participants.

Further, the failure of the NDIS to include service providers as co-design partners for the new sector model is compromising the creation of a marketplace capable of meeting the demands of 460,000 participants by 2019.

Pricing also presents an issue. Realistic increases are required in one-to-one support prices. There also needs to be a mechanism established for setting group prices to reflect geographic differences and complexity of support. Improvement in the NDIS cancellation policy would also be beneficial.

A 2016 survey of more than 500 service providers by the sector peak body, National Disability Services, found that 67 percent of providers will not be able to provide services at the prices currently being offered under the NDIS. Another 46 percent say they will have to reduce quality of services to deliver at current prices.

Also on the subject of pricing, a report by the Australian National Audit Office and Productivity Commission has raised a significant issue: Should the National Disability Insurance Agency hold the dual role of funder/purchaser and price regulator?

Feedback from NDIS participants to Achieve Australia has included:

- Difficulties in engaging with NDIS Planners, with phone calls, emails and letters going unanswered. This has resulted in months elapsing before being able to talk to a planner, let alone activate a plan. There is no back-pay facility, so participants must temporarily either do without support or fund it themselves.
- Similarly, trying to adjust an existing plan to include a new therapy or support takes a long period because of difficulty in accessing NDIS Planners.



SERVICE READINESS AND INNOVATION

Reputation for satisfaction

Achieve increased its focus on customer engagement during the year through the appointment of Customer Engagement Executive Fiona Miller – an experienced senior manager who previously led the development of My Pathway services.

My Pathway is a set of processes and specialist team that support people through their transition to the National Disability Insurance Scheme and Achieve Australia's support.

Fiona brings this understanding of the NDIS to her Customer Engagement role where she acts as a senior point of contact outside of Operations for participants and families.

A Customer Engagement training program was launched for Regional Managers, Community Living Managers and Team Leaders.

Also in support of Customer Engagement, Achieve has signed up with an independent telephone feedback line for consumers, carers and families. This service is called Bheard and it operates on the principle of not assigning blame, but working with callers to identify specifically how services can be improved to better meet needs and resolve concerns.

A Customer Engagement Help Desk was established in the Northern Rivers to efficiently manage enquiries across all services and locations of Achieve Australia.

My Pathway and Support Coordination

The My Pathway process and team – along with the newly-created Support Coordination team – play crucial roles in increasing client acquisition and retention, and driving Achieve's increasing reputation for satisfaction.

My Pathway underpins all four pillars of Achieve services. It supports the transition of people with disability and families to the NDIS and then to the support of Achieve Australia. The Support Coordination team connects transitioning people with the specific services they require.

My Pathway was launched early in 2016, in the pre-planning phase of the NDIS introduction. It was ready – staffed and with robust processes in place – for the full rollout of the Scheme which began in July 2016.

This year the major challenge for My Pathway was ensuring that people supported by Achieve Australia received their required NDIS funding. As noted elsewhere in this report, there have issues with the NDIS planning process and pricing model.

This is illustrated by the fact that this year the average NDIS funding per client was \$110,404 while the average quote per client was

\$174,884 – a shortfall of more than \$64,000 per person.

A total of 568 people were supported by My Pathway over the past year across all four pillars of services, as well as through drop-in support for individuals living at home or independently in the community.

Achieve Australia's Support Coordination team was launched in response to NDIS participant demand early in 2017. The team has since grown to six Support Coordinators based in Sydney, linking 140 participants with the services they require. More than 1,770 hours of Support Coordination have been delivered across all of Sydney and as far north as Charlestown, near Newcastle.

Demand for this service is also growing in the Northern Rivers region of NSW. In response, a Support Coordinator will be appointed in that region prior to the end of calendar 2017.





SERVICE READINESS AND INNOVATION

Growing My Home

Achieve currently supports 127 people in 32 group homes and 22 Platinum-standard Specialist Disability Accommodation (SDA) apartments. Thirty of the homes and all the apartments are in the North and North-Western suburbs of Sydney, and two of the homes are in the Northern Rivers region of New South Wales.

We also provide drop-in support for another 51 individuals who require low to moderate levels of support as they live with family or independently in the community.

During the year, Achieve undertook the staged conversion of one, two and three bed community homes to a maximum of four beds. This allowed an increase in the number of people we support in accommodation from 117 to 131 without having to increase the number of homes. It was achieved without compromising the quality and safety of support for each individual.

Over the same period, the final stage of the Crowle Estate development was completed and all vacancies filled in the 22 SDA apartments owned by Achieve Australia.

In addition to expanding our housing capacity, Crowle Estate has increased the range of accommodation options to include more 1 and 2 bedroom formats.

Together, the conversion of community homes to 4 bedroom models and the completion of Crowle Estate are providing accommodation participants with greater choice and control over how many people and with whom they live.

By the end of 2017, all Crowle Estate SDA apartments will have assistive technologies installed to support the independence, safety and dignity of tenants. These non-intrusive technologies will also enable a change in Achieve's support model – permitting active night support rather than a sleep-over model.

My Home also managed organic growth during year through the transfer of four people in an existing Family and Community Services (FACS) home previously supported by another provider. Following a rigorous review process, Achieve was selected and then managed the rapid and seamless transfer of four young men in a community home in Dural to its support.

The men have complex, high support needs and were able transition services without any interruption, and without moving to another residence.

Changing service providers without moving house

After a 12-year relationship with a disability services provider supporting their four sons in North Western Sydney, a group of families decided to reassess their requirements. The men are aged from 28 to 34 years and have high support needs, presenting challenging behaviours.

While happy with the support of the original house manager, parents were concerned about the turnover in front-line staff and a decline in the quality of services as the support organisation grew.

In March 2017, the families approached NSW Family and Community Services (FACS) to start the process of switching disability support providers. They were offered a short list of five providers, including Achieve Australia.

The families were searching for a provider that was well-established and stable, but not so big that they would get lost within it. Following a rigorous due diligence process, they selected Achieve as their new services provider.

“Trust was the decisive factor,” said parent Rob MacDiarmid. “We were impressed with the expertise and care displayed by the Achieve Australia Executive and management team, and also happy with the size of the organisation. Achieve is big



The top 10 My Life programs across all sites during the year were:

- Cooking and Healthy Eating
- Music Appreciation
- Achieve Wishes (a singing group)
- Art
- Sensory Development
- Gentle Exercise
- Bowling
- Work Experience
- Coffee Club
- Multimedia Technology

SERVICE READINESS AND INNOVATION

enough to be stable but structured in a way that ensures our sons receive individual attention.”

Growing My Life

Achieve Australia's My Life pillar of services offers more than 90 different programs through four Day Programs hubs. These offer people with disability opportunities to engage in self-discovery, pursue passions and interests, and learn new skills – all in ways that best suit their goals and are tailored to individual needs.

During the year, My Life grew its number of participants to 173 people in both centre- and community-based activities. Its centre-based programs are offered across four sites – Seven Hills and Epping in Sydney, and Casino and Lismore in the Northern Rivers region of NSW.

This growth was partly driven by the opening of a new Day Programs Centre in Seven Hills to meet growing demand in the

Western Region of Sydney. The new centre grew its number of participants from 5 to 30 during the year.

The top 10 My Life programs across all sites during the year were:

- Cooking and Healthy Eating
- Music Appreciation
- Achieve Wishes (a singing group)
- Art
- Sensory Development
- Gentle Exercise
- Bowling
- Work Experience
- Coffee Club
- Multimedia Technology

At the Araluen Day Programs Centre in Epping, 12 people enrolled in a Northern Institute TAFE course in gardening and horticulture. Herbs and vegetables cultivated by this class were used in the Cooking and Healthy Eating program.

Social Educator Margaret Pan of Araluen Day Programs Centre

was honoured with a Rotary Community Service Award during the year. She was named as an outstanding individual working in the local community by the Rotary Club of Epping.

In the Northern Rivers region, My Life suffered a temporary setback due to flood damage to the Lismore Day Programs Centre in April. Furniture, equipment, resources and vehicles were damaged or destroyed.

While the Lismore Centre was out of action, participants from that site were transported each day to the Casino Centre so their activities experienced little disruption.

Following extensive cleaning, repairs and refitting, the Lismore Centre re-opened at the end of the fiscal year.

Each year Achieve Australia is a sponsor of Beef Week, the largest community festival in the Northern Rivers region.

All participants in the two regional Day Programs Centres joined in preparations for the festivities – including creating sets and decorations for the Casino office courtyard with a medieval theme, creating and wearing costumes for ‘Knights and Ladies’, and joining the Grand Parade.

Other notable My Life activities in the Northern Rivers during the year included:

- Participants joining the SurfAbility program to learn how to surf at local beaches.
- Participating in indoor sports at Casino Sports Centre, which resulted in improvements in people's gross motor skills and hand-eye coordination.
- Reconnecting an indigenous participant with other members of the local Aboriginal community through a bush tucker program.

SERVICE READINESS AND INNOVATION

Growing My Wellbeing

During the 2016-17 fiscal year, My Wellbeing supported:

- 128 people who had health care plans developed for them and who accessed other health advice and support as needed. For example, four people who regularly require nursing support to assist with catheterisation.
- 68 people with behaviour support plans.

Challenges during the year include having insufficient staff to completely service NDIS referrals, and provision of holistic services to complex clients under a limited NDIS funding model. Billing processes have also proven to be time-consuming for our clinicians.

Over the past year, My Wellbeing has refined guidelines on what it can deliver – including clearer position descriptions, better-defined functions and referral paths.

We established clinical support and student placement partnerships with Macquarie University and Australian Catholic University, and began a comprehensive review of client financial management systems.

My Wellbeing is working on a project to develop a contemporary banking system with improved governance and safeguards for the finances of people we support. This will offer greater choice and reduced costs for people with disability and their families.

In the coming fiscal year, My Wellbeing will restructure and build a new team led by a qualified individual in the new role of Clinical Director (to be appointed before the end of calendar 2017).

The new approach to holistic wellbeing offerings for people Achieve supports will include coordinating policies with new, merged services and developing pathways for referrals early in the NDIS transition and planning processes.

My Wellbeing will continue to offer behaviour intervention, counselling, nursing services and support coordination. Nursing services are not funded by the NDIA but will be maintained with funding from other sources to ensure quality health supports in the accommodation services.

We will also continue to offer staff training in behaviour support and health care planning, general health and wellbeing, and nursing procedures.

Growing My Career

My Career provides direct employment through its Commercial and Social Enterprises, and arranges work experience and job placements with private and public sector host organisations. It can work with people with disability to:

- Identify a career path
- Develop new skills, confidence and qualifications
- Participate in work experience opportunities
- Provide other practical support such as travel training, resume writing, and coaching in interview skills

Some of the industries in which My Career has assisted people to work are hospitality, packaging, media, and retail. It has also established teams of supported workers in host organisations including the Royal Botanical Gardens, The Guardianship Tribunal, Matisse Derivan and the Achieve Australia site cleaning team.



SERVICE READINESS AND INNOVATION

My Career currently provides employment for a total of 57 supported workers with disability. It can also assist people to start their own small businesses.

Packaging and Assembly Solutions is My Career's commercial enterprise – a packaging and assembly plant operated by 40 supported workers with disability. During the past fiscal year, this operation exceeded its sales target by more than 9 percent to achieve a result of \$602,199.

This result included revenue from new customers of \$123,596 – 106 percent over budget.

The packaging plant's services include food and cutlery packing, show bag assembly, labelling, rework, shrink wrapping, flow wrapping, kitting, assembly of marketing and promotional materials and mail fulfilment. This year the facility passed its HACCP certification for the 13th straight year.

It also added capacity and technology for liquid filling, capping and band and tube sealing.

This expansion of services was achieved with the support of My Career partner Packserv – Australia's largest packaging equipment hire and services business.

The plant's commercial customers include FMCG, boutique food and beverage businesses, health and beauty, printing houses and marketing agencies.

My Career's Social Enterprise is retail outlet Fabric, Needlecraft and More which is operated by volunteers and supported workers, and stocked with donated goods.

In common with other My Career operations, the shop had a very successful year. It exceeded its sales budget by more than 99 percent to achieve a result of \$319,502.



2 LUCY'S NEW APARTMENT

Lucy's path to an Achieve Australia accessible apartment in the Crowle Estate started with a personal loss. Her mother, Lucy's long-term carer, died in mid-2017.

Lucy's aunts Sue, Anne, Mary and Jane became her carers and began a search for a new home. She assessed a variety of supported independent living service providers and finally narrowed her choice to Achieve Australia.

Her reason: location, location, location. Lucy wanted to remain close to where she'd been living with her mother in Sydney.

Lucy, a very sociable person, had established a life for herself with friends of her age and interests in the Ryde area. She also works part-time in the same neighbourhood. Crowle

Estate proved to be a good match for Lucy's needs in terms of location, quality and safety of accommodation.

"We went furniture shopping together and then Lucy decorated the walls of her new apartment with artwork she brought from her mum's home," said Lucy's aunt Anne.

"She has such a sense of pride and independence in her new home. When she lived with her mum, Lucy never used to clean her room. Now she takes great care of her apartment and keeps it spotless."

Anne said she was concerned when Lucy first moved, worrying about how she would cope. Although familiar with the concept of money, Lucy had never used an ATM or handled cash prior to moving out on her own.

That worry has now been replaced by excitement and admiration for her niece as she develops new skills and gains life experience with

the support of Achieve Australia Social Educators.

In another exciting development, Lucy's good friend Emma has become her roommate. They are now happily sharing the apartment at Crowle Estate.



FINDING INDEPENDENCE



LEADERSHIP IN HOUSING SOLUTIONS

Strategic Focus:

Lead the provision of accessible housing solutions for people with disability in Australia by engaging, innovating and setting the standard of industry excellence.

Innovation in housing

Over the past year, Achieve has achieved a housing occupancy rate of over 90 percent. It has also significantly increased the percentage of its property portfolio that is owned rather than rented from 17 percent in the prior year to 42 percent in 2016-17.

This has resulted in increased security of tenure for clients, and an enhanced ability to match people's support needs.

One, two and three bed community homes have been reconfigured to a maximum of four beds, allowing an increase in the number of people we support in accommodation to 127 – without increasing the number of houses.

With the opening of the Crowle Estate development we have been able to provide more one and two bedroom options in 22 Platinum-standard, Specialist Disability Accommodation apartments within this medium-density residential development.

An enhanced support model will be in place at Crowle by the end of calendar 2017. All Achieve's apartments in the complex will be fitted with assistive technology that enables active night support rather than a sleep-over model.

These changes are enabling Achieve clients to have greater choice and control regarding who and how many people they live with – without compromising independence, dignity and safety.

During the year, Achieve also obtained the nomination rights for six units in Parramatta owned by community housing provider Bridge Housing.

These are Silver standard units, as assessed by Livable Housing

Australia. Achieve is supporting a mix of 24/7 Supported Independent Living (SIL) clients and drop-in clients at this site.

The National Disability Insurance Scheme (NDIS) has a five Accommodation Standards:

1. Basic
2. Improved Livability
3. Fully Accessible
4. Robust
5. High Support

The higher the level, the more specialised the accommodation is, and the higher the level of funding it attracts. Achieve expects most future growth in Specialist Disability Accommodation (SDA) to take place around levels 3 and 4 (Fully Accessible and Robust).

The NDIS also rewards new accommodation – assets with an occupation certificate issued after 1 April 2016 – with a higher SDA rate.

This will result in people supported by Achieve receiving a higher standard of accommodation, with

lower risk and better outcomes. For Achieve this will also result in higher SDA income streams and improved client retention.

LEADERSHIP IN HOUSING SOLUTIONS

Creating Home

In 2016 Achieve began developing a program called Creating Home which supports people with disability to participate fully in making the kind of home they want – just like any other member of the community.

This program aims to capture and share the ‘essence of home’. Based on peer-reviewed research and interviews with people in the community, Achieve arrived at this understanding of the ‘essence of home’:

An experience of belonging, safety, comfort, freedom to be yourself, ownership, sanctuary, hospitality and personality.

Preferences people have within their homes could include:

- Particular smells – such as fresh linen, baking or scented candles.
- Most comfortable temperatures.
- Choice of music, TV, and other forms of entertainment and relaxation.
- A sense of comfort – such as a favourite chair, a view of the back garden, a much-loved possession, or loose and comfortable clothing.
- Above all, home is a place where an individual can make decisions about small details as

well as the big things. Self-determination is a powerful motivator.

- Friends or relatives of people we support also have the opportunity to facilitate and respect decisions which help to make a house a home.

These decision-making opportunities include:

- Housing selection – Choosing the best available accommodation for individual needs, and selecting compatible housemates.
- Decoration and furnishing – Choosing the furniture and décor in both common areas (a shared decision) and private spaces
- (according to individual tastes and preferences).
- Entertainment – In common areas of a house or apartment, residents jointly discuss entertainment options. In private rooms, it is an individual decision for each person.
- Domestic routine opportunities – Participation in domestic tasks can be according to each person’s strengths and preferences, and part of personal development goals.
- Meals – Shared meals are the heart of home life. While some individuals have specific dietary requirements, most people will have some food options to choose from. Regardless of nutritional needs and food preferences, meals are social opportunities.

- Hospitality – A warm and welcoming home is inviting to guests. This is an opportunity for residents to share their pride in their home and to enjoy the company of friends and family.
- Environment – Selection of appropriate and comfortable temperatures, sounds, smells and lighting levels.
- Emotional security – Home is a place where residents should be comfortable to express the normal range of emotions, including sadness.

WHAT MAKES A HOUSE A HOME FOR A PERSON WITH DISABILITY?

The same as for any other member of the community! Here are factors which represent the 'essence of home for people supported'.



Relationships

- Loving relationships
- Family
- A gathering place for family
- My dogs



Safety

- A safe place
- A loving, safe space
- Comfort and safety
- Comfortable, secure and safe
- Security with freedom



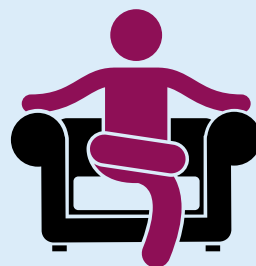
Ownership

- A safe place
- My freshly washed sheets on the line
- My family photos
- My playlist
- My pantry full of goodness
- My space, my way



Belonging

- A place to invite my friends and family
- A place I want to return to
- Individual but shared
- Memories
- Centre of my world



Comfort

- A safe haven, filled with love and care
- Surrounded by my own stuff
- A place of comfort and safety
- Where I feel at ease and most comfortable



Sensory

- The smell of home cooked meals
- The sound of my music
- The feeling of having my most treasured possessions around me

LEADERSHIP IN HOUSING SOLUTIONS

Research: Beyond the group home

Achieve Australia is committed to evidence-based decision-making and innovation in housing solutions for people with disability. For the past 18 months, we have been cooperating with the University of Technology Sydney on a research project entitled Crowle Estate: Beyond Group Homes.

The research is being led by Dr. Phillipa Carnemolla, an industrial designer and Postdoctoral Research Fellow in Design, Architecture and Building, School of the Built Environment.

She is evaluating the physical and operational differences between Achieve's Crowle Estate apartments and group homes, which remain the predominant disability housing model in Australia.

Specifically, she is reviewing how independent living impacts residents' wellbeing and social interactions, the model's effect, and whether Crowle Estate represents a sustainable and scalable solution.

"One of the really interesting questions that my research is unpacking is how the independence of apartment living shifts

people's sense of place, and ownership of place," said Dr. Carnemolla.

The first Achieve Australia tenants moved into Crowle Estate in December 2016. Prior to their move, Dr. Carnemolla interviewed people relocating from houses to develop an understanding of the benefits and challenges of group home living. This research will serve as a comparison point to her findings at Crowle Estate when the next phase of her work continues in early 2018.

"Today, what we find crucial is the need to not create built environments that sorts and selects people by ability levels – we don't want artificial clusters of people living with disabilities feeling segregated or being unwittingly excluded anymore," said Grant Mistler, Achieve Australia's Senior Research & Policy Officer.

"Partnering with a subject matter expert to focus on these innovations is proving to be rewarding in many unexpected ways. Interpersonal soft skills are critical within our industry, and Dr. Carnemolla has quickly forged trusted networks with front line staff, families and people with disability."





Board of Directors

(pictured from top left)

Richard Dinham, Director

Peter Smith, Director

John Cameron, Chairman

(pictured from bottom left)

Professor Patricia O'Brien, Director

Jennifer Gardiner, Director

Robert McKimm, Director

Jim Verco, Director

(pictured below from left)

James Reid, Director

Dr. Georgina Reynhout, Director



Profiles and qualifications of Board members are available on Achieve Australia's web site at: <https://achieveaustralia.org.au/about-us/our-executive/board-of-directors/>

Senior Leadership Team

Anne Bryce, Chief Executive Officer

Mark Audet, Chief Financial Officer

Robert Anton, Workforce Strategy and Business Support Executive

Daniel Kyriacou, Strategy and Business Development Executive

Fiona Miller, Customer Engagement Executive

David Rafferty, Director of Operations

Dino Santos, NSW Manager – My Home

Mark Lawler, General manager – Property

Shalini Singh, General Manager – HR Operations

Ashley Seeto, Financial Controller

Profiles and qualifications of members of the senior leadership team are available on Achieve Australia's web site at: <https://achieveaustralia.org.au/about-us/our-executive/senior-leadership-team/>

A photograph of an office interior viewed through a glass partition. Several people are seated at desks, working on computers. The scene is slightly blurred, suggesting a candid moment. A small framed picture of a deer is visible on the wall in the upper left corner. The word "strong" is partially visible in large white letters on the glass.

nstrong

BUSINESS EXCELLENCE AND CONTINUOUS IMPROVEMENT

Strategic Focus:

Achieve is investing in people, infrastructure and systems to deliver service excellence and quality outcomes, and sustain a professional, skilled and innovative organisation.

Workforce Strategy and Business Support

Achieve made a key executive appointment during the year to strengthen its workforce and business support strategies and processes. This reflects the organisation's need to increase functional agility and efficiency, and grow and upskill the Achieve workforce to improve innovation and competitiveness in an increasingly competitive marketplace.

Robert Anton was appointed to the new role of Workforce Strategy and Business Support Executive. His experience includes more than 20 years in senior finance and management roles in the financial services industry,

as well as over 5 years of recent experience working for not-for-profit organisations in Australia performing in chief financial officer and executive director roles, and in senior leadership teams.

Robert's priority since his appointment was to lead his Administration, Technology and Human Resources teams through the development of integrated workforce, ICT and business support strategies. The objectives of these combined strategies are to better define and strengthen business processes, and increase organisational agility and competitiveness.

A three-year ICT Strategy Roadmap is now in place to support a wide range of current and future customer relationship management and client management needs. This initiative includes strategies and tools for marketing automation, property management, HR information systems, rostering, recruitment and factory management.

During the year under review Achieve's ICT resources were bolstered with the addition of contract staff with skills in:

- Project management
- Data management and security
- Systems administration
- Internet infrastructure
- Device deployment

A Client Management System was selected, and a contract signed for migration to a new enterprise-grade cloud computing platform which includes enhanced security, business continuity and disaster recovery applications.

Human Resources initiatives

Human Resources Operations became part of the new Workforce Strategy and Business Support organisation in 2016-17.

The major challenges facing the Human Resources team were managing the high volume of recruitment required, identifying and securing the quality of candidates for key roles, and simultaneously developing the skills of existing staff members.

Achieve Australia met these challenges and significantly reduced its employment vacancy rate from 10 percent to 3 percent. Over the same period, we held our average total turnover rate of employees to 12 percent -- more than 7 percent lower than the sector average.

A key factor in achieving this result was Achieve's ongoing Pulse Culture program. This initiative is strengthening the corporate culture by encouraging employees to display specific, positive

Signature Behaviours in the workplace

These Behaviours are promoted internally through regular emails, posters and ongoing discussions at individual team meetings. Culture Advocates at each site across the organisation model and encourage the behaviours, and the Spotted recognition program acknowledges individuals who display the desirable behaviours in their daily work.

Intentional Culture Surveys were conducted periodically throughout the year to track progress in the uptake and internalisation of Signature Behaviours. In a related initiative, we launched the 1300 Conversations Tool which encourages managers and employees to have more frequent discussions at regular operational meetings around the signature behaviours.



BE CONSISTENT AND
LEAD BY EXAMPLE



WE DELIVER ON
OUR PROMISES



LISTEN, CREATE,
DELIVER AND REPEAT



EMBRACE CHANGE
AND GROW

Achieve Australia Signature Behaviours

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

In the Work Health and Safety area, risk minimisation projects over the past year have driven a 42 percent reduction in premium-impacting claims costs – a further improvement over the previous fiscal year's 33 percent reduction.

During the year HR Operations began tracking workplace demographics in more detail to better customise training programs. Other Learning and Development initiatives over the past year included:

- Upskilling six staff members to become certified trainers in Conflict Management and Physical Intervention Skills (Maybo Certified). These skills

will be further developed among front-line support workers to assist in managing conflict and people we support who exhibit behaviours of concern.

- Working with the Training Alliance to launch an internal Certificate III – Individual Support (Disability) course. The first group completed their partial qualification during the year and the next group will start at the end of 2017.
- Launching a new Team Leader training program.

Training all increased over the 2016/17 fiscal year – a reflection of increased recruitment. There has been a 133 percent increase in attendance at Induction training and a 364 percent increase in attendance at Policy in Action training.

All new staff complete mandatory and compulsory training, followed by 'buddy shifts' before they are rostered and are provided with refresher training to maintain their

competency.

The frequency of ongoing criminal record checks for all staff was increased from every 4 years to every 3 years during 2016-17. This decision was taken to further strengthen Achieve's compliance and commitment to the safety of the people we support.

The HR team was strengthened during the year through the addition of a highly qualified Work Health & Safety and Return to Work Manager, and an HR Lead. The new HR lead will focus on supporting the growth initiatives included in the Achieve Australia Strategic Plan.

Volume and quality of recruitment will continue to be a high priority in the coming year, along with the utilisation of new technology to more effectively promote and reinforce the Pulse Culture training program to all front-line support staff working in Achieve community homes and apartments – as well as opening

more efficient channels for all internal communications.

New recognition and rewards programs are also planned to align staff engagement initiatives with key strategic priorities.



Corporate Governance

Achieve Australia has a skills-based board of directors and a professional and experienced executive team. Working together within a robust governance and management framework, they provide a results-focused, strategic leadership team.

While serving voluntarily, members of Achieve Australia's Board bring to their roles skills and experience from a broad range of sectors and industries. These include disability services, education, accounting, financial services, audit and risk consulting, engineering, construction, politics and technology.

All Board directors have a deep understanding of how their individual areas of expertise translate into the disability sector. Their strategic guidance, expert advice and diligent governance are especially important to Achieve as the disability sector transforms amid the NDIS rollout.

The primary role of the Board is to oversee the external – accountability and strategy – and internal – supervision and corporate policy – directions of Achieve.

It performs these functions by meeting regularly throughout the year, and through the operations of various committees in which all directors participate. Board committees include Assets and Finance, Investment, Governance, Property, and Audit, Risk & Compliance.

Throughout 2016-17, the focus of the Board has been on anticipating and developing strategies around the ongoing disruptions caused in the marketplace by the ongoing rollout of the NDIS.

This included ongoing assessments of Achieve's appetite for risk, optimising strategies for maintain and utilising key assets including people and real estate assets, and investing cash to drive returns which would insulate the organisation from emerging financial risks as the NDIS is implemented.

The focus of the Board continues to be ensure Achieve is positioned strongly to capitalise on its strong financial position, and to identify and capitalise on future opportunities arising from the sector changes being brought about by the National Disability Insurance Scheme.



Peter spent much of his early life under the influence of drugs and alcohol until a serious assault in his 20's left him with permanent intellectual disability.

Peter grew up in the Muli Muli Aboriginal Community in the Northern Rivers region of NSW. As a young man, Peter was part of a large family and closely connected with the local indigenous community. He enjoyed the society and culture of his people, including traditional bush tucker.

Peter transitioned to the support of Achieve Australia following his recovery from his physical injuries. He participates in My Life Day Programs in Casino, some distance from his roots in the Muli Muli community.

On the initiative of Zach Ford, his Social Educator, Peter is now reconnecting with his indigenous heritage.

"Social Educator Zach Ford also helps Peter connect with other indigenous men. He uses his expertise in interpreting Peter's speech, behaviours and reactions to facilitate his reconnection with his culture and country".

Achieve provides transport for Peter to join regular gatherings of an indigenous men's group in Tweed Heads. The group includes men from many tribes and clans in the region. They range in age from teenagers up to elders.

Through this group, Peter has been able to participate in bush tucker classes where he's foraged for and cooked foods as diverse as kangaroo and wild vegetables.

The group also discusses culturally appropriate solutions to community issues such as men's health, breakdown of family relationships, violence, drugs and alcohol, and post-prison release programs.

Peter can communicate but speaks slowly and has lost mobility in his legs. Social Educator Zach Ford also attends the group's meetings to help Peter connect with other indigenous men. Zac uses his expertise in interpreting Peter's speech, behaviours and reactions to facilitate his reconnection with his culture and country.

RECONNECTING WITH COUNTRY



SUSTAINABLE GROWTH AND NEW HORIZONS

Strategic Focus:

Achieve is effectively leveraging its strong financial position and extensive relationships for growth.

Growth with Fiscal Strength

In 2016-17, Achieve Australia continued to invest in the organisation by further developing a strong financial, corporate and operational structure to provide the basis for profitable growth into the future. This strategy was predicated on the opportunities presented by the National Disability and Insurance Scheme (NDIS).

The net deficit for the year of \$1,752,705 reflected the investment in the future as noted above.

Government funding – including NDIS funding of \$28,340,446 – was 22 percent higher than in the previous year. Commercial sales of \$879,937 were 31 percent higher than the previous year which was a pleasing result.

Overall total revenue of \$32,462,989 was 24 percent higher than in 2015-16, an indication of the ongoing planned growth of Achieve Australia.

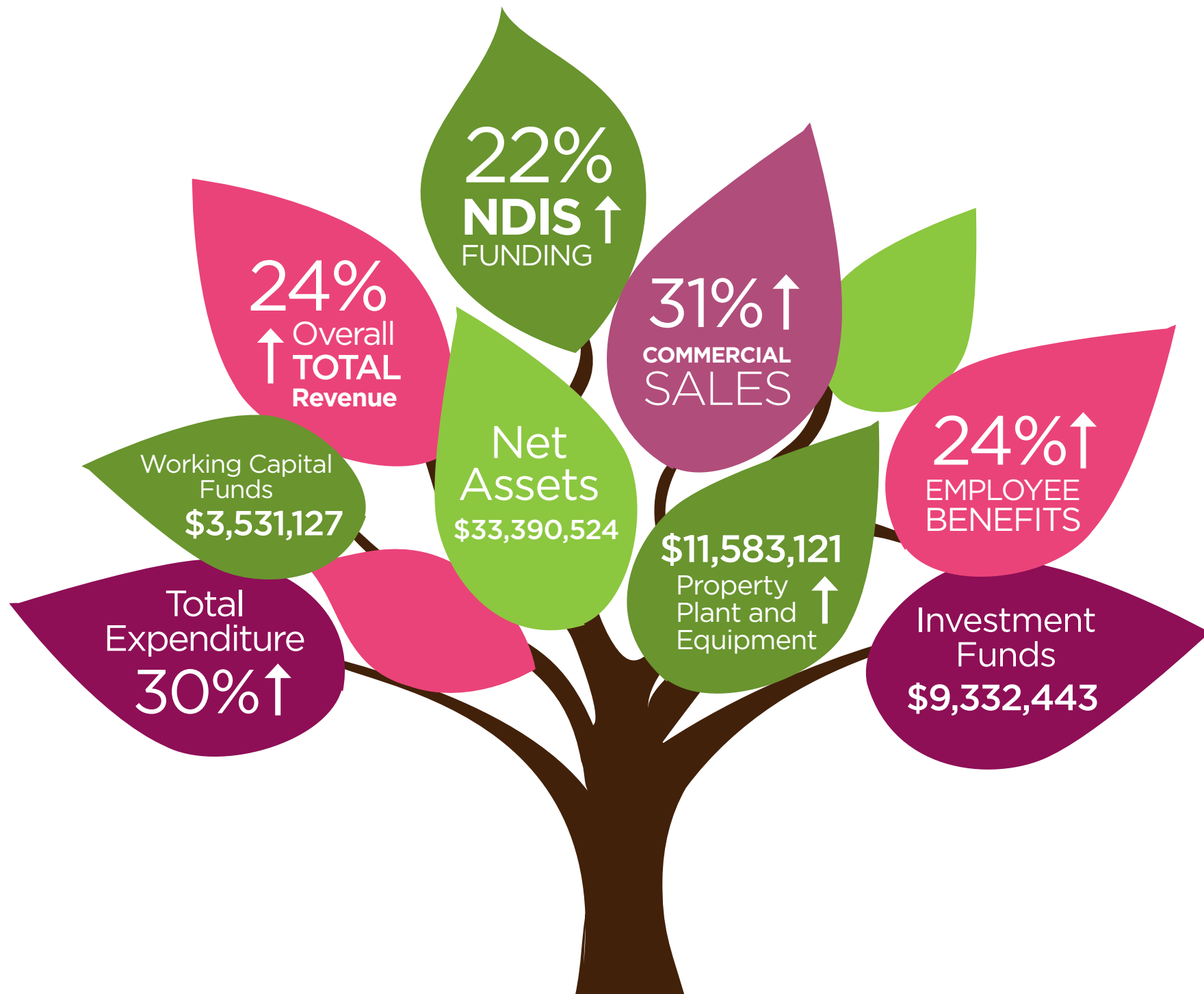
Employee benefits expenses of \$25,465,944 was 24 percent higher than in the previous year. This is an indication of the continuing growth and development of a strong workforce to take Achieve into the future.

Total expenditure of \$34,215,694 was 30 percent higher than in 2015-16 which included the development of infrastructure and information technology for greater efficiency and organisational growth in the future.

Achieve Australia continues to have a strong balance sheet with net assets of \$33,390,524, including investment funds of \$9,332,443 and working capital funds of \$3,531,127. This placed Achieve in a strong position to facilitate the ongoing growth plans outlined above.

Property, plant and equipment of \$23,664,814 was \$11,583,121 higher than at 30 June 2016 – mainly due to final settlement on the purchase of units in the completed Crowle Estate development.

This investment allowed Achieve Australia to expand its range of accommodation options and support 36 people with disability in Platinum-standard, fully accessible apartments equipped with assistive technology.



SUSTAINABLE GROWTH AND NEW HORIZONS

Fundraising and Community Engagement

During the year, Achieve further strengthened its community relationships, strategic partnerships and fundraising initiatives through the appointment of Tarryn Severn to the new role of Corporate Engagement and Fundraising Manager.

Revenue from key fundraising activities in 2016-17 totalled more than \$54,000. This was in addition to annual takings from the organisation's Social Enterprise, the Fabric, Needlecraft and More shop.

Fundraising initiatives during the year included a pop-up shop at the Granny Smith Festival – an annual community event organised by the City of Ryde – the Achieve Australia Annual Golf

Day, and the Fusion Foundation Annual Gala Dinner.

The Golf Day was held at Monash Country Club with the support of Count Charitable Foundation as Major Sponsor, and Ingham Enterprise, Prolegis Lawyers and Deicorp as Supporting Sponsors. Funds raised went towards fitting out Achieve's 22 Specialist

Disability Accommodation apartments at Crowle Estate in Ryde.

The Fusion Foundation is a not-for-profit organisation established 2016 by a group of like-minded people from the Northern Suburbs business community. It is committed to delivering 100 percent of all funds raised to organisations supporting people in need in the local area.

Each year, the Foundation commits to support a selected number of charities. In 2016, Achieve Australia was one of the beneficiaries, along with Alzheimer's Australia and Royal Rehab.

During the year, we also joined five other service providers participating in School Leaver Expo's for students with disabilities. These events aim to provide information for a one-stop shop to find out everything students need to know about moving from school to adult life with disability.

Achieve had stands at Expo's in the Hunter region, as well as Rooty Hill, Castle Hill, and Concord in Sydney. Staff from Achieve's Northern Rivers office also participated in an event at Ballina.





4 MEANINGFUL WORK

It's 6.30 am and Rita Malia, a Leading Hand at Achieve Australia's Packaging and Assembly Solutions company is already at work. But she's not on the factory floor; Rita has driven a minibus to the local railway station where she waits to greet supported workers as they arrive for their shift.

Rita does it every work day on her own initiative. Each morning she dispenses smiles, cheery greetings and hugs if they are needed. Then it's onto the bus and everyone sings along with the radio as they head off to work

"To me supported workers are not people with disability; they are just people – each with different strengths, skills and needs," said Rita. "In fact, I often think that we don't support our workers, commercially speaking they support us!"

Rita remembers a young man named Christopher as an example of how everyone can benefit from participating in meaningful work within their community.

Christopher's parents encountered negativity from everyone who came into contact with their son. His challenging behaviours made it hard to envision their son being a productive member of society.

However, Rita saw something in Christopher when he joined Packaging and Assembly Solutions. He responded very positively to her belief, working hard and steadily improving his skills as he performed his assigned tasks.

Next time Rita saw his Christopher's parents, they were teary eyed. They could not believe that their son was contributing and achieving his tasks in a disciplined way.

They were so grateful that Christopher was included socially and was a valued part of the Packaging & Assembly team that Christopher's mother wrote Rita a poem. Rita framed it and it hangs in her bedroom today.

Part of that poem, referring to Rita, says:

*"She said she'd watched him at his chores,
He'd really done his best
Tears had welled up in her eyes
And she was most impressed.
What a joy it was for Jim,
My son's long-suffering Dad,
To get a good report for once"*



CHRISTOPHER'S GOOD REPORT

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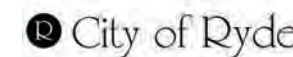
Fusion Foundation Gala Dinner

- Fusion Foundation



Granny Smith Festival

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School Leaver Expo's

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