

achieve

australia

annual
report
23-24

achieving
excellence

finding
our
true north



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Achieve Australia acknowledges the Traditional Custodians of the lands on which we operate and pay our respects to Elders, past, present and emerging.

We recognise the enduring relationship Aboriginal and Torres Strait Islander peoples have with Country and that sovereignty was never ceded.



Welcome to the Achieve Australia Annual Report for 2024



Welcome

Achieve Australia enjoyed a highly successful year of collaboration to advance social inclusion for people with disability and to continue to build practice excellence across our organisation.

As you will read in our Annual Report, we achieved a strong financial result with an increased surplus over the previous year.

Achieve's Passion is social inclusion for people with disability. Our Purpose is to build extraordinary lives, supporting people with disability to be well, have a home, choose a career, learn new skills, participate in their community and enjoy a full life.

In pursuit of our Passion and Purpose, we manage our organisation to be financially sustainable. This enables us to invest in research and innovation to realise inclusion for people with disability.

We are so proud of the many initiatives we advanced during the year aligned to our Passion, Purpose and Principles as you will read throughout this report. We saw people connect with community and exercise greater choice and control through a wide range of programs and activities across learning, leisure, work, and volunteering.

Achieve stepped up our advocacy over the course of the year, working with people with disability, their families, peak industry groups and government. We want to see the NDIS return to its original intent of maximising the autonomy of people with the most complex disability based on a social model of support. We were able to brief then NDIS Minister Bill Shorten in person about this and take part in various sector events to elevate the voices of people we support.



We launched our Strategic Plan 2024-2026 to ensure everything we do aligns to our Passion, Purpose and Principles, as well as our capabilities and resources. This includes our growth as an organisation and service provider.

During the year we expanded our service footprint in Sydney by welcoming 10 young people in the Sutherland Shire alongside new colleagues. Achieve is taking a very deliberate approach to growth by assessing opportunities to ensure that we can have a positive impact whilst ensuring alignment to our Passion, Purpose and Principles. We also consider the impact that any growth will have on our internal resources and capabilities.

We also took steps to ensure we remain a fair, inclusive, responsible and welcoming organisation as we grow. This work included many 'firsts' for Achieve, including developing our inaugural Disability Inclusion Action Plan, Environmental Social and Governance (ESG) Materiality Assessment and Reconciliation Action Plan.

Achieve joined a critically important project led by The Achieve Foundation to increase access to open employment for people with disability, starting with our own sector. Work also advanced on the evidence-based Practice Framework that will serve Achieve and we hope our broader sector when it is completed.

Continuous improvement and learning are part of the Achieve culture for everyone including our Board, Executive and Senior Leadership teams. Examples include the launch of a learning conference for frontline leaders, a webinar series on clinical topics for frontline teams and the sponsorship of senior nurses to attend a leading professional disability conference.

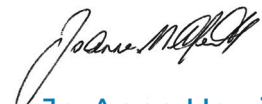
Our people strove for excellence time and again this year and we celebrated the top achievers at our STAR Awards.

It was certainly another outstanding year for Achieve.

On behalf of the Board of Directors and the Executive team, we thank the people we support and their families and carers for placing their trust in Achieve and our dedicated staff, volunteers, and supporters for their immense contribution.



Kerry Stubbs
Chair



Jo-Anne Hewitt
CEO



Our year in review

Homes and programs



56

Community homes



3

Community and lifestyle locations



1

Short term/ Respite accommodation

37

Apartments



24

Quality champion interviews



Employees and volunteers



72

Supported employees



1200

Achieve employees

78

Volunteers



18,720

Volunteering hours



Support services



279

People receiving
supported
independent living



22

Short term
accommodation
provided

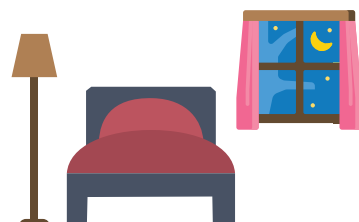
310



People supported
through our community
and lifestyle programs

366

Short term
accommodation
nights provided



106

People engaging
our support
coordination team



2,838

Support coordination
hours provided

21 **achievAble**
enterprises

Business customers at
AchievAble Enterprises

59

People receiving
drop-in support



Innovations

Our teams developed, tested and rolled out new ways for people with disability to experience a sense of belonging to their communities. People we support were central to this work. Many contributed ideas while others were a vital part of the independent evaluation of programs.

Creating a typical beach holiday experience



Our team in Casino successfully developed an idea to offer people with disability in the Northern Rivers a typical holiday beach experience enjoyed by so many Australians each year.

The team named the program, 'My Life True North', and chose a location at Evans Head on the NSW North Coast to base the two weeks of activities for people already receiving services from Achieve and others who were new to us.



People who attended the program enjoyed swimming, volleyball, beach cricket, crafts, and making new friends. Weeks of detailed planning preceded the start of the program on 2 January 2024, including carrying out risk assessments, choosing engaging games and activities, and organising colourful sun smart hats.

The program was featured on the local NBN News as a positive initiative for the Northern Rivers region. Another positive was the program serving as an example in a submission to council for an accessible change facility at Evans Head to attract more people with disability and their families.



My life, My say graduates celebrated

Training for young adults with cognitive disability in life skills to foster greater independence and social inclusion was offered by Achieve for free in 2023.

The program called My life, My say, the program was delivered via 90-minute weekly sessions over six weeks from our community and lifestyle hubs. 'Communications skills' was taught at Casino, 'Self-advocacy' at Epping and 'Travelling in community' at Seven Hills.



Those taking part were people already attending a day service either at Achieve or another provider. People had the opportunity to make new friends in an environment where the majority knew at least one other person taking part.

The teachers, recruited from within Achieve and trained by an external expert, delivered the sessions in both the classroom and out in the community. For example, an experiential

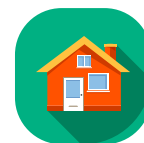
session about self-advocacy took place in a restaurant where the wait staff had been briefed to mix up people's orders. People then spoke with the restaurant staff about receiving their correct meal.

Those who attended My life, My say, their families and support workers provided positive feedback about the impact of the pilot program especially on each person's confidence.

How My life, My say was developed

My life, My say was based on the findings of a 2022 co-design project Achieve carried out with young people with cognitive disability and their families.

We heard how they often missed out on opportunities to obtain and develop the life skills and knowledge necessary to build confidence, independence and an ability to self-advocate. This was particularly so for those with complex needs.



Achieve built on this work to develop the pilot program we tested during the year. We worked with a professional module writer and focused on the areas co-design participants had told us were of most interest to them, choosing to test three modules via the pilot program.

What's next?

The pilot program was evaluated by external consultants, For Purpose Evaluations. Evaluators found that the pilot had met its objectives and received positive feedback and learnings from students, their families and our teachers. Achieve's Operations team will draw on these learnings to take the program forward to benefit more young people wanting to grow their confidence and independence.

Following the lead of the people we support

During the year, Achieve welcomed people transitioning from many years living in closed environments, namely hospitals, mental health units and hostels. Our frontline teams followed the lead of each person to develop a tailored transition plan. We share two of these journeys below, with permission from the individual Achieve was able to support.

Fred's story

We first met Fred in November 2023 at the hostel where he had lived for more than 13 years. A music lover with a deep passion for Pavarotti and Elvis, Fred had been longing for the freedom to explore new places and experiences.

We started Fred's transition with short outings to familiar coffee shops, where he could enjoy his favourite banana

bread and get to know the Achieve team slowly and without pressure. Fred's sister was also part of the process.

By January 2024, Fred was ready to explore further, visiting new coffee shops, enjoying fish and chips, and seeing the world beyond the hostel.

As we progressed to planning Fred's move to a new home, his sister supported his decision making on matters such as the type of room he wanted, and how he would settle in supported by Achieve.



Fred officially moved into his new home on 25 March 2024. Despite the homely surroundings, it took some time for him to stop worrying that he may be asked to leave one day, as he had experienced with hostel living. The team reassured him that it was his choice saying, "If you want to stay, you can stay."

The freedom to make that choice was empowering for Fred and he soon thrived and relaxed to enjoy his home, daily routines, music, and visits from his family.

Jon's story

Jon had been in hospital for a long time where daily life followed a rigid routine. When we met Jon, he was keen to live independently.

Achieve started working with Jon in March 2024. It was essential to respect his need for autonomy while providing support to plan his move gradually and in a way to minimise stress.

We learned that Jon was very particular about his environment. He visited his new home ahead of his move and shared how he liked things to be. He was pleased later to see that his bed was placed exactly where he told us he wanted it, with his favourite CDs nearby. This attention to detail made him feel safe and at ease.



A milestone moment was when Jon smiled and asked, "Can I stay here tonight?" This meant the world to Jon and to our team and he never looked back from that moment on. His new home became his space, and he embraced the freedom to make choices, from what he ate to when and how he socialised.

Jon's independence grew daily. With support, he began enjoying a more relaxed daily routine, making more choices, exploring further, making new friends and enjoying his love for music and ceramics.

Different journeys, same support

Fred and Jon's stories are just two examples of the many unique transitions that happened at Achieve during the year. We worked with each person to support their unique experience and ensure we supported their right to make decisions to suit their preferences, at a pace comfortable for them.

New employment model a positive for providers

Achieve joined a critically important new project to reduce the employment gap between Australians with and without disability starting in the disability sector.

Driven by The Achieve Foundation, and led by people with lived experience of disability, the first phase of the Disability Employment Catalyst (DEC) project will establish the model for employing young people with disability at scale within large service providers including in service delivery roles.

The Foundation secured a \$2.8 million grant from the Paul Ramsay Foundation to support the first phase of the project. The Foundation partnered with Achieve, Yooralla and Life Without Barriers to develop and test the DEC model.

What's next?

The work to complete the first phase of the project will continue into the next financial year. The steps taken by the DEC provider partners including Achieve are designed to ensure our recruitment practices and employment experiences are fully accessible and that we offer clear and satisfying career paths to the people we hire.

Expected outcomes of the DEC include:

- Creating a pipeline of future leaders with lived experience of disability for our sector.
- Mitigating the sector workforce shortfall.
- Creating a business led by people with disability to continue the work of the DEC beyond the pilot phase.

Creative expression for all

More than 600 people from across Australia submitted artwork in the inaugural Artful Art Prize – a national event Achieve created in collaboration with Accessible Arts.



The goal of Artful was to establish a new community joined by a love of creating art no matter a person's age, lived experience or location. The only stipulation was that those entering not make their living from their art.

To support people from Achieve's community to enter Artful, we worked with Accessible Arts to create workshops taught by professional art teachers with lived experience of disability.

We also encouraged people receiving services from Achieve who we knew to be skilled artists to enter Artful and many did just that.



Artist, writer and comedian Tim Ferguson came onboard as Artful Ambassador to promote the theme for the inaugural Artful Art Prize, “Express yourself”. Tim also performed at our ‘Igniting Inclusion’ event that celebrated International Day of People with Disability. You will read more about the event later in this report.

Submissions were open for the month of August 2023. From there, the judging panel comprising professional artists reviewed the 60 finalist artworks. Winners were announced in October 2023.

The Artful Art Prize was made as accessible as possible to ensure people with disability could enter with ease. This included creating an online-only submission process and ensuring the Artful website met or exceeded digital accessibility guidelines.

Judges chose a winner and runner-up for each of the six categories - Drawing, Painting, Mixed media, Photography, 3-dimensional, and Textiles. An additional eight artworks in each category were highly commended.

Winners received a \$1,000 online art store voucher each from sponsor

Eckersley’s Art and Craft Supplies and three tailored mentoring sessions from a professional artist. The artwork of the winners in the respective categories can be viewed on the facing page.

Next steps?

Submissions for the next Artful Art Prize will be open from November 2025 with judging and an exhibition to take place in 2026.

Skilled workshops to support people to enter Artful

Over July and August 2023 people attending our community and lifestyle programs in Casino, Seven Hills and Epping took part in workshops presented by professional art teachers with lived experience of disability.

The workshops, which were a first for Achieve and most of the people taking, focused on photography, portrait painting with acrylics, painting with water colours, 3D sculpture, and textiles.

Some of those taking part went on to enter their creative work in the Artful Art Prize.

Igniting Inclusion

We celebrated International Day of People with Disability (IDPwD) and the strength of our community with a special event combining art, music, a great discussion about disability employment, comedy and social commentary.

Held in CommBank Stadium in Parramatta on the evening of 4 December 2023 – a day after IDPwD – ‘Igniting Inclusion’ opened with an invitation to guests to enjoy 50 artworks on display while listening to singer Justine Etakchi and her accompanist on guitar. The pop-up gallery showcased winners of the Artful Art Prize 2023 created by Achieve in collaboration with Accessible Arts. Guests used a QR code to vote on a ‘People’s Choice’ award announced on the night.



Everyone then moved to another area to hear Executive Director of The Achieve Foundation, Dr Kirsty Nowlan, host a panel discussion about disability



employment with Disability Advocacy Network Australia CEO, Jeff Smith and disability leader and speaker Clare Gibellini. Alex Jones, then Disability Employment Catalyst (DEC) project manager, also presented on the topic. The DEC will create a model for how disability providers can employ people with lived experience of disability at scale.



Igniting Inclusion concluded with a thought-provoking and hilarious performance from Tim Ferguson about ‘The Rules of Disability in modern Australia’. Tim used his whip-smart mind and comedic mastery to bring a modern perspective to how he has navigated life from a wheelchair.

Inclusion for all seasons

Person-centred active support is an important part of practice excellence across Achieve. During the year, many people decided to take on new goals and life experiences and we were privileged to support their efforts.

We share a range of examples to show the diversity of activities that were important to the people receiving services from Achieve.

Travel tales – high seas, mountain vistas and a family reunion



A group of friends left Sydney's winter behind on a cruise to Moreton Island in Queensland on board the 'Pacific Adventure' travelling with a support team from Achieve.

The holiday makers enjoyed buffets, entertainment and watching the vast Pacific Ocean from up on deck. The group were lucky enough to spot a large pod of dolphins playing in the waves. There was a 'Great Gatsby' themed evening with the four gentlemen donning the suits they wore to the Achieve Australia 70th Anniversary Gala the previous year. They also explored Moreton Island on a day trip in perfect weather.

The voyage took months of careful planning in consultation with the travellers, their families, and the team from the Pacific Adventure.

World heritage Blue Mountains only a drive away

After weeks of being cooped up inside their home on Sydney's north shore due to constant rain, Beris and Janice took advantage of a sunny day to head to the Blue Mountains for sightseeing and lunch.



Inclusion for all seasons

The two friends have been receiving services from Achieve for many decades and were accompanied by Support Workers they know well. The trip was a big success with another in the planning.

When family is the destination

A woman living in Sydney's northwest who receives services from Achieve took a trip to a beautiful country town in NSW close the Queensland border to visit immediate family she had not seen in six years.

She took a housemate and close friend with her. Achieve supports both women in their home.

The group travelled by road from Sydney up the NSW coast making an overnight stop in a scenic seaside town visiting its most popular tourist attractions. They then drove inland to their destination. A wonderful family reunion was held over two days that meant so much to everyone.

Connection is a big part of inclusion. Achieve strives to make it as easy as possible for families to stay connected through phone calls, visits to one another's homes and video chat when required such as during the COVID-19 pandemic.

Learning new skills to create art with a heart

A group of people living in Wentworthville marked NAIDOC Week and its 2023 theme 'For the elders' with a collective art project full of learning and love.

Supported by Achieve, the group engaged a member of the Dharug community who visited their home to advise them on traditional dot painting techniques.

They created a beautiful artwork honouring a dear friend who had passed away. The completed artwork depicted their friend returning to the dreamtime and was full of colour and meaning. The result was impressive and heartfelt.



Supporting the community

People in the Northern Rivers of NSW banded together with Achieve team members and family and friends to enter the 11th annual Casino Fun Run.



Participants were invited to navigate a 2km, 5km or the entire 10km course through the city of Casino at a pace of their choice.

The Achieve group visited the route in the days before the 15 September 2023 event and then made an informed decision to opt for the 5km course walking or using a wheelchair.

The Casino Fun Run was co-founded by Paralympian and Achieve Board member Katie Kelly OAM and Olympian Scott Westcott in 2013. Achieve is a proud sponsor of the Casino Fun Run.



Volunteering to tend a community garden

People who attend Achieve's community and lifestyle program, My Life Epping volunteered twice a week at the eco-friendly 'Happy Hens' project at [Henley Green Community Garden](#).

The aim of the Happy Hens group is "Growing Connections" for people in the area including the crew from My Life Epping. The group mastered a range of gardening skills over the year to plant, compost, water and harvest the pesticide-free garden with a few breaks to visit the chickens.



Celebrating special occasions

People celebrated life's moments big and small by doing things their way.

Patrick chose to mark a significant birthday by seeing the live musical, Elvis with friends. It was all part of a very big year for Patrick, which included featuring in an Achieve video about the Quality Champions program. Patrick also retired from his job at pack and send business, AchievAble Enterprises in March 2024 after 28 years of service and was honoured at a special celebration at the Newington factory.



Cecil went a completely different way to mark his birthday by redecorating his bedroom to reflect his personality. He enlisted the support of two Achieve team members who knew Cecil and his home. Part of the plan was to repaint Cecil's room, so the trio visited a hardware store to select just the right shade of blue paint and other essentials. Cecil also selected furnishings and decorative touches to bring his vision for his room to life.

The makeover symbolised a deeper journey of empowerment and self-expression for Cecil to create a space that reflected his identity, dreams, and potential.

Attending a school formal

A school formal is a big part of a young person's life and we were honoured to support a young woman in Sutherland to have a magical night.

Going shopping to pick out the perfect pink dress and find the right shoes and accessories was followed by hair and makeup and nails. The young lady had a wonderful time at the formal gathering memories to last a lifetime.

Shaking things up

Taking the decision to do things differently and shake up a routine was an important milestone for some of the people we support during the year.

For Jake it meant learning to cook to reduce his reliance on take away. Preparing nutritious meals in the kitchen of his Parramatta home was a win for both his health and hip pocket.

Jake enjoyed searching the internet for recipes and exploring new flavours as well as his increased independence. His first dish was a meat and vegetable pasta. The pride in his accomplishment was just as delicious as the dish.

Meanwhile, for fitness-minded Brent, choice and control meant mixing up his fitness routine that had previously relied on gym workouts. He decided to try adding hikes in a Sydney state forest as an alternative to the gym on some days. The first hike was a hit lasting three hours with breaks. Brent particularly enjoyed walking a sensory trail where he could touch, smell and listen to nature.



Creating a new social club

Inspired by the success of Achieve-based social group, 'My Life After 5', people who live in apartments near one another in Meadowbank created a club of their own.

The My Life After 5 initiative was created in the previous year and involved people living in different places meeting at an Achieve community and lifestyle hub each month to either go out as a group to an event like Vivid or create an activity on site such as a BBQ and movie night.

The new social mixer in Meadowbank, 'Club in the Hub', took place in a community space in the grounds of the apartment complex where everyone lives. The group of 12 or so discussed and decided on what they wanted to do when they met every Thursday afternoon.

One of Achieve's most energetic support team members ensured the wish list comes to life. Over the year the activities chosen included themed parties, an evening of music and art and designing hats and baskets for Easter.

Our leadership in the sector

Our advocacy

During the year Achieve supported efforts to create a truly inclusive Australia in a range of ways. We invested in advocacy as part of our Passion for inclusion and our Purpose to support people with disability to build extraordinary lives.

We also took part in forums about the future of disability service provision and made submissions to the Federal Government to ensure the concerns of the people receiving services from us were represented.

In 2023-24, we saw the opportunity to make an influential contribution to a major review of the National Disability Insurance Scheme (NDIS). It was clear this period represented the most significant reform opportunity since the inception of the NDIS.

We stepped up our advocacy to show how governments can put people with disability at the heart of a truly inclusive system and build decision makers' understanding of what social inclusion looks like in action.

NDIS Review

The NDIS Review was an incredible opportunity to outline how the NDIS could return to its original intent being, maximising the autonomy of people with the most complex disabilities, based on a social model

of support. Achieve was actively engaged in the NDIS Review from the outset. We knew it was important to raise the voices of the people we support. Their stories and our principles guided our contributions to the NDIS Review.

We briefed the then NDIS Minister Bill Shorten and members of Federal Parliament on our NDIS Review recommendations.

We were pleased to see key recommendations that we advocated for in the Review Final Report, particularly on ensuring quality, evidence-based support for people with complex and acute needs.

The NDIS Review was only possible due to the hard work of people with disability and our broader sector over the past decade. The Expert Panel delivered a stand-out report, based on a truly innovative and inclusive consultation process.



Next steps?

We will continue to work with governments to turn our vision into reality.

DSOA advocacy

Achieve continued to advocate with like-minded organisations for changes to the Disability Support for Older Australians (DSOA) program. This program provides care and support for people who were receiving state-managed specialist disability services but who were aged over 65 at the time of the NDIS roll out.

We engaged regularly with decision makers over the year as part of the Department of Health and Aged Care's review of DSOA and the 2024-25 Budget to advocate for a review to the funding model to allow for DSOA participants to receive funding for accommodation.

Next steps?

Achieve will continue to advocate for urgent changes to ensure DSOA provides an equitable social model of support where people choose the types of support they need, where they live and who they live with.

Contributing to a new system of registration

In February 2024, then NDIS Minister Bill Shorten appointed a taskforce to consider a recommendation from the NDIS Review for the introduction of a tiered, risk proportionate registration

system for providers and individuals delivering services to people with disability under the NDIS.

Achieve made a submission in May 2024 to the taskforce in support of such a system to ensure people receive safe, high-quality services, particularly people with complex disability and acute needs.

To demonstrate the need for a tiered, risk proportionate system, we hosted a visit from a member of the NDIS Provider and Worker Registration Taskforce. The taskforce member met with people with complex disability and the skilled nurses who support them in their homes and at our short-term accommodation centre, Summer Hill House.

Sharing our Passion and Purpose with decision makers

Achieve continued to find opportunities to share with decision makers how the NDIS works in practice to support people with disability to live extraordinary lives.

We invited Federal Member for Reid, Sally Sitou, to visit The Sewing Basket and AchievAble Enterprises at our Newington site. Both employ outstanding people with disability.

Achievable Enterprises is a commercially successful pack and send service and The Sewing Basket is a retailer of 100% pre-loved sewing, knitting, crocheting and haberdashery supplies.

Our leadership in the sector

Sally met the people that make these operations such a success and saw how Achieve creates genuinely inclusive employment opportunities. The visit showcased the depth of passion and inclusion that Achieve's services offer our employees, volunteers and customers.

Next steps?

We have never waited for governments to act, and we are not waiting now. Our founders were a group of parents who wanted something far better for their children than the limited options available in 1952. They forged a path to inclusion across a range of areas including employment and independent living that was truly innovative for that time.

Achieve will continue to invest in innovation and dismantling barriers to inclusion, as well as supporting the next phase of major NDIS reform and inviting decision makers to see inclusion in action. The programs and services we invest in show how we can continue to fulfill the original intention of the NDIS.



Achieve launches a new CEO blog

Achieve launched a new blog from CEO Jo-Anne Hewitt on 25 March 2024 to share how Achieve is supporting efforts to create a truly inclusive Australia through our programs, services, and advocacy.

Jo-Anne writes the blog from the perspective of Achieve's role as a recognised leader in supporting people with complex disabilities. Over the course of the year, Jo-Anne shared highlights of key Achieve projects and initiatives and our advocacy work carried out in collaboration with the people we support, their families and carers, the Alliance20 group of leading disability providers and The Achieve Foundation.

Read all editions of the CEO Blog by visiting the [Acheive](#) website.

Elevating voices of people with disability

Achieve presented on our Quality Champions program at the two-day Disability Services Consulting (DSC) NDIS 2024 Conference on March 27, 2024, and the role of the program in elevating the voices of people who receive services from Achieve.

On stage at the DSC Conference with our CEO Jo-Anne Hewitt were, Quality Champion, Stuart Champion and Quality Champion Partner, Matthew Kohler to talk about the program.

They also shared a video with the audience about how our Quality Champions program works. An Australian first, the program started in 2021.

Stuart and Matthew told the DSC audience how the team work in pairs that include a team member who brings lived experience of disability to their work. The pairs visit people we support by appointment to discuss the services they receive – what is going well, and what we could improve.

A report is then co-written based on this feedback and shared with our



Quality Champions Stuart Champion (right) Partner Matthew Kohler (left) talk with Patrick about the services he receives from Achieve.

Operations teams and the person who uses our services for actioning. Stuart and Matt explained how they make follow up appointments to re-interview people to discuss any changes made and the impact of these to the person's life.

What the Quality Champions team achieved during the year

During the year our Quality Champions team carried out 24 first and second interviews with people in 12 locations around Sydney and carried out one interview by video outside Sydney.

Elevating voices of people with disability

They provided feedback to Service Coordinators, who manage our frontline teams, across the six domains that define a sense of belonging:

- Services and supports.
- Sense of home.
- Relationships.
- Social participation.
- Economic and material.
- Civic and political.

This feedback highlighted areas of improvement for our services. As a result, we created new opportunities for people to build and maintain relationships and fostered more independence for people to take part in the management of their personal finances.

Supporting our sector to best serve people with disability

CEO Jo-Anne Hewitt and other Achieve Executives attended the National Press Club on 7 December 2023 when then NDIS Minister Bill Shorten released the NDIS Review Final Report.

Minister Shorten reaffirmed the Australian Government's commitment to the NDIS and acting on the work of the NDIS Review.

Minister Shorten later joined a lunch with Federal Member for Reid, Sally Sitou, and Jo-Anne and some of the Executive team where they had the opportunity to discuss the NDIS Review

and the issues that matter most to the people we support.

Separately, Jo-Anne was a panellist at the National NDIS Review Conference held at Parliament House in Canberra on 22 March 2024. The panel discussed the important NDIS topic of how an eco-system of supports should be developed.

Achieve remains positive about the future of the NDIS and the opportunity to create a system that enables people with the most complex disabilities to make decisions about how they want to live their lives. We plan to continue to work with government to ensure the promise of the NDIS Review is realised.



**Achieve CEO Jo-Anne Hewitt with
NDIS Review Co-Chair Professor
Bruce Bonyhady**

Our people

Recognising team members who shone brightly during the year

Achieve celebrated colleagues who set the bar high for practice excellence at our annual Success Talent And Recognition Awards – our STAR Awards.

The awards, formerly known as the Performance And Culture Excellence or PACE Awards, recognise individual contributors and teams who model our values in their daily work. We renamed the awards to better reflect the immense contribution made by award recipients to Achieve.

Meet our STARS for 2023 celebrated at a special event held at the Epping Club.

Team of the Year **Wentworthville Cluster**

The team were selected for being innovative, diligent, positive, highly competent and knowledgeable. Team members were praised for consistently delivering services to a high standard, and for the imaginative and considered way they created active participation activities for people in Wentworthville throughout the year.



Employee of the year

Julia Junsay, Assistant in Nursing, Inner West Cluster

Julia was selected as 'Employee of the year' for being an effective and passionate advocate for the wellbeing of the people Achieve supports in the Inner West. Julia was praised for her dedication, enthusiasm, and person-centred approach and for being a consistent and natural leader who inspires others. Julia's in-depth knowledge and understanding of people with complex and acute needs was acquired over 25 years. An incredible role model for others, Julia achieve some great outcomes for people she supports over the year.



Our people

Client Choice Award

**Jasmine Dhillon, Service Manager,
Ryde Cluster**

Family members of people receiving services from Achieve nominated Jasmine for being an excellent communicator, and champion advocate for their loved ones. Jasmine was praised for regularly seeking feedback to deliver service excellence and for her attention to detail and outstanding problem-solving skills. Those who nominated Jasmine praised her for always going above and beyond to ensure the happiness and wellbeing of the people she supports.



Chair's Award

**Jaskaran Singh, Service Coordinator,
Meadowbank Cluster**

Jaskaran received high praise for his leadership, work ethic, commitment to practice excellence and being an excellent role model for colleagues. In nominations, Jaskaran was described as a strategic thinker who was always willing to share his knowledge and experience. His professionalism, empathy and responsiveness helped to create a stress-free work environment.



Social Enterprise Employee of the Year

Rachel Ward – AchievAble Enterprises

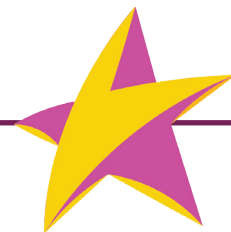
Rachel was nominated for her dedication and hard work as a member of the team at AchievAble Enterprises. Those who nominated Rachel also praised her as a great work friend and supportive colleague who during the year looked out for others and was quick to help anyone who needed a hand.



Volunteer of the year

Helen Mitchell – The Sewing Basket

Those who nominated Helen praised her positive, knowledgeable, and committed approach to her volunteer work at The Sewing Basket. Helen plays a wonderful role in creating a great environment for everyone at The Sewing Basket – customers and team members including her fellow volunteers.



Delivering on our Passion

Our Passion is social inclusion for people with disability.



Rekha – Senior Support Worker Llandilo Cluster

Rekha was nominated for being a true champion of inclusion for the people at Llandilo who receive services from Achieve. She was praised for being a generous and well-organised leader who is compassionate, bright, motivated, and dedicated.

Delivering on our Purpose

Our Purpose is to build extraordinary lives, supporting people with disability to be well, have a home, choose a career, learn new skills, participate in their community and enjoy a full life.

Shanaya Child, Support Worker, Casino Cluster

Shanaya was nominated for her professionalism, positivity, enthusiasm, and the genuine joy she brings to her work. She was praised for always placing the best interests of the people she supports above all else.



Living our Values – Living Inclusion Kiran Lodhia, Service Manager My Life Epping

Those who nominated Kiran describe her as an innovative, inspiring, passionate, and imaginative leader who supports her team to dream up great ideas and run with them. Kiran was praised for her caring and enthusiastic approach to her work and a wonderful advocate for the people who attend My Life Epping.



Living our Values – Growing Capacity Manoj Sharma, Acting Service Manager Wentworthville Cluster

Manoj was nominated for being an excellent leader who is positive, patient, and approachable. Manoj was praised for his ability to communicate even the most complex of tasks in a way that is easy to understand and for his outstanding organisational skills.

Our people



Living our Values – Engaging Practices

Manjula Chandar – Senior Support Worker, Wentworthville Cluster

Manjula was nominated for being an outstanding role model, strong relationship builder, and excellent communicator. Manjula was described as a great mentor, and teacher who is celebrated for her exceptional work ethic, dedication to the people at Wentworthville and for her ability to lead by example.



Living our Values – Valuing Resources

Zyjkiele Moos, Frontline Rostering Officer

Zyk – as he is better known – was nominated for his positive, dedicated, helpful and responsive approach. He was also praised for his exceptional organisational skills, proactivity, and for being a delightful colleague to be around.

Living our Values – Elevating Voices

Sabhyata Basnet, Assistant in Nursing, Inner West Cluster

Sabhyata was nominated for being a passionate advocate for the people she supports including fearlessly challenging decisions to ensure their best interests are prioritised. Sabhyata was also praised for being a wonderful colleague who is efficient, caring, supportive, and knowledgeable.



Investing in our workforce

At Achieve, we offer a range of learning opportunities to our employees as part of our Strategic Priority to build an engaged, professional and contemporary workforce.

This includes mandatory learning via our digital learning platform, and the specialised training to develop leadership and people management capabilities detailed on this page.

Developing our people at all levels of Achieve

Achieve started a three-year program of learning during the year delivered by Franklin Covey based on its well-known 'Seven Habits of Highly Effective People'.

This commitment is aligned with our Strategic Priority 'Outcomes for Impact' that includes building an engaged, professional and contemporary workforce.

Our Executive and Senior Leadership Team were the first to attend the learning sessions. The 'Seven Habits of Highly Effective' people will be shared with our broader workforce over time.

We believe our leaders play a crucial role in embedding our Passion, Purpose and Principles as well as our intentional culture across the organisation. They are also pivotal to our success implementing our strategic plan and bringing staff along on the journey.

Investing in our frontline leaders

We created a new conference for our frontline leaders whose roles include Service Coordinator, Senior Support Worker, and Regional Nurse with an agenda of learning, idea sharing and collaboration.

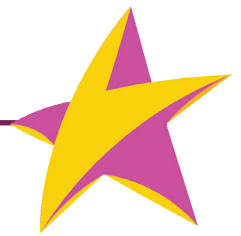
The first conference was held in May 2024 at Rydges Parramatta and explored leadership and how it makes a difference to the lives of people receiving services from Achieve. Conference attendees heard how being a positive role model and leading by example were key to maintaining a safe, quality person-centred support environment.

A series of discussions, presentations, ideas and decisions from the day were synthesised into an incredible mural that was created live by an expert scribe from Swivel Creative and later displayed in Achieve offices.

Senior nurses attend leading sector conference

Achieve sponsored 10 of our team members to attend the 2023 Professional Association of Nurses in Developmental Disability Australia (PANDDA) Conference in late September. This included frontline Registered Nurses, Clinical Nurse Educators and Nursing Managers.

The conference was a wonderful opportunity for our team members to meet peers and hear about disability service provision in other areas.



The PANDDA conference also provided discussion about supporting the health needs of people with disability and the challenges navigating the intersection between the NDIS and health authorities in different jurisdictions. Attendees also heard how nurses working in the sector influence positive change at a local, state and federal level through improvements to policy and practice.

Future Leaders program

At Achieve, we are committed to developing our internal talent for leadership roles. We want our staff to grow their career within Achieve and we believe in recognising and rewarding our high performers and providing career opportunities for them and other employees.

The program consists of strength-based leadership coaching, mentoring, project work and leadership micro-skills taught by Gallup-Certified Strengths coach.



Graduates of the Future Leaders. Back row; General Manager Clinical Governance and Practice Esther Conway, CEO Jo-Anne Hewitt, coach Alison Schiena, Service Manager Laura Kenneally, Support Worker Senior Support Worker Paula Wallis, Marketing and Communications Business Partner Loreena Wells. Front row; Registered Nurse, Wendy Wang, Service Manager Katie Grabham, Registered Nurse Rekha Rekha and Chief People Officer Angela Johnston.

Building on practice excellence

Keeping the people we support at the centre of planning was key as we developed and launched several new initiatives over the year to support practice excellence.

Our Operations teams worked closely with our specialist teams of Clinical Governance and Practice, Quality and Safeguarding and, Quality Champions to further develop the capabilities of those in frontline service delivery roles and act on feedback from the people we support.

The result of these efforts strengthened employee competence and capability and improved client care processes. We also delivered accessible resources to empower frontline teams to observe best practice and compliance across Achieve's service locations.

Developing a supportive learning eco system

Achieve's Clinical Team launched a monthly webinar series called Clinical Corner to provide frontline teams and managers with essential knowledge and insights into critical health and behaviour support topics.

The team includes Clinical Nurse Educator and Specialists and our Practice Lead Behaviour Support who provide expert guidance and ongoing training.

The first webinar was held in December 2023 exploring the topic of 'Chemical Restraint'. Other topics over the year ranged included 'Active Support', 'Trauma Informed Practice', 'Diabetes Management', and 'Health Care Planning'.

Each webinar provided valuable information and practical strategies those attending could put into practice when managing clinical challenges to ensure the people we support feel safe and well supported.

Specialist training

Our nursing staff received training during the year in critical clinical topics via practice workshops, refresher courses and e-learning modules. Topics included medication management, mental health, palliative care, enteral nutrition and health care planning. We also held specialised inductions on a series of complex clinical procedures.

Empowering our managers

Our Clinical Team supported our frontline managers to carry out self-assessments to ensure their skills and knowledge were in line with our updated Clinical Governance Framework.

The team visited sites to conduct audits, make observations and interview people we support and their family members/carers. Areas for improvement for our frontline managers were identified, discussed and agreed upon with timelines.

Policy development to better support practice excellence

In January 2024, we introduced a new Health Support Policy to foster evidence-based practices, collaboration for enhanced healthcare access and to reflect Achieve's commitment to comprehensive and person-centred health care. This enabled a substantial consolidate and reduction in the number of policies our frontline team's reference.

The new Health Support Policy aligned to our Clinical Governance Framework that encompasses health care planning, medication management, and complex health support.

To further support this work, health-related procedures were developed to provide guidance in specific areas. A good example was the development of

a Health Deterioration Procedure and Guide. This guide supports our frontline team members to promptly recognise even subtle signs that a person's health has worsened so they can take the required action and provide quality follow-up care.

To further support capacity building in this area, team members were able to attend practical workshops on recognising and responding to health deterioration.

Similar learning initiatives were rolled out during the year to support the introduction of frameworks on Client Risk Management and Training and Competence in Client Support Plans.

Client feedback informs service improvements

During the year our Quality Champions team carried out 24 first and second interviews with people receiving services from Achieve to gather their feedback about what was working well and any changes they would like to see.

In person interviews took place with clients in 12 locations around Sydney. The team also held a video interview with a person we support in the Northern Rivers region of NSW.

The feedback led to meaningful service improvements including creating new opportunities for people to build and maintain relationships and to develop more independence to manage their personal finances.



How Quality Champions works

Achieve's Quality Champions program started in 2021 as a unique 'Voice of Customer' initiative.

The teamwork in pairs that includes one team member with lived experience of disability. Each pair comprises of a Quality Champion and Quality Champion Partner who visit people in their homes by appointment to ask for feedback about the services they receive from Achieve.

A report is then written and shared with relevant frontline managers for actioning. The Quality Champion pairs then make follow up appointments to check in with people about how their experience of any changes made.

Achieve commissioned work in recent years to define "inclusion as a sense of belonging". Quality Champions collect feedback across the six domains that define a person's sense of belonging:

- Services and supports.
- Sense of home.
- Relationships.
- Social participation.
- Economic and material.
- Civic and political.

Other avenues for feedback

In addition to Quality Champions, Achieve maintains a robust process of managing feedback and complaints. To improve this further, we updated our Complaints and Feedback framework. This framework would later receive a best practice conformity during Achieve's NDIS Renewal Audit process finalised in July 2024.



A sector first: Developing a guide for practice excellence

Achieve is working with The Achieve Foundation to develop an evidence-based Practice Framework to guide service excellence on our frontline and in the disability services sector.

The Practice Framework is a first in our sector. When completed and fully evaluated, Achieve will share it with disability service providers, peak groups and government. The Practice Framework is being developed in three phases – Discovery, Develop and Design and Implementation.

Discovery

This work, which started during the previous financial year, included research on how 'best practice' in the disability services sector is defined in academic literature and was carried out by Professor Christine Bigby of La Trobe University.

Extensive consultations were then conducted, including by the Centre for Intellectual Disability with people receiving services from Achieve, their families and our frontline teams to gather their views on what best practice should include.



Develop and Design

This phase started during the year and included co-designing a set of principles for the Practice Framework. This work was carried out with people receiving services from us, their families and Achieve frontline team members.

Work yet to come includes developing a:

- Model for measuring and evaluating the Practice Framework.
- Model for how the Practice Framework will operate.
- Toolkit for our frontline teams to use.

These will be tested with co-design participants.

Implementation

The final phase will develop the implementation plan for Achieve and how we will engage governments and the disability services sector.

When complete, the Practice Framework will be an evidence-based, comprehensive guide and toolkit for delivering a consistent and high standard of practice across our organisation.

Launching our plan to navigate the road ahead

The 'Achieving Impact' event in August 2023 introduced our team and community to Achieve Australia's Strategic Plan 2024-2026.

Achieve Chair, Kerry Stubbs welcomed everyone to the event and CEO, Jo-Anne Hewitt set the scene by sharing what had been achieved through the previous strategic plan.

We were grateful to Metropolitan Aboriginal Land Council cultural educator, Brendan Kerin, who delivered a Welcome to Country.

Achieve Board member and diversity expert Katie Kelly OAM spoke to the audience about her personal journey from an Usher Syndrome diagnosis to becoming a 2x Paralympian and the challenges she faced along the way.

Chief Strategy Officer Sarah Archer introduced the 2024-2026 strategic priorities, 'Outcomes for impact', 'Connections for impact' and 'Resources for impact' and hosted an insightful panel discussion with people instrumental in the development of the strategic plan. Panel members included:

Dr Phillipa Carnemolla, Associate Professor in the Faculty of Design Architecture and Building at University

of Technology Sydney. Phillippa spoke about the need to transform physical environments where Achieve delivers services to better support inclusion.

Darren Fittler, lawyer and partner of law firm Gilbert and Tobin's Charities and Social Sector group. Darren shared insights about the role of technology in the social sector to promote inclusion for people with disability.

Dr Scott Avery, Professor of Indigenous Disability, Health and Wellbeing at the University of Technology Sydney's School of Public Health, member of First Peoples Disability Network Australia and Achieve board member. Scott discussed the First Australian approach to inclusion and what learnings the disability sector should consider adopting.

Karen Aurisch, General Manager, Achieve Operations and member of the strategic planning committee that guided development of the Achieve Strategic Plan 24-26. Karen discussed the collaborative planning process and her passion for collaboration throughout the sector.

Jo-Anne Hewitt, Achieve CEO.

Jo-Anne spoke about the importance of Inclusive Governance and the role of Achieve's organisational culture in promoting inclusion.

Musician and singer Jonathan Yung closed our event with a wonderful performance that had everyone on their feet singing along.



Sarah Archer

Achieving impact

During the year we developed and launched our Strategic Plan 2024-2026. Our plan, 'Achieving Impact' charts the way we will succeed as a diverse and inclusive organisation with a great culture and brand.

Achieving Impact was developed in consultation with the people we support, their families, our Board, frontline and Quality Champions teams, community partners and sector leaders and to align with Our Passion, Purpose and Principles.

Our **Passion** is social inclusion for people with disability.

Our **Purpose** is to build extraordinary lives, supporting people with disability to be well, have a home, choose a career, learn new skills, participate in their community and enjoy a full life.

We live by our **Principles**:



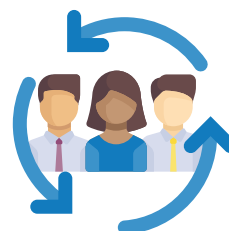
Elevating voices

Listen and activate the voices of people with a disability.



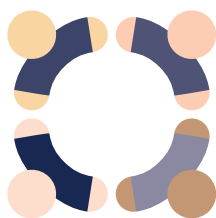
Engaging practice

Align our work to each person's ambition for a good life.



Growing capacity

Develop by collaborating, listening, learning and co-design.



Living inclusion

Cultivate a sense of belonging in our organisation and community.



Valuing resources

Foster cooperation, efficiency, and accountability for outcomes.

The Strategic Plan supports our longer-term strategy for diversity and inclusion.

Throughout each year of the plan, we will deliver new innovations and improvements to people receiving services from us and to our workforce. Strategic initiatives have been developed to ensure we can deliver to our Strategic priorities. Below are the strategic initiatives that will help us succeed in meeting each priority:



Outcomes for impact

Advance practices to optimise outcomes for people

1. Implementing and embedding our Practice Framework across all aspects of Achieve.
2. Embed Inclusive Governance.
3. Measure, gather, build and share evidence of the impact of our work.

Better align our services to achieve social inclusion

1. Co-design and reimagine inclusive service offerings for people with complex needs.
2. Maximise the impact of The Sewing Basket social enterprise mode

Build an engaged, professional and contemporary workforce

1. Align our workforce to deliver the ambition of our Practice Framework.
2. Deliver on our commitment to increase the number of people with a disability we employ.
3. Develop capability and capacity of staff to maximise the impact for people we support.
4. Build career paths for high performing staff that further their contribution to our clients and the sector.



Connections for impact

Elevate the voices of people with complex needs.

1. Co-design mechanisms for people with complex needs to be heard.
2. Ensure that the experiences of people with complex needs are represented.
3. Pilot innovations that better support people with complex needs to have authority over their lives.

Achieving impact

Drive cross functional contribution, collaboration and alignment

1. Realise the promise of our intentional culture statement.
2. Adopt shared Key Results Area for organisational outcomes.
3. Create opportunities for staff to contribute to organisation projects and decisions that impact and improve their work.

Foster our network of relationships to contribute, learn and improve

1. Engage in research that improves outcomes for people with complex disability.
2. Promote and contribute to sharing and learning amongst providers.
3. Influence and respond to sector trends and reforms.



Resources for impact

Progress strong systems and processes to underpin how we work.

1. Define and resource Achieve ways of working.
2. Maximise technology and innovative thinking for efficiency.

3. Invest in our people to maximise our capacity for impact.

Grow and invest our resources to make a difference.

1. Define and implement an overarching investment strategy that maximises our assets for Purpose.
2. Optimise our investment in Specialist Disability Accommodation (SDA) provider Inclusive Housing Australia (IHA).
3. Invest in social inclusion through The Achieve Foundation (TAF) and opportunities for innovation.

Increase our reach for sustainability and impact.

1. Increase our focus on delivering services for people with complex needs.
2. Expand our geographical footprint.
3. Diversify and strengthen our service mix and revenue sources.

Our business year in review

Our Board – building knowledge and leaning in

Achieve's Board visited varied service locations and undertook a range of training during the year to support their role of providing strategic guidance, expert advice and diligent governance to the Achieve organisation.

During the previous year, the Board underwent a renewal process welcoming five new members – Kerry Stubbs (Chair), Dr Scott Avery, Katie Kelly OAM, Stuart Miller, and Sean Parker. All were well in place when the new financial year began. Our new Board members joined established Board members Jennifer Gardiner, Professor Emerita Patricia O'Brien AM and Robert McKimm.

The Achieve Board represents varied professional expertise and perspectives including lived experience of disability, which has positively contributed to the way the Board communicates and collaborates. The profiles of our Board members can be viewed in the 'About' section of the Achieve website.

During the year, the Board visited people receiving complex disability supports and specialised nursing care from Achieve in their homes in Sydney's Inner West and at our short-term accommodation and respite centre, Summer Hill House.

They also met people in their homes in Ryde, young people new to our service living in the Sutherland Shire and those who attend our community and lifestyle program in Epping, as well as the Achieve team members who deliver services in each location.

Achieve Board: From left, front row Katie Kelly OAM, Stuart Miller, Kerry Stubbs (Chair), Jennifer Gardiner, and Professor Emerita Patricia O'Brien AM. Back row Wally Phillips (Company Secretary and Chief Financial Officer), Dr Scott Avery, Sean Parker, Jo-Anne Hewitt (CEO) and Robert McKimm.



Our business year in review

The Board also undertook a range of courses throughout the year including 'Governing for Human Rights, Quality and Safeguarding' presented by peak body, National Disability Services (NDS). In addition, Board members who had not already done so, undertook the Graduate of the Australian Institute of Company Directors (GAICD) qualification.

The Board continued its work with the Executive on creating a model of inclusive governance at Achieve. The Board and Executive discussed were the creation of an inclusive constitution and ideas for enabling people with disability to directly impact decisions made at Board level about the future of Achieve.

Board support for a Voice to Parliament

The Board took the decision to publicly support a "Yes" vote to create a First Australians Voice to the Australian Parliament, ahead of the October 2023 referendum.

As shared on the Achieve website, the statement of support read in part, "...the Board of Achieve are proud to support the Uluru statement from the Heart and the call for the creation of a Voice to Parliament for First Australians to be enshrined in the Australian Constitution. As champions of inclusion we support, and will continue to support, all initiatives that advance inclusion for all Australians."

The Board encouraged members of the Achieve community including

employees to carry out their own research to make an informed, personal decision on how to vote.

The referendum was not successful but Achieve remains committed to realising true social inclusion for First Australians.

Striving to be the sector's most inclusive employer

During the year Achieve undertook a range of projects and initiatives toward fulfilling our aspiration to be an accessible and welcoming employer for a diverse workforce.

These included developing our first Disability Inclusion Action Plan (DIAP), taking part in the Disability Employment Catalyst, maintaining our Disability Confident Recruiter status and fulfilling our reporting obligations to Workplace Gender Equality Agency (WGEA).

Developing our DIAP

We developed our first Disability Inclusion Action Plan (DIAP) to remove any barriers to accessing our organisation for people with disability, including job candidates and employees.

Our DIAP 2024 – 2027 links to our strategic initiatives to achieve impact as a diverse and inclusive organisation with a great culture and strong brand, and to build an engaged, professional, and contemporary workforce.

The DIAP project team worked in consultation with the Australian



Our People Our Places Our Voices

Disability Network (ADN). Feedback about our current environment was gathered from people receiving services from Achieve and their families, and our employees. ADN made more than 60 observations based on an analysis of this feedback, which were then assigned to one of three “pillar” areas that hold up our DIAP – Our People, Our Places, and Our Voices.

You can read a plain text or an Easy English copy of our DIAP in the ‘About’ section of the Achieve website.

What next?

The DIAP builds on the work of recent years to ensure Achieve is as welcoming and accessible as possible to everyone.

To take the DIAP forward, teams will be created to work on each pillar. Achieve will also continue to work with ADN. Achieve wants to attract the best people to our jobs at all levels of the organisation and to our frontline roles. To do this, we must ensure our workspaces, communications, technologies, and processes are accessible to everyone.

Attracting the best talent

We maintained our Disability Confident Recruiter status by meeting the necessary requirements of the Australian Disability Network (ADN).

Achieve received a prestigious [Disability Confidence Recruiter](#) Award at a special event held by ADN on 8 May 2024.

During the year we also fulfilled our reporting obligations to the Workplace Gender Equality Agency (WGEA). We report to the Agency about our measures of gender pay performance, gender representation at all levels of Achieve, and our policies and practices that support gender equality.

In the 2023 WGEA report, Achieve’s remuneration gender pay gap median is -1.1% in favour of women. Our median base salary is 0.0%. A score that is as close to zero as possible means there is a minimal gender pay gap. This is a good result.

Equal Employment Opportunity (EEO) is a set of principles that Achieve follows to ensure all employees and potential employees are treated fairly based on merit in all aspects of decisions about their employment irrespective of their gender status.

Our business year in review

Creating a fair and socially responsible organisation

Achieve continued to build strong foundations to ensure we operate in a fair, transparent and socially responsible way aligned to our values.

We carried out several important projects and commenced or advanced others including several firsts. This included our inaugural Environmental, Social and Governance (ESG) Assessment, Disability Inclusion Action Plan (DIAP), and Reconciliation Action Plan (RAP) and Modern Slavery Statement.

In 1987, the United Nations Brundtland Commission defined sustainability as, “meeting the needs of the present without compromising the ability of future generations to meet their own needs.”



Creating a more sustainable future

With the guidance of sustainability consultants One Brave Step, Achieve undertook our first Environmental, Social and Governance Materiality Assessment in consultation with key stakeholder groups including the people we serve and our employees.

The assessment identified key priority areas for attention and a strategy for the work, timelines and how we Achieve would share progress reports.

Achieve's key priorities were identified as:

Environment

- Minimising the waste generated by our operations.

Social

- Embedding the voice of the people we provide services to within all levels of Achieve.
- Advocating for the people we support who are impacted by NDIS funding constraints.
- Ensuring people with lived experience of disability are represented on our Board and in our workforce.
- Providing a safe environment for people we support and employees.

Governance

- Having robust practices to promote ethical decision making and prevent fraud and corruption.
- Providing equal pay and fair wage practices
- Investing in workforce capability including developing a Practice Framework promoting high standards for service delivery and professional development for our teams.
- Allocating investment funds away from areas that negatively impact society.
- Having robust data security and privacy procedures in place.

Next steps?

An assessment will be conducted every three years with the next due in 2027.

Achieve's inaugural RAP

During the year we progressed work on developing our first Reconciliation Action Plan (RAP). The development of a RAP is a journey and a collaborative partnership with Reconciliation Australia. Reconciliation Australia prescribe four types of RAPs - Reflect, Innovate, Stretch and Elevate. Achieve is in the process of developing a Reflect RAP.

An early step in the development of the Achieve Australia RAP process was partnering with leading Aboriginal impact consultancy, YarnnUp to support the development of our RAP. We also commissioned renowned Indigenous artist and graphic designer Elaine Chambers-Hegarty to design the artwork for our RAP.



As part of Elaine's creative process, she visited with people who attend our community and lifestyle program in Epping to create art and share stories with them. Representatives from YarnnUp also visited our Casino community and lifestyle program to engage with the people we support to ensure their vision and experience was captured in our artwork.

Elaine's portfolio includes creating designs for a wide range of organisations including the Australian Human Rights Commission and National Rugby League teams the Cronulla Sharks and Brisbane Broncos.

Achieve's Reflect RAP will be presented to our Board before work to implement the plan commences.



Our business year in review

Modern Slavery Statement

Achieve submitted our first annual Modern Slavery Statement in 2023 outlining how we identify, mitigate and manage any risks within our supply chain.

Our 2023 Statement outlined these strategies in detail, but some high-level examples are:

- Implementing Human Rights and Modern Slavery policies.
- Auditing the top 40 suppliers of goods and services for Modern Slavery compliance.
- Including Modern Slavery compliance clauses in all new contracts.
- Reporting annually to the Board regarding Modern Slavery.

What's next?

Over the next year, a learning module will be developed and launched to help Achieve employees understand what Modern Slavery is and how to report any concerns they may have. We want to ensure we are contributing to efforts to end this practice in society.



Achieve's approach to growth

Achieve responded to several opportunities during the year to enable us to grow at a considered pace to locations where we can make a positive impact.

Welcoming people in Sutherland and new team members

Achieve was excited to welcome 10 young people living in three homes in the Sutherland Shire as part of a successful tender process to transition Supported Independent Living services to Achieve from St Vincent de Paul.

We began delivering high-level supports to the people aged 17 to 24 from July 2023 in their homes in GyMEA Bay, Illawong and Woollooware.

Achieve also welcomed approximately 35 employees from St Vincent de Paul. Two of our most experienced frontline managers were seconded to provide leadership at Sutherland until a dedicated Service Manager was appointed in October 2023 followed by a Service Coordinator and three Senior Support Workers.

The Sutherland team worked successfully to support the young people to connect with community access and allied health services and to meet their NDIS goals and explore new experiences. Trying body surfing for the first time, attending a high school formal and sharing Christmas with family were all important goals met.

Achieve also commenced work with Specialist Disability Accommodation Providers, including Inclusive Housing Australia, to explore more contemporary and fit for purpose accommodation solutions in for the young people in the Sutherland area.



Growing in Northern NSW

We entered discussions with the Diocese of Lismore during the year about welcoming beloved Casino café, nursery and function centre “Windara” to the Achieve organisation.

Windara is a much-loved community asset in the Northern Rivers region that employs a wonderful team including people with disability. In addition to the café, nursery and venue, Windara also provides a meal service and a lawn mowing and gardening service. The discussions with the Diocese continued into the new financial year with more details to follow in our next annual report.

Achieve delivers a range of services to people with disability in Casino and the broader Northern Rivers region including Supported Independent Living services, a community and lifestyle program, a new two-week holiday program, My Life True North, and drop-in support services.

Responding to an opportunity to expand to SEQ

Achieve partnered with Inclusive Housing Australia (IHA) to respond to a service opportunity from Mercy Community that would see Achieve expand interstate for the first time.

The opportunity involved transitioning delivery of Supported Independent Living, Community Participation and Specialist Disability Accommodation services for people living in homes in South East Queensland.

On the services side, the opportunity includes employing more than 70 team members currently supporting the people whose service delivery would transition to Achieve. For IHA, this provides opportunities to deliver accommodation and develop property in the service area to deliver new fit for purpose disability accommodation.

Next steps?

Achieve and IHA’s offer was successful. Services will be delivered separately by our organisations to maximise choice and control for the people we support. The transition date falls in the next financial year, and we will provide more detail in the next Annual Report.

Our business year in review

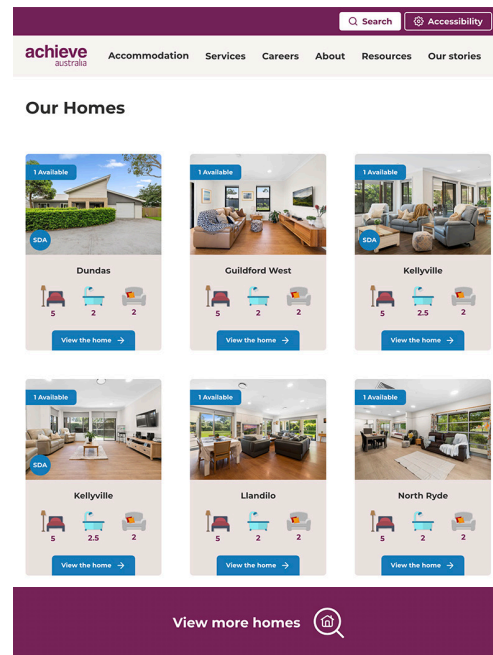
Making it easier to find a new home and services

We redesigned the service and accommodation online search experience for people looking for a new home. This work included creating online accommodation listings on the Achieve website in the same style used by typical real estate websites.

The new design and functionality, which went live in December 2023, enabled people to search by 'Service', 'Suburb' or 'Property Type'. Website visitors were also given the option of calling an Achieve team member to guide them through the service and accommodation search experience.

Each home listing features high quality images, a floor plan, location map and video to enable people to get a great idea of the suitability of the home before contacting us. Site visitors can also read detailed descriptions of the unique features of each property, and about Supported Independent Living and Community Participation services offered by Achieve as well as high level details about anyone living in the home who would become their housemate.

We also added enhanced digital accessibility features including 'text-to-speech' functionality to voice descriptions and high-contrast visuals for better readability. Easy to view contact options were added including the name, photo and mobile number of



a person to call, a form to fill out and a link to send an email to our team.

Our goal was to create a welcoming and user-friendly platform catering to the diverse needs and preferences of site visitors. The changes resulted in a 493% increase in visits to our accommodation and services search pages.

This work came months ahead of a call in July 2024 from Queenslanders with Disability Network for real estate agents to undergo compulsory training on accessibility and for real estate websites to list accessibility features.

NDIS Renewal Audit process

We began preparations to meet the NDIS Quality and Safeguards Commission's standards to renew our NDIS certification, which takes place every two years. An independent audit partner was engaged to review our

policies, procedures and documentation and visit 12 service locations to evaluate our readiness and identify any gaps or areas of improvement.

The consultant preparatory audit took place over March and April 2024 and we received a report identifying areas of improvement in each of the modules to be audited against NDIS Practice Standards and Quality Indicators.

Replacing COVID-19 restrictions with the human touch

We revised our COVID-19 policies and procedures and replaced mandatory mask wearing with a tailored approach.

From September 2023, frontline managers could decide when and where masks should be worn. They became responsible for carrying out a risk assessment in any situation, location, or service where they believed mask wearing was required to ensure people's safety. Our procedures for managing cases where a client or staff member contracts a transmittable respiratory virus remained in place.

Achieve was one of the last disability service providers to lift mandatory mask wearing. Our teams carried out about two million hours of service delivery while wearing a mask. Their dedication protected people from COVID-19 but they also worked diligently to maintain trust and human connection with people despite having most of

their facial expressions concealed. We experienced relatively few cases of COVID-19 during the pandemic amongst people supported or staff.

Inductions enhanced

Achieve returned to face-to-face inductions during the year after three years of online sessions. The shift back to in-person training required a substantial amount of work and first-class presentations but received plenty of positive feedback.

Ensuring the new system serves its users

Achieve Chief Operations Officer, Daniel Kyriacou, was a member of the steering committee set up by the National Disability Insurance Agency (NDIA) to consult on the introduction of its new computer system, PACE.

The NDIA introduced PACE and new 'my NDIS provider portal' to be more user-friendly and to make it easier for NDIA staff, partners and providers to do their job and give them more time to deliver a quality experience to participants.



The 'Big Basket Sale' a huge success

We were thrilled with the massive turn out to The Sewing Basket's Big Basket Sale held in Marrickville Town Hall in Sydney's inner West over three days in May 2024.

More than 2,000 people visited and shopped up a storm to more than double the sales target set. Friday saw the highest turnout, with eager shoppers lined up before the doors opened but many sewing and craft enthusiasts returned to shop on Saturday and Sunday as well.

The event attracted a diverse crowd of all ages, from costume designers to families who sew and knit together, and treasured customers who have shopped at The Sewing Basket since it began.

The Sewing Basket has four stores and a warehouse that all contributed to volunteers refreshing stock on each of the three days.

People new to our community were keen to learn how The Sewing Basket was part of Achieve and that the stores sell only 100% pre-loved items that might otherwise go to landfill. The stores also enable families to donate the collections and unfinished work of loved ones so they can be enjoyed by people of equal skill and passion.



The Sewing Basket stores have many fans with the independent 'Friends of The Sewing Basket' social media group numbering over 5,600 people with many attending to find the mega sales to find a bargain.

Next steps?

The funds generated by the Big Basket Sale will be used for projects that benefit the people Achieve supports. The Sewing Basket is planning further 'Big Basket Sale' events.



The Sewing Basket Manager Geraldine Daniel with Chief Operations Officer, Daniel Kyriacou

History of The Sewing Basket

The Sewing Basket was first established in 1998 as a fund raiser by Don and Jo McKerrell and some of their friends – all parents of people receiving services from Achieve.

In 2008 a dedicated store was set up and Achieve then added more stores. Today we have stores at Newington, Caringbah and Balmain in Sydney and Kincumber of the Central Coast where a warehouse was also established in 2020 to sort donations for all our stores.

The stores currently employ 13 people with disability who are mentored by employees and a wonderful group of highly knowledgeable volunteers. Achieve plans to open more stores in new locations.



Our history

1998

Jo and Don McKerrell and friends start an annual fabric and needlecraft sale at Crowle Home, continuing for 10 years

2008

The Fabric Cave and Needlecraft Emporium opens at a permanent premises at Crowle Home site

2009

The Crowle Foundation and Achieve Foundation merge to become Achieve Australia Limited

2013

A larger site for the shop is opened in Meadowbank and is named Fabric, Needlecraft & More

2018

The Meadowbank shop relocates to Newington

2018

A permanent shop opens in Balmain following a successful pop-up

2021

A new shop and warehouse opens in Kincumber on the central coast of NSW

2023

The Sewing Basket heads to the Shire opening it's fourth shop in Caringbah

AchievAble Enterprises

Supporting career development

AchievAble Enterprises welcomed five new supported employees during the year, celebrated colleagues who gained a nationally recognised certification and farewelled a popular co-worker who retired after 28 years of service.

The pack and send team, which included 59 supported employees during the year, provided services to a total of 21 commercial customers including packing showbags for the Royal Easter Show, as they have been doing with meticulous care since 2018 for a range of clients.

The 'pack and send' sector is highly competitive but AchievAble's reputation for quality and integrity saw it win overflow assignments from a competitor as well as work from established clients that included a national printing company and catering suppliers to airlines.



Congratulating our graduates

Graduates proudly display their certificate at a graduation event with CEO Jo-Anne Hewitt, Operations Manager Commercial Leanne Larche and Chief Operations Officer Daniel Kyriacou.

We celebrated nine members of the AchievAble Enterprises team receiving a nationally accredited MSM30116-Certificate III in Process Manufacturing after a year of study.

This was a first for Achieve and began with solid research by Operations Manager Commercial Leanne Larche to find the right training provider and study venue.

Registered Training Organisation BSI Learning was selected to deliver the weekly training sessions due to its success record and passion for social

inclusion. Discussions with employees and their families established that on-site training was preferred.

Wayne, Ben, Glenyss, Lauren, Rachael, Tim, Lisa and Trevor were pleased and proud to complete their study in February 2024 and receive their certificates at a celebration with CEO Jo-Anne Hewitt and COO Daniel Kyriacou.

What's next?

A new crop of AchievAble Enterprises supported employees will commence study for a MSM30116-Certificate III in Process Manufacturing in February 2025.



Local MP Sally Sitou visits our Newington operations

Member for Reid, Sally Sitou visited AchievAble Enterprises and neighbouring store, The Sewing Basket at our Newington site in June 2024 to see inclusion in action.

The visit was hosted by Achieve CEO Jo-Anne Hewitt who introduced Sally to our teams who were proud to show how they go about delivering a great experience to our customers.

The Australian Government is poised to move forward with legislative changes to the NDIS informed by the NDIS Review. Achieve will continue to create opportunities for decision makers to see how people rely on the Scheme to live fulfilling lives.

The Achieve Foundation

Removing barriers to inclusion

The Achieve Foundation (The Foundation) progressed key projects during the year with a range of collaborators including Achieve and took part in important events and discussions about realising inclusion for people with disability in our shared society.

As you will read on the right, another highlight was securing a \$2.8 million grant from the Paul Ramsay Foundation to support the establishment and pilot phase of a project to increase open employment opportunities for people with disability starting with the disability service sector.

The Foundation was set up with funding from Achieve in 2021 as an independent entity to take part in, and fund research and innovation to dismantle barriers to inclusion for people with disability.



Promoting the role of philanthropy to drive positive change

In its function as a field-building intermediary, The Foundation hosted four roundtables in Melbourne during the year, engaging over 30 philanthropic organisations to highlight the role of philanthropy in driving inclusion for people with disability.

The Foundation's Executive Director, Dr Kirsty Nowlan, was invited to speak at the Impact Investing Summit Asia Pacific held in March 2024 where she contributed to discussions on disability and inclusive investing.



Welcoming a new Ambassador

Doctor, researcher, university lecturer and disability advocate Dr Dinesh Palipana OAM joined The Foundation as its first Inclusion Ambassador.

Dr Palipana co-hosted a corporate dinner to raise the profile of The Foundation's program on Changing Community Attitudes and to explore funding partnerships. Dr Palipana is a principal medical officer at Gold Coast University Hospital and a lecturer at Griffith University. He is a founding member of Doctors with Disabilities Australia and was Queensland Australian of the Year in 2021.

Building a model for improving access to employment at scale

The Disability Employment Catalyst (DEC) project was established in late 2023 to build a sustainable and meaningful model for creating open employment opportunities for people with disability at scale starting with roles in the disability services sector.

The Foundation's role in the DEC is that of an intermediary bringing together the disability service sector, disability leadership and philanthropy.

Over the year, work progressed on the pilot phase of the DEC project, designed to place 100 young people with disability in open employment and 200 in training. The Foundation secured a \$2.8 million grant from the Paul Ramsay Foundation to fund this work and partnered with disability service providers Achieve, Yooralla and Life Without Barriers to take part in employing and training people.

A decision was also made to recruit external members to the DEC Steering Committee to include industry thought leaders, disability advocates, lived experience of disability and sector expertise to ensure comprehensive views were captured and the project would stand up to academic and industry scrutiny.

The Foundation and partner organisations are committed to giving people with disability opportunities to grow and develop in ways that will be beneficial to them throughout their careers.



The Achieve Foundation



What's next?

It is the hope of The Foundation that the DEC will only be the start of a broader engagement and dialogue about the true value of employing people with disability throughout society through improved employment outcomes for people with disability at scale.

The DEC prioritises disability leadership and will ultimately create a new entity led by people with disabilities whose function will be to expand what we have learned across community services and other Australian employers.

Guiding service excellence

During the previous year, The Foundation led work to complete the discovery phase of a project to develop Achieve's first Practice Framework.

When complete, the Practice Framework will be an evidence-based tool and comprehensive guide for how to deliver a consistent practice of service excellence.

During the year the focus of the Practice Framework project was on extensive consultations with service users and their families, Achieve employees and external industry experts.

Highlights included:

- The Council for Intellectual Disability conducted interviews with people receiving services from Achieve. One-on-one sessions with the family of service users were also held.
- Professor Christine Bigby, Director of the Disability Research Centre at La Trobe University and Researcher Alison Brookes co-authored, 'Development of a Practice Framework for Achieve: a literature review'.
- Consultants ThinkPlace consulted with Achieve employees.
- The Foundation engaged more than 125 stakeholders through a variety of methods, including focus groups, workshops, one-on-one interviews, and surveys.
- Achieve launched an ambitious co-design initiative with service users, their families and people who deliver services to define the principles of practice excellence.
- Two intensive workshops were held with a project working party made up of Achieve employees including support workers, managers and executives.

Another highlight from the year was the appointment of a Project Manager with an extensive professional background in disability services and a unique perspective of lived experience of disability.

First steps towards inclusive governance

Inclusive governance became an important area of focus for The Foundation with the specific goal of increasing the participation and voice of people with intellectual disability in our governance, including our Board and programs.

During the year, The Foundation began building relationships with people and organisations already leading inclusive governance research and practice. This was crucial for our own learning and development. We identified potential roles and areas of The Foundation's work where the inclusion of people with intellectual disability could be increased.

The Foundation also facilitated a focus group with people with intellectual disability who have board experience. We learnt about their experiences and developed a board model that would create opportunities for board experience, provide best practice support for participation and increase the inclusion of people with intellectual disability on The Foundation's Board.

What's next?

Work to develop a model of inclusive governance for The Foundation will continue. We will also look to integrate our learnings into Achieve's own inclusive governance work.



Influencing more positive attitudes towards people with disability

The Changing Attitudes project is working to make systemic change in Australia by shifting the way people think, speak, and act towards disability.

During the year, The Foundation wrapped up the first phase of the project which conducted research to better understand how Australians think about disability. This work identified mindsets that underpin harmful attitudes in public thinking.

The Foundation's approach to addressing these attitudes is by bringing language-based tools that reframe how we speak about disability into large partner organisations, such as schools and workplaces, where we work within systems to interrupt exclusion in everyday life.



To develop these evidence-based tools, The Foundation is working with methodology partners The FrameWorks Institute. A reframing approach understands that how we speak and position a topic, influences how we think about it and consequently, how we act.

Much of the year was spent seeking to build funding partnerships to support the advancement of this work including developing relationships within the philanthropic and government sectors to support funding and development of the Attitudes project.

SDA mapping reveals shortfall in NSW

The Foundation partnered with the University of Technology Sydney to provide a comprehensive snapshot of Specialist Disability Accommodation (SDA) throughout NSW.

The creation of an SDA map for NSW drew on a first-of-its-kind data sharing agreement with the National Disability

Insurance Agency. The research found that the variety of SDA available to people with disability was very limited and that only 9.8% of SDA housing was categorised as “fully accessible”.

Another 43% was categorised as “basic”, which means “least likely to offer contemporary or accessible design features” and “more likely to require a person to reside in group living with arrangements with other people with disability, who may be otherwise unknown to them”.

Out of 128 NSW Local Government Areas, 46 had less than 50 SDA-enrolled places. The lack of diverse housing available to people with disability reduces their choice and control. This lack of accommodation diversity also makes it difficult for people to find suitable housing and increases the risk of isolation, and other forms of violence, abuse, neglect and exploitation.

The report can be accessed from the [Resources](#) section of The Foundation’s website.

Sponsoring the Disability Leadership Oration

The Foundation was proud to be the major sponsor of the inaugural Disability Leadership Oration, delivered by human rights lawyer Natalie Wade. Board Chair, Professor Emerita Patricia O’Brien attended the event in Adelaide on International Day of People with Disability, 3 December 2023.



During her oration, Natalie shared her personal story of overcoming barriers to education and later housing to excel academically, start a career as a lawyer and then established her own firm, Equality Lawyers.

She said barriers to people with disability participating equally still existed in Australia across laws, policies, practices and the built environment. Natalie provided further insight as to what needs to occur in order for these barriers to be removed for a new generation.

The Disability Leadership Oration was created by the Disability Leadership Institute to lead the discussion on disability leadership and set the national agenda. The Foundation will continue to sponsor this important event.

Inclusive Housing Australia

Partnering with Inclusive Housing Australia to deliver Supported Independent Living services

Achieve partnered with Inclusive Housing Australia (IHA) on several projects during the year, including a successful response to an opportunity from Mercy Community to transition services for 16 people in homes in South East Queensland.

Our joint tender response detailed how Achieve would deliver Supported Independent Living (SIL) 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 outlined its intention to develop several associated sites to increase the availability of disability accommodation in South East Queensland. The successful outcome for Achieve and IHA was announced in July 2024.

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

the properties during 2025 have been involved in selecting colours for their new homes.

In the Northern Rivers town of Casino, IHA continued work on developing homes for 10 people with disability on Richmond Street. Located close to the town centre and community facilities, the homes will feature wide doors, automatic slide doors and adjustable kitchens. When completed, the residents who move in will receive SIL services from Achieve.



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.

Contemporary disability living and support



inclusive housing
australia
Transforming Lives

For Accommodation call
0450 313 831

achieve
australia

For Support Services call
0409 798 550

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
supports our
investment
in practice
excellence
and a more
inclusive
Australia**



Wally Phillips
Chief Financial Officer
and Company Secretary

Financial sustainability

Achieve returned a surplus for financial year 2024 representing a 7.1% growth in revenue on the previous year.

Our ability to remain economically sustainable in a challenging NDIS environment relies on a range of strategies and approaches overseen by our Executive. The key reasons are:

- The reputation of Achieve as a sector leader in delivering services to people with complex and acute needs earned by our well trained, and highly skilled teams.
- Achieve's effective investment and property asset strategy. Funds generated by investments supported core operations throughout the year.
- A careful and considered approach to growth. We only respond to opportunities where we can have a positive impact aligned to our resources and capabilities.
- Reducing staff turnover by almost half in recent years through a successful employee attraction and retention strategy. Part of this includes a strong record of internal promotions and appointments.
- A recruitment strategy that has significantly increased our ability to attract and retain key talent including into important frontline leadership roles.

Achieve's strong financial sustainability supports the continued development of practice excellence across our service and funds ongoing investment in research and innovation to realise a truly inclusive Australia for people with disability.

Consolidated Statement of Profit and Loss and Other Comprehensive Income

For the year ended 30 June 2024

	2024 (\$)	2023 (\$)
Revenue and income		
Revenue from contracts with customers	111,379,222	106,017,695
Not for profit income	192,100	69,083
Investment income and fair value movements	4,329,018	2,097,223
Total revenue and income	115,900,340	108,184,001
Expenditure		
Employee benefits expense	86,709,422	79,337,285
Client support services	350,163	379,331
Depreciation & amortisation	2,026,007	2,074,257
Rent expense	372,347	451,782
Motor vehicles expense	558,488	328,775
Consulting and professional fees	2,933,257	1,952,612
General operating expenses	10,638,362	11,719,854
Agency expense	11,296,113	11,782,138
Interest expense on lease liability	134,313	108,391
Total expenditure	115,018,472	108,134,425
Surplus	881,868	49,576
Share of (loss)/profit from equity accounted investments	(425,823)	(205,600)
(Deficit)/Surplus for the year	456,045	(156,024)
Other comprehensive income		
Gain on re-measurement of defined benefit liability	(202,772)	75,611
Fair value gain on asset revaluation	600,000	(275,000)
Total comprehensive Surplus for the year	853,273	(355,413)

Consolidated Statement of Financial Position

For the year ended 30 June 2024

	2024 (\$)	2023 (\$)
Assets		
Current assets		
Cash and cash equivalents	7,120,257	7,010,341
Trade and other receivables	6,650,155	3,270,496
Contract assets	3,056,076	1,493,896
Other assets	1,075,624	705,064
Total Current assets	17,902,112	12,479,797
Non-current assets		
Property, plant and equipment	9,396,517	9,028,163
Other non-current assets	68,023	57,545
Financial assets	25,623,169	26,004,356
Right of use assets	3,720,161	2,800,777
Investments accounted for using the equity method	4,517,581	3,840,683
Total Non-current assets	43,325,451	41,731,524
Total Assets	61,227,563	54,211,321
Liabilities		
Current liabilities		
Trade and other payables	7,764,874	5,074,114
Provisions	12,928,616	11,797,197
Lease liabilities	1,609,660	1,280,003
Contract liabilities	1,653,125	755,194
Total Current liabilities	23,956,275	18,906,508
Non-current liabilities		
Provisions	2,720,225	2,178,719
Lease liabilities	2,188,592	1,616,896
Total Non-current liabilities	4,908,817	3,795,615
Total Liabilities	28,865,092	22,702,123
Net assets	32,362,471	31,509,198
Funds		
Accumulated funds	28,096,883	27,843,610
Asset revaluation reserve	4,265,588	3,665,588
Total funds	32,362,471	31,509,198



Head office

North Ryde

Suite 101, Level 1
1 Epping Road
North Ryde NSW 2113
1300 22 44 38
achieveaustralia.org.au

Locations

Epping

2 Brigadoon Court
Epping NSW 2121

Seven Hills

Suite 8
197 Prospect Highway
Seven Hills NSW 2147

Newington

Unit 5, 2 Holker Street
Newington NSW 2127

Casino

The Chambers
98 Walker Street
Casino NSW 2470

Windara

253 Sextonville Road,
Casino NSW 2470

Balmain

The Sewing Basket
450 Darling Street
(Cnr Elliott Street)
Balmain NSW 2041

Caringbah

The Sewing basket
11-13 President Avenue,
Caringbah NSW 2229

Kincumber

The Sewing Basket
Unit 5, 11-13 Cochrane St,
Kincumber NSW 2251

South East Queensland

191 Hudson Road,
Woolloowin QLD 4030