



ANNUAL REPORT

2013 THE REACH FOUNDATION



Welcome to the Reach 2013 Annual Report. We hope you enjoy this presentation of our activities and results for the past year.

These results were only possible because of the generosity of our valued supporters. These include our community supporters, partner organisations, schools, wellbeing professionals and all our funders – ranging from individual donors to community fundraisers, government and corporate supporters, and trusts and foundations.

THANK YOUS

We're incredibly grateful for the overwhelming generosity of the Australian community in assisting Reach to support young people to get the most out of life. In 2013, hundreds of individuals, businesses, schools and community organisations showed they care by donating their time, energy, products and funds.

Thank you to Reach people, participants and supporters for featuring in the many images and stories contained within this report.

Design and Print

Thank you to our creative design partner Blick Creative for designing this report, and our in-kind print partner Print Media for printing our Annual Reports for the past six years.



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OUR HISTORY

For two decades, Reach has improved the wellbeing of tens of thousands of young people.

Reach was established in 1994 by co-founders Jim Stynes OAM (AFL Brownlow Medallist, youth motivator, and Victorian of the Year 2003) and Australian film director Paul Currie. They believed that too often the potential of young people was hidden by fear, anger or hurt.

Their vision was to inspire young people to believe in themselves and get the most out of their lives.

“I truly believe that every person, especially young people, has unlimited potential and that we all have a unique ‘voice’ which wants to be heard. Deep down, behind all the bullsh*t, we just want to be ourselves, and when young people are given the opportunity to express their real selves they can achieve whatever they want and they can have all the love, happiness and success they require.

Very often this process starts simply by someone believing in them.”

Jim Stynes

The first workshops were run by Jim and Paul for groups of young people in schools and communities around Vic. As demand grew, a small team of young and dynamic leaders was established – the crew – tasked with designing and delivering workshops alongside the founders. Soon enough, the crew took over – inspiring young people to believe they can achieve, no matter who they are or what their circumstances.

Observing the impacts on the wellbeing of Reach’s young participants, a community of generous individuals and corporate supporters formed to assist Reach in achieving its mission, providing much needed funds, skills, time and energy. This support has continued to be crucial for Reach as it works towards fulfilling its mission and achieving its goals.

Since 1994, Reach has grown beyond both Jim and Paul’s wildest dreams. Each year, over 50,000 young people from schools and communities across Australia experience Reach. With offices in Melbourne and Sydney, Reach engages over 170 young people as crew, to work with young participants and to help shape the direction of Reach.



With a commitment to continuing to meet the growing demand for its preventative youth-led programs and workshops – from young people, parents and schools – Reach strives to realise its vision that all young people have the support and self-belief they need to fulfil their potential and dare to dream.



Find out more about the history of Reach
reach.org.au/we-are-reach/#history-section

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Reach is a for-purpose youth organisation, supporting young people to get the most out of life. We aim to improve the wellbeing of young people so they can be healthy and resilient to meet life's challenges.

Our vision is that every young person has the support and self-belief they need to fulfil their potential and dare to dream.

Each year, 50,000 young people experience Reach through our youth-led workshops which are delivered in schools and communities. We have an 'everyone is welcome' policy which means that Reach is suitable for any young person between 10 and 18 years of age.

Our mission is to encourage young people, no matter what their circumstances, to believe they can achieve.

Reach workshops are safe and supportive spaces where teenagers can share stories and experiences honestly. As a result, participants report improvements in wellbeing and self-awareness, and the ability to build deeper, more meaningful connections.

Independent research has found that Reach can improve the wellbeing of young people by significantly enhancing their feelings of meaning and engagement (Vella-Brodrick, Rickard & Chin, 2013).



MEET THE CREW

When we describe what Reach does as 'young people inspiring young people', we're talking about the crew and what they do at Reach.

All our workshops are designed and delivered by the Reach crew – this is what makes them so effective. Young people say they can relate to the crew because they speak honestly and openly about their own journey and challenges, and create safe environments where others can do the same. This means our workshops are always relevant and meaningful for young people.

The crew are all 15-25 years of age, so they get what it's like to be young. There are over 170 of them across Melbourne and Sydney. As well as running all our workshops, the crew are involved in ongoing training and development – contributing to the leadership of Reach, and the training and mentoring of younger crew.



Meet our crew
reach.org.au/we-are-reach/reach-people

OUR VALUES

Our values guide everything we do.

Growth means challenging ourselves to explore the unknown and break out of our comfort zones.

Respect means appreciating and valuing people and opportunities.

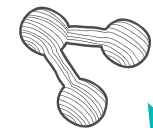


Passion means demonstrating heart, fire, inspiration and strength in all we do.

Integrity means aligning our words and actions.



Connection means engaging with trust, understanding and vulnerability.



Honesty means being authentic and open, with the courage to speak from our hearts.

A NOTE FROM OUR CEO AND CHAIR

Thank you for believing in our potential and supporting us to achieve our goals.

In 2013, we had an ambitious business plan with challenging targets. As a result of much hard work and focused attention we were able to achieve many of our goals and fulfil the hopes we had for the year.

OUR ACHIEVEMENTS

The year's top-line outcomes included:

- Over 61,000 instances of participation across Vic, New South Wales and the Northern Territory
- Engaging over 170 active, passionate and talented young people as crew, across Melbourne and Sydney
- Delivering a modest surplus for the year before depreciation – an excellent result in a challenging financial market
- Providing a platform for the 'real voice of young people', with crew 'taking over' Reach's social networking channels
- Developing and trialling three new workshops, in response to the emerging needs of young people and our partners

- Refreshing and updating the content and format of a further three core programs, to ensure their relevance and currency for young people
- Innovating our approach to crew selection and training.

You can read about these achievements and the year's highlights in our 2013 Performance Overview, from p.16.

These outcomes were achieved within the context of increasing financial uncertainty and public policy change. We thought it would be helpful to outline some of the more important and relevant changes for Reach so you, our stakeholders, are aware of the challenges and opportunities that we've identified ahead.

OUR POLICY ENVIRONMENT

The policy environment in which we operate is in flux. The Federal Treasurer, Joe Hockey, has stated that "individuals must do more for themselves, they must become more self-reliant". Taken broadly, this is a sentiment that resonates with Reach – we invest in the potential of young people and strive to support them to achieve their goals.



We believe that in order to get the most out of life, young people deserve support, collaboration, advocacy and, importantly, opportunities to develop their own agency to make positive life choices. These are all things we must do as a community and as partners – and this requires both public and private resources.

STUDENT WELLBEING

Our national school curriculum is under review, with a focus on more time spent on core academic disciplines and outcomes. This could be a pivotal change for Australia, with exciting opportunities for improved quality education, learning and growth. At the same time, we need to protect space in the curriculum for social and emotional learning; empirical evidence demonstrates that wellbeing is essential to successful student engagement and positive learning outcomes.

As most of Reach's work is delivered in partnership with schools, we need to keep developing our model to ensure schools are supported to address students' personal and learning outcomes. Reach can equip students with the important social and emotional skills they need to understand themselves and others, and manage their relationships, study, work and lives.

YOUTH UNEMPLOYMENT

Recent research and media reports have highlighted Australia's alarming and growing problem of youth unemployment. Reach spends over one quarter of every dollar employing young people as crew to deliver our workshops. We hope to contribute to the solution of this issue with our ongoing commitment to investing in the personal and leadership development of young people.

THE REGULATORY ENVIRONMENT

The non-profit regulatory environment is unclear, with the Australian Charities and Not-For-Profits Commission (ACNC) due to be disbanded a year or so after it was established. The mantra of 'cutting red tape' is music to our ears, while the chopping and changing of regimes costs us time and money.

Meanwhile, the search for more sustainable business models continues, with exploration into shared services, new partnership models and income generation high on all our agendas. Change indeed!

THANK YOU TO OUR SUPPORTERS

However, when facing these challenges and relishing the opportunities presented to us, it's important that we express our gratitude to you, our supporters, for a number of reasons:

- The achievements of 2013 simply wouldn't have been possible without the generous support and confidence of our donors, volunteers, advocates and supporters. Nor would they have been possible without the hard work, commitment and passion of our crew, staff and directors.

Of course, fulfilling these objectives is only a means to an end – the end being positive outcomes for young people. Reach aims to improve the wellbeing of young people so they can get the most out of life. And we know that our work creates these positive changes. You can read about our impact and outcomes on p.11, and hear from the young people themselves in the various stories presented throughout this report.

- Research has shown that gratitude helps us cope better with major change, and an 'attitude of gratitude' helps set us up for a future characterised with certain opportunities and challenges.
- Any report on our annual activity and achievements would be incomplete without expressing our thanks to you.

So, from everyone at Reach, here's a sincere thank you for helping make it all possible.

Through 2014 and into the future, we very much hope we can continue our relationship with you.



Sarah Davies
CEO



Geoff Roberts
Chair



Gratitude helps us face
future opportunities and
challenges.

AUSTRALIAN YOUTH: THE FACTS

Bullying

In 2012, 18% of young people reported being cyberbullied.

Top Issues

In 2013, young people identified the **top three issues of importance** as:

1. The economy and financial matters (26%)
2. Politics and societal values (25%)
3. Equity and discrimination (24%).

Youth Unemployment

One in four young people expresses concern that there **will not be enough jobs** or training opportunities in their local community when they finish school.

Leading Cause of Death

Suicide is the leading cause of death for young Australians aged 15-24, and costs the Australian economy \$17.5 billion annually.

Indigenous Young People

Depression, anxiety and suicide affect Indigenous young people at a higher rate than non-Indigenous young people.

Mental Health

Approximately **one in four young people experiences a mental health disorder**. The leading cause of mental disease among young people is anxiety and depression.

Internet

94% of young people use the Internet at least once a week, and over half access it daily.

Cities vs Regional

71% of young Australians live in major cities, while 29% live in regional and remote areas.

4 million young people

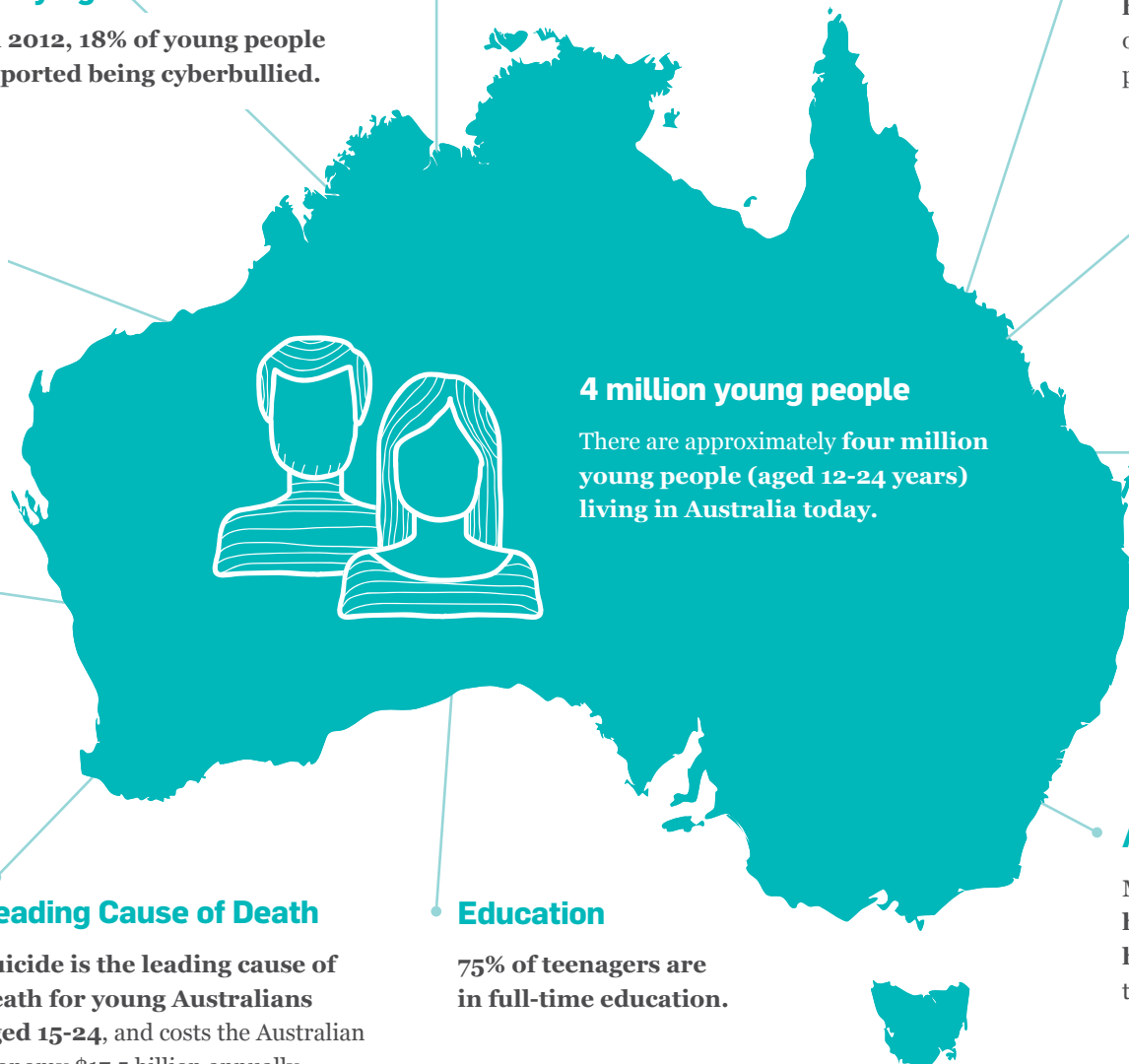
There are approximately **four million young people (aged 12-24 years) living in Australia today.**

Education

75% of teenagers are in full-time education.

Access to Services

Most young people with a mental health disorder **don't access health services**, turning instead to their friends for advice and support.



OUR IMPACT

BACKGROUND

Being a teenager has never been tougher. Adolescence can be a complex and vulnerable time of life. It's a time when you question who you are, where you belong, and how you relate to others and the world around you. It also involves a lot of physical, social, and emotional development.

Today, our young people endure significant pressures, and the impacts are of increasing concern:

- One in four young people experiences a mental health disorder, with anxiety and depression being the most common. 75% of serious mental health issues begin in adolescence.
- Most young people with a mental health disorder do not access health services, turning instead to their friends for advice and support
- The unemployment rate for young Australians is over 12% – almost double the national average
- Approximately one in four students has reported being bullied or discriminated against at school.

When the pressures of growing up get too much they can seriously impact a young person's quality of life, their education and employment opportunities, and relationships with friends and family. In the absence of proven preventative programs some of these impacts can persist over a lifetime. This is at an enormous cost to the community in terms of lost productivity and public health spending.

Young people need to be healthy and resilient to meet life's challenges. Promoting their wellbeing includes supporting them to develop their social and emotional skills, build strong and supportive relationships, and learn strategies to cope when things get stressful.

Adolescence is the best time to ensure a young person has what they need to get the most out of their life.



Sources for the information provided on p10-11 are listed as references below.

References

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EVIDENCE OF OUTCOMES

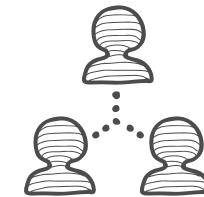
Our early intervention workshops use an innovative youth-led model and are supported by clear evidence of impact, which continues to grow.



OUTCOME: SOCIAL AND EMOTIONAL SKILLS

Evidence demonstrated significant impact on young people as a result of Reach workshops, with outcomes including:

- Improved self-esteem and awareness
- Positive emotions such as optimism
- Meaning and engagement
- Understanding of self
- The ability to build relationships.



OUTCOME: RELATIONSHIPS

As a result of Reach workshops:

- Teachers reported improved peer dynamics in classrooms and a greater understanding of their students
- Young people reported improved connection with others.



OUTCOME: POSITIVE STRATEGIES

Young people reported an increased use of two Reach strategies:

- Expressing gratitude
- Sharing experiences in response to personal negative events.

The young crew who deliver workshops are **essential to creating these outcomes for young people.**

Sources for these findings are listed as references below.

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RELLY

Primary school wasn't easy and everything felt really different to what I'd been used to. Moving from New Zealand to Australia had been a huge culture shock. I grew up in south Auckland and moved to the western suburbs of Sydney with my family when I was eight.

At high school things started to change. I played a lot of sport, my grades were decent and I found a pretty solid group of friends. But by the end of Year 9, my friends and I had gotten mixed up in a fair bit of trouble, so Reach kind of came along at just the right time.

I was in Year 10 and we had one of the Reach crew come out to my school to run a workshop. I found it awkward at first, but was also just curious to see what it was all about.

The workshop brought up a lot of emotion for everybody. It was challenging and I hadn't done anything like it before, but I ended up loving every minute. Since that first session, I've done heaps of different workshops outside of school.

It's been good to have an outlet where I can get things off my chest, instead of channelling it into doing stupid stuff that gets me in trouble. I think that's a big problem for young people in society – they don't have an outlet to talk about stuff that's going on for them.

Reach has helped me change my attitude to life in a really good way. I'm more passionate about the things I love, I don't hesitate to give things a crack, and I've learnt to express myself more.

“It's been good to have an outlet where I can get things off my chest, instead of channelling it into doing stupid stuff that gets me in trouble.”

THEORY OF CHANGE

Our Theory of Change is our recipe for improving the wellbeing of young people.

It lists the ingredients that make up our workshops, the method we use to combine these, and the outcomes we seek to achieve.

The 'Hero's Journey' and the power of storytelling are **central philosophies used in Reach's workshops.**



THE INGREDIENTS

1. The most important ingredient is our youth-led approach. Our young crew design and deliver all our workshops, which means they are always relevant, engaging and inspiring to the young people who participate.
2. We draw on a range of approaches when we develop and deliver workshops for young people, such as:
 - The power of the group
 - An 'Everyone is Welcome' policy
 - Creating safe and non-judgemental spaces
 - Running activities to challenge comfort zones and encourage sharing of experiences
 - Creating theatrical environments, using contemporary culture and rejecting clichés
 - Integrating professional wellbeing support.
3. There are a range of psychological theories and models that underpin our workshops. The 'Hero's Journey' and the power of storytelling and narrative are central philosophies. Our workshops are also informed by positive psychology, specifically models of Positive Youth Development.

THE METHOD

In general, we understand that our behaviour is driven by our underlying beliefs about ourselves and the world we live in. In our workshops, the crew support young people to identify a 'cycle of beliefs and behaviours' that may be holding them back from getting the most out of their lives.

Listening without judgement and empathising unconditionally are key components in our method. Reach crew engage a three-step process of listening, asking great questions and encouraging possibility:

1. Listening beyond 'the story' a young person is communicating, to hear the underlying beliefs that can be at the heart of their experience
2. Asking great questions about meaning, purpose and possibility
3. Encouraging young people to perceive possibility by becoming more engaged in their lives and identifying a sense of meaning and purpose.



THE RESULTS

We aim to improve the wellbeing of young people by:

- Enhancing feelings of meaning and engagement
- Improving self-awareness
- Building emotional and social skills
- Developing deeper, more meaningful connections.

These outcomes support young people to build the resilience they need to fulfil their potential and achieve their goals.

**84% of young people
felt understood by
Reach's facilitators.**



“Reach workshops make me see the world a bit differently, and they’ve given me a bunch of tools to use for life.”

IMOGEN

I think society can sometimes undervalue the opinions of young people. When I was growing up, I was a pretty emotional person and always had a lot to say. I come from a loving and supportive family, but one that doesn't express their feelings a lot. Because of that, I never really had an outlet to explore how I felt or what I was thinking – and that was definitely hard. That's why Reach became such an important part of my life.

I started out at Reach by doing a Fused workshop in Redfern. I was 15 and full of attitude. I was a bully at my school and often felt misunderstood. It was a time when I felt angry and shut off from the world.

I only went to the workshop to complete my community service hours for school. I remember feeling super cynical about the whole thing. But by the end of the workshop I'd kinda grown to like it. It was the first place I'd ever seen people be so honest about what was going on for them. It was cool to see people 'unfiltered' – and I reckon it's why I keep coming back.

Reach workshops make me see the world a bit differently, and they've given me a bunch of tools to use for life. I've met people that I never would have crossed paths with otherwise and it's kind of popped the bubble that I'd been living in.

Most people don't get the chance to talk freely about what really matters to them without being worried about what others will think. Reach gave me a space to be heard and for my opinions to be valued.

2013 PERFORMANCE OVERVIEW



OUR FINANCES

OPERATING REVENUE **\$5,485,004**

TARGET: \$5,914,485 **RESULT: 93%**

2012 \$6,346,985 2011 \$5,192,665

OPERATING EXPENDITURE **\$5,583,922**

TARGET: \$6,285,424 **RESULT: ACHIEVED**

2012 \$6,483,252 2011 \$6,149,776

SURPLUS/DEFICIT (after depreciation) **-\$98,918**

TARGET: -\$370,529 **RESULT: ACHIEVED**

2012 -\$136,267 2011 -\$957,111



OUR ACTIVITY

INSTANCES OF PARTICIPATION BY YOUNG PEOPLE **61,068**

TARGET: 61,350 **RESULT: 99%**

2012 63,200 2011 59,000

NUMBER OF WORKSHOPS **1,386**

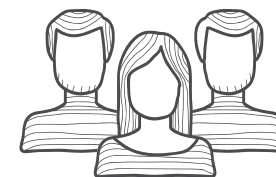
TARGET: 1,364 **RESULT: 101%**

2012 1,484 2011 955

NUMBER OF SCHOOL RELATIONSHIPS **372**

TARGET: 332 **RESULT: 112%**

2012 330 2011 284



OUR PEOPLE

NUMBER OF ACTIVE CREW **176**

TARGET: 220 **RESULT: 80%**

2012 200 2011 178

NUMBER OF STAFF (FULL-TIME EQUIV.) **31.9***

TARGET: 32 **RESULT: 99%**

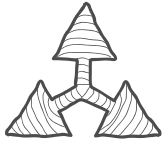
2012 36.3 2011 40.4

NUMBER OF VOLUNTEERS/SUPPORTERS **220**

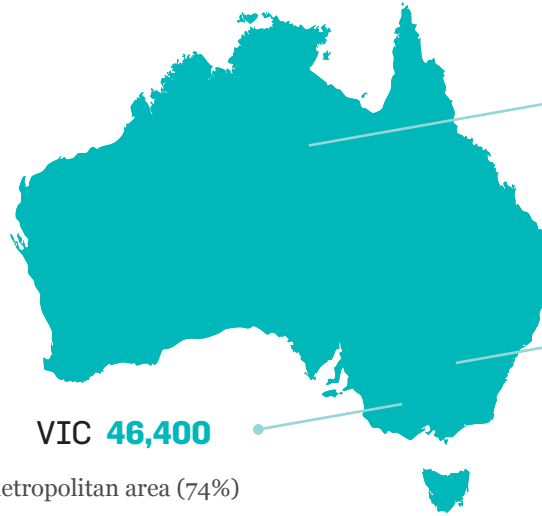
TARGET: 205 **RESULT: 107%**

2012 259 2011 330

*This year we have chosen to change the way staff numbers are presented, from head count to full-time equivalent. This decision was made to more accurately present Reach's productive capacity. We have amended the figures for the years 2011-2012 to provide an accurate year-on-year comparison.



HOW FAR WE REACH



1,500 NT

- 1,100 from major cities (73%)
- 400 from regional areas (27%) including Katherine

13,300 NSW

- 9,300 from greater Sydney metropolitan area (70%)
- 4,000 from regional areas (30%) including the Illawarra, South Coast and Hunter regions

VIC 46,400

- 34,300 from greater Melbourne metropolitan area (74%)
- 12,100 from regional areas (26%) including Barwon South, East Gippsland, Grampians, Hume and Loddon Mallee



OUR GENEROUS VOLUNTEERS

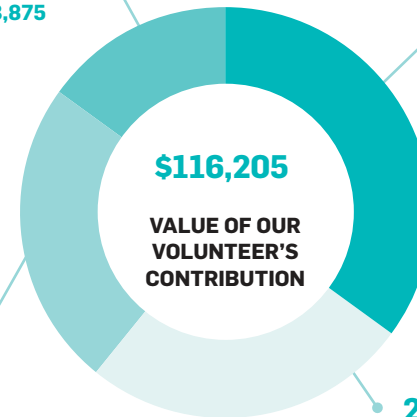
As Reach improves its processes and business efficiencies, the number of adult volunteers we require to deliver our mission has reduced. The individuals that make up this smaller group of volunteers have increased the amount and quality of time they commit to Reach, adding exceptional value to our programs.

15% EVENT ORGANISING COMMITTEES

NUMBER OF VOLUNTEERS 40
HOURS 555
DOLLAR VALUE \$13,875

35% OFFICE VOLUNTEERS

NUMBER OF VOLUNTEERS 13
HOURS 1,303
DOLLAR VALUE \$56,605



24% WORKSHOP SUPPORTERS

NUMBER OF VOLUNTEERS 13
HOURS 879
DOLLAR VALUE \$21,975

26% CORPORATE VOLUNTEERS

NUMBER OF VOLUNTEERS 154
HOURS 950
DOLLAR VALUE \$23,750

ANNUAL HIGHLIGHTS

Read about some of our special highlights from the year.



12 CREW TAKEOVERS

During National Youth Week we launched the Crew Takeover campaign, featuring 12 of our crew taking over our social networking accounts to have 'real convos' with young people. There was a 250% spike in average engagement throughout this campaign.



6 NEW WORKSHOP MODELS

A total of six new and refreshed workshop models were delivered in 2013, including a redeveloped Heroes Day, a new weekend for young men, and new professional development workshop for graduate teachers of our Finding Heroes program.



1/4 OF EVERY \$1

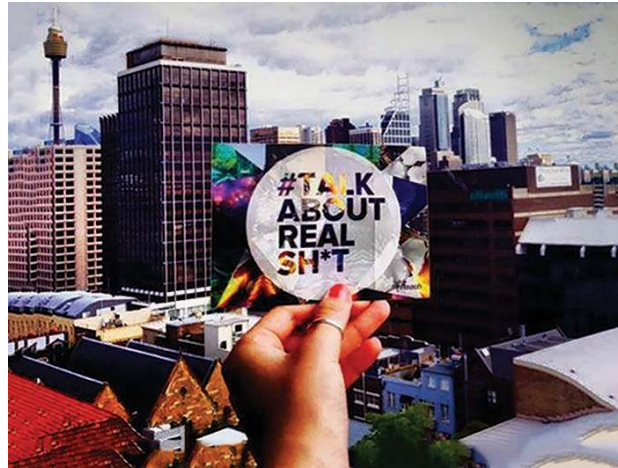
In 2013, over one quarter of every dollar was spent on employing 81 young people as crew, and we invested \$425k in the training and development of our crew.

Five-year pilot in the Hunter Valley, NSW began.



3 RESEARCH STUDIES

Evidence of our impact continued to grow, with three significant research and evaluation studies completed and released in 2013.



TALK ABOUT REAL SH*T

Reach crew featured in the media for our #talkaboutrealsh*t campaign.



40% GROWTH IN NSW

We continued to invest in growing our NSW operations, which successfully achieved a 40% average increase in both workshop attendance and levels of delivery.

Crew Takeovers attracted a **250% spike in average engagement** across Reach's social media.

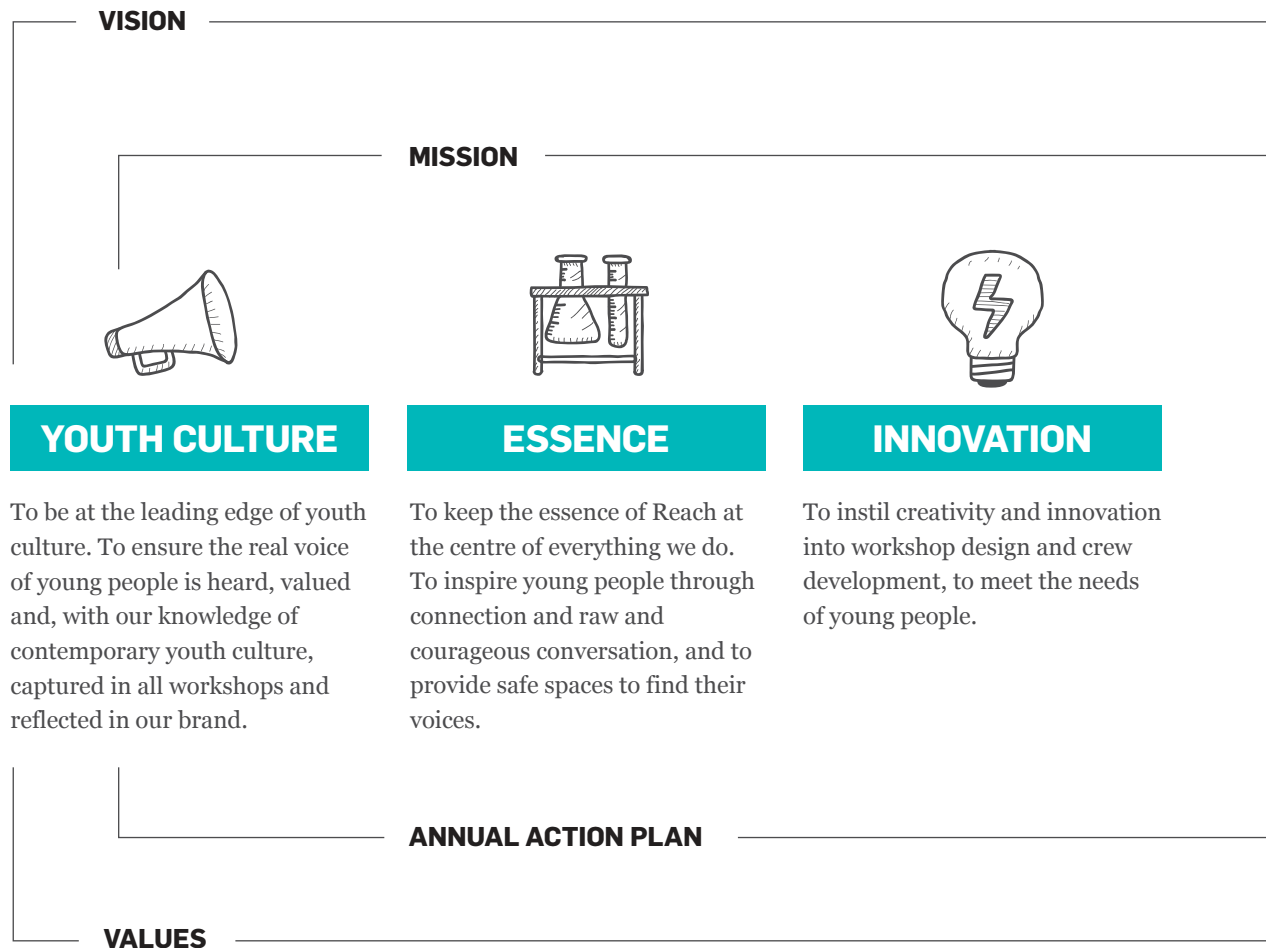
2013 STRATEGIC PERFORMANCE

2013 was the first year of our five-year strategic map.

Reach has identified eight core strategic priorities for the next five years, with broad objectives for each priority.

These objectives are distilled into an Annual Action Plan, developed and implemented by the Leadership Team. The Board monitors progress on a regular basis throughout the year.

An overview of our performance against each strategic priority is provided in the following pages. As 2013 was the first year of our five-year strategic map, there are no year-on-year comparative results.

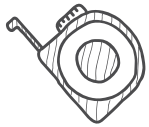


That every young person has the support and self-belief they need to fulfil their potential and dare to dream

VISION

To encourage young people, no matter what their circumstances, to believe they can achieve.

MISSION



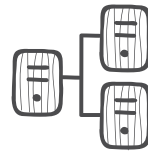
PROOF OF IMPACT

To be measuring and sharing proof of impact. To develop the capability and tools required to evaluate workshop effectiveness and impact, and to enable continuous improvement.



PEOPLE

To be recruiting, retaining and motivating high-quality, diverse and developed people. To build a consistent and repeatable capability for developing people's capacities to deliver Reach's mission.



PROCESSES

To streamline organisational systems and processes to operate more efficiently. To raise the maturity level of processes and capabilities so that they will continue to support growth.



PARTNERS & FUNDERS

To be benefiting from and contributing to a relevant suite of partners and funders. To build a rich portfolio of partners and funders that will enable Reach to continue to implement its mission.



SUSTAINABLE GROWTH

To build and refine a framework that enables sustainable geographic growth.

ANNUAL ACTION PLAN

VALUES

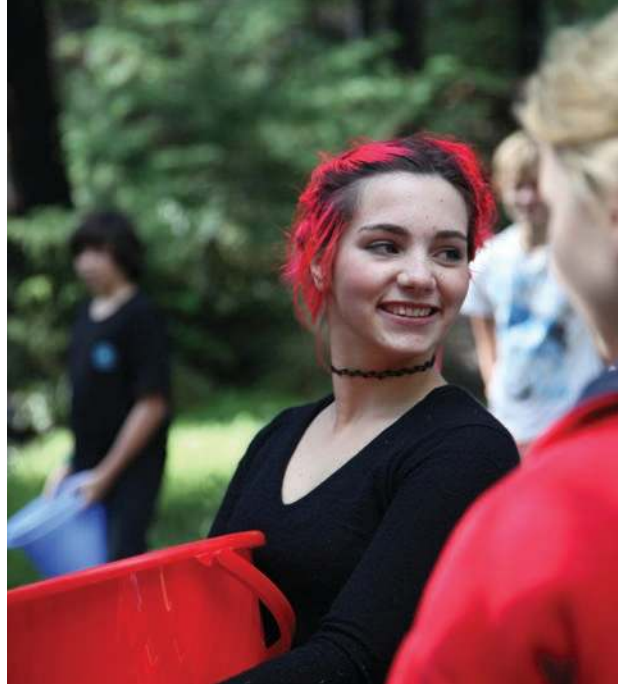
STRATEGIC PRIORITY 1

YOUTH CULTURE



OBJECTIVES AND OUTCOMES

To be at the leading edge of youth culture. To ensure the real voice of young people is heard, valued and, with our knowledge of contemporary youth culture, captured in all workshops and reflected in our brand.



BUILDING A GENUINE MODEL OF YOUTH PARTICIPATION

- ◆ We made sure that the voice of young people was heard at all levels throughout the organisation – from workshop delivery and operational management to executive leadership, and at the Board and Board Subcommittees.
- ◆ Because we believe in the inherent potential of young people, we invested more than one quarter of every dollar in the training and development of young people – our 176-strong crew.

REFRESHING WORKSHOPS

- ◆ We redeveloped our Heroes Day workshops and delivered them in three Vic locations, to 2,364 Year 9 students.
- ◆ We successfully incorporated a new weekend away component into our Grounded workshop, for 24 at-risk and disengaged young people. This success enabled us to secure funding from The Greenlight Foundation to ensure the weekend away can be offered in 2014.
- ◆ In response to participant feedback, we designed and piloted a Graduate workshop as part of Finding Heroes – our professional development workshop for teachers and youth professionals. This was attended by 34 participants and will be officially launched in 2014.



\$41k was raised for Reach thanks to our Ambassadors.

SPEAKING OUT EXTERNALLY

- We got the message about Reach out to more people, and to those organisations that work with young people, by speaking at a number of conferences throughout the year – including the International Association for Youth Mental Health conference in Brighton, UK, and the Positive Schools conference in Vic.
- Reach was in the spotlight a number of times throughout the year – featured on national television programs *Celebrity Apprentice* (Channel Nine) and *Dancing with the Stars* (Channel Seven), thanks to our Ambassadors Rob Mills and Jesinta Campbell. A total of \$41k was raised for Reach as a result of these appearances.
- Although some media coverage achieved this year focused on young people, we'd hoped to gain a greater level of activity with this as a focus, to raise awareness of the Reach brand and to genuinely provide young people with a platform to express their voice. This is a long-term media strategy with the aim of 'changing the conversation' to reflect the positivity and potential of young people.

FOSTERING CREATIVITY

- A new fundraising event, *Raw & Unplugged*, was launched in NSW in September 2013, attracting 250 guests and raising awareness and funds to support our growing operations in NSW. The acoustic format in a converted warehouse aligned well with our brand and allowed us to include the singing talents of our crew.
- We launched a new #talkaboutrealsh*t campaign focused on our youth audience. The campaign was created in collaboration with our young crew marketing committee and resulted in increased engagement with Reach across social networking platforms, and positive feedback from young participants.



We invested \$425k in the training and development of 176 crew.

STRATEGIC PRIORITY 2

ESSENCE



OBJECTIVES AND OUTCOMES

To keep the essence of Reach at the centre of everything we do. To inspire young people through connection and raw and courageous conversation, and to provide safe spaces to find their voices.

The Crew Leadership Team was established to mentor and provide expert advice to younger crew.



FOCUSING ON OUR CULTURE

- We conducted a mini version of our annual 'Pulse Check' survey to help understand cultural health and engagement. The survey indicated a strong likelihood of Reach staff and crew recommending Reach to a friend. Opportunities to improve were in relation to 'accountability' and 'providing feedback', which will be incorporated into the annual learning and development program for staff in 2014.
- Social and celebratory events were held throughout 2013 to encourage connections amongst the large group of Reach staff and crew. Creative workshops to foster team bonding, encourage a sense of play and promote a spirit of acknowledgement included a drumming workshop, a team-building workshop and a new Graduation event.

REVIEWING OUR VALUES

- Through a review process, crew leaders actively ensured workshop content, aims and objectives aligned with Reach's values – contributing to the process of workshop refreshment and creation.
- Staff and crew participated in open forums to align Reach's values with behaviour and build team cohesion. Positive feedback was received from the group and outcomes of the sessions contributed to the content for the organisation-wide People's Camp held in January 2014.



“Reach encourages me to be who I am and to do what I love.”



REVIEWING THE ROLE AND PURPOSE OF THE SPIRIT GUARDIANS

- The purpose of the Spirit Guardians, a group comprising former Reach crew and staff tasked with mentoring crew and endorsing the essence of Reach, was reviewed and a recommendation was made to establish a more active Crew Leadership Team. The purpose of this team is to mentor younger crew, provide expert advice to crew in the design and delivery of workshops, and to contribute to organisational decision-making and direction. The Crew Leadership Team was established in late 2013.

MADDY

I grew up in the outer eastern suburbs of Melbourne and go to a local high school. I'm not really an academic kid – I guess I never have been. I've always tried learning as best I can, but the school system isn't for everyone.

School's not bad for me now, but I had a pretty tough time in Year 9. I suffered from depression and anxiety, and I started not rocking up to class. Mum was the one who got me along to Reach. I hadn't done anything like it before but was happy to give it a crack.

I started out doing Fused workshops in Frankston, and have now been involved for over a year. At Reach you have fun while expressing your feelings. Everyone made me feel right at home from the first moment in, and accepted me for who I was. I guess what makes it different is that you can be your real self without judgement – from others or yourself. The agreement amongst the group to not judge each other creates that real sense of openness and honesty.

Reach encourages me to be who I am and to do what I love, which is working with my hands. So, alongside my VCAL studies at school, I'm also completing my Building & Construction apprenticeship at TAFE. I don't really mind being one of the only girls. I get to do what I love and the boys don't give me sh*t about that.

Reach not only helped me through my depression, it just helped me through growing up.

25

STRATEGIC PRIORITY 3

INNOVATION



OBJECTIVES AND OUTCOMES

To instil creativity and innovation into workshop design and crew development, to meet the needs of young people.

FOCUSING ON CREATIVITY AND INNOVATION IN TRAINING

● We incorporated targeted 'creativity' training into the annual crew training and development curriculum. This was delivered by creative media expert and Reach Director, Sam Cavanagh, and supported our goals of creating new workshops and refreshing existing ones. This was just one stage of a broader program to foster creativity and innovation, which will be rolled out and reported on in 2014.

Reach created three new workshops in 2013.



CREATING NEW WORKSHOPS

- In response to the changing needs of young people, we created three new workshops:
 1. An all-male weekend away for 12 young men (Horizon). The workshop was designed to encourage participants to feel empowered and make positive life choices. With positive participant feedback and impact, this workshop will be delivered as part of the 2014 portfolio.
 2. A Leadership Workshop Series was developed and delivered to 60 Year 12 students, to build the leadership capacity of the group. The workshop was designed and delivered in partnership with Eltham and Lilydale High Schools in Vic.
 3. A series of school workshops was designed and delivered to meet the specific needs of schools in the Extended School Hub sites of Wyndham and Geelong in Vic. These were designed to provide a more in-depth experience for students than the standard 90-minute session.

Both new school programs were independently evaluated and internally assessed for effectiveness. Based on the positive findings, they will continue in 2014 to build on their early success.



REVIEWING OUR PROGRAM AND WORKSHOP PORTFOLIO

- We implemented a review of our program and workshop portfolio to ensure we were delivering fresh, relevant and impactful workshops. This review was partially rolled out in 2013 and will continue in 2014, overseen by a group of staff and crew experienced in workshop design and delivery.



DELIVERING RELEVANT AND MEANINGFUL WORKSHOPS TO MORE YOUNG PEOPLE

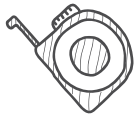
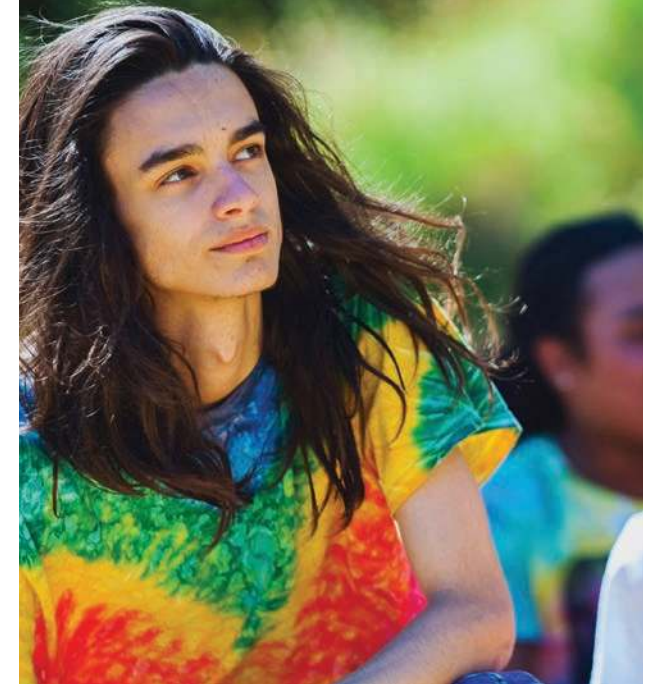
- A total of 1,300 Indigenous young people experienced Reach in 2013. This was slightly down on 2012 because the focus was to deliver our professional development program, Finding Heroes, to teachers working with Indigenous young people. In theory, this approach can exponentially increase the impact of our work, as one teacher can impact up to 30 students in the classroom.
- In total, there were over 61,068 instances of participation by young people in 1,386 Reach workshops throughout the year, delivered in schools and communities across NSW, NT and Vic.

Compared to 2012, workshop rates and total participation rates increased in NSW and NT. This was balanced by a slight decrease of rates in Vic in order to share and allocate resources across geographies.

In 2013, we reviewed our program and workshop portfolio to ensure we were delivering fresh, relevant and impactful workshops.

STRATEGIC PRIORITY 4

PROOF OF IMPACT



OBJECTIVES AND OUTCOMES

To be measuring and sharing proof of impact. To develop the capability and tools required to evaluate workshop effectiveness and impact, and to enable continuous improvement.

The evaluation outcomes were **consistent and aligned** with the outcomes we seek from workshops.

DEVELOPING A NEW WORKSHOP-WIDE EVALUATION FRAMEWORK

◆ We developed a program-logic model that identifies and maps all workshop components – including aims, inputs, outputs, impacts and outcomes – to better understand our effectiveness, to identify improvements and to continue to measure outcomes that come out of research. Further refinements to this model will continue to be developed in 2014.

Additionally, the preliminary work towards developing an overarching evaluation framework and associated assessment tools to be applied to Reach programs and workshops will continue to be strengthened in 2014 to ensure proof of impact is captured.

◆ A number of independent evaluation projects were completed in 2013 to measure the impact of Reach. These included:

1. A study by researchers from Monash University and the University of Melbourne, evaluating the impact of Reach workshops on the mental health and wellbeing of young people

2. An evaluation of the impact of Reach workshops in the Extended School Hub sites
3. An analysis of participant feedback and evaluations, spanning 2007-2012.

The outcomes of each evaluation were found to be consistent and aligned with the outcomes we seek from workshops. Each report also provided valuable recommendations to further refine the program-logic model, evaluation methodology and the content of Reach workshops.

- ◆ We undertook preparation for three further studies to evaluate the effectiveness of workshops in 2013. The first was focused on workshop effectiveness for young Indigenous participants; the second on evaluating the impact of Reach workshops on young participants from the Hunter Valley region in NSW; and the third evaluating the impact of a Leadership Workshop series at Eltham High School. We look forward to communicating the findings from these studies as they are completed.



INTEGRATING THE INSIGHTS FROM THE MONASH RESEARCH STUDY INTO WORKSHOP DESIGN AND DEVELOPMENT

- The major recommendations from the significant research project undertaken by researchers from Monash University and the University of Melbourne in 2013 included:
 - Introducing a more tailored approach to supporting the wellbeing needs of students and schools
 - Refining and adding to the crew training curriculum
 - Enhancing and extending the workshop experience.

These findings have resulted in the following three actions:

1. Establishing a school partnership strategy, ensuring our work is delivered in partnership with schools and integrated into their individual wellbeing programs. For more details, see Our Impact in Schools, p.44.



2. Enhancements to Reach's Leadership Development program, to ensure professional skills training for crew.
 3. The development of a smartphone app for young people, due for release in 2014, funded by the State Government of Vic. The app will aim to improve the wellbeing of young people by extending upon the Reach workshop experience.
- The insights from the research provided a solid foundation for the development of our workshop evaluation projects and model of program-logic, and will continue to be applied in our evaluation methods going forward.

A smartphone app for young people is due for release in 2014.



Our new school partnership strategy ensures our work is integrated into the school's wellbeing program.

STRATEGIC PRIORITY 5

PEOPLE



OBJECTIVES AND OUTCOMES

To be recruiting, retaining and motivating high-quality, diverse and developed people. To build a consistent and repeatable capability for developing people's capacities to deliver Reach's mission.

In 2013 we piloted two new ways of recruiting crew.



CONTINUING TO RECRUIT A DIVERSE MIX OF CREW

- In 2013, we piloted two new ways of recruiting crew: a year-long program and a one-off online campaign and application process. 35 young people participated in the year-long Leadership program, and 15 of the 90 young people who applied online were invited to become volunteer crew. Both recruitment methods succeeded in spreading the word about Reach and the opportunity to become crew to our young audience. However, further work remains to continue to ensure diversity in the crew group is maintained.
- The 176 crew members in 2013 included 17 senior facilitators, 15 facilitators, 56 facilitators-in-training, and 88 new crew members.

ASSESSING STAFF TRAINING NEEDS

- A comprehensive review of the training needs of staff was undertaken in 2013. The results indicated opportunities to provide professional development to staff on a number of broad business skills, and functional expertise related to youth-sector knowledge. As a result, an annual Staff Learning & Development program has been created for implementation in 2014.

DELIVERING HIGH-QUALITY CREW TRAINING

- An enhanced crew training model was designed and implemented, to ensure appropriate training was delivered to the diverse groups within the crew. Further refinements to the training of senior crew will be implemented in 2014.
- To supplement the existing training curriculum, and further develop the skills of crew members, a number of 'advanced training' opportunities were provided. These opportunities focused on topics including creative planning and workshop creation, understanding trauma and its impact, cultural diversity and the experiences of newly arrived young people and Indigenous young people, and capacity building around managing and responding to disclosures of personal circumstances which indicate the need for further support.



GETTING THE BALANCE RIGHT BETWEEN HEART AND HEAD

- ◆ Senior members of the crew were responsible for getting the balance right in crew training between skill development, personal development, and workshop design and delivery. Getting this mix right is essential as the skills, authenticity and passion of the crew are critical in achieving workshop objectives. It is this mix that ensures Reach workshops are compelling and engaging for young people.

A review of the training needs of staff was undertaken in 2013 and opportunities for professional development identified.



“There’s something in it for everyone, no matter who you are or where you come from.”

TAO

Growing up, I guess I was just a private school kid who took things at face value. I was a sporty dude, and always pretty social, so my teenage years were fairly easygoing.

My Dad had been asked to go along to Camp Maasai – a weekend away that brings together teenagers and adults from the corporate world. I was asked to go but I really didn’t want to. I had this idea that you had to have serious issues or whatever to go to Reach. I eventually conceded to go, and I was totally into it straight away.

It was completely different to what I expected – I was blown away by the stories I heard and the people I met. It made me see the world differently, and taught me to never judge a book by its cover. Above all, it was a pretty steep learning curve for me. It reminded me that despite how things might seem, you don’t always know what’s going on for people.

What I love about Reach is that it’s not just done out of a textbook like school. There’s something in it for everyone, no matter who you are or where you come from. As a teenager, I felt like I was just an ordinary kid, trying to fit in like everyone else. But when I came to Reach, people really celebrated me for who I was. It’s made me more confident and open as a person.

STRATEGIC PRIORITY 6

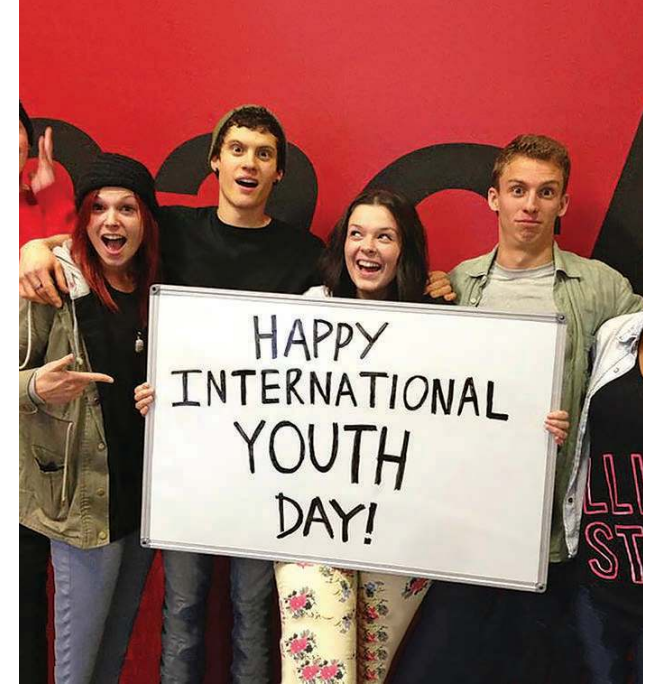
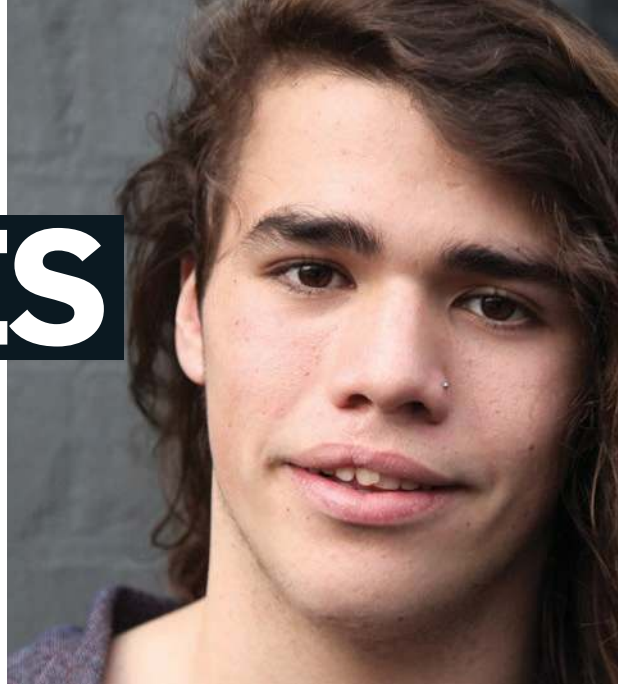
PROCESSES



OBJECTIVES AND OUTCOMES

To streamline organisational systems and processes to operate more efficiently. To raise the maturity level of processes and capabilities so that they will continue to support growth.

We implemented a **new online booking system and database** to improve capture and management of participant records.



CAPTURING AND PASSING ON REACH KNOWLEDGE

- ◆ The development of an effective knowledge management system was identified as a key strategic objective for Reach but not something that was achieved in 2013. Minor improvements included regular review meetings for all community-based workshops, and collaboration meetings involving staff and crew. Further work is planned for 2014.

ENGAGING THROUGH DIGITAL CHANNELS

- ◆ In November 2013, Reach launched a new website to provide our stakeholders with meaningful content and ways to engage. An important part of this project was to ensure the site appealed to young people by featuring their voice and that of the crew. We also ensured the site interacted well with our dynamic social networking channels – used to engage a wide audience of our stakeholders, both young and adult.
- ◆ We achieved 30% average growth across our major social networking channels – Facebook and Twitter – and strong daily engagement with Facebook.

For more details please refer to **Spreading the Word**, p40.



STRENGTHENING BRAND AWARENESS

- We conducted a survey in 2013 to measure our brand health amongst general community members. Results indicated that affiliation with the purpose of Reach was high amongst those surveyed. However, there remains an opportunity to improve overall awareness and understanding of what Reach does.
- Various activities were pursued to strengthen brand awareness and understanding amongst target audiences and members of the general community, including refining communication messages about Reach and ensuring the evidence base for the impact of Reach was communicated consistently and effectively.

EXERCISING PRUDENT FINANCIAL MANAGEMENT

- Our objective was to deliver a balanced budget before depreciation. This was achieved with a small surplus before depreciation of \$86,800. The result after depreciation was a deficit of \$98,918 for the 12 months to 31 December 2013.
- Significant improvements have been made over the past two years in understanding the organisation's costs and economic drivers. This has led to improved cost management processes.
- Diversification of fundraising streams continued and measurement tools were put in place to monitor donor and income growth.
- We sought new avenues of in-kind and pro bono support to offset business operating costs. In 2013, this support totalled \$450k.

STREAMLINING BUSINESS AND OPERATIONAL PROCESSES

- To improve Reach's ability to provide quality customer service, we implemented a new online booking system for school workshops and a database to improve capture and management of participant records. A new invoicing process was also established to ensure workshop revenue was received in a timely manner.

These significant business improvements were in the early phases of implementation in 2013, and will continue in 2014, with a focus on streamlining processes by building on the work achieved in workforce planning, improving workflow processes, and documenting major business functions of Reach service delivery teams.

STRATEGIC PRIORITY 7

PARTNERS AND FUNDERS



OBJECTIVES AND OUTCOMES

**To be benefiting from and contributing to a relevant suite of partners and funders.
To build a rich portfolio of partners and funders that will enable Reach to continue to implement its mission.**

BUILDING AND NURTURING OUR SCHOOL RELATIONSHIPS

◆ We developed a school partnership strategy with the aim of creating more sustainable outcomes for students. The strategy was developed on the back of recommendations received from the major evaluation study performed by researchers from Monash University and the University of Melbourne in 2013. The strategy was also informed by our experiences working in the Extended School Hub and Community Renewal sites in Vic. Consultation with schools also contributed to the development of this new approach.

The focus of the approach is to build deeper and more meaningful relationships with schools, ensuring Reach works holistically. Rather than one-off workshops, packages of workshops will be available for students from Years 5 to 12, supported by our comprehensive wellbeing framework. Professional development for teachers will also be offered, equipping them with the practical skills and resources they need to improve the wellbeing of their students.

The school partnership approach will be implemented in 2014.

IDENTIFYING COLLABORATION OPPORTUNITIES

- ◆ We sought opportunities to actively participate in sector-related forums and activities, designed to promote positive youth outcomes in Vic and NSW.
- ◆ We achieved successful collaboration on program activities with organisations including The Lighthouse Foundation, The AFL Whitten Project, Melbourne Storm, Desert Knowledge, Mission Australia, Youth Off The Streets, Blue Light and Whitelion.
- ◆ Our work in the Hunter Valley region, supported by BHP Billiton, relies on the fruitful and ongoing partnerships we have established, spanning the private, community and education sectors.



GROWING REVENUE OPPORTUNITIES

- The 2013 Development Strategy was successfully implemented. This included a focus on diversifying revenue streams to ensure future sustainability.
- Reach's longest running and largest fundraising event, The Annual Reach Ball, achieved exceptional results in 2013, attracting over 800 guests and raising over \$250k.
- There was continued growth in challenge events, including the Larapinta Trek, which achieved new fundraising and participation records.
- We introduced a new engagement and fundraising event, Raw & Unplugged in NSW.
- We implemented substantial growth in the corporate prospect pipeline for 2014 partnership opportunities.



SEEKING NEW PARTNERS

- We were pleased to establish a formal partnership with the Young & Well CRC in 2013, an organisation with which we share a goal of improved outcomes for young people.
- After being invited to support the Flexible Learning Options Program in Mildura, Vic this year, we established a joint program to assist highly-disengaged students in the area. The program was run in six schools in the local community and surrounding areas.
- Collaboration with several businesses and trusts and foundations funded the creation and refresh of a number of workshops and programs in 2013.



We were pleased to establish a formal partnership with the **Young & Well CRC** in 2013.



Over \$250k raised at The Annual Reach Ball.

STRATEGIC PRIORITY 8

SUSTAINABLE GROWTH



OBJECTIVES AND OUTCOMES

To build and refine a framework that enables sustainable geographic growth.

40% average increase in workshop delivery and attendance in NSW.



DELIVERING THE PILOT HUNTER VALLEY PROJECT

◆ We commenced work in the Hunter Valley region, NSW to improve the wellbeing of 6,000 local young people over five years. Prior to the project delivery, we consulted broadly with youth, schools and communities about local needs and capacity. A local team has been established to administer Reach workshop delivery, and an evaluation model was established.



DEVELOPING OUR NSW TEAM

- ◆ We continued to invest in growing our NSW operations, which helped in supporting a 40% average increase in both workshop attendance and levels of delivery.
- ◆ Our team in NSW also grew; there were 54 crew members training and delivering workshops in 2013, and a team of seven full and part-time professional staff supporting these activities.
- ◆ Professional development was provided to staff, specific to the needs of a growing business.
- ◆ A national workshop attended by staff and crew across the geographic bases succeeded in improving communication and efficiencies between the staff and offices.



“I always walk away having learnt something new about myself or other people.”

ABBEY

I grew up on Sydney’s North Shore and have lived there my entire life. Being surrounded by the same type of people every day can make you lose a bit of perspective on life, and it’s easy to get caught up on trivial things that don’t really matter.

After doing a Reach workshop at school, I was invited to go to a Leadership Day with ten other girls from Year 9. I felt totally out of my comfort zone at the start of the day, but actually really enjoyed it by the end. It was so different

to anything I’d ever done before. It gave me a chance to meet other people that I probably wouldn’t have met in my day-to-day life. What I loved most was listening to people from other backgrounds share their experiences and stories, because it opened up my mind to what else is out there.

While I feel really lucky to go to such a great school and have awesome friends, I think Reach gives me something I can’t always get from them. It’s true when they say we ‘talk about real sh*t’.

The workshops are done in a way that’s really cool. The space is always changing, and the crew are there because they actually care. It lets me get away from the busyness of life and take time to breathe, reflect and think. I always walk away having learnt something new about myself or other people.

LESSONS FROM THE YEAR

We're proud of what we achieved in 2013, but we know we can do more.

One year into our five-year strategic map, we've made some significant headway but we know we still have a way to go. We've learnt a number of lessons from the challenges faced in 2013, which have identified new opportunities for innovation and growth in areas of fundraising and brand awareness, workshop and program activities, evaluation and proof of impact, and stakeholder relations. Following are some of our learnings from 2013.

A SIGNIFICANT EVENT

Attention is fleeting

With the passing of Jim Stynes in 2012, Reach received a large amount of media attention. This resulted in significant outpourings of support, particularly in the area of donations. While gratefully acknowledging the support these donors provided, it was difficult to repeat this high level of individual donations in 2013. We will be undertaking new media activity in 2014 to keep Reach top-of-mind with potential donors in the broader community.

PROOF OF IMPACT

If you can't demonstrate your impact, you won't get the support you need for further growth

Throughout 2012 and 2013, a number of research and evaluation studies were undertaken to measure the impact of Reach's work on young people. Through the funding support of several donors, we have been gathering significant evidence that will allow Reach to position itself for future funding to support the growth and delivery of our workshops, based on proven outcomes. This evidence base will be critical for success for our future funding endeavours.

EVALUATION OF WORKSHOPS

Continual innovation

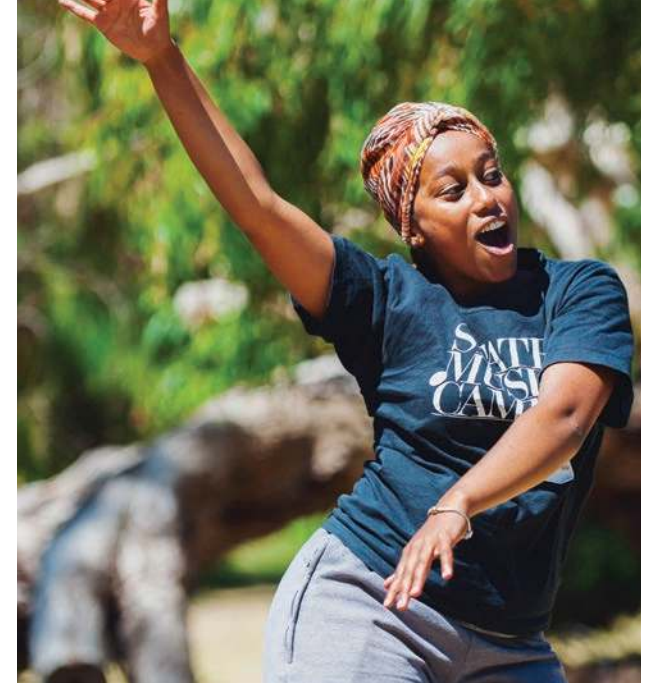
Significant progress was made to enhance our capacity to evaluate the impact of our workshops, refine our program logic model, and build our understanding of the additional impacts of our workshops, particularly in relation to the learning outcomes of students, and retention in schools. This approach to evaluation needs to be embedded into Reach's program management practices, to ensure impact is effectively assessed and workshop improvement can continue in the fashion we achieved in 2013.

SCHOOL PARTNERSHIPS

We can't accomplish all that we need to do without working together

Taking what we learnt from our work in schools over recent years, we were pleased to establish the school partnership approach, featuring stronger, more long-term and sustainable relationships with schools. We hope this model of service delivery will improve our work with students and teachers alike. Developing workshop packages and wellbeing services, and supporting teachers, students and whole school communities in a holistic way will be the foundation of Reach activity in 2014 and beyond.

To support this approach, we need to continue to improve our systems, processes and customer service orientation. We plan to build on the post-workshop wellbeing support structures in place for young people in schools, as well as design workshop activity that provides multiple opportunities for engagement, to improve the sustainability of outcomes.



FUNDRAISING TRENDS

There's no such thing as a free lunch

We have seen an increasing trend towards tied funding for specific program and workshop deliverables. Although tied funding can be useful in targeting funds to specific activities, it can also limit the amount of capital that's available to be used for broader organisational capacity-building requirements. As part of a larger fundraising strategy, Reach will tackle this challenge in 2014.

COST OF ACQUISITION

You have to spend money to make money

As we pursue our vision for young people, our requirements to fund these goals continue to grow. With further investment in fundraising resources, we will continue to grow the funding base of Reach's newly opened NSW office, to ensure the self-sufficiency of this geographic base.

DIVERSIFIED FUNDERS

Variety is the spice of life

A fundamental pillar for sustainability is creating and maintaining diverse revenue streams. In 2014, we will aim to develop strategies to engage greater funding support from alumni (former crew and staff), parents of Reach crew and other key stakeholders, to ensure Reach's sustainability into the future. In order to build on our accomplishments in 2014 and beyond, we must continue to focus on where we can enhance the experience of our stakeholders – young people, teachers, parents, schools, community organisations and our funders.

KNOWLEDGE MANAGEMENT

Value what you do

In 2013, we planned to develop a system for capturing our vast and varied intellectual property, resources, evaluation and knowledge. This will support best-practice, continue to prompt innovation, and ensure that Reach is aligned with proven approaches to working with young people, while remaining unique and engaging. Due to resource constraints, this project was delayed and will be initiated in 2014.



We have seen an increasing trend towards tied funding for specific program and workshop deliverables.

SPEAKING OUT

Have something to say

We know we have a unique and authentic perspective about young people to share, and believe we can contribute to the conversation about Australian youth in a positive and meaningful way. In 2014, we plan to more actively participate in conversations about Australian youth and the issues and opportunities they face, especially in the media. By using spokespeople like our Celebrity Ambassadors, expert psychologists, our CEO and our young crew, we aim to speak out on youth issues, and in doing so raise the profile of Reach, and deepen the community's awareness about what Reach does and the impact of our work in the lives of young people.



“The workshop brought the year level closer, and made us more understanding of each other.”

Max, Year 9

SPREADING THE WORD



Although our target audiences are large and diverse, they are all equally important to us.

At the end of the year, we launched our new website, reach.org.au. The new site was designed to provide our stakeholders with the valuable content they told us they wanted. We designed the new site to reflect our 'youthful' and 'friendly' brand identity, and unique and aspirational attitude.

It was a challenge to get the balance right between catering for our youth audience while also providing important information and ways to engage for our adult stakeholders – including parents, teachers, funders, supporters, partners and members of the community.

So far, feedback suggests the new site serves these purposes, providing fresh content and explaining to all audiences the benefits of Reach via the voice of young people.

We look forward to providing more information about the new website, including unique visitors and other useful measures, in next year's report.

**25% open rates
for our email
marketing.**

BEING SOCIAL

Our dedicated Community Manager (who is also a member of our crew) oversees all of Reach's social networking accounts. We have a presence across Facebook, Twitter, Instagram, Pinterest, LinkedIn and YouTube. On average we saw a 30% increase in engagement across these channels in 2013. This was lower than 2012, on account of the significant spikes in engagement due to the passing of Jim Stynes. Results were consistent with those of 2011, a more comparable year.

Our highest levels of activity and engagement are for the following platforms:

- Facebook: 26,577 total likes
- Twitter: 4,635 total followers
- Instagram: 850 total followers
- YouTube: 15,000 views.

IN THE LOOP

We were regularly communicating with our stakeholders in 2013 via our bimonthly e-newsletter, Reach News. Based on feedback from our audiences, this update included information they value, including crew news, workshop information, organisational developments, Reach's media coverage, and invitations to get involved in events and fundraising activities. We also send out targeted e-invites to our annual fundraising events, like the Annual Ball and Reach Breakfast.

On average, open rates for our email marketing were 25% during the year, significantly higher than average industry benchmarks.

IN THE NEWS

Reach was featured in the media at various times throughout the year. Coverage included:

- Features about events, such as the Jim Stynes Memorial event (Herald Sun, 3AW)
- A range of articles about workshops and programs in local leader newspapers across Vic and NSW (The Daily Telegraph North Shore, Berwick News)
- The Reach crew met the Dalai Lama and Marty Smiley described the meeting in an article featured in online publication, Pedestrian TV

Reach Foundation workshops at Chatswood's Dougherty Centre help youths reach goals, says Grace Fren

ROWAN COWLEY - NORTH SHORE TIMES - MAY 22, 2015 12:01AM

BE THE FIRST TO RESPOND



- Community fundraising stories (Herald Sun, Mornington Peninsula Leader)
- Volunteer Kelly Hartman's involvement with Reach (The Age)
- News about Reach's Camp Maasai event and funding news (Herald Sun)
- Features about Reach crew and their unique and inspiring stories (Herald Sun, Sunday Herald Sun)
- Charity of choice for Celebrity Ambassadors on Channel Nine's Celebrity Apprentice and Channel Seven's Dancing with the Stars.

In 2014, our plans are to broaden media coverage, to increase awareness and understanding of Reach and the impact of our programs in the lives of young people in the community.



Jules Lund, Today Network

OUR CELEBRITY AMBASSADORS

We are fortunate to have the support of Celebrity Ambassadors like Jules Lund, Rob Mills and Jesinta Campbell, who use their media profile to spread the word about Reach and raise funds where they can.

In 2013, Rob put himself in the firing line, appearing in Channel Nine's Celebrity Apprentice. In doing so, he raised \$40k for Reach and delivered the cheque personally to friend and fellow Reach Ambassador, Jules Lund.

Jesinta Campbell appeared on Channel Seven's Dancing with the Stars during the year and danced for her life, raising money and awareness for our cause.

All Ambassadors are long-term supporters of Reach, having personally experienced the impact of our work with young people.

Our Ambassadors are **long-term supporters of Reach**, having personally experienced the impact of our work with young people.

WORKSHOPS

Reach's workshops improve the wellbeing and resilience of young people.

Our youth-led workshops are run in schools and communities, for any young person between 10 and 18 years of age.

In 2013, there were 61,068 instances of young people participating in our workshops. Workshops were delivered across Vic, NSW and, this year, in targeted locations in the NT.

Our 176-strong team of crew designed and delivered our workshops. They are trained to create safe and non-judgemental spaces where young people can push their comfort zones and have open and honest conversations with their peers.

Because our workshops are created for young people by young people, they are always relevant and meaningful.

In 2013 we were committed to:

- Innovating our program and workshop portfolio to ensure they remained effective for young participants
- Building evidence for the impact of our workshops on the wellbeing of young people
- Improving our customers' experiences through enhancing behind-the-scenes processes and infrastructure.

You can review how we went in the section 2013 Strategic Performance, p.20.



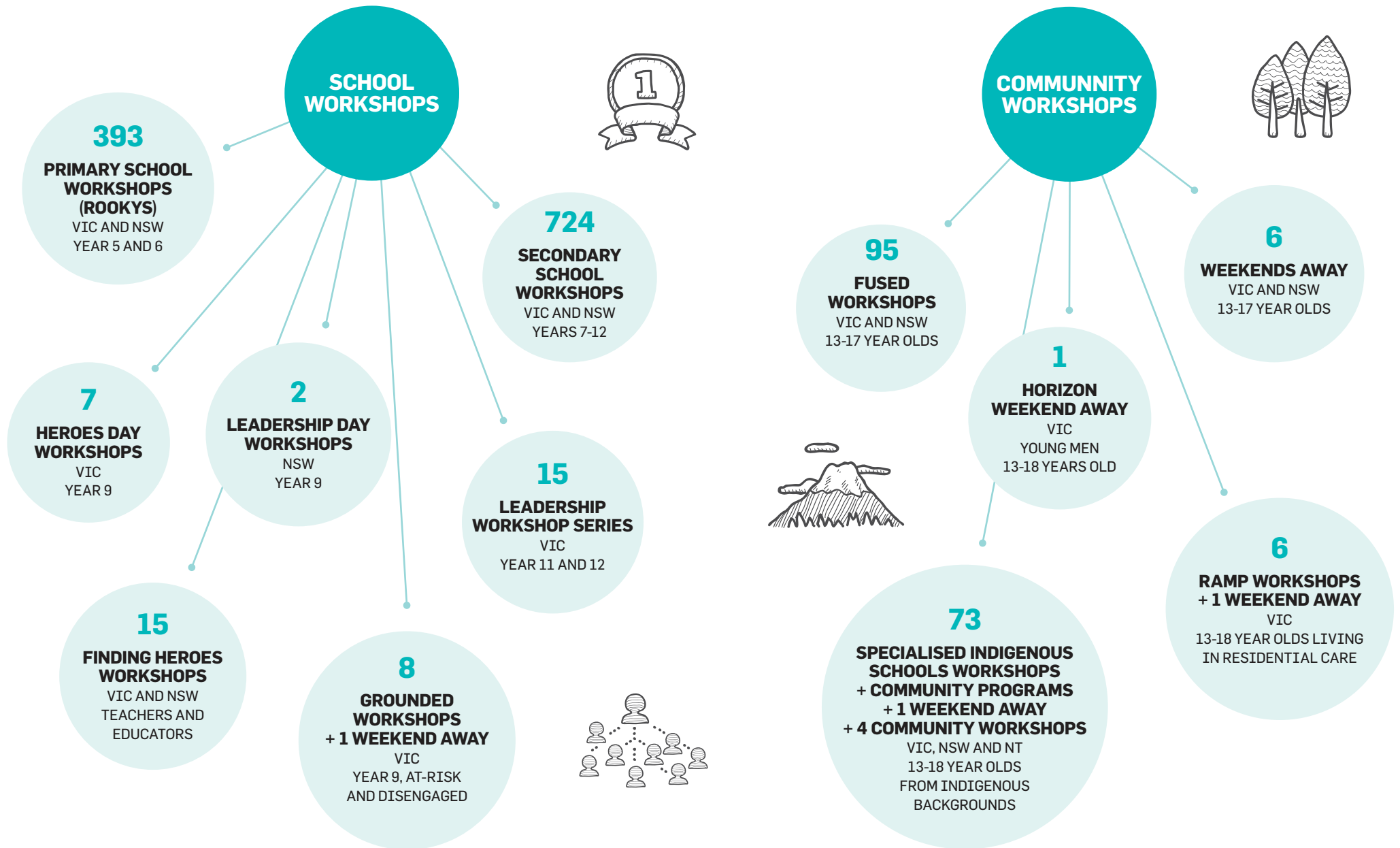
Find out about our workshops
reach.org.au/workshops

“OMG the weekend was a blast. I made so many new friends and have gained so much confidence.”

Sophie, 15



ANNUAL WORKSHOP OVERVIEW



OUR IMPACT IN SCHOOLS

Reach has been working with young people, teachers and schools for the past two decades. This work enables tens of thousands of young people to experience Reach each year.

We know that students' wellbeing is vital to their academic performance. Empirical evidence demonstrates that wellbeing is essential to successful student engagement and positive learning outcomes. Our partnerships with schools enable us to contribute to these outcomes.

In 2013, our work in schools extended to create more sustainable outcomes for students. We developed a new school partnership strategy, to ensure Reach works holistically by establishing deeper and more meaningful relationships with our school partners. In this way we aim to complement each school's individual student wellbeing framework, and improve how we respond to the needs of students, as identified by teachers, wellbeing staff and parents.

School feedback indicated teachers and educators are highly engaged with this approach, and many responded by registering their interest in workshops for the year ahead. In 2014, we're looking forward to implementing the strategy in its entirety.

From the hundreds of school based workshops we delivered in 2013, here are some key highlights.

LEADERSHIP WORKSHOP SERIES

The Leadership Workshop Series was specifically designed to build the leadership skills of senior students at Eltham and Lilydale High Schools in Vic.

Initiated by Eltham teacher Cindy Ahearn, the vision was to enhance the skills of her students so they could share their leadership skills with others.

The workshop series was independently evaluated and found that:

- 89% of participants were able to demonstrate leadership skills by delivering workshops for their peers
- The majority of participants agreed that they had gained knowledge about leadership and built skills in self-awareness, facilitating honest conversations, teamwork and working with young people
- The evaluation found statistically significant improvements for participants in three important aspects of wellbeing including optimism, connectedness and happiness

The full evaluation will be released in 2014.

We'd like to acknowledge the support of the Besen Family Foundation, Collier Charitable Fund and School Focused Youth Service for funding all aspects of this pilot study and its evaluation.

"I ran the workshops and last week I spoke at the whole school assembly. I've been doing all this other leadership stuff and I feel like I can do anything."

Year 12 student, Eltham High School, Vic.



**"I feel like I could pretty much do anything now. It's just from doing Reach. I've got so much confidence.
Katherine, 16**

EXTENDED SCHOOL HUB PROGRAM

Since 2011, Reach has worked with nine schools across the four Victorian Extended School Hub sites of Frankston North, Sandhurst, Wyndham and Geelong North.

In 2013, there were 3,614 instances of participation by students from these sites in our school workshops.

Independent evaluation of the program found that:

- All schools indicated the program had helped to improve student wellbeing and positive peer dynamics
- Some schools believed it had also had some positive short-term impacts on some students' attendance and behaviour
- A significant proportion of students indicated the workshops helped them explore and develop their personal and social skills.

Additionally, students reported a range of improvements as a result of the workshops, including:

- Being more confident and open to (less judgemental of) others
- Being prepared to take responsibility for their choices and behaviour
- Being able to identify people that they can turn to and rely on for support when they need it.

The Extended School Hub Program is supported by the State Government of Vic to strengthen collaboration between schools and local service agencies, and support student engagement and learning.

“Often students shy away and don't highlight their beliefs, skills and talents, but with Reach the students appreciate each other for who they are.”

Teacher, Hampton Park College, Vic.



“You learn to embrace being yourself, and to not judge others for being themselves.”

CHLOE AND CLARE

Chloe and Clare are Year 9 students at Northern Bay College in Geelong, Vic. In 2013, students at Northern Bay experienced a number of Reach's school workshops, while teachers attended the Finding Heroes professional development program.

“The first time we ever did Reach was weird,” says Year 9 student Clare. “It was different to the stuff we normally do at school, and probably seemed a bit ‘out there’ for most of us. When we understood what it was actually about and people in the group started to open up, we discovered things about ourselves and each other that we didn't know.”

“The workshops opened up the space for friendship groups to mix around, which turned out to be a good thing,” says Chloe.

“I learnt a lot more about people I don't normally hang out with, and it gave me a better understanding of where they're coming from in life. After the Reach crew came out to our college and ran four different workshops, we went away on a five-week outdoor-ed camp that incorporated the ‘Hero's Journey’.”

Talking about the experience, Clare adds, “Sometimes the activities can get a bit emotional, but I don't think that's a bad thing. It's letting people express their feelings in the right kind of environment. That's why I reckon the school gets Reach in to do workshops – because it teaches us to become better people.”

Chloe believes the workshops helped build teamwork amongst the group: “You learn to embrace being yourself, and to not judge others for being themselves. I think because of that, it's brought the year level closer, and made us more understanding of one another.”



HEROES DAYS

Heroes Days are large-scale, high energy workshops for up to 500 year 9 students from schools across Vic.

In 2013, Heroes Day was rebranded, redesigned and refreshed to better reflect current issues for young people. Under the guidance of professional event producer and Reach alumni, Katie Inglis, this refreshed workshop was shared with young people in Collingwood, Frankston and Geelong, Vic.

The aim of the workshop was to engage Year 9 students in the ‘Hero’s Journey’, and encourage them to recognise and understand their own journey as a hero.

- 72% of participants reported feeling more positive as a result of the workshop
- 80% indicated that they were more aware of being accepting of and respectful to others after the workshop
- 71% had discovered more meaning in some life events.

Heroes Days are supported by our long-term funders, KFC and PwC Australia.

FINDING HEROES

Finding Heroes, our professional development program for teachers and educators, was originally established with two components:

1. A stand-alone workshop
2. An online teachers’ resource with 24 lesson plans.

In 2013, this was delivered to 353 teachers and educators, including:

- As a whole-school program at Ringwood Secondary College in Vic. This was the first time the Finding Heroes program was delivered to a whole group of teachers from the one school. This was aligned with our strategy to work holistically with schools.
- At the Youth Indigenous Leadership Program, organised by the Department of Education, Employment & Workplace Relations (DEEWR), in Canberra and Perth. These workshops were tailored to the audience, consisting of teachers from Indigenous communities across the country.

In response to feedback, Reach trialled an additional component: a Graduate workshop, to provide participants with a more extensive theoretical understanding of the program, and an opportunity to build more practical skills.

Participants in the workshop reported the following feedback:

- 85% indicated that the workshop would have a strong positive impact on their work with young people
- 95% strongly agreed that the content is relevant to the young people they work with.

The Finding Heroes program is now a holistic, comprehensive professional development experience, with long-term value and more sustainable benefits and outcomes for participating teachers and educators.

Finding Heroes is supported by DEEWR and Jeanswest.



95% of teachers said the Finding Heroes content is **relevant to the young people they work with.**

OUR IMPACT IN THE COMMUNITY

Our more intensive work with young people occurs in communities across Vic, NSW and NT. This work enables young people to have deeper and more impactful experiences, and ongoing interaction with Reach, to support sustainable outcomes.

Our approach to working within communities enables us to work outside the education system with young people who may not otherwise have access to our programs. Importantly, this work is supported and enabled by our partnerships with a large number of community organisations, government departments and wellbeing professionals committed to creating positive outcomes for young people.

In 2013, we responded to the needs of and feedback from young people and created two new weekend workshops Horizon and Grounded. This work was designed to complement our community workshop portfolio, and to be delivered into the diverse range of communities within which we work.

Information about these weekends, along with our Indigenous program, is provided in the following paragraphs.

HORIZON

During 2012, a team of male facilitators recognised the need for a weekend workshop for young men. A pilot workshop was designed and delivered and formed the foundation for the Horizon workshop in 2013.

The weekend away brought a small group of young and adult men together to share an experience of exploration and self-expression.

Participants reported that their overall experience was excellent, with an average rating of 9.5/10.

The pilot Horizon workshop was supported by a number of generous individual donors.

Horizon participants
rated their overall
experience **9.5**
out of 10.



**“I feel stronger, happier,
more confident, proud... I
feel like I am going to make
more positive choices as
a male.”**
Horizon participant, 16

INDIGENOUS PROGRAMS

For more than 10 years, Reach has worked with Indigenous young people to build their resilience, aspiration and connection.

Since 2010, over 3,000 Indigenous young people in schools and communities have experienced our workshops, through a partnership with DEEWR.

In 2013, 1,300 Indigenous young people and their teachers participated in Reach workshops. The focus was to continue to build on and strengthen new and existing relationships with Indigenous communities, schools and representative organisations, and to innovate and refine program design and delivery.

Independent evaluators have identified the following success factors that contribute to the effectiveness of this work:

- A highly effective youth-led model of workshop design and delivery
- The strong relationships that Reach excels at building
- The strong sense of cultural safety Reach is able to create within its programs
- Investment in the training and development of its young facilitators and volunteers (the crew).

As an indicator of the success of these programs, evaluators pointed to the example of three Indigenous young men from Robinvale in Vic completing Year 12 – the first time in 15 years that any Indigenous male from this community has completed secondary school.

Our work with Indigenous young Australians is supported by DEEWR and Portland House Group.

GROUNDED

Reach's Grounded program is a series of two workshops delivered within each school term. The objectives of the workshops include:

- Supporting young people to express themselves honestly, without judgement
- Equipping young people with skills to develop greater social and emotional awareness
- Building confidence and resilience and encouraging positive action.

A Grounded weekend away was offered for the first time in 2013 and was designed to provide an additional opportunity for participants to connect with each other and explore the themes of self-awareness, resilience and positive action.

Participants rated their overall experience at 9/10 and reported:

- Feeling more positive as a result of the weekend (83%)
- Discovering new meaning in life events (91%)
- Becoming more able to accept others (96%).

The weekend was made possible by the generous donation of The Greenlight Foundation, which has supported Grounded since 2006.



“Reach has demonstrated that they understand the importance of relationships and listening to the needs of the respective communities and schools they work with.”

**Bernadette Murphy & Hannah Welch,
independent evaluators**

HIGHLIGHTS OF OUR GOVERNMENT PARTNERSHIPS

During the year, we delivered on the requirements for all funding agreements with our government partners, including the following projects:

- Teacher Training and Specialised Indigenous Programs (DEEWR)
- Resilience in Young People project (State Government of Victoria's Department of Education and Early Childhood Development (DEECD))
- Building Resilience in Young people (State Government of Victoria's Department of Human Services (DHS)), with the following three components:
 - Partnerships in Community Renewal locations
 - Online youth engagement
 - Youth volunteering.

This activity represented over 5,000 instances of participation in Reach workshops and programs by young people, while hundreds of teachers and educators experienced our professional development program. Due to these funding grants we were able to impact young people in communities we had not previously reached.

To ensure the positive outcomes are sustained we hope to maintain our valuable partnerships with federal and state governments, to enable this work to continue into the future.



FUNDRAISING

ANNUAL FUNDRAISING OVERVIEW

One dollar can go a long way in supporting a young person to get the most out of life.

2013 proved to be a successful yet challenging year of fundraising for Reach. We have continued to deliver innovative and efficient fundraising programs, engaging thousands of people in supporting the wellbeing of young people.

In 2013, \$3.3 million was generated in fundraising revenue, which came from a variety of sources. The largest source of revenue came from corporate sponsorship and donations, and from our own fundraising events. Smaller yet no less significant amounts were derived from community fundraising activity, program and workshop fees, regular and one-off donations, grants from trusts and foundations, and investment returns.



Annual revenue was impacted by a projected decrease in funding through the Commonwealth Government, due to the completion of the four-year funding agreement. However, we continue to enjoy a thriving partnership with departments within the State Government of Vic, and in 2013 a large volume of workshop and program activity was funded in this way.

In 2013, our Government Relations Strategy was underway, with work continuing into 2014. Our objective is to secure and maintain 25% of total revenue from government sources and to continue to participate in and influence relevant policy and sector development.



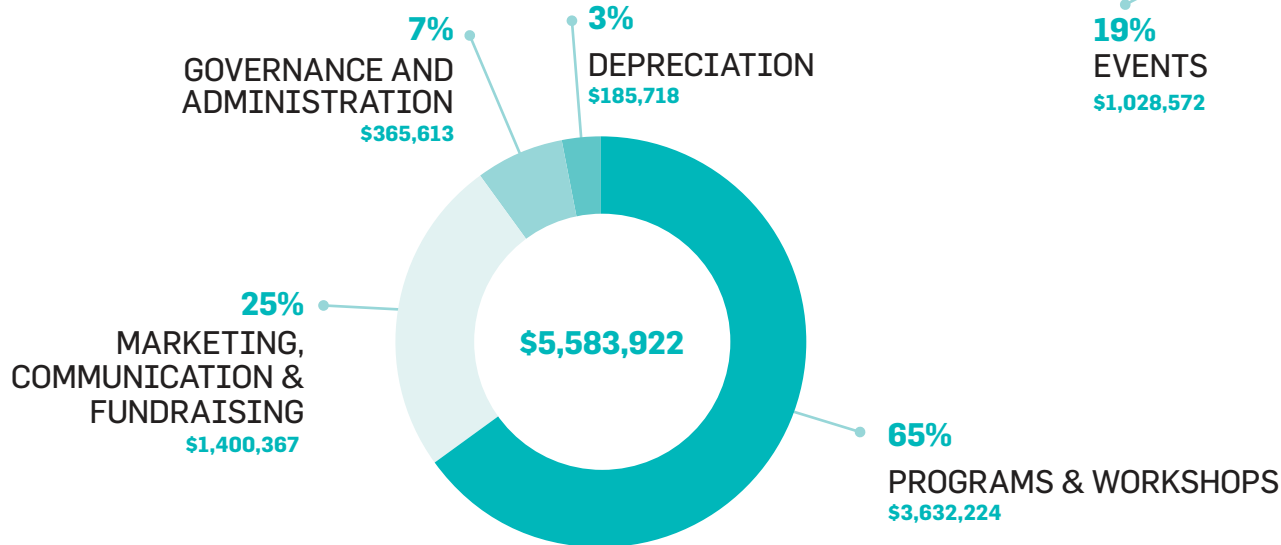
HOW FUNDS WERE RAISED

All our appeals and fundraising activities are structured to comply with industry best practices and respective government legislation.

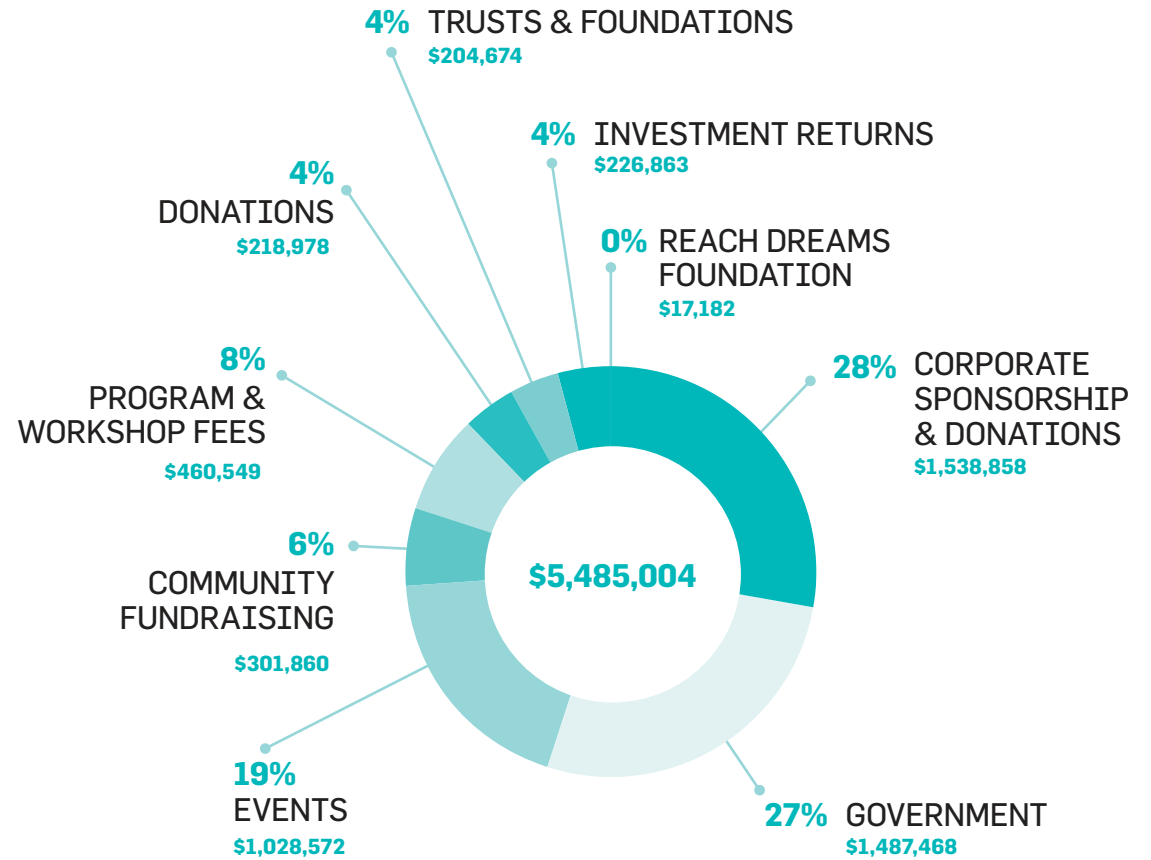
Reach is registered as a Deductible Gift Recipient by the Australian Taxation Office, and holds a Charitable Fundraising Authority from the Vic and NSW governments.

One of Reach's core values is connection. This value is reflected in everything we do, including the way we engage with our donors. To ensure this is a meaningful process, we don't solicit donations via random public fundraising or over the telephone.

HOW FUNDS WERE USED



WHERE FUNDS CAME FROM



FUNDRAISING HIGHLIGHTS

With a skilled and dedicated team, there were impressive results achieved in the funding space.

100% RETENTION

We maintained 100% retention in the area of corporate partnership support.

FUNDRAISING HIGHLIGHTS

OVER \$116K IN VOLUNTEER HOURS

\$116,205 in equivalent volunteer hours were provided by adults to support our work with young people.

\$80K RAISED THROUGH LARAPINTA TREK

16 people together raised over \$80k by participating in the Larapinta Trek challenge event – its second successful year achieving new participation and fundraising records.

\$450K IN-KIND & PRO BONO

\$450k worth of in-kind and pro bono support was received from businesses and individuals to assist Reach in meeting its objectives.



THANK YOU, YOU'RE AWESOME

It has been an affirming year for Reach, thanks to the generous support of the many individuals, community groups, schools and organisations that helped us to take our work to more young Australians.

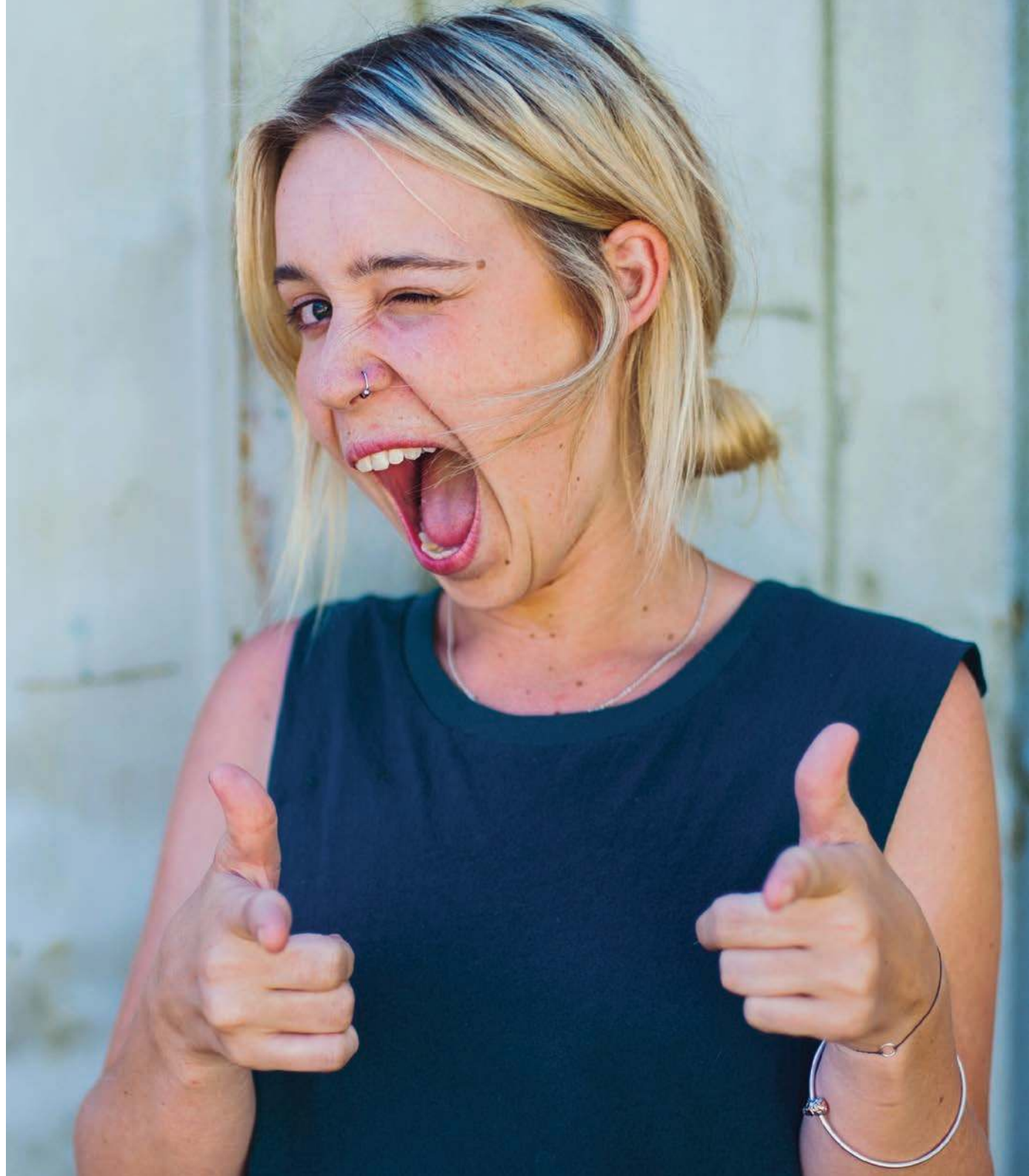
A PLATFORM FOR SUCCESS THROUGH CORPORATE SUPPORT

Reach has a strong and consistent record in building mutually beneficial partnerships with businesses, both large and small. This consistent level of ongoing support enables Reach to build its capacity to deliver workshops to large groups of young people.

PRINCIPAL PARTNERS

Our Principal Partners lead the way in supporting the growth of Reach. BHP Billiton has invested in a five-year partnership with Reach, allowing us to build our first permanent regional base. Their commitment to developing young leaders allows us to focus on improving the emotional and social health and wellbeing of young people in the Hunter Valley region, NSW.

PFD Food Services supports our Primary School Workshops (Rookys), which has enabled Reach to assist over 10,000 primary school students in preparing for the transition to high school.





REACH CHAMPIONS

Our Reach Champions ensure that we continue to build our capacity to deliver high-quality workshops to young people.

The Wilson HTM Foundation, Mazda Foundation, JP Morgan Chase Foundation, KFC NSW and IAA have provided significant investment and support in the growth of our NSW operations, empowering us to work with over 13,000 young people in 2013.

The AMP Foundation has supported the training and development of our Workshop Champions, ensuring our young crew have strong leaders to guide them in the design of workshops.

Bank of America Merrill Lynch focused its support on Reach's Grounded program, enabling young people to re-engage with life.

The staff and clients of McLardy McShane supported our Ramp camp and Fused workshops through their annual Golf Day and Christmas Lunch events.

KFC Vic has continued its long-standing support of Reach, investing in the delivery of Heroes Days to over 2,000 young people across Vic in the last year.

PROGRAM AND SUPPORTING PARTNERS

Our Program and Supporting Partners in the corporate arena play a critical role in developing our crew and the workshops we deliver.

Through its store network, IGA continues to support our weekends away, with the delivery of the IGA Leadership Weekend in September – an annual opportunity to nurture young leaders from across Vic.

With the backing of Jeanswest and TAC, we have been able to further support teachers to improve student wellbeing through our Finding Heroes program, online portal and advisory Education Consultative Committee.

The AFL, NAB and AAGE have played pivotal roles in providing scholarships to develop our young crew with the leadership and facilitation skills they need to make a powerful impact on the young people they work with.

Our partnership with PwC is multi-faceted. Their staff support the delivery of Heroes Day through their workplace giving program, and in 2013 over 600 PwC employees participated in a Reach workshop, aimed at supporting their personal development.



MEET OUR ALUMNI

Meet our former participants and now life-extraordinaires. As teens, they all came to Reach for different reasons – whether it was to build confidence, push their comfort zone or get a day off school! They all reckon that Reach was a key reason they were able to chase their dreams.

We're so thankful to them for allowing us to tell their stories of success – helping us explain the positive impact Reach can have in the lives of young people.



Meet our alumni here
reach.org.au/we-are-reach/reach-people

REACH FOR ADULTS

It is important that our corporate supporters have the opportunity to engage with our work in a meaningful way. In 2013, in addition to our corporate volunteering program we trialled a new workshop, Reach Connects. This new initiative provided the opportunity for over 40 individuals from 20 different organisations to be introduced to Reach in a crew-facilitated workshop experience. Based on the success of this pilot, it will be delivered to even larger audiences in 2014.

Another powerful Reach engagement experience, Camp Maasai, brought together 80 young people and adults (or 'Tribal Elders' as we like to call them), in NSW and Vic. This fully immersive weekend away connected people from different generations and walks of life. Camp Maasai not only resulted in young people sharing their stories and feeling supported, it also created an empowered group of adult champions who went back into their businesses and communities to garner further support for Reach.

“Our group started Camp Maasai as a collective bundle of nervous energy waiting to test ourselves against the unknown. We ended the weekend as a strong, powerful group helping each other confront our personal challenges and taking a leap of faith towards resolution.”

Michael Senyard, 2013 Camp Maasai 'Tribal Elder'



“It was powerful to see so many people get behind not only the McMillan family but also Reach.”

SHOUT FOR SAM

Following the devastating experience of losing their eldest son, Sam, to suicide in 2011, the McMillan family embarked on a journey of resilience and hope – one that has had a profound impact on Reach.

“After Sam died, we tried to figure out how we could help other young people from getting to that point,” says Kerri McMillan, Sam’s mother. “My youngest son, Jake, was already involved with Reach, and we’ve just watched him thrive, develop and grow during his time there.”

With the help of Reach’s fundraising team, the McMillans created the Shout for Sam community fundraising event, in which 150 people from their local community came together to raise funds for Reach.

“Without doing much planning, we decided it would be fantastic if we could raise even \$1,000 for Reach. That was our big thing – to get to \$1,000,” says Kerri. The McMillan family raised over \$30,000.

Reach crew member Tom Canny jumped on board and supported the event, one of many brave men offering up their chest to get waxed in the name of charity. “Through knowing Jake, I knew the McMillan family had been through a lot. The family wanted to support Reach in a really inspiring way, and that was something I was more than willing to get behind,” says Tom. “The event itself was incredible. The turn-out was fantastic and the vibe was phenomenal. It was powerful to see so many people get behind not only the McMillans but also Reach.”

The funds raised at the Shout for Sam event were used to directly support our work with young people on the Mornington Peninsula in Vic, where the McMillans live.

“What the McMillans were able to do in the face of adversity is truly inspiring. It demonstrates how one person or one family can really make a difference in the lives of so many young people,” says Tom.

INSPIRING INDIVIDUALS

In 2013, we continued to be humbled by the dedication and commitment of individuals to help Reach achieve its mission.

Business person and philanthropist, Geoff Harris, Reach's Principal Patron, continued his long-term support by generously providing both sound business advice and our HQ offices, the Dream Factory, in Collingwood, Vic.

Through her passion to make a difference for young people on the Mornington Peninsula, proud mum Kerri McMillan ran a unique community fundraising event, Shout for Sam, in honour of her son. This event brought the local community together, engaging over 90 businesses and several hundred individuals, raising an impressive \$30k for Reach's work in this community.

Celebrity Ambassadors Rob Mills and Jesinta Campbell stepped up again to support Reach this year, by nominating Reach as their charity of choice when appearing in television programs Celebrity Apprentice and Dancing with the Stars. Jesinta also hosted two of Reach's largest fundraising events, the Annual Ball and Ladies Lunch, while Rob hosted and sang with crew member Abbey Martin at the Raw & Unplugged event in Sydney.

Dedicated supporters Jayne and David Barrie hosted a series of fundraising dinner parties in their home throughout the year, in memory of their son Joel.

Energetic Reach advocate Bianca Venuti continued her national campaign, Social September, engaging hundreds of people and promoting the importance of connection and inclusion, which is in alignment with Reach's core values.

COMMUNITY FUNDRAISING

Creativity and commitment know no bounds in the area of community fundraising, and a number of people tapped into their passion to support Reach in a variety of ways:

- Shaun Matthews, who had rarely cycled before, rode from Mildura to Melbourne for Reach and raised \$1,000
- Students from SEDA College ran a school Golf Day, raising over \$3,000 for Reach
- Reach workshop participant Abbey ran a creative and unique Dog Tag project at her local high school to support Reach and raised \$150
- 45 Telstra Super employees ran in the Melbourne Marathon to display their support for Reach.

This year, our second group of intrepid trekkers took on the Larapinta Trek challenge. These 16 adventurers hiked for one week through the McDonnell Ranges outside of Alice Springs and raised over \$80k for Reach's work with Indigenous young people.

VOLUNTEERS AND SUPPORTERS

There was a large group of committed and generous adults who supported Reach in 2013, by volunteering their skills, experience, time and expertise. Over the year, 220 adults volunteered 3,687 hours of their time. This provided Reach with \$116k in equivalent value – a 15% increase in value compared to 2012.

“Volunteering at Reach is great. I really enjoy the culture in the office – everyone is friendly, and the environment is really casual, young and vibrant.”

Sandya, Reach office volunteer



THE POWER OF COLLABORATION

A number of trusts and foundations shared our vision and partnered with Reach in 2013, to deliver new and exciting program offerings.

The Greenlight Foundation continued its seven-year partnership with Reach to deliver Grounded, a workshop for young people considered 'disengaged' or 'at risk of disengagement'. This consistent support has played a vital part in allowing our crew to innovate this program, including the delivery of a new Grounded weekend away in 2013.

Investment by the Besen Family Foundation and Collier Charitable Fund allowed Reach to pilot Imagine, our new peer-to-peer Leadership Workshop Series. We are truly grateful for this support and based on the success of this pilot Reach will roll out this workshop to other schools across NSW and Vic in 2014.

Sunshine & Crocodiles Pty Ltd. provided up-front funding to develop content for Reach's new Parent Handbook. This valuable resource, which aims to empower parents to engage successfully with their teenagers, will be launched in 2014.

A FULL CALENDAR OF EVENTS

Events play an important role at Reach, allowing us to engage a wide audience in our purpose and raise much needed funds to bring our mission to life.

JIM STYNES MOVIE NIGHT

In March we held the Jim Stynes Movie Night commemorating the first anniversary of Jim's passing with a public screening of the film that inspired his work with young people, 'Dead Poets Society'. Held at Wesley College, this twilight movie event provided an opportunity for over 100 people to come together and share an experience that honoured the memory of Jim and celebrated his life.

THE ANNUAL REACH BALL

Reach's big night of celebration, the Annual Reach Ball, was held in June. 750 people attended, dressed up in their best 'Fire & Ice' attire. Not only did guests have a memorable night but over \$250k was raised (an excellent result, on par with the previous year's achievement).

LADIES LUNCH

In September, 355 ladies stepped out in style to celebrate at the annual Grand Final Eve Ladies Lunch in the Docklands, Vic, which raised over \$50k for Reach (a 10% increase on 2012 results).

RAW & UNPLUGGED

September also saw the launch of Reach's brand new event, Raw & Unplugged, in NSW. This was the first time that an event has been fully designed and implemented by our NSW team. It was a great success, bringing together over 250 guests to experience a night of live entertainment in a converted warehouse in inner-city Waterloo. For almost 65% of guests, Raw & Unplugged was their first Reach experience.

THE REACH BREAKFAST

Held in November, the Reach Breakfast is an opportunity to engage our adult audience in our mission and provide them with a Reach 'experience of their own'. The theme was modelled on Reach's revamped flagship program, Heroes Day, with a 'Call to Adventure' presented to attendees. Over 550 guests made their way in the early hours of the morning to Crown Palladium Ballroom for this unique event. The event raised \$90k for Reach.

OTHER EVENTS

While Reach hosts a number of its own events, several organisations play a pivotal role in supporting Reach through their annual events – engaging their broader staff, client, supplier and supporter bases.

- McLardy McShane's support of Reach's programs continued in 2013 with over \$120k raised through their annual Golf Day and Christmas Lunch. The passion and commitment shown by the team at McLardy McShane for these events has enabled Reach to build a large network of support amongst individuals and businesses.
- The Grocery & Liquor Association (GALA) has provided \$1 million in support of Reach over many years through its annual Golf Day and Ball. This impressive milestone was celebrated at their Hollywood-themed ball in August, with Reach Board Member, Trish Silvers MC'ing the event, and Sam Stynes as a guest speaker.
- Austbrokers ABS partnered with Reach in the delivery of their annual Client Dinner held at Luna Park, Sydney. This was a spectacular night, proudly MC'd by Reach facilitators and raising over \$20k for Reach's work with young people in NSW.
- Richard Tessel from easyGolf Worldwide and Stewart Fenton from Huntingdale Golf Club joined forces with Reach to deliver the Jim Stynes Memorial Gold Classic in Vic. The event brought together 75 people for a fun day of sport and celebration, raising \$15k for Reach.



RALPH

My first volunteer experience of Reach was at a Heroes Day in Geelong in 2009. I'd been working in the corporate world for the 15 years prior, and hadn't been around young people all that much. I was completely blown away by the stories of the teenagers there, and by how deeply affected their lives were becoming. It seemed more extreme than I ever remember growing up.

Shortly after, I got involved with Reach's Ramp program and became a mentor for young people living in residential care. The courage shown by the kids in the workshops inspired me to be courageous in my own life and I decided to leave the corporate sector and focus on volunteering full-time.

Working with young people continues to give me greater perspective on life every day. When I realised the positive impact I could have on the life of a young person, especially one without a traditional support network, I was blown away. As an adult, if we're in a position to have that kind of impact, why not help make a difference?

In addition to supporting programs, I've really enjoyed working with the staff and crew on a number of different projects. Writing proposals, securing grants, establishing staff programs and completing admin tasks – it's all part and parcel of the role, and it all contributes to the overarching goal of supporting young people to get the most out of life.

At the end of the day, the emotional reward is much greater than any corporate job could offer.

GOVERNMENT PARTNERS

Department of Education,
Employment &
Workplace Relations



KFC



State Government of Vic



Mazda Foundation



PRINCIPAL PARTNERS

BHP Billiton



McLardy McShane



PFD Food Services



Wilson HTM Foundation



The Geoff Harris Foundation

PROGRAM PARTNERS

GALA



IAA



REACH CHAMPIONS

AMP Foundation



IGA



Bank of America Merrill Lynch



Jeanswest



J.P. Morgan



PwC



SUPPORTING PARTNERS

AAGE



AFL



NAB



TAC



Social September



Austbrokers ABS



TRUST & FOUNDATION PARTNERS

Besen Family Foundation Collier Charitable Fund

Danks Trust

The Greenlight Foundation

Hogan Family Trust

Portland House Group

The John & Betty Laidlaw Legacy

The Marian and E.H. Flack Trust

The William Angliss (Vic) Charitable Fund

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Australian Institute of Company Directors

Deloitte

K&L Gates

People Measures

Print Media Group

EVENTS, IN-KIND, AND WORKPLACE GIVING PARTNERS

AESM
Anthony Ingerson
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Atlantic Group
Artist Photography
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Bain International
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Mondelez Australia
MTData
Nine Network
Ogilvy PR
PeSA
P.J. O'Brien's
Precinct
Print Media Group
Qantas
QBE Insurance Australia
Quiksilver

RBS
Ritchies
River City Motor Group
RT Edgar
Schweppes
Simson Cards
Staging Connections
Suite Deals Furniture
Talent Solutions Direct
Talkforce
T2 Executive
The Edge Development Group
The Footy Show
The Knight Alliance
3AW
Total Window Concepts
Tyrell's Wine
Tyreright
United Way
Veolia
Westpac Group
Whitney Lang Yoga
Worksafe
Yellow Brick Road



“Reach’s accessibility and open communication at all times has been both extremely helpful and reassuring.”

**Mary Jung,
Manager, Wilson HTM Foundation**

RAW & UNPLUGGED ROCKED

In September 2013, Reach launched the inaugural Raw & Unplugged – a fundraising and engagement event in NSW.

The 250 guests included both long-term supporters and people new to Reach – all coming together for an evening of homegrown music and great company in the name of a good cause.

The energy inside the restored Waterloo warehouse was buzzing – with music pumping, anticipation building and the Eat Art Truck sizzling.

Our friends Rob Mills and Jesinta Campbell hosted the evening of musical performances, which showcased over a dozen Australian artists including Steve Kilby (from the Church), Ilan Kidron (Potbelleez) and Simon Meli (The Voice).

“It was amazing. All the musicians were fantastic, and got everyone up on their feet dancing. It was just great to see people so passionate about the night,” said Brian, Raw & Unplugged guest and Reach supporter.

The event was a great success, with guests helping us raise over \$20k to support Reach’s continued development in NSW.

“It was an incredibly special night for our organisation. Above all, it proved just how many people believe in the power of our work, and showed that we are well and truly a part of the fabric of Sydney now!” said Sasha Lawrence, Reach NSW Engagement Facilitator.

Proceeds raised from the event continue to help us reach more and more young people throughout Sydney and NSW.

Raw & Unplugged was a collaborative effort, and we couldn’t have pulled it off without all the help of our supporters and friends in NSW. A big thanks to all the artists who donated their musical talents, and of course to everyone who came along – we can’t wait to do it all again in 2014.



“It was just great to see people so passionate about the night.”
Brian, Raw & Unplugged attendee

INDIVIDUAL DONORS

Hundreds of individuals helped Reach to thrive in 2013. These people generously supported our workshops and programs:

\$10,000+

Craig Mason
Sunshine and Crocodiles Pty Ltd.

Siobhan McCray
Ian McGarry
Steve McKimmie
Roger & Anne McKinnon

\$5,000-\$9,999

Brasher Family Foundation
Ian Carr
Val Johnstone
Steven Pharr

Michael Minahan
Stephen Minns
John & Sue North
Roger Paul
Geoff Porz

\$2,000-\$4,999

Renzo Antidormi
Peter Beretta
Greg Campbell
Belinda & Ian Carmichael
Thomas Cregan
Sarah Davies
John Dawson
Wendy Dudley
Barni Evans
Bernard and Deb Evans
Peter Giblett
Leigh Hallamore
Sarah Healy
Cosimo Interno
Stephen James
Kevin Keenan
Anthony Klein
Paul Lacy
Sharon Landy
Geoff Lord
David Lowry
Clive Martella

Dang Quach
Mike Rikard-Bell
Geoff Roberts
Christine Rodrigues
Peter Short
Conor Smyth
Steve Strangward

\$500-\$1,999

Ron & Jan Allatt
Chris Biermann
Christine Bright
Peter Caldwell
Jesinta Campbell
Adam Canwell
Marcelle Carr
Harry Cator
Michael Cerny
Ben Clay
Janis Coffey
Tania Correa
Douglas Cox
Andrew Cronin
Will Crothers

Kim Daniel
Pina Di Donato
Andrew Dillon
Mary Dixon-Tinkler
Andrew Donald
Bryan Dorman
Jeremy Duffield
Jason Fereday
Ian Foote
Geoff and Leslie Freeman
Steve Frizzell
Ana Gavranic
Ben George
Paul Gilbert
Mitchell Glanville
Michael Gluning
Andrew Gordon
Kelvin & Lorraine Hack
John Hatfield
Ian Heraud
Ross Hildebrand
Mark Himpoo
Ron Hodgson
Paul Hopgood
Bryan Horskins
Jane Howard
Steve Ingram
Stuart Johnston
James Kelleway
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James McCauley
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Don McLardy
Antony Melville
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Pritpal Nandhra
John O'Grady
Fred Oldfield
Simon Olive
Michael O'Neill
Jessica Parn
Hiro Pater
Andy Penn
Jim Power
Colin Radford
Bill Ranken
Tim Rodger
Mark Rothfield
Guy & Deanne Russo & Bevan
Jillian Sands
Damien Sandy
Phillip Schudmak
Julie Scott
Gary Seymour
Lee Sifonios
Steven Smith
Peter Spargo
Brian Stynes
Sarah Taylor
David & Lisa Thurin
Lynne Turnbull
Guy Underwood
Carolyn Viney
Peter Vitnell
Juliette Ward
Shane West
Christopher Whitnall
Eric Woodgate



MONTHLY GIVERS

Many of our donors pledge a monthly gift to Reach. This is the most efficient way to support our work:

Rachael Attwood
Alik Barsegian
Graham Blashki
Andrew Browning
Stephen Colman
Sharon Daly
Sarah Davies
Sigrid de Castella
James Della- Porta
Christine Diamataris
Sandra Dorman
Craig Down
Brian Fanning
Simon Garnett
Boaz Gilboa
Michael Goodwin
Phillip Griffith
Andrew Hemsley
John Hoyne
Sarah Lloyd

David Lucas
Peter Maclean
Roger & Anne McKinnon
Anthony Micallef
Ultan O'Dwyer
Robert Peake
Elisa Porto
Marjorie & Kevin Poul
Brian Purdy
Brenda Randsome
Joanne Robinson
Peter Sharkey
Kristina Sinclair
Matthew Sowerbutts
Jessica Tilton
Stephen Toohey
Janni van Dreven
Susanne Williamson
Ian Wykes

COMMUNITY FUNDRAISERS

These awesome people, organisations and groups got together to raise money for Reach:

Alison Lowman

eBay auction of V8 Supercar signed by Tony D'Alberio

Australian Graduate Fashion Week Australian Graduate Fashion Week Launch Party

Betty Chetucti VIP Event for Mums

Carolee Ratcliffe Narre Warren North Uniting Church Op Shop

Club Barham Light n Bright Night

Danny Kiss Sean Emmett & Kiara Rodrigues in Concert

Father Peter McGrath Parish of St Francis Xavier-St Clare

Fox Classic Car Collection Volunteers Gold coin donation

Gabrielle Chalmers Women's Luncheon

Harris Diviny Basketball Stadium Collection Tin

Herbertgeer Lawyers Casual Clothes Day

Josh Williams SEDA Golf Day

Just Another Art Exhibition

Just Another European Bier Café

Kerri McMillan Shout for Sam

Leinster Arms Hotel Fundraising BBQ

Marie Louise Worlds Within Worlds Book Launch

Mornington Peninsula Netball & Football League Women in Sport Lunch

Nicole Atherton Sonice Dance Concert

Noxious Weeds Conference Dinner Raffle

Jayne & David Barrie Joel Barrie Foundation Monthly Dinners

Owen Quinn Gaelic Football Challenge

Patrick Hilditch Golf Day

Phil Leahy PeSA Conference dinner

Rotary Club of Dingley Village Annual Charity Golf Day

Sasha Lawrence Half Marathon Movie Night

Shaun Matthews Ride for Reach (Mildura to Melbourne)

Southern Voices Olivia Penpraze Concert

Studfield Pharmacy Staff Fundraiser

Tenterfield Youth Connections Beauty and the Geek Ball

The Bucket List Guy Fundraiser



SCHOOLS AND STUDENTS

Some passionate and hardworking students and teachers rallied together to support our work in schools:

Aquinas College

Box Hill High School

Carey Baptist Grammar School

Fitzroy North Primary School

Hoppers Crossing Secondary College

Ivanhoe Grammar School

Marcellin College

Melbourne Grammar School

Methodist Ladies' College

Moama Anglican Grammar School

Mount Scopus Memorial College

Mount Waverley Secondary College

Seaford North Primary School

St Thomas More Primary School

The Geelong College

Tintern Schools

Trinity Grammar School

Whitefriars Catholic College

LARAPINTA TRAIL CHALLENGE FUNDRAISERS

These courageous souls challenged themselves to support our work with Indigenous young people:

Corrinne Bartholomew

Nom Blaski

Marcelle Carr

Nicola Carr

Adam Daniel

Tony Daniel

Kim Daniel

Sarah Davies

Kate Davies

Sam Edelman

Natalie Lewicki

Joe Marino

Steve McKimmie

Emily MacMahon

Ally Pekin

Christine Rodrigues

DREAMS FOUNDATION

Since 2009, these generous individuals and families have provided Reach with an ongoing gift through the Dreams Foundation. Thank you for believing in our vision for young people:

Dreams Star (\$100,000)

Brasher Family Foundation

Chris Pierlot

The Broadbridge Fund

The Geoff Harris Foundation

50 Star (\$50,000)

Glenn & Sandy Barnes

Mega Star (\$20,000)

Peter Collins

Bill Ranken

Geoff Roberts

Super Star (\$10,000)

Timothy Cox
Robert & Barbara Dalziel
Hogan Family Trust
Michael O'Neill

5 Star (\$5,000)

Iain Carmichael
Jennifer Hutchison
Mark Laidlaw
Bennison MacKinnon
Don Maloney
John Murphy
Andrew Pearce
Matthew Ricker
Andre Roberts
Marco Rosse
Robert Santamaria
Marjan Symington
Wendy Thorpe

Shining Star

Tamsin Brame
Briam Bull
Callum Burns
Mark & Margaret Burrowes
Ian Cameron
Peter & Tracey Cooper
Craig Drummond
Mark Hooper
Natalie Howard
Kevin Keenan
Sharon Landy
Gordon Lefevre
Rick McLean
Andy Penn
Peter & Renee Roberts
Steve Rode
Jonathan Scales
Merran Schoeffel
Greg Scott
Kerry Smith
DJ Wear & Associates Pty Ltd
Catherine Whitaker
WillJo Pty Ltd



“The Larapinta Trek is a unique physical and emotional challenge – with incredible rewards.”
2012 Trekker

PEOPLE

Our crew and staff members are the people who make it all happen.

Together, they form a 200-strong team of professionals who work from our offices in Melbourne and Sydney, visit many remote locations and school communities, and travel tens of thousands of kilometres every year to make sure young people receive the benefits of Reach.



OUR CREW

Why are Reach's workshops so effective? Simple, it's the crew.

The Reach crew are young, just like the participants in our workshops. The crew are aged between 15 and 25, so they get what it's like to be a teenager.

But that's not the only reason our model of young people inspiring young people works. The other reasons include:

- The crew are highly skilled and responsible for creating and facilitating our workshops, so the experiences engage and inspire the young people who attend.
- The crew who deliver workshops have a depth of skills and experience that ensure our workshops are not only relevant and engaging for young participants, but

ultimately successful in improving their wellbeing and resilience. Reach invests a substantial amount of time, money and resources into the training and development of our crew.

- The crew have strong alignment with Reach's values and commitment to their own personal development and growth. This means they are able to speak honestly and openly about their own journeys and challenges in a way that is authentic and meaningful, and which connects with young people.

BECOMING CREW

In 2013, we piloted two new ways of recruiting crew: a year-long program and a one-off online campaign and application process. The aim was to discover a new group of young people from a variety of cultural and socio-economic backgrounds, representing a range of personalities, abilities, skills and aspirations, and who were creative, dynamic and empathetic.

A diversity of backgrounds, qualities and skills is important to engaging with the wide variety of young people who participate in Reach workshops.

The results included:

- 35 young people engaged over the year. They were provided with the opportunity to develop a greater understanding of themselves, and were introduced to the key principles of working with young people at Reach.
- The online crew recruitment approach invited any young person aged 15-20 to capture something they were passionate about and share it with us. We were overwhelmed with the interest and commenced a merit-based selection process that enabled us to invite 15 young people (out of a total of 90 who applied) to become volunteer crew.

Both methods succeeded in spreading the word about Reach and the opportunity to become crew to our young audience. However, further work remains to continue to ensure diversity in the crew group is maintained.

LEVELS OF CREW

In 2013, there were 176 young people who formed our active crew group; participating in crew training and volunteering, and employed to deliver our programs and workshops. This group included:

- 17 senior facilitators
- 15 facilitators
- 56 facilitators-in-training
- 88 crew.

The development of a member of Reach's crew is an extended journey that can take between two and six years. The journey looks something like this:

1. All young people who join Reach crew start as a volunteer, where the primary focus is to gain a greater understanding of themselves and their role in workshops.
2. From here, crew members who are interested in designing and delivering workshops may take the next step to apply to become accredited as a facilitator-in-training. This is a paid role where they start to develop and strengthen their capacity to create and facilitate impactful experiences for young people.
3. As their skills and confidence develop, a facilitator-in-training may then choose to become accredited as a facilitator. Facilitators lead small teams and workshop experiences.

CREW DEVELOPMENT



4. For those facilitators who have demonstrated quality facilitation over a sustained period of time, and have made a unique contribution to Reach, there is the opportunity to be accredited as a senior facilitator. Senior facilitators provide mentoring, and support the training and development of the younger crew.

In 2013, 40% of the crew (70 crew members) volunteered their time, energy and skills to Reach.

The remainder of the crew group – our facilitators-in-training, facilitators and senior facilitators – were in paid positions, either on a casual basis or part-time contract.

In 2012, we offered ten facilitators-in-training Arrow Contracts, which were individually designed opportunities for facilitators-in-training to actively work towards their personal and professional goals. In 2013, this approach evolved to become a core aspect of the Reach employment model. The opportunity for contracted employment in addition to tailored development support was extended to a broader group of facilitators and facilitators-in-training.

CREW DEVELOPMENT

The Reach crew are in many ways the lifeblood of our organisation.

They're the dynamic and talented young people who design and deliver our workshops – and their development is consistently at the forefront of our focus.

Because of that, the crew typically embark on a unique two to six year journey of personal and professional development.

They engage in comprehensive, theoretical and experiential skills-based learning, and are encouraged to pursue personal interests to fulfil their own potential.

"I've been attending fortnightly training sessions since I was 15 years old. I'm now 21, and I still have so much to learn," says Liv Willis, Reach Crew Member.

"To have a place where I can simply explore and expand my understanding of young people, the world and myself is an absolute privilege. I feel so grateful to have had Reach invest in my personal learning whilst growing up, and to have always had people who've got my back".

"Crew training has significantly contributed to my development and growth as a facilitator, but more broadly as a person," says Liv.

Our crew group are guided, supported, trained and mentored throughout their journey at Reach.

"That's because Reach believes that if we're going to inspire our participants to get the most out of life, we need to be setting that example ourselves", says Liv.

"Crew training is so much more than a development program – it's a space to learn invaluable life skills."
Reach Crew, 2013

HOW WE INVEST IN YOUNG PEOPLE

Our crew group is our most valuable resource and we continually endeavour to ensure they have the support and opportunities to enable them to flourish and develop.

In 2013, a total of \$425k was invested in the training and development of our crew. We also invested over one quarter of every dollar in employing these young people to deliver Reach's workshops. There were 81 crew members employed by Reach on a full-time or casual contract basis.

TRAINING & DEVELOPMENT

To ensure that our crew are equipped to volunteer and work with the young people who participate in our workshops, we offer a high-quality training and development program. This program is designed specifically for Reach crew and aims to provide both emotional and personal development experiences, alongside practical knowledge and skill-building lessons. It's a dynamic program featuring a series of offerings to develop both 'head' and 'heart'.

In 2013, the Leadership Development program consisted of two separate streams:

1. Crew training for our volunteer crew, focusing on helping them build the skills needed to volunteer on workshops and work alongside the young people participating
2. Facilitator training for all facilitator levels, aimed at developing and strengthening the facilitation skills required to engage with groups of young people and create the powerful experiences for which Reach is known.



Because we create workshop experiences for young people from diverse and varied backgrounds, it's critical all levels of our crew have a strong understanding of the complex issues that young people face. This includes knowing how to appropriately respond, and when to seek additional expertise in supporting a young person in a workshop.

In 2013, all crew were offered training on topics including:

- ◆ Creative planning and workshop creation
- ◆ Understanding trauma and its impact
- ◆ Cultural diversity and the experiences of newly arrived young people and Indigenous young people
- ◆ Capacity building around managing and responding to disclosures.

"I aspire to make my mark on this world and I believe Reach has put me in the position to do that."
Adam, Facilitator

NEW GRADUATES

We congratulated the following crew on their achievements in 2013:

NEW SENIOR FACILITATORS

Kieran Christopherson
Cade Pentland-Boyce
Steve Young
Tayah Carr
Sasha Lawrence
Ash Maher

NEW FACILITATORS

Devyn Goddard
Jade Deutrom
Sarah McLardy
Sarah Perry
Marty Smiley

NEW FACILITATORS-IN-TRAINING

Lan Courtney
Chris Fitzpatrick
Maddie Pearce
Shona Leahy
Tilly Barrie
Caleb Bourke-Harahap
Laura James
Sarah McNaughtan
James Rodgers
Will Kibby
Louisa Keck
Dean Schultz
Grace Fren
George Fren
Mikaela Smith-Dewson
Freyja Benjamin

OUR STAFF

At Reach, our staff play a critical role in supporting young people to get the most out of life.

RETENTION AND ATTRITION

Many of Reach's employees have been with the organisation for a number of years. The average years of service for all Reach staff (excluding crew) at 31 December 2013 was 3.5 years, and length of employment ranges from two months to over 15 years.

During the year there was a moderate attrition rate across the organisation. Internal vacancies were filled via a combination of internal and external appointments, allowing a healthy influx of professionally qualified candidates, while providing opportunities for internal staff to grow and develop within the organisation.

The Services team implemented a restructure to enable more efficient functionality and resourcing within the team. As a result, the group was restructured into three separate teams (Programs, Wellbeing and Learning & Development). Two roles became redundant.

PERFORMANCE MANAGEMENT AND STAFF DEVELOPMENT

Reach continued its revised performance management process in 2013, reinforcing the practice of setting annual contribution goals and professional development plans for the year. This process also encouraged personal reflection on people's alignment with Reach's values. Year-end reviews were also completed as a formal closure for the performance cycle.

During the year, a number of staff undertook a range of professional development opportunities including:

- All staff completed the Hermann Brain Dominance Instrument (HBDI) assessment and a full day's debriefing workshop, conducted on a pro bono basis by our long-term supporter Ralph Fallows, a master trainer in HBDI. The debriefing workshop helped staff to understand their individual results, the organisation's profile and the opportunities this presents to the organisation.
- All staff attended a full day's training focusing on Reach's culture and collaboration, provided on a pro bono basis by Jim Plunkett, from Leading Teams. Feedback from staff was extremely positive on the benefits they derived from this program, including the enhancement to their collaborative behaviours across the organisation.
- A member of the Management Team, Matt Bruce, was awarded a full scholarship to undertake the Emerging Leaders program – a five-day intensive management development opportunity for the non-profit sector – at the Australian Catholic University.
- Two of our Leadership Team, Ranko Vukomanovic and Susanne Williamson, were sponsored by the Australian Institute of Company Directors to attend the Company Directors Course.
- Another member of the team, Jennifer Brice, attended the 12-month Advanced Leadership Program, run by Women & Leadership Australia. This program involved a series of workshops and leadership coaching.
- Pro bono partners People Measures provided a 360° feedback process used to assist all members of the Management Team with development by increasing their self-awareness. The feedback provided them with an opportunity to learn how different stakeholders perceived them, enabling key strengths to be highlighted as well as development priorities to be identified.



REACH STAFF

Our staff members are responsible for the administration and management of the organisation – supporting the Reach crew to design and deliver our workshops.

In 2013, Reach's professional workforce included 31.9 full-time equivalent staff. This was a 12% decrease in staff numbers from 2012, reflecting an intentional strategy to optimise staff numbers required to support Reach achieving its mission, while preserving productivity and efficiency.

All staff worked from the Dream Factory – our office and workshop space in Collingwood, Melbourne – and from our home in Surry Hills, Sydney.

Reach also employs ten sessional social workers, psychologists and counsellors. This team provides expert support, follow-up and referrals for workshop participants and crew on Reach workshops.



Meet our staff

reach.org.au/we-are-reach/reach-people

TRAINING NEEDS ANALYSIS

With a strong commitment to the professional development of all staff, a comprehensive Training Needs Analysis was completed in 2013. The analysis surveyed staff on their knowledge and skill levels, compared to the knowledge and skills needed to perform their jobs. This analysis was completed in response to feedback from the 2012 culture survey that indicated a significant number of staff felt they needed further skills development to fulfil their roles.

The areas covered by the Training Needs Analysis were:

- Leadership
- Management and human resources
- General professional skills
- Interpersonal skills
- Financial management
- Sector-related knowledge.

The results of this analysis will be used to develop a major Staff Learning & Development program, delivered across the organisation in 2014-2015.

REMUNERATION OF SENIOR MANAGERS

Senior management salaries include those of the CEO, general managers and heads of departments. The total remuneration for the ten Reach senior management positions totalled \$1,111,896 in 2013, a less than 1% increase since 2012.

RECOGNITION

Each year, Reach recognises a number of individuals for their outstanding contribution to the organisation.

THE CHAIRMAN'S AWARD

Awarded by Reach's Chair to recognise the person whose contributions over the past 12 months have stood out to them.

The recipient of the 2013 Chairman's Award was Kathy Hoyt, GM NSW.

THE JIM STYNES (INSPIRATIONAL) AWARD

Awarded to someone who continues to push themselves and the people around them, working hard to ensure Reach's work is the best it can be in improving the lives of young Australians. The recipient is an all-round 'legend' and is constantly inspiring those around them.

The recipient of the 2013 Jim Stynes Award was Sasha Lawrence, Engagement Facilitator and Crew Member, NSW.

THE TROY BROADBRIDGE (QUIET ACHIEVER) AWARD

Awarded to a staff or crew member who works hard, does an outstanding job and just 'gets the job done'.

The recipients of the 2013 Troy Broadbridge Award were Adisa Hubanic (Corporate Partners & Events Coordinator, Vic), and Peta Sullivan (Programs Manager, NSW).



THE PAT CULLEN (RISING STAR) AWARD

Awarded to a crew member who has shown outstanding commitment to their development and contributed to those around them.

The recipients of the 2013 Pat Cullen Award were Steph Dennis (Facilitator-in-training, Vic), Molly Smith (NSW Crew Member), and Dean Schultz (Facilitator-in-training, NSW).

Service recognition was also given to the following staff and crew:

TEN-YEAR SERVICE AWARDS

Ryder Susman	Kayne Tremills
Cade Pentland-Boyce	Caitlin McLeod
Steve Young	Annie Rose

FIVE-YEAR SERVICE AWARDS

Ash Maher	Sam Pepper
Georgia Smedley	Sharon Landy
Beth Knight	Georgia Hocking
Charlotte Squires	Lan Dugdale
Sarah McLardy	Cal Steele
Liv Willis	Peta Sullivan
Adam Anderson	
Katie Starkey	

A Staff Learning & Development program will be delivered in 2014-2015.

CULTURE AND ENGAGEMENT

Biennially, we survey the staff to measure engagement and Reach's cultural vitality. As 2013 was not a major survey year, a mini 'Pulse Survey' was conducted to gauge how staff were feeling at the time, and to identify any new issues that might warrant attention. The Pulse Survey asked seven questions focusing on:

1. Existence of clear and consistent values that direct the way Reach employees work
2. Clarity of Reach's strategic direction
3. Individual accountability for work
4. Provision of regular feedback
5. Whether staff and crew would recommend Reach as a great place to work
6. Improvements in teams working together across states
7. A single thing Reach could start doing to be more effective.

The most positive results of the survey related to Reach's values, its work environment and working relationships between state offices. Areas for improvement related to individual accountability and feedback, which will be addressed in 2014. The next biennial major culture survey will be held in 2014.

83% of Vic and NSW staff agreed that they were **working closer together.**

SAFETY AND WELLBEING OF OUR STAFF

In addition to Reach's highly-developed, holistic and integrated approach to protecting the wellbeing of young people, Reach places the highest priority on the safety and wellbeing of our staff. In 2013 this included:

1. Reach's Safety Committee continued to meet on a regular basis, responsible for the safety and wellbeing of young people involved in our workshops, as well as all staff and crew.
2. Annual training was provided to staff and crew on protecting young people, professional boundaries and OH&S.
3. Free and confidential counselling and support was provided to staff and facilitators via an external Employee Assistance Program.
4. Reach's wide range of policies relating to ensuring the safety and wellbeing of our staff and the young people involved in our workshops includes:

- Occupational health & safety
- Risk management
- Working With Children and Police Record Checks
- Dream Factory security
- Young person wellbeing
- Safe working environment
- Reporting of OH&S incidents
- Alcohol & drugs policy
- Critical incident/traumatic stress management
- Fire safety
- First aid
- Manual handling
- Risk assessment
- Working outdoors.



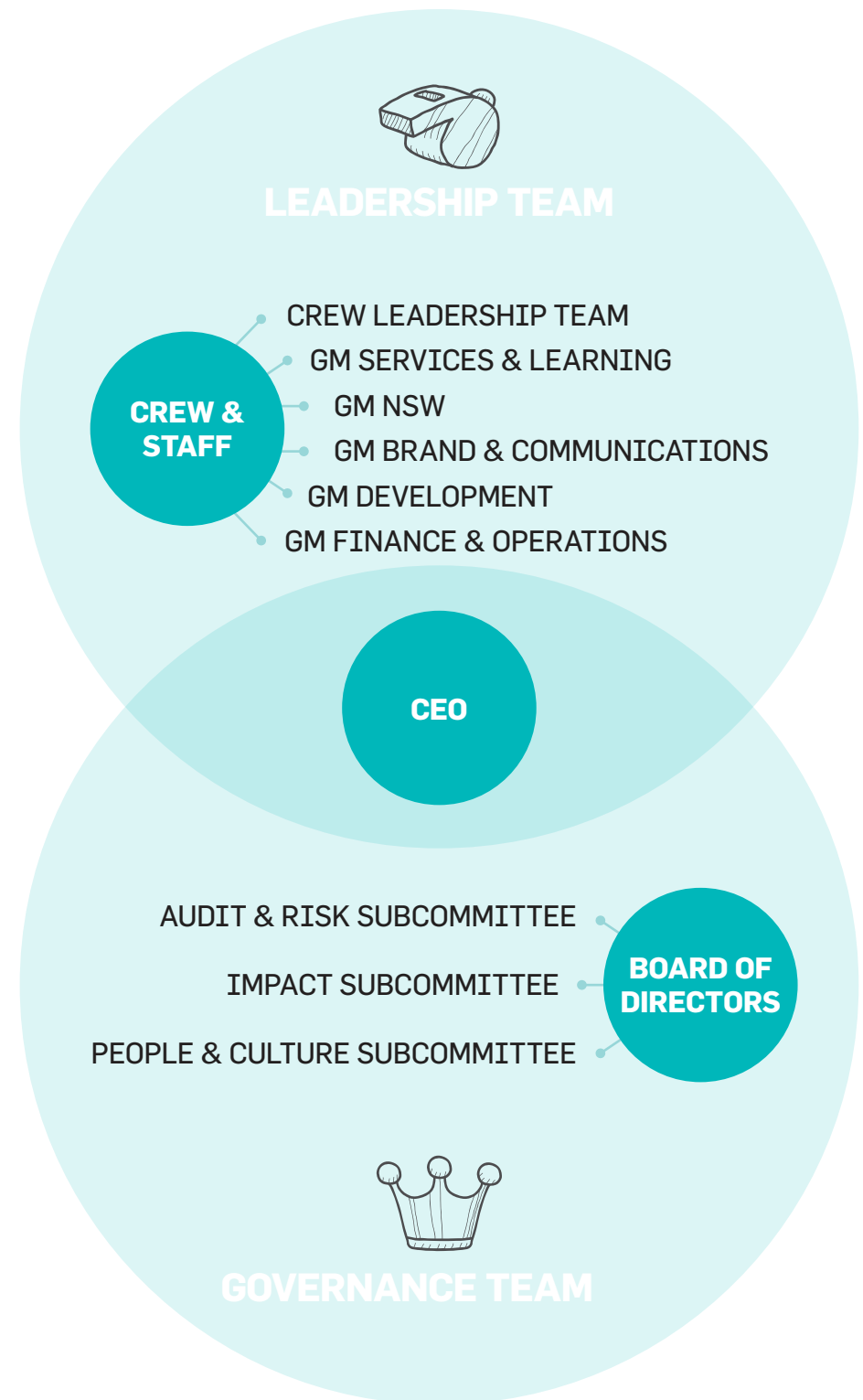
GOVERNANCE

GOVERNANCE STRUCTURE

Our governance structure reflects our commitment to achieving a genuine model of youth participation – ensuring young people are at the focus of and involved in decision making at all levels. Our structure supports us to achieve our mission for young people and drive towards our strategic goals.

The governance of Reach resides with our Board of Directors. The role of the Board includes advocacy, fundraising and overseeing the strategic direction and performance of the organisation. The structure ensures the Board delegate the day-to-day management of Reach to the CEO and Leadership Team, consisting of our general managers and crew leaders. It is this team that has overall responsibility for achieving our strategic and annual action plans (as approved by the Board).

Our structure supports us to **achieve our mission for young people** and drive towards our strategic goals.



MEET OUR BOARD

Our directors are successful and professional business and community leaders who believe in the inherent potential of all young people. Their backgrounds are broad, ranging from business to legal, finance, government, media, marketing, community development, psychology and youth work. This diversity is ensured through a regular Board renewal process.

Together, the directors bring a rich array of skills and experience to their roles. We're thankful for their commitment in supporting us to achieve our mission.



GEOFF ROBERTS

Geoff was appointed Chair of the Reach Board in 2013. He has been a Director of Reach since 2009 and Chair of the Audit & Risk Board Subcommittee from 2011.

He is the Managing Partner of Deloitte Touche Tohmatsu for Vic, a position held since November 2011. In the seven years prior to this, Geoff was the Group Chief Financial Officer of AXA Asia Pacific Holdings Limited, a top-20 listed company across ten countries including eight in Asia.

Prior to joining AXA in 2004, Geoff was a partner in Deloitte from 1992, including leading the Victorian Audit Group until 2000 and being the National Lead Partner for Consulting for Financial Services until 2004. In 2003 and 2004 he was also a National Board Member for Deloitte.

Geoff holds a Bachelor of Commerce (Melbourne University) and an Executive MBA (AGSM). He is a Fellow of the Institute of Chartered Accountants and a Fellow of the Australian Institute of Company Directors.

In addition to his role as Chairman at Reach, Geoff's current Board memberships include AMP Life (Advisor) and National Mutual Life (Advisor). From 1997 to 2002, Geoff was a Board Member of Vision Australia.

MEETINGS ATTENDED / MEETINGS ELIGIBLE TO ATTEND

Board Meetings (Chair)	6 / 6
Audit & Risk Subcommittee (Chair)	3 / 3

Our directors are leaders who believe in the inherent potential of young people.



CHRIS WILSON

Chris was appointed a Director in late 2013.

Chris is currently a Director in the JBWere Philanthropic Services team. For the five years prior to this he was an Associate, Philanthropic Services at JBWere. From 2006 to 2007, Chris was a Trainee Business Analyst with Dun & Bradstreet, following a year as an Analyst with Austock.

In 2012 and 2013, Chris' work contributed to JBWere and NAB Private being awarded the Outstanding Philanthropic Services Award from the Australian Private Banking Council.

Chris has a Bachelor of Business (Economics & Finance, RMIT), a Masters of Commercial Law (Deakin) and a Diploma of Financial Planning.

Chris is on the Founding Committee of Impact100Melbourne, a fundraising initiative designed to raise \$100,000 from 100 donors in support of the Melbourne community. He is also a member of JBWere's Diversity Council and has served three years on the Investment Committee of the JBWere Charitable Endowment Fund. Chris is a member of Philanthropy Australia – The New Generation of Giving Program.

MEETINGS ATTENDED / MEETINGS ELIGIBLE TO ATTEND

Board Meetings	0 / 0
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CLARE AMIES

Clare Amies was appointed a Director of Reach in 2012.

Clare is currently the Executive Director of the Insurance Business Unit at Victorian WorkCover Authority. She has also been the Executive Director of the Health & Disability Strategy Group at VWA and the Transport Accident Commission since 2009.

Prior to this, Clare spent 11 years at Western Region Health Centre – as General Manager, Primary Care Services from 1997 to 2002, then CEO from 2003 to 2009.

Clare’s educational qualifications include a Bachelor of Arts, Bachelor of Social Work and Masters of Social Work; she also holds a Graduate Certificate of Public Policy & Management.

Clare is a member of the Australian Institute of Company Directors (AICD) and a Fellow of Leadership Vic.

MEETINGS ATTENDED / MEETINGS ELIGIBLE TO ATTEND

Board Meetings	4 / 6
Audit & Risk Subcommittee	1 / 3
People & Culture Subcommittee (Chair)	3 / 3

KEVIN KEENAN

Kevin became Reach Company Secretary in 2011, and was appointed a Director in 2012. He has also served as a member of the Audit & Risk Board Subcommittee since 2012.

Until recently, Kevin was the Executive Manager – Legal Risk & Compliance at UniSuper Management Pty Ltd. From 2009 to 2011, Kevin was Group General Counsel and Company Secretary for AXA Asia Pacific Holdings Limited, until leaving upon the completion of its sale to AMP Limited. Prior to this, Kevin was Senior Counsel – Corporate and Commercial (2002-2009) at AXA. From 2008-2011, Kevin was Director of National Mutual Funds Management Limited and NMMT Limited.

Kevin holds a Bachelor of Laws with Honours from the University of Melbourne, and has completed the Strategic Leadership Program with AXA in conjunction with Melbourne Business School.

He was previously a member of the Australian Corporate Lawyers Association and Company Secretary of UniSuper Limited and UniSuper Management Pty Ltd.

MEETINGS ATTENDED / MEETINGS ELIGIBLE TO ATTEND

Board Meetings	4 / 6
Audit & Risk Subcommittee	3 / 3

LISA SUZANNE GREEN

Dr Suzy Green was appointed a Director of Reach in 2012. She has also served as Chair of the Impact Board Subcommittee since 2012.

Suzy is a Clinical & Coaching Psychologist (MAPS) based in Sydney. She is the Founder of The Positivity Institute, an organisation providing applied positive psychology for life, school and work. She is a leader in the complementary fields of Coaching Psychology and Positive Psychology, having conducted a world-first study on evidence-based coaching as an Applied Positive Psychologist. Suzy was the recipient of an International Positive Psychology Fellowship Award and has been published in the Journal of Positive Psychology.

Suzy taught Applied Positive Psychology as an Adjunct Senior Lecturer in the Coaching Psychology Unit at the University of Sydney for ten years. Suzy is an Honorary Vice President of the International Society for Coaching Psychology, a Visiting Senior Fellow of the Sydney Business School at the University of Wollongong, an Honorary Fellow of the Melbourne Graduate School of Education at the University of Melbourne, and Research Fellow of the Institute for Positive Psychology & Education at Australian Catholic University.

Suzy is also a Research Fellow of the Black Dog Institute and the Stress-less Expert for Australian Women’s Health magazine.

MEETINGS ATTENDED / MEETINGS ELIGIBLE TO ATTEND

Board Meetings	5 / 6
Impact Subcommittee (Chair)	4 / 4

MICHELLE MCQUAID

Michelle has served on the Reach Board since 2009. She has also been a member of the Impact Board Subcommittee since 2012.

Michelle is the Founder and Director of Michelle McQuaid Pty Ltd, where her aim is to promote greater health, happiness and success using positive wellbeing strategies, both for individuals and within schools and organisations.

From 2011 to 2012, Michelle was Executive Director for Human Capital and Positive Psychology Business Expert at PwC. From 2008 to 2012, she was the Australian Strategic Marketing Executive Director at PwC.

Michelle holds a Masters of Applied Positive Psychology and a Bachelor of Arts (Management Communications). She is a member of the International Positive Psychology Association from the University of Pennsylvania, and a Senior Fellow of the Graduate School of Education at Melbourne University.

Michelle's work has been featured in publications such as Forbes, Harvard Business Review, The Wall Street Journal, Huffington Post, Boss magazine, The Age, Women's Agenda and Wellbeing magazine.

MEETINGS ATTENDED / MEETINGS ELIGIBLE TO ATTEND

Board Meetings	4 / 6
Impact Subcommittee	4 / 4



SAM CAVANAGH

Sam was appointed a Director of Reach in 2012. He has also been a member of the People & Culture Board Subcommittee since that time.

Sam is the National Executive Producer at Southern Cross Austereo. From 2004 to 2010, he was Executive Producer of the Hamish & Andy National Drive Show. Prior to this, Sam was Assistant Producer of the Tracy & Matt Breakfast Show on Fox FM Melbourne.

For his work with the Hamish & Andy Show, Sam was awarded Best Show Producer at the Australian Commercial Radio Awards four years consecutively from 2007 to 2010. Sam also produced two ARIA winning CDs with Hamish & Andy, in 2009 and 2011.

From 1998 to 2002, Sam worked as a Reach facilitator, developing and delivering workshops to young people in Vic. Sam is also a Director of Shout for Good, a digital platform that enables donating to charities in a simple and socially connected way.

MEETINGS ATTENDED / MEETINGS ELIGIBLE TO ATTEND

Board Meetings	4 / 6
People & Culture Subcommittee	3 / 3

TOM HARKIN

Tom has been a Reach Director since 2011. He has also served on the Impact Board Subcommittee since 2012.

In 2010 Tom launched Tom Harkin Consulting, through which he runs custom-built workshops on authentic leadership, culture change and optimal performance. Tom has delivered workshops to companies such as PricewaterhouseCoopers, NAB, Urban Edge, Young Presidents Organisation, Red Bull, Shadforth Financial Group and The Melbourne Football Club.

Since 2001, Tom has been a crew member at Reach, delivering workshops to young people and more recently training the younger Reach crew in how to effectively engage and inspire young people.

In 2013, Tom was invited to be Chairperson of the Young Minds Conference in Sydney.

Tom has a Diploma of Youth Work.

MEETINGS ATTENDED / MEETINGS ELIGIBLE TO ATTEND

Board Meetings	5 / 6
Impact Subcommittee	2 / 4

TRISHA SILVERS

Trisha joined the Reach Board in late 2013. She was also appointed to the People & Culture Board Subcommittee in 2013.

In December 2013, Trisha was appointed CEO of St Kilda Youth Service (SKYS), an organisation offering specialised education, youth engagement, housing and social service programs to young people.

Trisha is Founder of the Broadbridge Fund, established in 2005 to positively impact the lives of young people in Australia and Thailand. In 2005, Trisha established the Broadbridge Fund Education Centre on Phi Phi Island, which assists young people affected by the 2004 tsunami.

From 2000 to 2010, Trisha worked as Head of Program Delivery at Reach. Prior to this, Trisha was Community Partnerships Leader at ANZ Asia Retail (2008) and Manager – Philanthropy Partners at ANZ Trustees (2007-2008).

Trisha has a Bachelor of Arts (Sociology, La Trobe University), a Diploma of Youth Work (RMIT) and a Masters of International Development.

In 2006, Trisha was awarded Young Australian of the Year. She is also the author of *'Beyond the Wave – A Tsunami Survivor's Story'*.

MEETINGS ATTENDED / MEETINGS ELIGIBLE TO ATTEND

Board Meetings	0 / 0
People & Culture Subcommittee	0 / 0

DON MCLARDY

Don served as Chair of the Board from 2011 to June 2013.

Don is Managing Director of McLardy McShane Insurance & Financial Services, a company established when Don McLardy & Associates merged with McShane Business Services in 2007. In 2011, McLardy McShane began trading as a stand-alone Australian Representative of Empire Insurance Services Limited.

Don started his insurance career at OAMPS Limited, where his various roles culminated in Managing Director of Australian Operations, before his resignation in 1996 to establish Don McLardy & Associates.

Don has a Diploma in Financial Services (Broking) and is a Qualified Practicing Insurance Broker (QPIB).

MEETINGS ATTENDED / MEETINGS ELIGIBLE TO ATTEND

Board Meetings	2 / 3
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BOARD MEETINGS AND COMMITTEES

The Board met regularly (six times) as a full group in 2013. Directors also contribute to the activities of our three Board Subcommittees, together with external experts and members of crew. Subcommittee meetings are held at regular intervals throughout the year.

AUDIT & RISK BOARD SUBCOMMITTEE

The purpose of the Audit and Risk Subcommittee is to assist the Board in its oversight responsibilities by monitoring and advising on:

- The truth and fairness of the financial statements of the Foundation
- The integrity of the Foundation's accounting, management and financial reporting
- The appropriateness of the Foundation's accounting policies and practices and consistency with current and emerging accounting standards
- The external auditors' scope, independence and performance processes to ensure compliance with legal and regulatory requirements
- The effectiveness of the Foundation's control environment
- The Foundation's overall risk management process.

The Subcommittee provides a forum for communication between the Board, management and the external auditors, and is a conduit to the Board for external advice on audit, risk management and compliance matters.

Members include:

Geoff Roberts (Director) (Chair)
Kevin Keenan (Director)
Ranko Vukomanovic (General Manager, Finance & Operations)
Jennifer Brice (General Manager, Services & Learning)

Rochelle Dennis (Crew Member)

Jade Deutrom (Crew Member)

Anthony Klein (Partner, PwC and External Expert)

Three Audit & Risk Subcommittee meetings were held during the year.

IMPACT BOARD SUBCOMMITTEE

The purpose of the Impact Subcommittee is to assist the Board in its oversight responsibilities by reviewing and advising on:

- Developments and trends in research and knowledge relating to youth mental health and wellbeing
- Sector trends and issues
- Models and frameworks which underpin Reach program logic and design
- Impact of Reach programs and activities
- Reach's research and program development needs and opportunities
- Reach's program relevance to young people in young people's voices.

Members include:

Suzy Green (Director, Chair)
Tom Harkin (Director)
Michelle McQuaid (Director)
Sarah Davies (CEO)
Jennifer Brice (General Manager, Services & Learning)
Brad Holland (General Manager, Development)
Kathy Hoyt (General Manager, NSW)
Meaghan Payne (Crew Member)
Idris Mustafovski (Crew Member)
Emily Johnson (Crew Member)
Dr. Matthew White (Director of Wellbeing & Positive Education, St Peter's College and External Expert)
Four Impact Subcommittee meetings were held during the year.



PEOPLE & CULTURE BOARD SUBCOMMITTEE

The purpose of the People & Culture Subcommittee is to assist the Board in its oversight responsibilities by monitoring and advising on:

- The organisation's structure and culture
- Key people development and performance measures
- Key people and culture policies.

Members include:

Clare Amies (Director, Chair)
Sam Cavanagh (Director)
Trisha Silvers (Director)
Maddie Pearce (Crew Member)
Glen Christie (Crew Member)
Cade Pentland-Boyce (Crew Member)
Ralph Fallows (Sales Coach, Facilitator and External Expert)
Three People & Culture Subcommittee meetings were held during the year.



STRATEGIC RISK PROFILE

For the first time, we would like to share with our stakeholders an overview of our strategic risk portfolio, featuring the major risk areas we have identified for Reach and how we plan to manage these risks, to ensure Reach can deliver its mission.

Reach has an established risk management process, owned by the Leadership Team, and explicitly aligned with our strategic priorities and annual

action plan. Each member of the Leadership Team has a specific risk portfolio they manage and report on at regular intervals throughout the year.

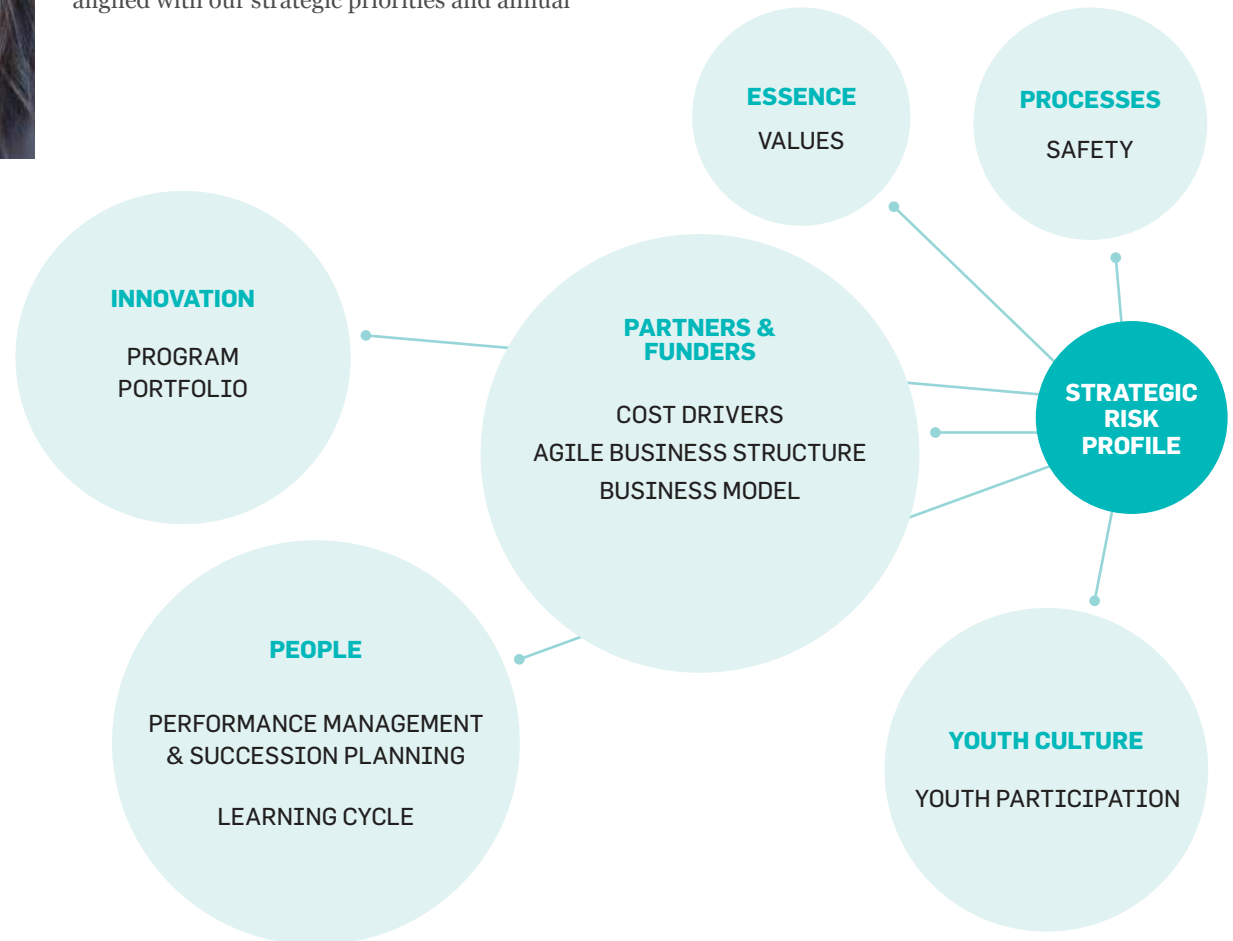
These reports are then reviewed by the Audit & Risk Board Subcommittee.

Here we have provided details about the risks we consider of the highest rating to Reach, and the various mitigation strategies in place to manage and control the likelihood of these risks having a negative impact on Reach's sustainability and ability to achieve its mission.

COMPLIANCE

Reach strives to operate to high standards of efficiency, effectiveness, transparency and regulatory compliance. The Board's activities are focused by a comprehensive work plan, ensuring thorough governance oversight. In 2013 regular governance items managed by the Board included:

- Organisational policy review
- Board terms of reference
- Committee terms of reference
- Directors' interests
- Directors' training
- Insurance review
- Dashboard requirements review
- End of year financial audit.





INNOVATION

PROGRAM PORTFOLIO

Maintaining the effective balance of programs portfolio.

Mitigation strategies:

- Consultation regarding program activity through Program Trainers Group and the Crew Leadership Team
- Evaluation framework and research project activities to provide details about outcomes and impacts
- Regular internal and external consultation to review activity.



YOUTH CULTURE

YOUTH PARTICIPATION

Maintaining appropriate balance between crew and youth participation.

Mitigation strategies:

- Recruitment of a wider group of potential crew members
- Focus and strategies to bring creativity and innovation into workshops, to appeal to a broad range of young people.



PARTNERS & FUNDERS

BUSINESS MODEL

Maintaining a sustainable, diversified and efficient business model.

Mitigation strategies:

- Government relations strategy
- Annual business planning and financial reporting
- Partnership strategy and plan
- Annual fundraising plan
- Contact database management and reporting.

AGILE BUSINESS STRUCTURE

Maintaining an agile business structure.

Mitigation strategies:

- Ensuring a diversity of crew is recruited
- Flexible employment options for crew
- Program planning undertaken twice a year to match crew interest and availability
- Workforce planning
- Regular monitoring of crew selection and recruitment needs.

COST DRIVERS

Management of major cost drivers.

Mitigation strategies:

- Strong financial management system in place (with regular reconciliations)
- Regular month-end business review meetings
- Financial control, including delegation of authority and transparency maintained
- Regular training in budget and financial management for managers
- Compliance with all regulatory reporting requirements.



PEOPLE

PERFORMANCE MANAGEMENT

Optimal serving of business needs in selection, performance management and succession planning.

Mitigation strategies:

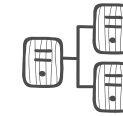
- Contribution plan process in place
- Succession planning process in place.

LEARNING CYCLE

The length of the learning cycle enables agility in the business.

Mitigation strategies:

- Recruitment of skilled crew to reduce the length of the development pathway
- Developing a training curriculum matrix to map the learning needs across various activities (i.e. on-the-job, online, in workshops)
- Talent management and development processes designed to support a varied mix of skilled facilitators.



PROCESSES

SAFETY

Ensuring a safe environment for all Reach people.

Mitigation strategies:

- Regular meeting of Safety Committee
- Established safety protocols and procedures, including incident reporting, risk assessments, pre-program assessments and employee assistance programs when designing and delivering all programs and workshops
- Establish cooperative referral relationships and engagement of wellbeing professionals to ensure the development and delivery of workshops
- Established Community of Practice involving wellbeing professionals advising Reach of best practice
- Ensure clear communication of program objectives
- Extensive training and accreditation of crew.



ESSENCE

VALUES

Ensuring alignment of values resulting in crew engagement.

Mitigation strategies:

- Crew Leadership Team established to cultivate, model and energise a culture of leadership and purpose within the crew
- Continual and routine training for crew to pass on knowledge
- Running events and workshops that are open to all people from Reach to experience
- Emphasis placed on staff and crew wellbeing by offering supervision and having an external counselling service provided.

FINANCIAL PERFORMANCE

This is an extract from the audited financial statement for The Reach Foundation for the year ended 31 December 2013.



Read our full financial statement
reach.org.au/we-are-reach/#operations-section

INTRODUCTION FROM OUR CEO AND CHAIR

Money has a distinctive flavour in the not-for-profit sector. Leaving aside self-generated income, all income – from donors, corporate partners, trusts and government (tax payers) – comes with moral and ethical responsibilities, as well as financial responsibilities.

For Reach, it is given to us in trust that we will use it for the maximum benefit of the young people we work with.

In 2013, we worked hard to ensure a social and community return for this investment. We continued to build and outline the evidence base behind our work, and demonstrate the positive impact and outcomes for young people (see Our Impact, p.11).

We invested significantly and directly in the young people who make up our crew, with this investment used for their training and development, mentoring and employment.

Although most of the young crew volunteer their time for Reach, once a crew member is sufficiently skilled and experienced to facilitate workshops, we pay them for their professional contribution.



In 2013, we invested 27 cents in every dollar of our expenditure in creating employment opportunities for young people to deliver our workshops. This is of particular importance when we consider that the national youth unemployment rate is at 12.4% – double the average labour employment rate (ABS, 2013).

Of course, we also ensured that we derived maximum value from the remaining 73 cents in each dollar. Our strong financial management practices supported our mission and purpose and helped to continually test our cost structure to ensure efficiency. This is evidenced by the significant downward trend in our governance and administration overhead expenditure achieved between 2011 and 2013, without reducing our activity and workshop levels, or compromising quality and impact.

However, there is a limit to this leanness – our mission compels us to deliver quality outcomes for young people, schools and communities, and for our partners. We also need to keep investing in our own capacity for growth so we can respond to the needs of our stakeholders and the unmet demand for our work (for instance, requests for our workshops from schools currently exceeds our capacity to deliver them).

LOOKING AHEAD

We are operating in a financially challenging environment characterised by:

- ◆ Tightening fundraising opportunities
- ◆ Increasing choice for grant makers and donors
- ◆ Declining government investment in community services.

Like many similar organisations, Reach is in transition – as we evolve our business model to improve financial sustainability.

As we present Reach's 2013 audited financial statements, we do so in response to and anticipation of the changing external and financial environments. But there are still many unknowns. We must develop ideas and opportunities to grow income and build a more stable financial environment, allowing us to continue to deliver on our mission and purpose for young people.

Once again, we thank you for your partnership on this journey and hope it continues.



Sarah Davies
CEO



Geoff Roberts
Chair



FINANCIAL OVERVIEW

Reach's operations during the year included a projected decrease in funding through the Commonwealth Government and a change in the types of workshops that were delivered.

The objective was to deliver a balanced budget before depreciation. This was achieved with a small surplus before depreciation of \$86,800. The result after depreciation was a deficit of \$98,918 (2012 deficit: \$136,267) for the 12 months to 31 December 2013.

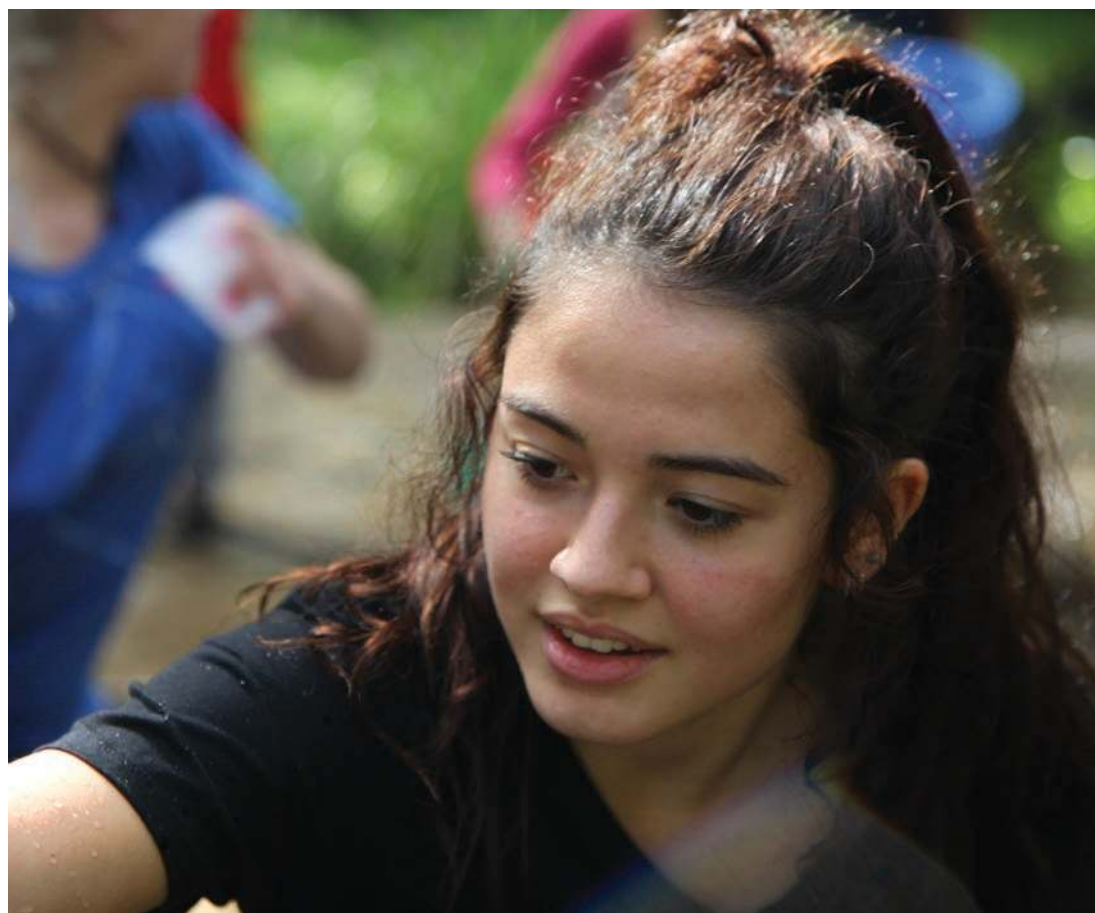
This result also includes \$17,182 (2012: \$294,562) of funds raised through the Reach Dreams Foundation.

The Board's commitment to investing in and growing the organisation in NSW continues. 2013 saw significant growth in our activities and numbers as NSW momentum continued strongly with a 40% increase in workshops delivered, a 9% increase in school and community relationships and a 40% increase in instances of participation. NSW crew numbers have now reached 53, and their skills have developed to the level where these young people will be leading programs and workshops autonomously in 2014.

Significant progress was made on delivering the federal and state government contracts. The Board's investment in building the capacity and capability of the Reach staff and crew was rewarded with exciting, impactful work with Indigenous participants, teachers and key targeted communities.

INCOME STATEMENT FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2013

INCOME STATEMENT	\$ 2013	\$ 2012
Revenue	5,467,822	6,052,423
Revenue from Reach Dreams Foundation	17,182	294,562
Total revenue	5,485,004	6,346,985
Program and workshops expenses	-3,632,224	-4,290,210
Fundraising and development expenses	-1,400,367	-1,540,240
Depreciation and amortisation expenses	-185,718	-184,779
Governance and administration expenses	-365,613	-468,023
Deficit for the year	-98,918	-136,267



BALANCE SHEET AS AT 31 DECEMBER 2013

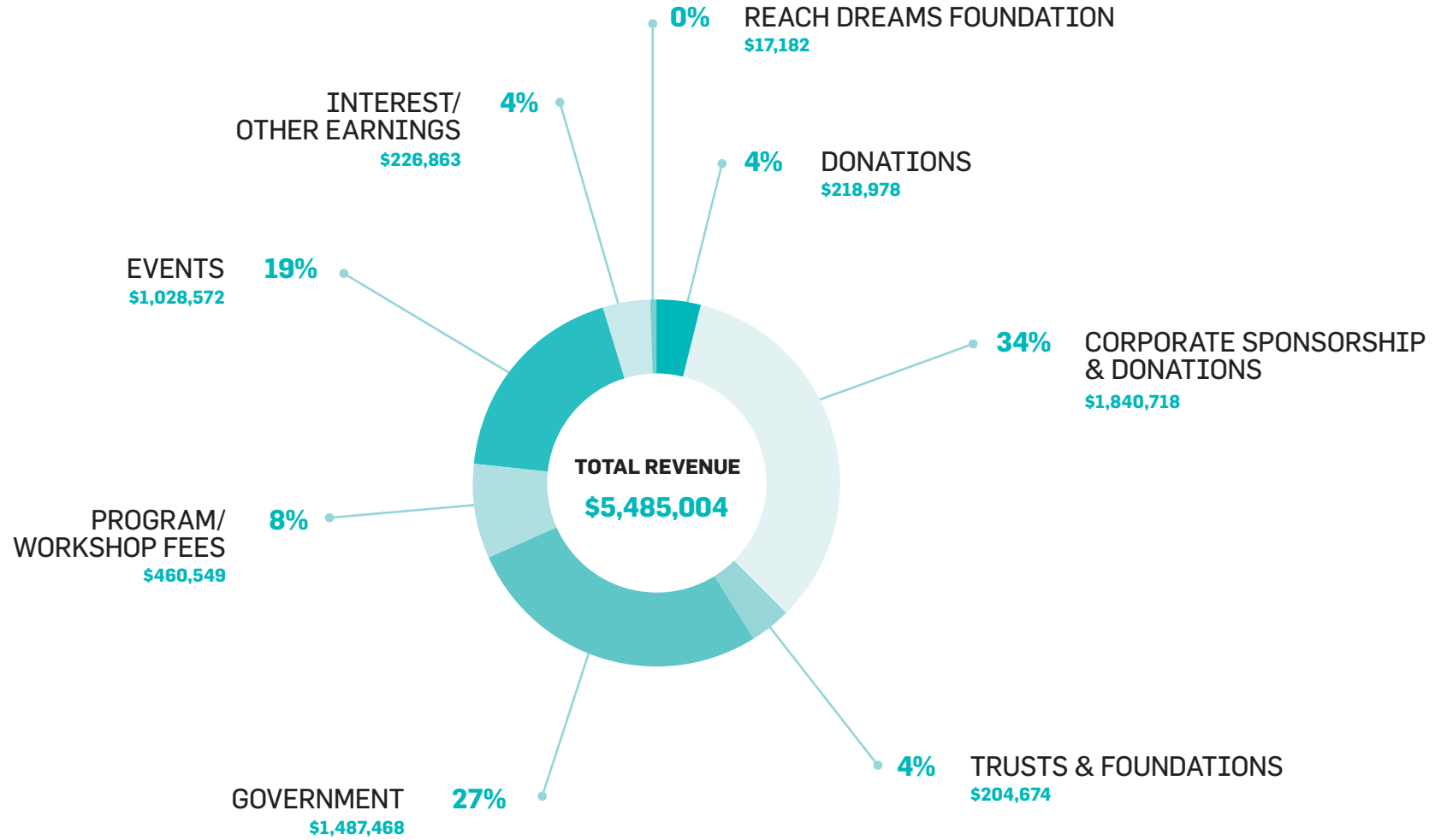
BALANCE SHEET	\$ 2013	\$ 2012
Current assets		
Cash and cash equivalents	4,569,517	4,094,181
Trade receivables	261,594	188,105
Other receivables	130,553	209,720
Non-current assets		
Property, plant and equipment	707,774	842,451
Total assets	5,669,438	5,334,457
Current liabilities		
Trade and other payables	161,052	178,680
Provisions	146,449	187,633
Deferred income	1,389,225	1,543,977
Non-current liabilities		
Provisions	105,111	88,473
Deferred income	1,300,000	669,174
Total liabilities	3,101,837	2,667,937
Net assets	2,567,601	2,666,520
Accumulated funds	1,229,182	1,370,289
* Reserves	1,338,419	1,296,231
Equity	2,567,601	2,666,520

*The Reach Dreams Foundation (Reserves) is used to support the sustainability, development and future growth of The Reach Foundation.



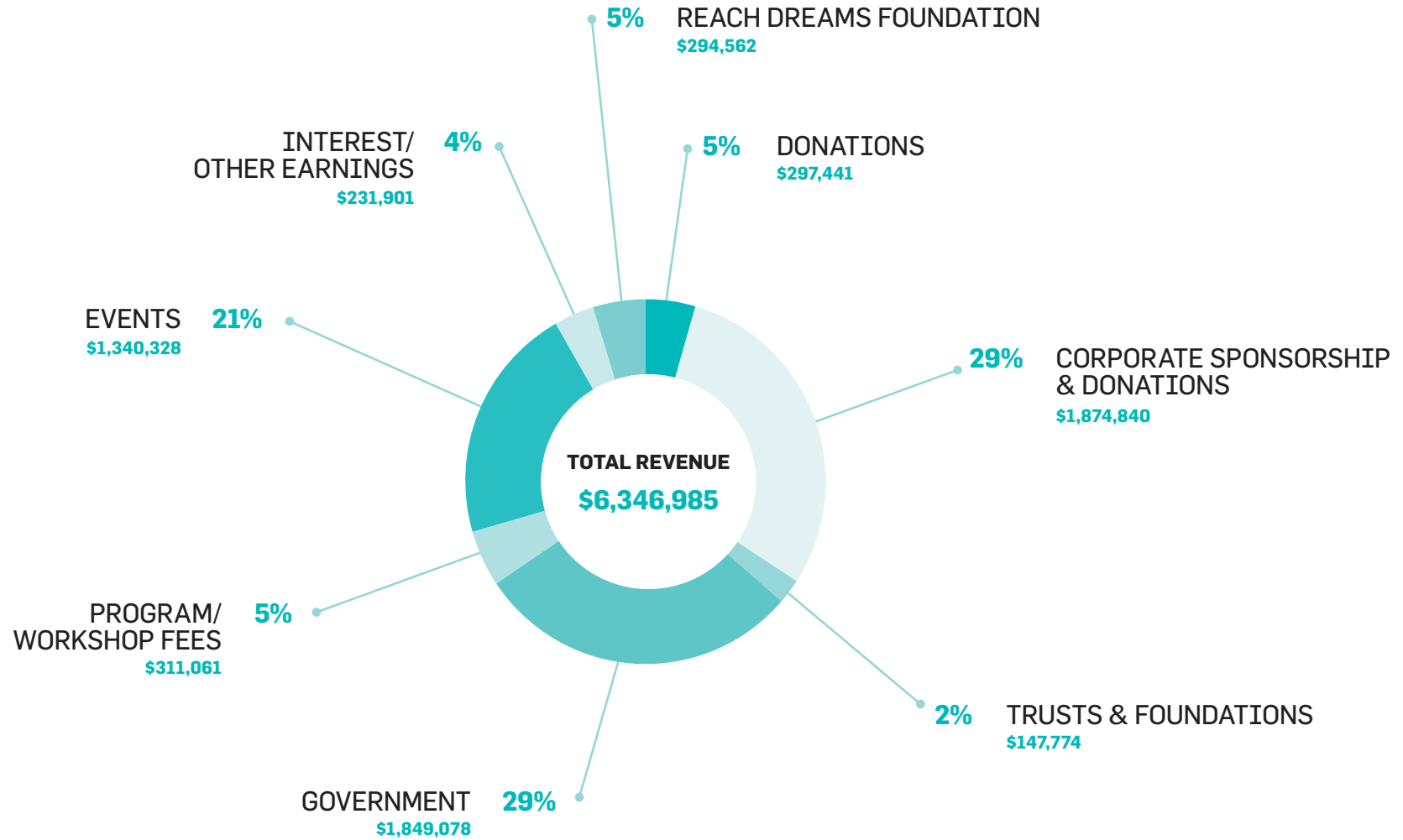
REVENUE SUMMARY 2013

\$5,467,822 (99.7%) TOTAL REVENUE FROM ORDINARY ACTIVITIES
\$17,182 (0.3%) TOTAL REVENUE FROM THE REACH DREAMS FOUNDATION



REVENUE SUMMARY 2012

\$6,052,423 (95%) TOTAL REVENUE FROM ORDINARY ACTIVITIES
\$294,562 (5%) TOTAL REVENUE FROM THE REACH DREAMS FOUNDATION



The Reach Foundation is a public company limited by guarantee incorporated and domiciled in Australia.

Reach's ABN is 87 069 837 627. Its registered office and principal place of business is:

The Reach Foundation
152-156 Wellington Street
Collingwood Vic 3066

The Reach Foundation is a Public Benevolent Institution (PBI). It's endorsed as an Income Tax Exempt Charity, and enjoys certain other tax concessions and exemptions consistent with its status as a PBI, which relate to Goods and Services and Fringe Benefits taxes.

The Reach Foundation has been endorsed by the Australian Taxation Office as Deductible Gift Recipients (DGR, Item 1). The Reach Foundation is registered as required by law in each state where it raises funds as follows:

VICTORIA

- ◆ Registration Number 8605
- ◆ Renewable annually

NEW SOUTH WALES

- ◆ Registration Number CFN/21070
- ◆ Renewable biennially

QUEENSLAND

- ◆ Registration Number CH1620
- ◆ Registration is ongoing subject to certain annual financial reporting requirements.

The Reach Foundation's external auditor is KPMG and the internal audit function is carried out by Reach's Audit & Risk Subcommittee. Legal services are primarily provided by K&L Gates and banking services are provided by National Australia Bank.



THERE ARE HEAPS OF WAYS YOU CAN HELP

There are many options for getting involved with and supporting Reach.

GIVE NOW

You can donate to Reach now:

- Make a monthly or single donation online at reach.org.au
- Call us on 03 9412 0915
- Send a cheque to: The Reach Foundation, 152-156 Wellington Street, Collingwood Vic 3066; or The Reach Foundation, Level 1, 251 Riley Street Surry Hills NSW 2010.

ATTEND A REACH EVENT

Come along to a Reach fundraising event and bring your friends. Subscribe to our newsletter to keep up to date and receive invitations!

FUNDRAISE

Individuals, schools and workplaces can create and host fundraising events or activities and donate the proceeds to Reach.

GET INVOLVED IN A CHALLENGE EVENT

Get fit by participating in a fitness or challenge event and nominate Reach as your charity of choice.



MAKE A BEQUEST

Leave Reach a gift in your Will and support future generations of young people to get the most out of their lives. Please contact us on 03 9412 0915 to obtain the correct wording to use in your Will.

DONATE AT WORK

Make a pre-tax donation to Reach from your salary by participating in payroll giving, or ask your company to sponsor a Reach event or program. You can ask your workplace for more information.



Find out more about how to get involved
reach.org.au/get-involved



“Your support has helped us improve the wellbeing of tens of thousands of young people so they can get the most out of their lives.

Thank you, you're awesome!”

Reach XO





SUPPORTING YOUNG PEOPLE TO GET THE MOST OUT OF LIFE




Head office: 152-156 Wellington St Collingwood VIC 3066

NSW office: Level 1, 251 Riley St Surry Hills NSW 2010

T: 03 9412 0900 **F:** 03 9416 2230 **E:** info@reach.org.au

ABN: 87 069 837 627

 facebook.com/thereachfoundation

 instagram.com/thereachfoundation

 twitter.com/wearereach