

2021 - 2026

# STEPPING UP







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## MISSION

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**Supporting young people to discover their power.**



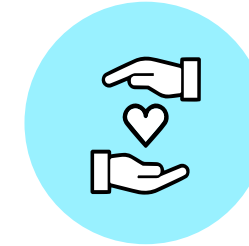
## VALUES

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### **STAY CURIOUS**

We are curious and take risks. We challenge ourselves and always look for what's under the surface.



### **GIVE A SHIT**

We always give a shit by caring about ourselves and others.



### **BE YOUR WORD**

If we say we're going to do it, we do it. If we have something to say, we say it with care.



### **BE REAL**

We are authentic and vulnerable. Passionate and honest. We create moments of pure connection.



## OUR VISION. THIS IS REACH.

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# Inspiring young people to believe in themselves to get the most out of life.

In 1994 Reach started out with a simple aim: to inspire young people to believe in themselves and get the most out of life.

After almost three decades of working with more than one million young Australians, that reason for existing remains true to our core.

Too often the greatness of young people is hidden behind fear, anger and hurt. We know that being young is not without its struggles. We know that young people experience challenges that adults simply cannot relate to. And we know that one of the biggest hurdles young people face during the crazy years of adolescence – is to find the confidence and support to believe in themselves and get the most out of life.

We know this because young people drive Reach. And that's why our work changes lives: because we deliver workshops that are designed by young people, delivered by young people, for young people.

As we enter our fourth decade, we want to make sure that any young person can find and access our workshops – regardless of where they live or what their life circumstances might be. We want to make sure that we can reach young people where they need us – that might be at school, through camps, in the community, in their workplace or online.

We feel confident that we are the best at what we do. And while we're doing it, we're making sure that we get the most out of life.





# FROM OUR CEO AND CHAIR



The process of revising our strategy to project us forward to 2026 has been an empowering one. Blue-sky dreaming across all areas of the business and a chance to refocus on the impact we have on young people and why our work across the country is vital.

From our Crew to our Board and everyone in between, we have all had an opportunity to contribute to the development of this strategic pathway for The Reach Foundation. From here, we will use our new strategy as a compass for making decisions and driving actions. It will not be sitting gathering dust, that’s for sure.



This strategy allows us to focus on our strengths and evolve how we work to ensure young people can access us where and when they need us most. As we prepare to celebrate our 30th anniversary in 2024, our work has never been

needed more. The argument for investment in peer-led experiences to enhance the wellbeing and confidence of young people during the crucial adolescent years has never been clearer. This is what we do. This is our expertise. This is how we support young people to believe in themselves and get the most out of life.



Like so many organisations, 2020 was a challenge for Reach. From bushfires to floods to global pandemics – when young people needed us most – we couldn’t physically be there. But we quickly evolved Reach’s business model to deliver our programs online, providing a continuity of service for our young community while proving that the Reach experience can still have enormous impact in the digital form. It can’t replace an in-person experience, and nor do we

want it to, but a new digital strategy that carefully examines how Reach can deliver programs, training and resources in the digital form will help us to broaden and deepen our connection and increase repeat engagement.

– long before we roll into town to deliver our first experience. This is an exciting evolution for Reach and provides us with an opportunity to work with our partners to take our expertise where it is needed most.

**As we prepare to celebrate our 30th anniversary in 2024, our work has never been needed more. The argument for investment in peer-led experiences to enhance the wellbeing and confidence of young people during the crucial adolescent years has never been clearer. This is what we do. This is our expertise. This is how we support young people to believe in themselves and get the most out of life.**

We know that with our skills and experience, Reach has the capacity to be and will become the leading voice for young people in Australia. We have the best facilitators in the country – our Crew – who can adapt to any situation they’re working in, supported by an impressive team who ensure the professionalism, safety and effectiveness of our work. Which is why we must keep investing in young people, providing employment security and supporting them with the best training and development programs so that they can uncover the next generation of young leaders and strengthen the Reach lifecycle.

From a location perspective, while we are proud to call Melbourne home, Reach is already working across Australia and by the end of this planning period we will have a truly national footprint. Our new ‘place-based’ approach will require additional resources and investment. Communities are telling us they need us on the ground with them, tailoring programs to address the issues facing their young people

Our mission is clear: Reach supports young people to discover their power. Five key goals provide us with a strong direction to achieve that mission. A range of strategic initiatives enable us to deliver on our goals. And our values (we really love our values) govern how we go about it all: stay curious, give a shit, be your word, be real. We know who we are, we know where we are heading. We’re stepping up, and it’s exciting.

**Philippe Magid,**  
CEO

**Anthony Klein,**  
Chair

## OUR GOALS

**Our goals guide everyone at Reach, from the Board to our Crew, with a framework for the next five years. We check everything against these goals, to ensure our decisions are aligning with Reach's overall vision.**



**1:** To support young people to discover their power



**2:** To be leaders in building social and emotional awareness during the crucial adolescent years



**3:** To invest in the best: leaving a lasting legacy of bold, engaging and authentic leaders



**4:** To make our work accessible: growing broadening and diversifying our impact



**5:** To strengthen our financial sustainability and thrive





GOAL 1

To support young people to discover their power.

Young people are our centre. They're who we exist for and they're our greatest strength: young people inspiring young people to discover their power. To be the best version of themselves.

We don't tell young people what to do, we ask the right questions and meet them where they're at by designing experience-based workshops and activities that are delivered in safe and inclusive spaces.

For Reach it is imperative that young people are at the centre of the design, development and delivery of the programs that are having a profound effect on themselves and their peers.

The adolescent period (12 to 24-years) is a time of increased risk taking, impulsivity and change, but it's also a period of incredible neurological development that rivals what is seen in the zero to two-year period. During this time, young peoples' experiences shape

and influence who they are and can impact their lives well into adulthood.

While growing up can be challenging and confusing – it can also be really, really fun! Having positive role models alongside for the journey can help young people to unlock their potential, which is where Reach comes in: supporting young people to successfully navigate this most crucial period of their lives.

We have the best facilitators in Australia who can adapt to any situation they're working in – from major events attended by hundreds of teenagers in Melbourne or Sydney, to intimate workshops in Alice Springs and Mildura, through to place-based

workshops in communities of need across the country.

We know our work transforms the lives of the young people we work with, because we've been doing it for close to 30 years and we've lived and measured the impact. For Reach, it is imperative that young people are at the centre of the design, development and delivery of the programs that are having a profound effect on themselves and their peers. We believe in this unique approach because it promotes positive youth development and leads to an increase in social and emotional wellbeing and resilience.

It is this approach that parents, carers, teachers and community leaders are telling us is changing the lives of their young people.

This is how we'll reach Goal 1:

CURRENT



Conduct a **program audit** to ensure we are delivering a succinct suite of evidence-based programs that deliver clear impact for the young people who participate. The audit may identify areas of overlap, improvement and opportunity.

FUTURE



Implement a long-term, **place-based approach** encompassing program delivery, teacher support, training of youth professionals, and Crew training and recruitment. This holistic approach, delivered in locations prioritised by need, will enable Reach to have a deeper impact.

A place-based approach will require Reach to identify where it is needed most, so programs and training can be adapted and delivered on the ground in partnership with a range of community stakeholders. A place-based approach will require us to adapt our delivery to suit the changing needs of different communities.

FUTURE



Develop a new **digital strategy** to complement our work and enable participation outside of Melbourne and Sydney. The strategy will support a place-based approach and Reach's existing program and training delivery.

FUTURE



Aligning with our place-based approach, revisit Reach's **schools' strategy** to ensure teachers are supported with the right skills and resources for lasting impact in the communities we work with.

FUTURE



Revisit and build a financially sustainable and scalable model for **Camps** because we know multi-day Camps have a profound impact on young participants.

KEY

**KICKOFF TIMEFRAME:** In-progress Short Term (1-2y) Medium Term (2-4y) Long Term (4-5y)

**DELIVERY TIMEFRAME:** Short Term (1-2y) Medium Term (2-4y) Long Term (4-5y)

**RESOURCING NEEDS:** Resources Exists Resources Required

**FUNDING NEEDS:** Funding Exists Funding Required

GOAL 2

To be leaders in building social and emotional awareness during the crucial adolescent years.

Reach plays a major role in building strength, resilience and social and emotional awareness in young people before the need for clinical intervention.

Our model is a robust one, carefully developed in alignment with evidence-based theories and frameworks with the outcome being that our programs prevent

With our experience, Reach has the capacity to be the leading voice for young people in Australia. During the five-year period of this plan, we know we can significantly extend our impact by partnering with some incredible players in our space to help us to achieve our goals.

We provide an essential service, and we need to ensure that our impact is better recognised for its vital importance by all levels of government, philanthropists, and the media so that Reach is the answer they turn to when faced with challenges relating to young people.

Many mental illnesses begin during adolescence which is why the World Health Organisation has identified this period as a crucial time for mental health promotion, prevention and early intervention.

mental ill health in young people while supporting the transition into adulthood.


Mental ill-health costs Australia at least \$70 billion a year\*. Research shows that investment in prevention can drastically reduce these costs. For every \$1 spent on programs targeted at children, a return of between \$1.80 and \$3.30 has been estimated\*\*. The argument for investment in peer-led experiences to enhance the wellbeing and confidence of young people during the crucial adolescent years has never been clearer.

This is where Reach comes in. We can empower young people by providing positive experiences that help build and shape who they are, enabling them to flourish and thrive.

\* Productivity Commission, Mental Health Inquiry Report, Volume 2, 2020, p. 9.  
\*\* David McDaid, A-La Park, and Kristian Wahlbeck, 'The Economic Case for the Prevention of Mental Illness', Annual Review of Public Health, 40 (2019), 373–89 (p. 376).


This is how we'll reach Goal 2:

CURRENT




Strengthen our **evidence-based creation framework** as part of our program audit to ensure we consistently deliver effective and high-quality programs and training.

CURRENT




Strengthen our **impact-evaluation** framework through a collaborative process, including an investment in resources to review, monitor and contribute to relevant research. Includes the long-term aspiration of building partnerships with appropriate research institutions to validate Reach's model.

CURRENT




Broaden our **strategic partnerships** strategy to identify areas of need and amplify our collective impact for young people in communities.

CURRENT




**Diversify the stories we tell** of our impact – from young people to parents to teachers to carers to Reach staff – across a broad range of communities.

CURRENT




Own our success and share our impact more widely outside of Reach with the development of a detailed **external communications** strategy.

CURRENT



Test, measure, reposition and increase awareness of Reach's **brand** including through the implementation of benchmarking measurements at the beginning and conclusion of this plan's lifecycle.

FUTURE



Strengthen **advocacy** for Reach, ensuring all levels of government, philanthropists and the media turn to us for leadership when working with young people.



GOAL 3

To invest in the best: leaving a lasting legacy of bold, engaging and authentic leaders.

The way we shape a better world is through our young people.

Reach has a long and proud history of nurturing young leaders. We must continue to invest in retaining the wisdom of young people at the heart of our organisation.

We need to make sure we are building a Crew cohort that represents the lived experiences of all young people in this country.

Providing consistency, security and opportunities for these young leaders not only strengthens the talent pool that Reach can draw from to lead the organisation into the future, but it also provides a positive example of youth success in the wider community.

The young people who run Reach's workshops have all been through the Reach experience. We call them the Crew.

As well as developing and delivering our workshops and experiences, the Crew take

part in extensive training and development, contribute to the leadership of Reach, and train and mentor the next generation of Crew coming through. This process has enabled hundreds of young people to become bold, engaging and authentic leaders.


The journey of Reach training and development becomes the DNA of who you are. It's not something you can unlearn – it just gets deeper and stays with you for the rest of your life. In a way, the emergence of our Crew model is a beautiful by-product of the transformative power of our work and directly results in paid employment opportunities for young people. The participants who choose to commit to Crew training each year do so out of an innate desire to share with other young people the impact of their lived Reach experience.

The success of our work with young people depends on the diversity of our Crew. It is imperative that young people see themselves in the leaders who are guiding them through Reach's workshops and immersive experiences. This can only be achieved if our Crew are reflecting a diverse range of lived experiences and a broad mix of gender, race, sexuality and socio-economic backgrounds. We need to make sure we are building a Crew cohort that represents the lived experiences of all young people in this country.

We will continue to invest in the extensive training and ongoing development of these young people, because the legacy of that work, the legacy of our Crew lives on in the tens of thousands of young people they work with each year.


This is how we'll reach Goal 3:

FUTURE




Clearly articulate the **lifecycle** of a young person's connection and progress through Reach. The lifecycle will demonstrate how Reach supports and develops young people to ensure we have the right resources to deliver our work.

FUTURE




Develop an **alumni impact measurement** strategy to demonstrate Reach's lasting legacy of leaders.

CURRENT




Grow the **Wake** program to strengthen the numbers of resilient, self-aware and passionate leaders who have participated in Wake programs.

FUTURE



Revisit and build a financially sustainable and scalable model for **Camps** because we know multi-day Camps have a profound impact on our Crew.

FUTURE



Develop a new **digital strategy** to complement our work and enable Crew participation outside of Melbourne and Sydney. The strategy will support a place-based approach and Reach's existing Crew training delivery.



GOAL 4

To make our work accessible:  
growing, broadening and  
diversifying our impact.

Every young person should be able to find and access our workshops, regardless of where they live or what their life circumstances might be. We won't necessarily be the right fit for everyone, but we need to make sure that any young person can access us if they choose to do so.

with community organisations long before we're due to roll into town and deliver our first experience. Fundamentally, we need to reach young people in the places that are important to them (and sometimes that may be outside of school). Doing this will help to broaden the

digital delivery of programs with some great successes and a few sobering learnings. We know that the digital experience won't replace an in-person experience – but it can definitely help us to broaden and deepen our connection and impact and increase repeat engagement.

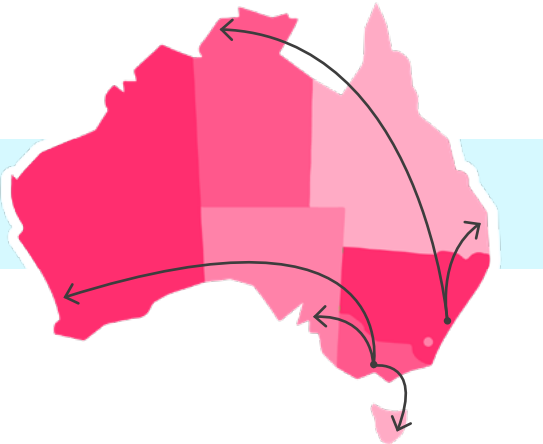
Every young person should be able to find and access our workshops, regardless of where they live or what their life circumstances might be.

We're not talking about delivering twice the number of workshops – we can grow in more strategic ways than that. This is about identifying need and working with key stakeholders to get us there. It's also about our new place-based approach and our commitment to developing strong partnerships

diversity of the Reach lifecycle – if we get this goal right it will have the knock-on effect of broadening the range of young people who make up our Crew. We took on some ambitious projects in the mess of the year that was 2020. We trialled the

We have an enormous opportunity to reposition Reach as the most relevant voice for young people in Australia – our Crew are hungry to be that voice across a variety of platforms, to explore the current narrative of the day – and we're excited to give them that opportunity. We see this as an additional and important way of broadening Reach's impact.

WE ARE MOVING TO A TRULY NATIONAL FOOTPRINT



This is how we'll reach Goal 4:

FUTURE



Deliver our work **nationally**. Led by our place-based approach we will work in rural, regional, remote and urban locations on a needs-basis.

FUTURE



Diversify our impact in **schools** across Australia by using Index of Community Socio-educational Advantage (ICSEA) data to seek funding based on need to broaden our reach.

CURRENT



Strengthen our **community engagement** strategy, in line with our place-based approach, to ensure we are engaging with communities at least 12 months before program delivery and returning for follow-up support in either a digital or physical capacity.

FUTURE



As part of the new digital strategy referenced at Goal 1, define a clear pathway for **digital engagement** to complement our work and enable participation for young people outside of Melbourne and Sydney.

FUTURE



Deepen **diversity training** for Crew and staff to acknowledge the changing range of diversity in the young participants we work with, as part of the wider strategy for Reach's Learning and Development department.

FUTURE



Embrace Reach's talent as **content** producers with a commitment to in-house resources to produce content with impact as a complement to program participation, or stand-alone resources.

FUTURE



As part of the **strategic partnerships** strategy referenced at Goal 2, work with external experts to identify areas of need and amplify our impact on current issues.



GOAL 5

To strengthen our financial stability and thrive.

Growing income is a major driver for just about all not-for-profit organisations, including us.

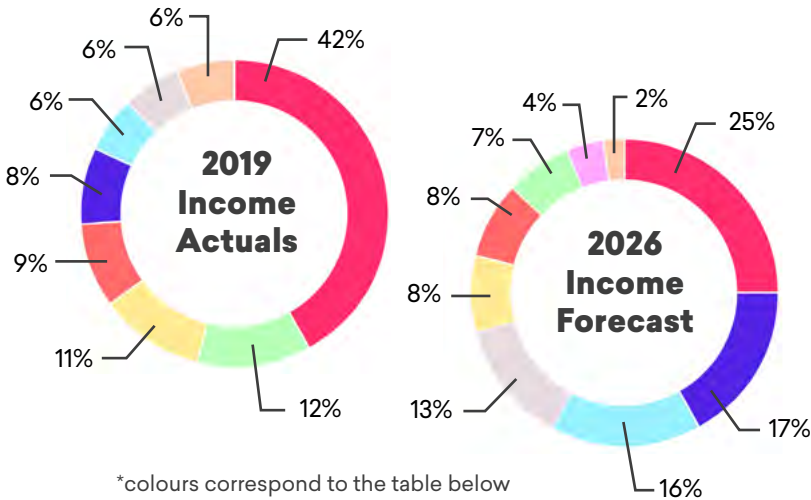
For Reach, we know that we need to diversify our income sources while simultaneously increasing our earned revenue if we're going to deliver on our aspirations for growth over the next five years.

A key to achieving this will be to ensure that our work is recognised for its vital importance by government, philanthropic and corporate funders so we can attract and increase revenue to ensure we are sustainable. Each of the five goals in this strategic plan will help us to articulate our case for support.

Given the abnormality of 2020 and its impact on our financials, we're using 2019 actuals as a benchmark to forecast.

In analysing trends across our income streams over the past few

years, we've identified a key risk in our potential over-reliance on corporate sponsorship revenue and a number of really exciting opportunities for growth.



Source of Revenue	2019	2021	2022	2023	2024	2025	2026
General donations – individual giving & appeals	11%	10%	10%	9%	9%	8%	8%
Corporate sponsorship & donations	42%	38%	35%	32%	30%	27%	25%
Community fundraising	6%	2%	2%	2%	2%	2%	2%
Trusts and foundations	6%	9%	12%	13%	13%	14%	13%
Wake by Reach	8%	8%	10%	12%	15%	16%	17%
Government	6%	10%	12%	13%	14%	15%	16%
Strat Partnerships		2%	3%	3%	3%	4%	4%
Program fees	9%	8%	8%	8%	7%	7%	8%
Events	12%	8%	8%	7%	7%	7%	7%
Finance income	0%	0%					
Jobkeeper/ cashflow boost		4%					

This is how we'll reach Goal 5:

FUTURE



Develop a strong **case for support** for investment, including the ultimate lifecycle of a young participant's connection with Reach. The case for support will clearly articulate the value proposition for investment in our work with young people.

FUTURE



As part of Reach's wider impact evaluation strategy and to **complement** the case for support, we will conduct sector-wide research to determine an appropriate **impact measurement** for Reach.

CURRENT



Revisit our **revenue strategy** to reduce reliance on corporate income and increase government and philanthropic revenue (priority), with a clear strategy for growing untied funding including through events and Wake.

FUTURE



Develop an in-house **individual giving** and **bequests** strategy focussing on acquisition and growth.

FUTURE



In line with Reach's revenue strategy, establish an external **Foundation Board** to build advocacy for the organisation's work.



# OUR BOARD

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**Anthony Klein**

Anthony is the Chair of Reach. He has had a long career in professional services including 27 years at PwC. Anthony first witnessed Reach’s work at a Heroes Day workshop in 2003 and this sparked a passion to support Reach more substantially. His goal is to make Reach stronger, more impactful, and more sustainable.



**Tom Imbesi**

Tom has been Chairman of Deloitte Australia since 2017 after serving as Managing Partner for Deloitte Victoria for two years prior. He is a member of the Deloitte Asia Pacific and Deloitte Global Boards. Tom has 35 years’ experience in auditing, both in Australia and in the USA and he has been a partner for 22 years. Tom specialises in the provision of assurance and advisory services to large ASX listed companies.



**Michael Thomas McShane**

Mike joined the Reach Board in 2015. He has participated in a range of Reach’s programs and has provided significant support to Reach through major fundraising events. With Don McLardy, Mike continues to work in the McLardy McShane insurance broking business with offices in Melbourne, Sydney, Perth and Brisbane, as well as 17 regional branches across Australia.



**Fergus Watts**

Fergus is the founder of investment firm WattsCorp. Ferg is actively involved as Chairman or board advisor for WattsCorp portfolio companies. These include marketing agency Bastion Collective. Fashion brand RIXX Eyewear. Boutique beer Leishman Lager. Global music touring business Apollo World Touring and technology company Smartme. Fergus has been a Reach participant, a Reach facilitator and has been involved with Reach for over 20 years



**Amy Smith**

Amy joined the Reach Board in 2020. She has had an extensive career championing change and revitalising corporate businesses through great marketing and inspirational leadership. She has also worked in the not-for-profit sector as CEO of The Good Foundation and Jamie Oliver’s Ministry of Food. In 2019 she became Global Brand Director for T2.



**David Lundberg**

David is the Chairman of Altus Group Australia, which he started in 2002, and Alloc8.io which was founded in 2016. He built Altus Traffic Management LLC in the USA over 10 years, culminating in a successful exit in 2018. David is exploring new ventures in regenerative farming with his wife Kelli and two sons Jack and Sam from their family farm near Daylesford in Victoria. David has been involved with Reach at a Board level since January 2020 and continues to support ventures that work with young folk and people suffering from depression and related mental health issues.



**Sasha Lawrence**

Sasha is a Director in the Deals team at PwC Australia, focussed on providing people and culture services through the M&A lifecycle. He is the Deals People Leader and chairs PwC’s gender equality network. Sasha is a former Reach Senior Facilitator and was also the Acting CEO for 22 months.

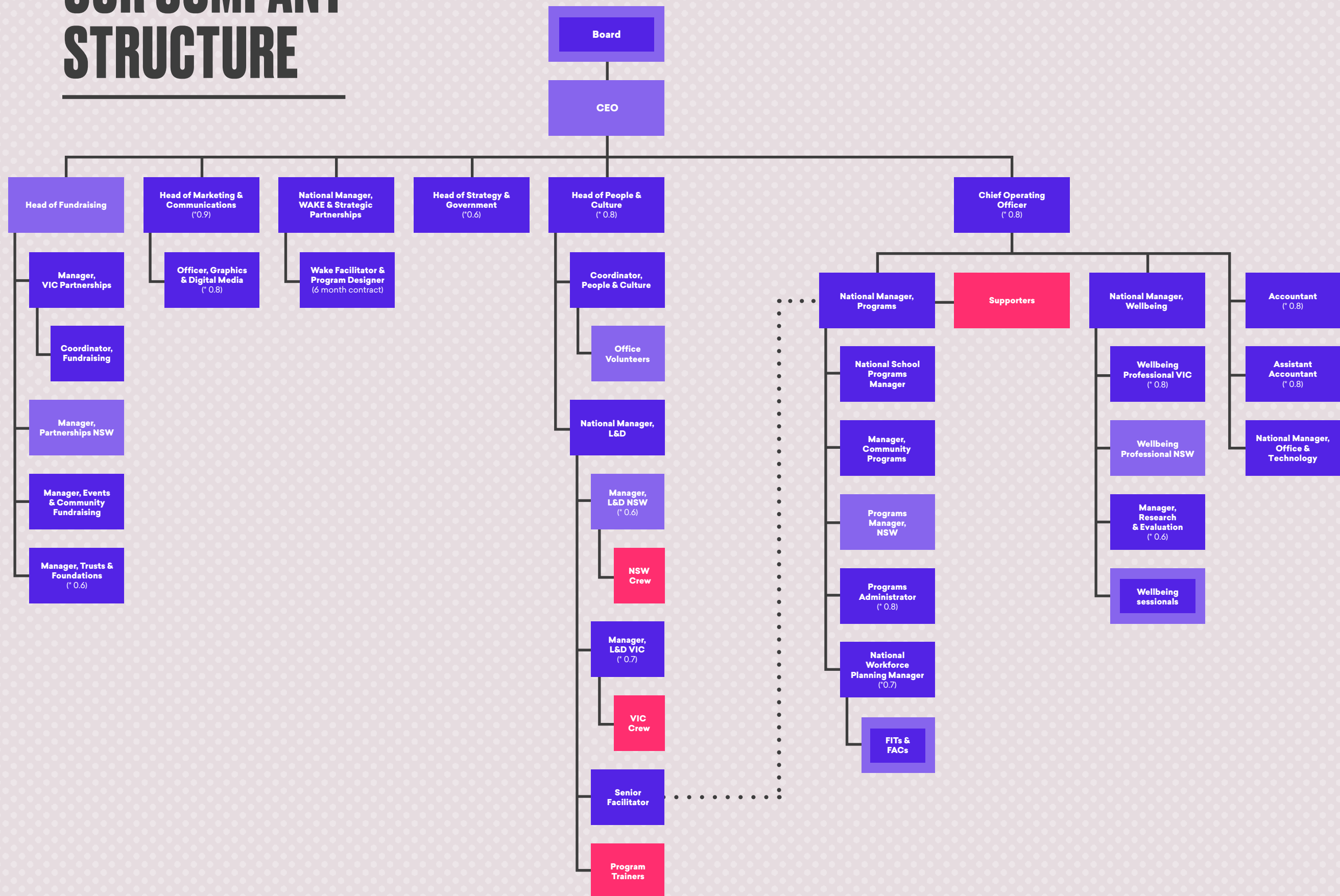


**Saoirse Lappin**

Saoirse is the Commercial Director at Darktrace, an AI, cyber security company. She works closely with business executives to educate them on the threat landscape and how they can harness technology and innovation to defend critical company assets. Saoirse has a strong network and is extremely passionate about connecting other young people to help them get ahead.



# OUR COMPANY STRUCTURE



(\*) = Part time

VIC based role

NSW based role

Crew or voluntary role



**REACH**

**ABN 87 069 837 627**  
**The Reach Foundation**  
**[reach.org.au](http://reach.org.au)**