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WELL
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ME

WELCOME TO OUR 2011 ANNUAL REPORT

This year we've included some new and improved information, which we hope you'll find interesting. For instance:

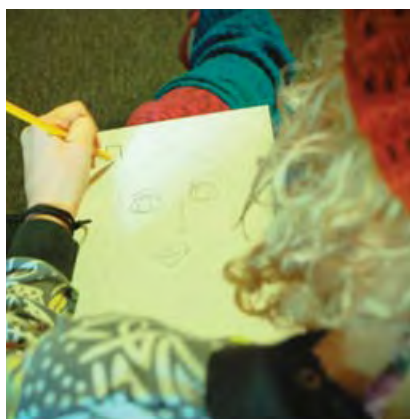
- You'll find some different info about what we do and why it matters. We also describe our theory of change, and the various components we leverage to create positive outcomes for young people – you'll see all this in the **ABOUT US** section.
- We've included a section about how **OUR PARTNERSHIPS** – including schools, community organisations, youth services and government – support us to deliver our workshops in schools and communities across the country.
- Our unique Safety and Wellbeing program is described in the **SAFETY AND WELLBEING OF YOUNG PEOPLE** section. And here we discuss why young people can have an emotional response when participating in our workshops. And importantly, how they are supported by Reach when and if this occurs.
- We've gathered some individual stories and quotes from a range of our stakeholders, describing their experience with Reach, and included these throughout the report.

Of course, we didn't leave out the important governance and operational information from the year – you'll see this info in the sections like: **ANNUAL REVIEW, HOW REACH IS ORGANISED** and **OUR BOARD**.

You'll notice the style of the report, and our tone, isn't as formal as some other reports you might have read. This reflects our culture, and our desire to have open conversations with our stakeholders – young people and adults, alike.

We really hope you enjoy the read,

Reach XO



Reach has been making a positive impact in the lives of over half a million young Australians, for nearly two decades





OUR VISION

OUR VISION

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

Our mission

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

Our values

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

Integrity means aligning our words and actions.

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

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

Connection means engaging with trust, understanding and vulnerability.

Respect means appreciating and valuing people and opportunities.

“Reach is a place where I can learn from different perspectives and change my outlook on life.”

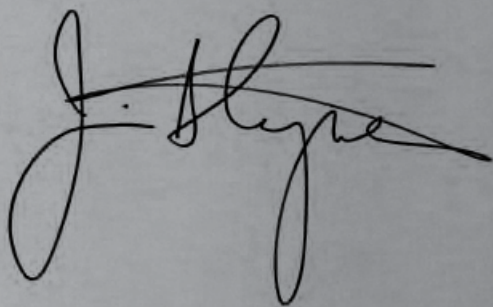
Dean, 17



"I truly believe that every person, especially young people, have unlimited potential and that we all have a unique 'voice' that wants to be heard.

Deep down, 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 have all the love, happiness and success they require.

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

A handwritten signature in black ink, appearing to read "J. Heyne". The signature is stylized with a large, looped initial "J" and a long, sweeping horizontal line that extends to the right.



JIM STYNES 1966–2012

In 1994, Jim Stynes OAM established Reach with his friend and Australian film director, Paul Currie. Jim and Paul recognised that too often the greatness in young people is hidden behind fear, anger or hurt.

They created Reach to inspire young people to believe in themselves and get the most out of their lives.



AB
OUT
US

ABOUT US

Reach workshops encourage young people to develop trust and openness, feel comfortable enough to express their concerns, discuss their aspirations and recognise that they're not alone.

Who we are

Reach is an independent, for-purpose (in old-fashioned language, described as not-for-profit) youth organisation, established in 1994 by Jim Stynes OAM and Australian film director, Paul Currie. It was created from a desire to inspire all young people to believe in themselves and build their best lives.

"I truly believe that every person, especially young people, have unlimited potential and that we all have a unique 'voice' that wants to be heard. Deep down, 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 have all the love, happiness and success they require. Very often this process starts simply by someone believing in them."

Jim Stynes, Co-Founder

At Reach, we believe that everyone has intrinsic strengths and potential. We also believe that by encouraging young people to step outside their

comfort zones, they create connections with others that can support them to discover these strengths and build their self-efficacy.

Reach workshops are run by our crew – a group of young people who are highly trained to effectively engage and inspire teenagers. They understand what's going on for young people and speak honestly and openly about their own journey and challenges, without preaching.

What we do

Reach's workshops are designed to promote the mental health and emotional wellbeing of young people.

Our purpose is to create safe and supportive spaces where teenagers can share stories and experiences honestly; spaces where they can build their self-efficacy and resilience, and recognise that they're not alone.

Any teenager aged 10-18, who wants to improve their confidence and get more from life is welcome at Reach. Each year, there are close to 60,000

"Had an amazing time today – very brave people with stories we can all take something from."

Michael, Facebook friend

instances of participation by young people in Reach workshops. They come from over 600 schools and communities across Australia.

Importantly, Reach workshops are preventative in nature. They aim to build self-efficacy among young people – by supporting them to develop the social and emotional skills they need to be resilient and make positive life choices. It's been shown that developing these skills in adolescence can reduce serious problems and disadvantage later in life – like depression, substance abuse, homelessness and suicide.





Why it matters

Adolescence is a time of significant change and development – a time when we question who we are, and how we relate to each other and the world around us.

The next generation of Australians face unique challenges. Things like the expanding use of social media, delayed transitions to independent living and the highest levels of stress, anxiety and depression ever reported by an adolescent population.

The health and wellbeing of young people not only affects their immediate quality of life, but it also shapes the future health of our broader society. Young people who are unable to make a smooth transition into adulthood can face significant difficulties and barriers, in both the short and long term.

Regardless of the size or nature of the challenge a young person might face, Reach believes that everyone should have the self-belief and support they need to fulfil their potential to achieve.

“Reach normalises the grief and anxiety of growing up and, in doing so, inspires young people not to be spooked by the emotion of it all, but to dream and to hope for one’s own destiny.”

John Urbano, Psychologist

90%

of Fused participants
said it had a positive
impact in their lives

This process of development and discovery can be both challenging and confronting, but the safe spaces – created by Reach – inspire and support participants to courageously take on this journey of self-discovery.

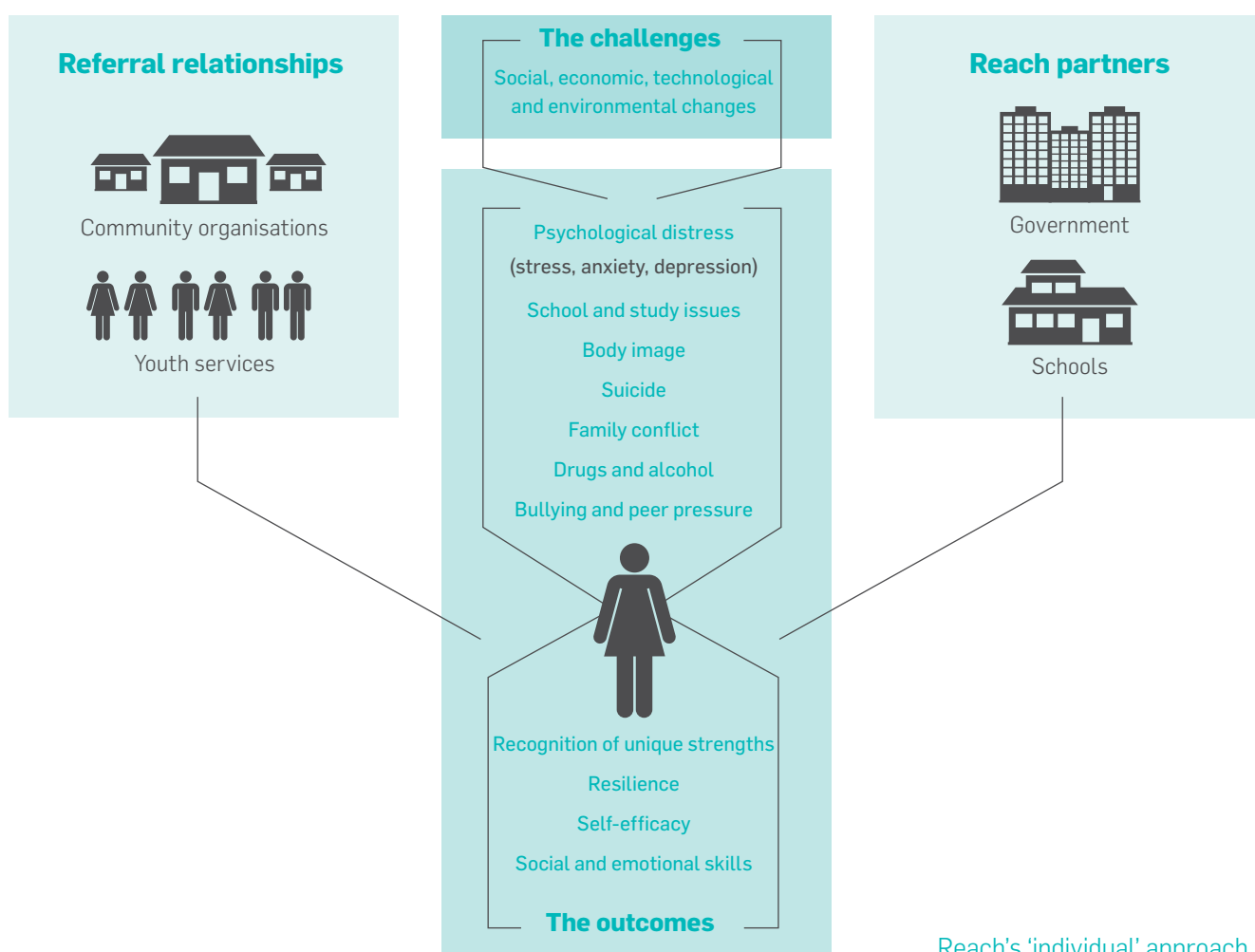
Independent research confirms that “Reach helps young people improve self-esteem and gain a greater sense of control over their lives.”

Our ‘individual’ approach

Reach supports young people to recognise their unique strengths and harness their potential, by focusing on the individual and not their ‘issues’.

This means Reach appeals to any young person – no matter what their circumstances and regardless of the challenges they may be facing. Because of the engaging and non-judgemental space created by the Reach crew, young people who might not otherwise seek support, feel comfortable and inspired to participate in Reach workshops.

Reach complements those services targeting specific issues and groups of young people in need. By working collaboratively with government, schools, community organisations and youth services, we believe the essential elements required to achieve positive and sustainable change for young people can be met.



Our theory of change

Our theory of change combines a range of humanistic and psychological theories, with established and bespoke engagement techniques, and a highly-specialised facilitation process. When it's applied in our workshops, this formula can result in positive outcomes for young people.

INPUTS

A range of evidence-based and established humanistic and psychological theories and models are combined in Reach's work, including:

- The Hero's Journey (and the power of storytelling and narrative);
- Psychodrama Methodology;
- Rogerian (humanistic relationship) Model;
- Existential Psychotherapy;
- Cognitive Behaviour Therapy;
- Neuro-Linguistic Programming; and
- Positive Psychology (specifically models of Positive Youth Development).

Established and bespoke techniques to engage participants and support their process of change, including:

- An "Everyone is Welcome" policy applied within safe and non-judgemental spaces;
- Courageous expression of vulnerability that builds connection;
- Theatrical and relevant stimuli – we engage with pop culture and reject clichés;
- Peer-to-peer role-modelling, where young people inspire and support other young people; and
- A discreet safety net of wellbeing professional to ensure the safety and wellbeing of all young participants.

PROCESS

Cycle of beliefs and behaviours

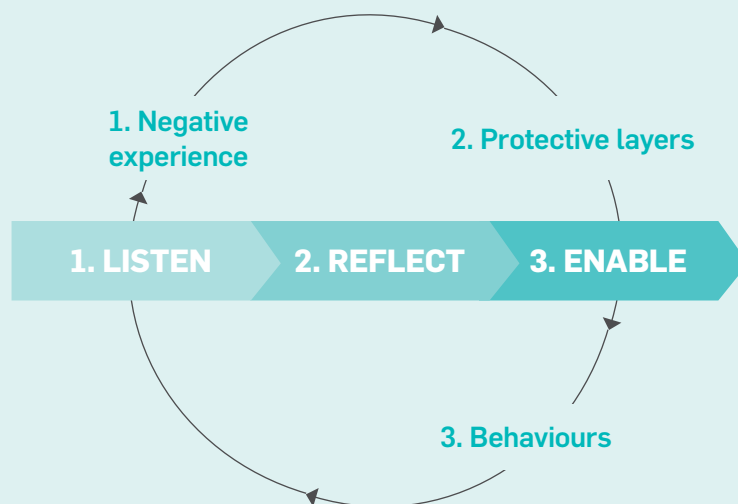
This cycle can reflect a common human experience:

- An event is experienced as 'negative' and may affirm a pre-existing 'negative' belief;
- Protective layers are created which serve to shield us from being hurt/ shamed/ vulnerable again;
- Behaviours are developed that further perpetuate the original 'negative' belief and experience;
- This cycle of beliefs and behaviours tends to be repeated until the pattern is interrupted and 'positive' beliefs are created (to replace the old 'negative' ones).

Reach's specialised facilitation process

To interrupt this pattern, Reach facilitators use a sequential process of listening, reflecting back and enabling:

1. **Listening** beyond 'the story' a young person is communicating, and instead hearing the underlying beliefs which may be at the heart of their experience. Listening without judgement and empathising unconditionally is critical;
2. **Reflecting** back to the young person their intrinsic strengths and potential; and finally,
3. **Enabling** young people to recognise their strengths for themselves and supporting them to take action to achieve their goals.



"The work and commitment Reach provides allows students to be comfortable with their identity and find their purpose within the school. As a result, students are more engaged within the classroom."

Kym Rizzo Liu, Year 10 Adviser,
Rooty Hill High School, NSW

OUTCOMES

- Recognition of unique strengths;
- Improved self-awareness and efficacy;
- Strengthened resilience;
- Enhanced emotional and social skills;
- Improved levels of self-esteem, optimism and mastery.

References

Urbano, J. (12 May, 2010), *Within Reach: An examination of its psychological underpinnings, its potential and its Safety Net*, Internal document.

Pallant, J. (2005), *The Well-Being in Young People Study*, Unpublished Research Study, Swinburne University, VIC, Australia.

BRYCE



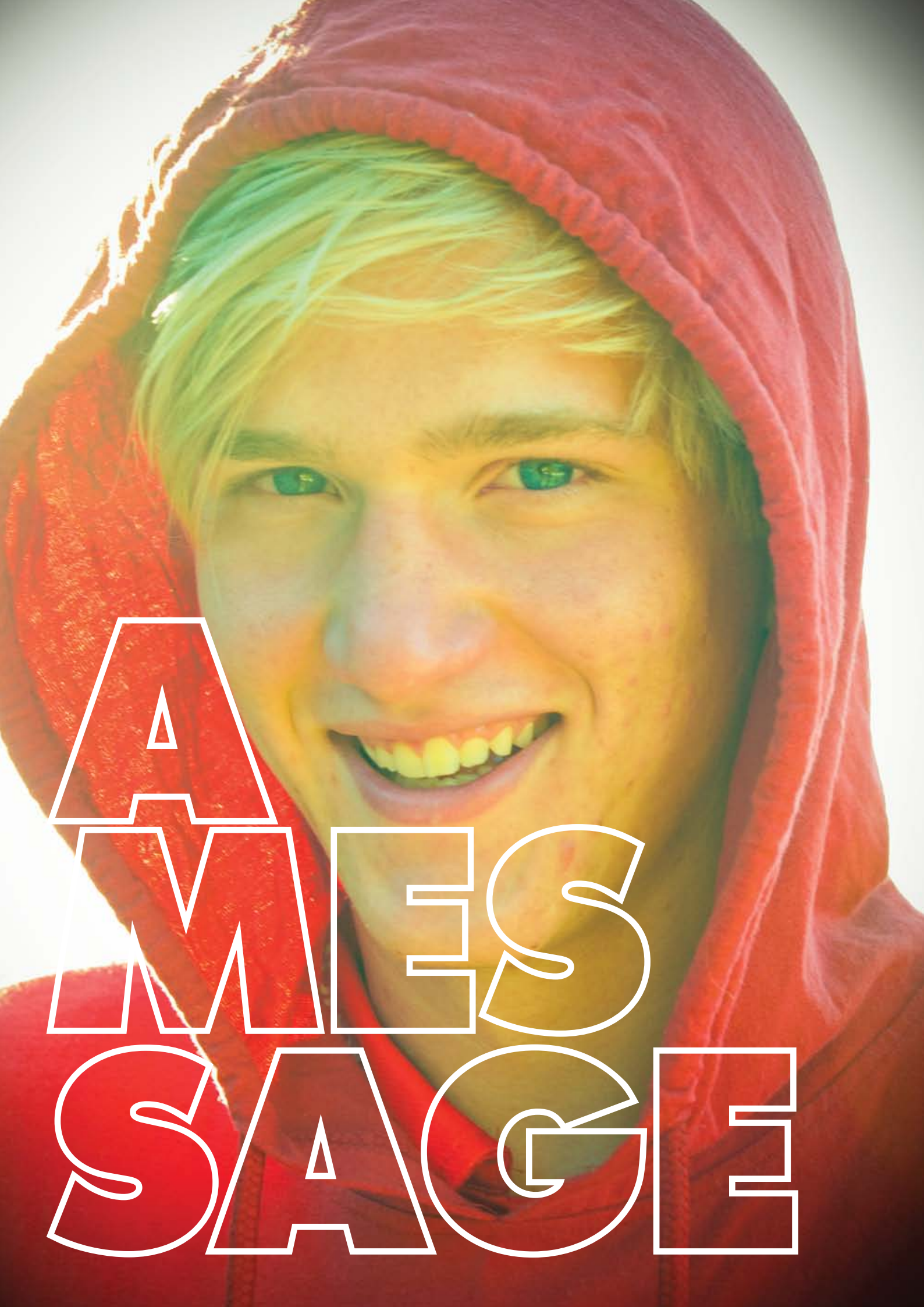
"I was troubled in Year 9. I just didn't like school and how the teachers treated me. I had depression – I think that started because my dad died when I was seven and it stuffed up my schooling. My mum was raising three boys on her own.

I went to a Reach workshop called **Grounded** a couple of times. I liked it and then I was invited to try out for crew training.

It gave me the opportunity to explain my story in an environment where people understood. It also taught me that the more you open up, the better it is, because there are heaps of kids with the same problems.

Mum says she likes the new Bryce because I'm not always angry and have calmed down and all that.

Reach helped me get my confidence back and taught me not to be afraid of being judged. Now I've got a better life and have built my relationships with my family."



AMES SAGE

A MESSAGE FROM OUR CEO AND CHAIR



Welcome to Reach's 2011 Annual Report – which highlights our key achievements, challenges and results from a full and productive 12 months.

First and foremost, I'd like to extend a huge thank you to all of our supporters, partners, funders, volunteers and young people. Your crucial support, encouragement and resourcing has enabled us to continue to chase our vision for all young people to have the support and self-belief they need to fulfil their potential and dare to dream.

The key themes that characterised 2011 for Reach were transition, growth and investment.

Transition was represented by a change in leadership for the organisation – as both Don and I took on new and exciting roles at Reach – as CEO (myself, Sarah Davies) and Board Chair (Don McLardy).

Many thanks and well wishes go to Gordon Lefevre, former CEO, and Paul Brasher, former Chair, who both passed their respective batons to us, in 2011. The year also saw strong Board renewal, with a full, impressive and committed governance team heading into 2012.

Reach enjoyed growth in our workshops; growth in our talented young crew; and growth in the rigour and development of the theory of change that sits behind Reach's model of young people inspiring other young people.

We're particularly pleased to use this Annual Report to highlight more of the detail around our intellectual practice and theory of change, upon which the crew design, develop and deliver

innovative, fun and transformative workshops and experiences for young people.

We also grew the range and depth of our partnerships – which are critical to delivering the positive, sustainable social change we all seek. And in our 'reach', securing our first home in Sydney – a fabulous space in Surry Hills which is now home to a 40 local crew and a small team of staff.

These impressive achievements are a result of the Board's critical strategic decision to invest in the extension of Reach and its workshops, which involved underwriting the costs of capacity-development, over a 2-3 year period.

The first commitment was to expand into NSW. And the second was to invest in the capability and capacity of Reach staff and crew, to ensure the strong delivery and maximum impact from workshops delivered as part of our innovative government partnerships.

On the understanding that accumulated reserves were adequate to support this investment, the 2011 financial year ended for Reach with an operating deficit of \$957,111.

This investment in Reach's capacity underpinned the strong workshop and participant results and achievements against the current three year strategic plan, which ended in 2012.

And as we look ahead to the next three years, our ambitions include:

- Building new partnerships with schools, community organisations and government to increase both our scope and impact;

- Extending our model for geographic growth;
- Continuing our review of workshops; and
- Refreshing and building the evidence-base to further improve our positive outcomes and impact for young people.

As we head into the next stage of our future, we do so without our co-founder and visionary, Jim Stynes, who passed away in March, 2012. Jim and Paul Currie defined Reach's first seventeen years, and Jim led the organisation for much of this time.

Over the last few years, they deliberately and tangibly handed over the reins to the future, current and past generations of Reach's unique and talented crew, and to our Board and staff.

Our collective promise to Jim, and to Paul, is that Reach's best work is still to come as we strive to encourage young people, no matter what their circumstances, to believe they can achieve.

We know the world continues to be a dynamic, exciting and challenging place for young people, as they face increasingly complex transitions from adolescence to adulthood.

Reach must adapt, lead and initiate change to support and encourage them to aspire and build the kind of futures they want, and that our broader community needs.

We hope you enjoy the stories and examples throughout this report of the impact of Reach's work in the lives of young people.

Sarah Davies, CEO

Don McLardy, Chair

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ANNUAL REVIEW

The most important part of our review of the year is the evidence of the positive outcomes Reach has created for young people. We've included this in the form of stories and testimonials – from some of our workshop participants, and from our other stakeholders.

The more visible evidence of our impact lies in the lives of the young individuals who participate in Reach workshops. However, with our partners – the Victorian Department of Human Services and Department of Education and Early childhood Education – we're working to make a collective impact, by developing social infrastructure and enhancing social inclusion, in various renewal sites across the state.

Although less visible, this 'place-based' impact is no less important. We're engaging with those communities that need support to create better outcomes for teenagers.

Next year, we'll be telling you about the results of our independent and extensive workshop-evaluation project, conducted by Monash University. We also plan to include other evidence that we collect, through our new workshop logic evaluation framework.

For this year's review, we've provided a list of our key highlights and outputs, to provide an indication of the range and scope of our activity.

Workshops and young people

- There were close to 60,000 instances of participation by young people in our workshops, representing the largest volume of

participants than ever before. This included close to 9,500 instances of participation in NSW, and 425 young people participating in workshops from Aboriginal and Torres Strait Islander background.

- We averaged 40% increase in engagement across Reach's online and social networking channels (website, Facebook, Twitter).
- 123 diary entries were received in Reach's 'Open Book Project', a national campaign showing teenagers they're not alone.
- To enable our work with Aboriginal and Torres Strait Islander young people, we forged relationships and delivered workshops in two new communities and eight new secondary schools, in VIC and NSW.

Crew and staff

- This year there was the greatest number of Reach crew – 178 of them, spread across Melbourne and Sydney – developing and delivering our programs, and training in our Leadership Development program.
- Our pilot wellbeing program for staff and crew in the Melbourne office received great feedback.

Fundraising

- We secured our first office and workshop space in Surry Hills, Sydney.
- Our ever-successful Reach Annual Ball hit new heights, raising over \$250,000 to support the delivery of workshops.
- And all of our corporate partners renewed their commitment to Reach for 2012.

Engagement

- 93.4% of respondents of Reach's Annual Brand Health and Engagement survey believe Reach's work aligns with our intention – supporting "young people from all walks of life."
- And 64% of the same respondents indicated they were "extremely likely" to recommend Reach to a young person they know.

All girls who participated in Birdcage indicated their confidence had improved after the workshop



An overview of our activity

There was close to 60,000 instances of participation by young people in our school and community workshops this year. There was a significant increase in young people participating in programs delivered in NSW.

We delivered 14 workshops – involving 955 individual workshop sessions, events and weekends away, across 624 schools and communities in Australia.

This year, an initiative was launched to develop deeper partnerships with the schools and communities we work with. This resulted in

approximately 284 metropolitan and regional schools and communities across Australia accessing more than one Reach workshop experience.

A team of 178-strong crew, in Melbourne and Sydney, developed and delivered our workshops, and trained in our Leadership Development program. We provided 18 of them either part- or full-time contracted employment.

Approximately 330 people gave 3,900 hours of time, skills and energy to volunteer with us – representing \$106,895 of estimated value.

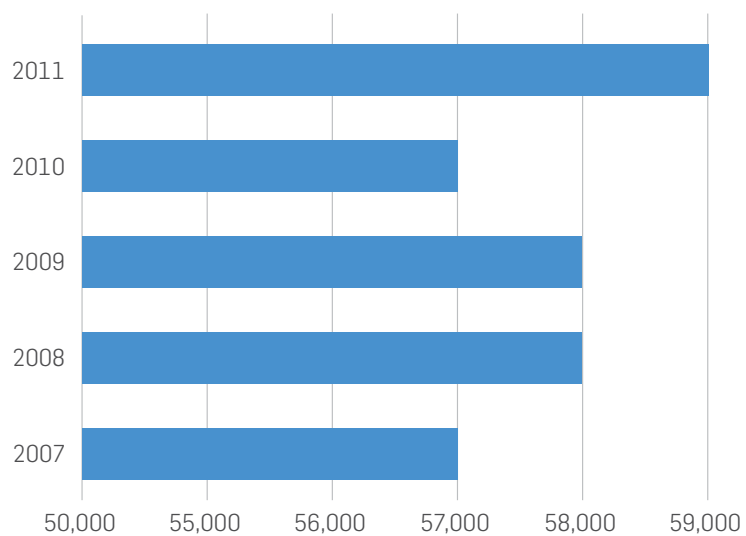


Year-on-year results	2011	2010	2009	2008	2007
Instances of participation*	59,000	57,000	58,000	58,000	57,000
Programs	14	14	14	17	16
Workshops	955	997	1,020	1,073	1,066
Schools and communities	600+	580+	580+	600+	600+
School relationships	284	-	-	-	-
Crew	178	138	133	129	143
Arrow (contracted) crew	18	13	-	-	-
Staff	46	41	34	30	27
Volunteers and supporters	330	375	324	312	359

*To provide more clarity around how we measure participation by young people in our workshops, we have chosen to use the phrase "instances of participation" rather than simply "participation". "Instances of participation" captures the number of times a young person participates in a Reach workshop. Our intention is for young people to participate in more than one workshop – resulting in more sustainable impacts and outcomes for participants.

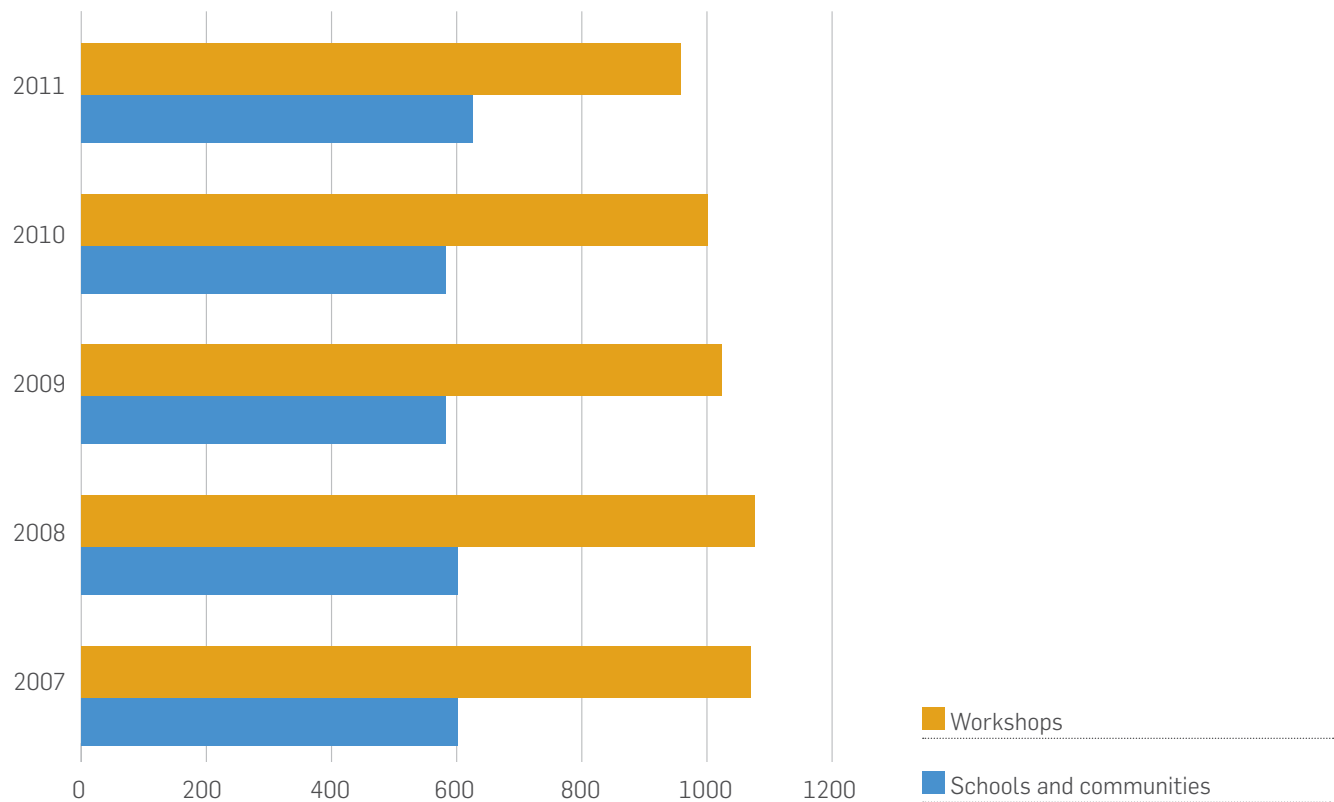


Instances of participation by young people

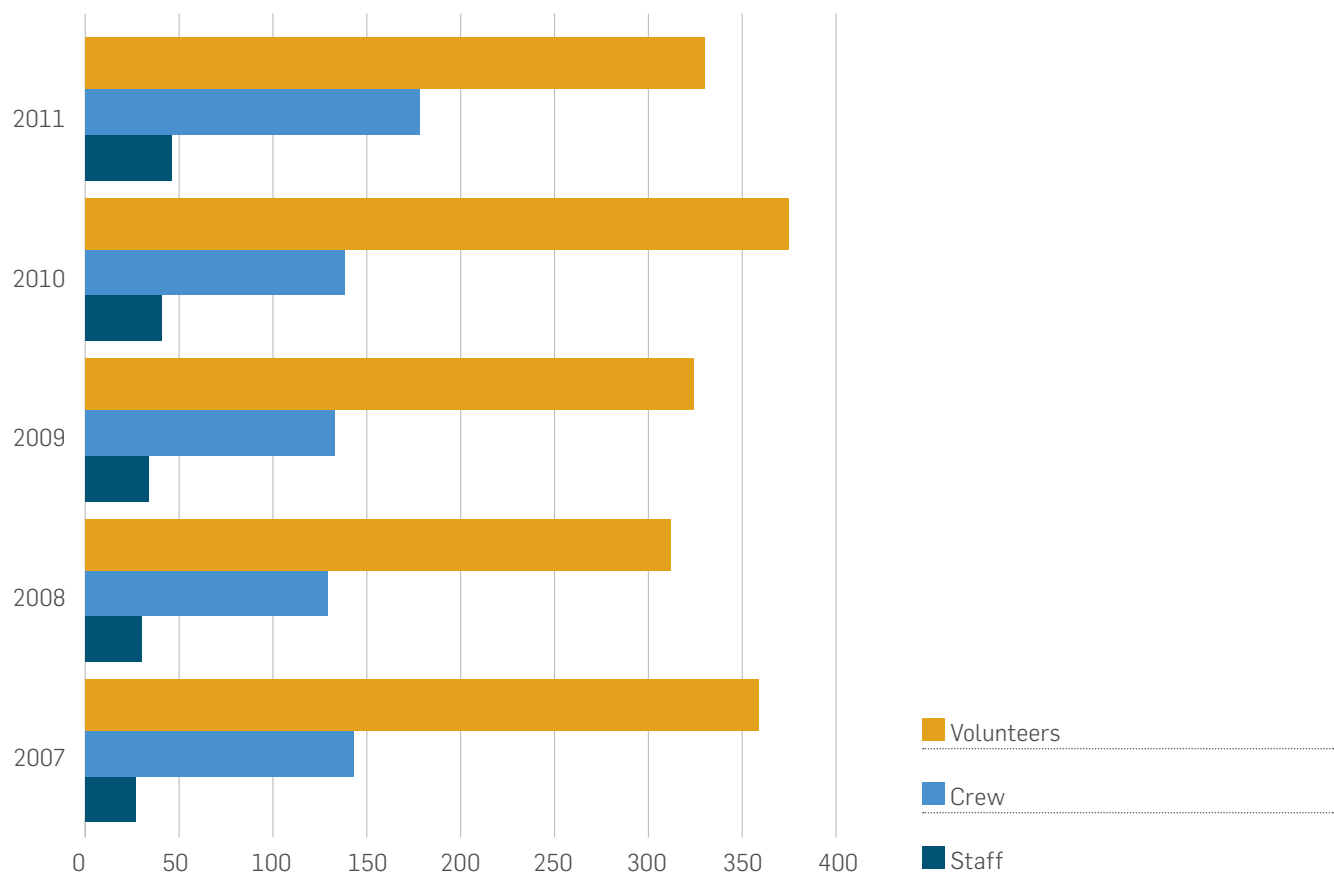


■ Instances of participation

Number of workshops, schools and communities



Numbers of volunteers, crew and staff



GEORGIA



"I started Reach when I was 14 or 15. I was confident in some areas, but also kind of focused on the negative – I felt like a blank canvas waiting for something to affect me.

I came from a really good, encouraging and loving family. There is a misconception that to be at Reach you have to be sad, confused or unhappy, but a lot of it is about celebrating your achievements and the good things you do.

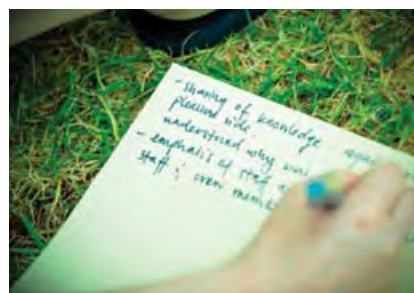
Two years ago I started the **Blossoming Thought Project**. It's a project that asks people to write notes or positive signs and stick them up around the city they live in. The goal is to build connections between strangers. I'm loving it, but I get nervous talking about it because it's a collection of all my personal values manifested into a project.

At Reach, I have been affirmed for my strengths and qualities. It doesn't happen often enough in our society.

I feel like I've been taught the skills to dream big. That's one of the main things Reach has taught me – that I can do anything that I want and if I work at it, anything is possible."

"I'm confident that I can make a difference, and that I'm loveable, caring, honest and creative."

Anon, 16



An overview of our financial performance

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

The operating deficit for the 12 months (to 31 December 2011) was \$957,111 (the 2010 surplus: \$336,024).

This result also includes \$81,860 (2010: \$155,300) of funds raised through The Reach Dreams Foundation.

Reach's Board made two critical strategic decisions to invest in the growth and extension of Reach and its workshops, and is committed to underwriting the costs of developing Reach's capacity to deliver the extended work over a two to three year period.

These decisions were made on the basis that the accumulated reserves are adequate to support the level of investment required.

The first commitment was to expand into NSW.

The second commitment was to invest in developing capacity and capability of Reach's staff and crew, in preparation for entering into major, new government contracts.

Both these strategic initiatives are well underway, and the financial planning around the investment needed and revenue required from community contributions and government grants has been factored into the 2012 and 2013 budgets.

Income statement for the financial year ended 31 December 2011

Income statement	2011	2010	2009
Revenue	5,110,805	5,169,076	3,758,188
Revenue from The Reach Dreams Foundation	81,860*	155,300	280,700
Total revenue	5,192,665	5,324,376	4,038,888
Workshop expenses	-3,923,263	-3,255,354	-2,200,074
Marketing, events and sponsorship expenses	-1,411,695	-1,042,925	-942,626
Depreciation and amortisation expenses	-181,682	-169,718	-189,412
Administration expenses	-633,136	-520,355	-494,141
Surplus/deficit for the year	-957,111	336,024	212,635

*During 2011 \$81,860 was donated to The Reach Dreams Foundation and recorded as revenue in accordance with Reach's accounting policies.



Balance sheet for the financial year ended 31 December 2011

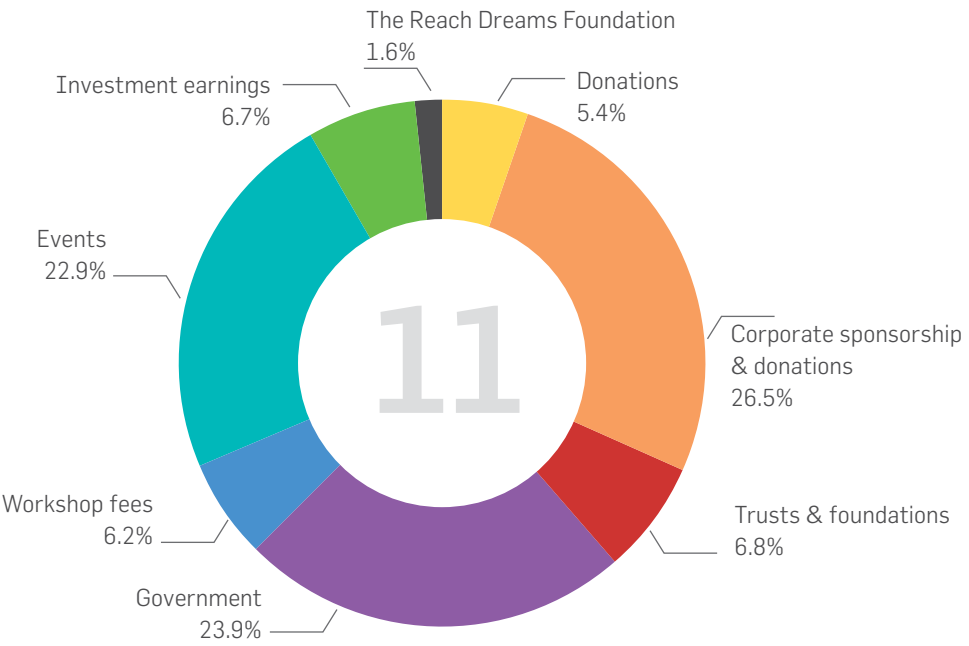
Balance sheet	2011	2010	2009
Current assets			
Cash and cash equivalents	5,308,393	6,791,293	3,075,824
Trade receivables	238,635	220,875	137,091
Other financial assets	-	-	-
Other	150,354	239,580	50,778
Non-current assets			
Property, plant and equipment	897,102	913,662	993,059
Total assets	6,594,484	8,165,410	4,256,752
Current liabilities			
Trade and other payables	183,436	189,849	211,153
Provisions	170,555	111,384	166,102
Other	3,378,877	4,045,963	432,492
Non-current liabilities			
Provisions	58,829	58,316	23,131
Total liabilities	3,791,697	4,405,512	832,878
Net assets	2,802,787	3,759,898	3,423,874
Accumulated funds	1,659,119	2,755,580	2,540,100
Reserves	1,143,668	1,004,318	883,774
Equity	2,802,787	3,759,898	3,423,874

During 2011, \$81,860 was received in cash from new and existing supporters. These funds are dedicated to support the initiatives outlined below. \$59,690 was interest earned on money held on term deposit.

The aggregate of these amounts (\$141,550) is governed within The Reach Dreams Foundation and will be used to support the sustainability of the organisation as follows:

- (i) \$275,335 held in The RDF workshop reserve to provide funding directly towards running and administering our workshops.
- (ii) \$117,062 held in The RDF Project & Building reserve to provide funding for various projects including purchase of property, capital projects, infrastructure, program research and evaluation, workshop development and other Reach projects.

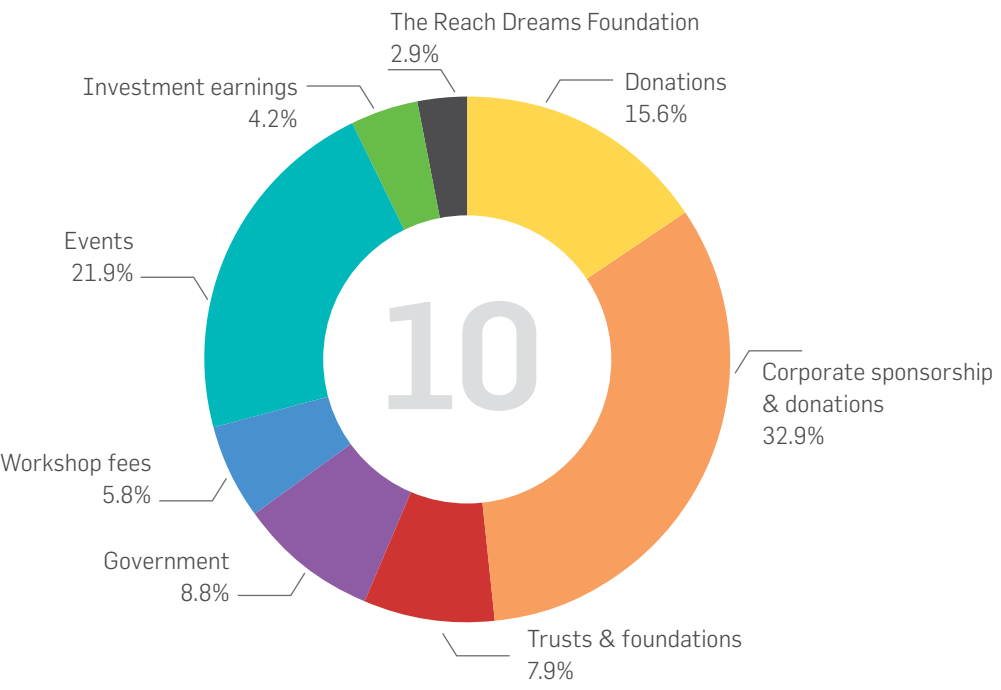
- (iii) \$751,271 held in The RDF Future Fund. This is an endowment fund which holds a corpus to underpin the sustainability, development and future growth of The Reach Foundation. Investment earnings on corpus are used to support workshop activities.



Revenue summary 2011

Donations	277,727
Corporate sponsorship & donations	1,375,594
Trusts & foundations	352,470
Government	1,243,212
Workshop fees	323,772

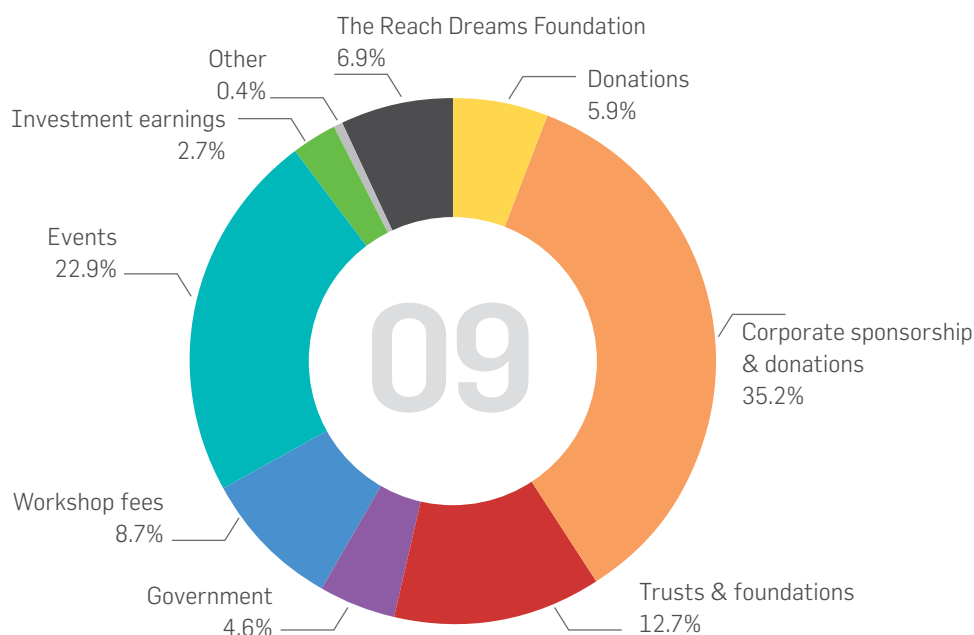
Events	1,188,662
Investment earnings	349,368
Other	-
Total Revenue for ordinary activities	5,110,805
Revenue for The Reach Dreams Foundation	81,860
TOTAL REVENUE	5,192,665



Revenue summary 2010

Donations	828,538
Corporate sponsorship & donations	1,751,178
Trusts & foundations	420,744
Government	471,102
Workshop fees	307,100

Events	1,166,629
Investment earnings	223,785
Other	-
Total Revenue for ordinary activities	5,169,076
Revenue for The Reach Dreams Foundation	155,300
TOTAL REVENUE	5,324,376



Revenue summary 2009

Donations	237,197
Corporate sponsorship & donations	1,421,655
Trusts & foundations	511,294
Government	184,540
Workshop fees	351,484

Events	925,855
Investment earnings	110,053
Other	16,110
Total revenue for ordinary activities	3,758,188
Revenue for The Reach Dreams Foundation	280,700
TOTAL REVENUE	4,038,888

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 Victoria 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.

"It changed my perspective on how to handle things and gave me a lot of confidence."

Teagan, 15

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 Middletons and banking services are provided by National Australia Bank.

What we've learnt this year...

The importance of self-efficacy for young people

Young people aged 12-24 make up a fifth of Australia's population (DEEWR, 2009).

Adolescence represents a time of significant change and development. It's a time of learning and growth – physically, emotionally, psychologically, and socially. A time when we question who we are, how we relate to each other and the world around us.

And someone's experience of adolescence impacts upon the type of adult they become – which in turn, influences the health of our society. This is important because:

"The world is in the hands of our young people. So, we have a responsibility to make sure they're ok. And if they're not ok, we have to learn how to ask them what they need."

Tamica Reynolds, Crew member and Youth Worker

Our mission is to encourage young people, no matter what their circumstances, to believe they can achieve. This mission goes to the heart of building self-efficacy, defined as "what I believe I can do with my skills under certain conditions" (Maddux, 2002). Building self-efficacy involves improving an individual's perception of their:

- locus of control
- the goals they can attain
- the effort they are capable of
- their ability to persevere in the face of obstacles; and
- their ability to solve problems.

Research suggests that building efficacy can support young people to realise their potential. It has also been found to positively influence self-regulation, depression, anxiety, addictions, eating disorders, and to improve social and physical outcomes (Maddux, 2002).

This is significant when we consider that one in four young Australians report having a mental disorder in any given year, and one in three experience moderate psychological distress. Because we know that most young people don't access support, and that 75% of adult mental health issues begin in childhood, it's vital we take steps now to reduce this trend (ABS, 2007).

How we build self-efficacy in young people

The emerging science of positive youth development (PYD) aims to build self-efficacy by identifying the strengths and "assets" that enable young people to survive and thrive in life.

Reach's philosophy of flourishing and strengths-based approach aims to achieve this end. Specifically by:

1. Delivering short-term key learning experiences that improve self-efficacy.

"Key learning experiences" can be described as "...short and intense instructional episodes that students remember to have had a decisive effect on their lives" (Yair, 2007).

Research has found that key learning experiences facilitate a process of self-discovery where young people discover their inner strengths, hidden abilities, interests and previously unacknowledged passions. This results in a sense of self-efficacy and autonomy, allowing personal growth and identity transformations.

More than 80% of Reach's workshops are focused on creating key learning experiences – or eureka moments.

We are currently working with Monash University's Wellbeing Unit to understand and measure the impact of our workshops on participant's self-efficacy.

2. Working with teachers, parents and communities to harness the boost in self-efficacy, by providing long-term skills development.

The most effective PYD programs intervene for at least nine months or

longer (Catalano et al., 2002; see also Seligman et al., 2005). Reach achieves this via our Leadership Development program for our crew.

However, up until recently the majority of our resources have been invested in short-term interventions. This is now being addressed through our intention to work more closely with teachers, parents and communities, to ensure alignment and integration with family, school and community efforts (Hamilton, Hamilton & Pittman, 2004).

Our refreshed and expanded teacher training workshops, Finding Heroes, is an example of this initiative. Reach has also been working closely with a number of place-based communities to integrate Reach workshops with other PYD initiatives.

Conclusion

We've found considerable alignment exists between PYD practices – aimed at building self-efficacy – and Reach's workshops.

However, we plan to continue to research, develop and implement new initiatives and enhancements to our workshops which will increase this alignment and continue to build self-efficacy in young people.

Above all, we continue to be focused exclusively on delivering our mission to encourage young people, no matter what their circumstances, to believe they can achieve.

This insert draws heavily upon Michelle McQuaid's (2012) paper – **Positive Youth Development at Reach**. To view the full extract visit reach.org.au

About Michelle

Michelle McQuaid is a proven expert in bringing out the best in people. Through her videos, books, training programs and games she's helped thousands of people leverage their strengths, challenge their beliefs, build their resilience, create great relationships and smash through their goals at work.

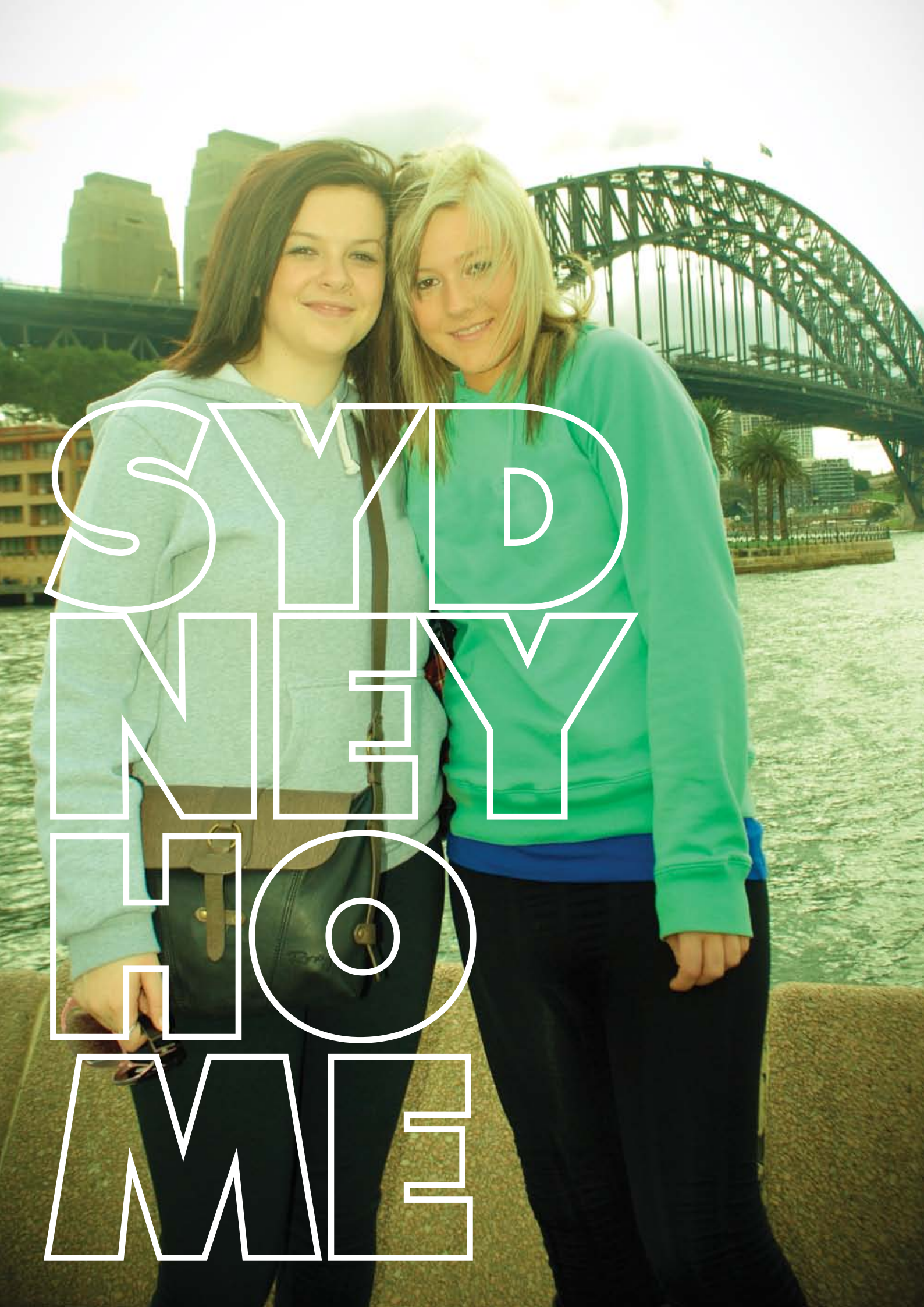


Michelle has completed her Masters in Applied Positive Psychology with Martin Seligman (the founder of this field) and is currently completing her PhD with David Cooperrider (the founder of Appreciative Inquiry).

Michelle McQuaid has been a member of Reach's Board since 2009.

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SYD NEY HO ME

OUR NEW SYDNEY HOME

Over the past 18 years, while operating from Reach's HQ in Melbourne, we've endeavoured to deliver our workshops in as many schools and communities across Australia as possible.



It's always been our dream to inspire and support as many young Australians as possible – like 16 year old, Aleisha, who says Reach helped her develop friendships, build her confidence and deal with her emotions.

In the past few years we've noticed a growing demand for our workshops in states beyond Victoria – particularly in New South Wales (NSW). So, setting up in Sydney seemed like a logical step. And also a bit of a challenge, which of course, we're always up for!

Opening a Sydney base meant we needed to take a risk and make a courageous decision – to invest our precious resources and fundraising dollars to grow in this new geography.

But the benefits were worth it. The investment meant we'd be able to deliver our workshops to teens in NSW more efficiently and effectively, and that we'd be close enough to build great relationships with schools, parents, local community agencies and youth services.

Importantly, setting up Reach in Sydney required us to grow a whole new team of local crew to fly the flag – essential for developing and delivering our workshops in this new state long-term.

So in 2009, a small team of staff and crew packed their bags and moved to Sydney. The plan was to run a few key workshops, then select and train some new crew, create a funding-base and build lasting relationships with schools and the community.

In 2010, there were almost 6,000 instances of young people participating in our workshops. Not to mention, 15 young Sydney-siders accepting the invitation to become crew. During the process we met people like Mikaela, 16, who explains her experience with Reach as “allowing her to find confidence, be able to speak up in a group and really be heard.”

We also worked with 30 schools, ran our Breakfast with the Stars again – attracting 455 guests – and delivered Camp Maasai for the third time, which received great feedback from corporate participants and young people alike.

The grand plan also involved finding an office and workshop space in Sydney. Thanks to the hard work of some of our dedicated supporters, and the generous donations of the Wilson HTM Foundation and Jesinta Campbell's Celebrity Apprentice efforts, we were able to find a home in 2011.

The team are now working from Surry Hills and running workshops around the state. And our impact continues to be felt – smashing all our targets. In 2011, we had;

- 9,500 instances of participation via the six major school and community workshops delivered;
- A Reach presence in 134 schools and communities across the state;
- 12 new crew members – hitting a grand total of 24 NSW crew;
- Schools and participants reporting excellent workshop satisfaction levels;
- A growing volunteer and supporter base of 25 individuals; and
- Funding from KFC, Wilson HTM and Mazda Foundation continuing to support our goal of making NSW operations self-sustaining.

Judging from the results, it looks like the risk has been worth it.

In the next few years we're going to continue to build on this great foundation and make a positive impact – just like we have in St Pius X College:

“Reach workshops are a vital and essential aspect of our Pastoral Care program at St. Pius X College, in Chatswood. All students now have a voice to express themselves without fear or judgement by their peers or teachers.

St Pius is a more connected school community thanks to Reach. We recommend it to other schools.”

**Rick Russo, School Counsellor,
St Pius X College, Chatswood, NSW**





ORG ANI SAT ION

HOW REACH IS ORGANISED

Reach's successful workshop delivery model and organisational design comprise of:

1. The nearly 60,000 instances of young people participating in workshops annually;
2. Our vibrant 178-strong crew who develop and deliver our workshops, and contribute to the organisational leadership – shaping the future direction of Reach. The crew are fundamental to our unique approach – young people inspiring young people;
3. The long-term relationships we have with schools, government and community organisations to support Reach's work;
4. The significant contributions received and engagement with funders, including corporate Australia, trusts and foundations, government

departments, agencies and private donors; and

5. A professional workforce of part- and full-time staff, sessional wellbeing professionals, and committed volunteers and supporters – located in our Melbourne and Sydney offices.

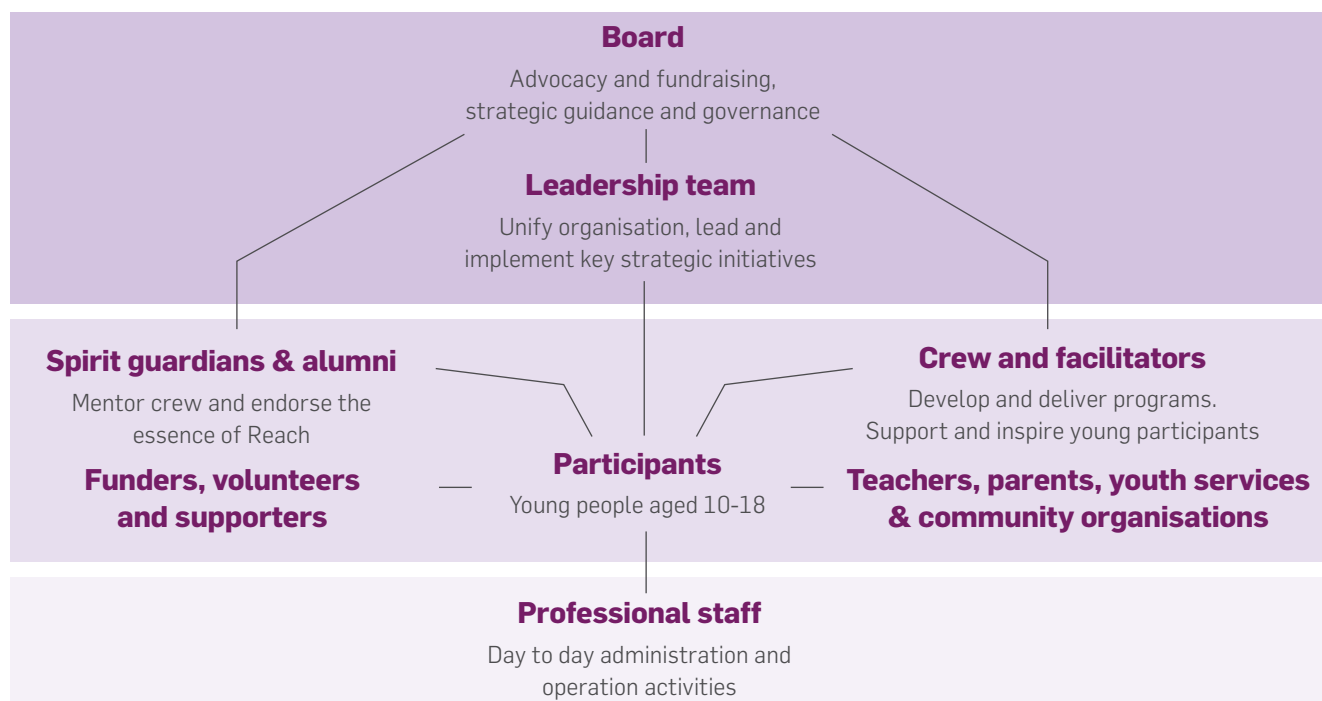
In turn, this model is supported by:

- The Leadership Team – comprising of the CEO and a good cross-section of staff and crew. The CEO and Leadership Team unify the organisation and are accountable for leading initiatives that underpin the development and implementation of our strategic plan;
- A peer-elected Spirit Guardian group made up of active crew, staff and alumni. The Spirit Guardians are available to mentor and support

the activities that ensure Reach's essence thrives;

- A Board of experienced business and community executives and socially responsible elders. The Board provides strategic guidance and assistance with advocacy and fundraising. It is accountable for maintenance of the highest governance standards.

75%
of Fused participants
said they would
recommend Reach
to a friend



Reach's model of operation and delivery



WORK KIDS OPS

REACH WORKSHOPS

Reach's workshops are designed to promote the mental health and emotional wellbeing of young people.

They aim to build self-efficacy among young people – while supporting them to develop the social and emotional skills they need to be resilient and make positive life choices.

In 2011, there was close to 60,000 instances of young people participating in our workshops. They attended one or more of the 14 different workshops offered, and came from 600 schools and communities across Australia.

Our 178-strong team of crew developed and delivered our programs. 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, exciting, unique and a bit intense.

Annual workshop overview

School workshops

Reach workshops provide schools with an opportunity to extend the learning environment. In 2011, there was close to 57,000 instances of young people participating in our portfolio of school workshops.

Highlights included:

- Delivering workshops in schools that may not have otherwise had access – such as those located in Frankston North, Sandhurst and Wyndham, VIC. This initiative is supported by the Victorian Department of Education and Early Childhood Education.
- Around 4,500 students across 54 secondary schools experienced the power of a Heroes Day. Students came from schools in six regions in metropolitan Melbourne and regional VIC.
- With some passionate teachers, we created the Reach Education Consultative Committee. This group provides valuable consultation to guide our work in the education system.

Secondary School Workshops

We've delivered workshops in secondary schools for over 17 years. Thousands of students from across Australia have participated in these workshops – pushing their comfort zones and speaking honestly about their experiences at school.

Secondary School Workshops aim to positively shift the peer-dynamic by challenging judgement and supporting students to increase their self-awareness, develop empathy and forge peer connections.

They are 90-minute interventions delivered in the classroom to students in years 7 to 12. Seven themes are offered, enabling students to experience multiple workshops over a number of months or years – serving to consolidate their learning and sustain the impact of each experience.

In 2011, there were 38,000 instances of participation by young people in 660 Secondary School Workshops.



- Supported by our partnership with the Commonwealth Department of Education, Employment and Workplace Relations (DEEWR), we reviewed and re-designed our teacher training workshop, Finding Heroes. This review brought together experts in positive psychology, education and the work of Reach, to create a unique workshop that builds on the skills of teachers in the classroom.

"Our year level has a serious problem with bitching and so when we came out of the workshop it was kinda like the whole year level was at peace for the first time."

Year 9 student

Workshops in the community

We delivered 2,555 instances of participation in communities across Australia. Some of our highlights were:

- **Fused** provided 448 young people with the opportunity to 'get connected' and participate in 5-weeks of dynamic theatrical activities, courageous expression and self-discovery.
- **Grounded** engaged and encouraged 168 disengaged young people to connect and discover a renewed sense of confidence and resilience.
- The ever-popular **Birdcage** workshop for girls was delivered to 23 young women with the aim of supporting them to discover their potential – exploring body image, peer pressure and many of the common messages young women face.
- 425 Aboriginal and Torres Strait Islander young people from across VIC and NSW experienced Reach, as our workshops for young people from Aboriginal and Torres Strait Islander backgrounds were enhanced and integrated into our workshop portfolio. This effort was supported by funding from DEEWR.
- We developed and launched a special documentary, called *The Fort*, to document the impact of **Ramp** on young participants. We have run **Ramp** with our partner, Whitelion, since 2004.



Weekends Away

Weekends Away are one of our most popular workshops. Eight times a year, we take a bunch of teenagers out of the city for an intensive weekend workshop – where they are immersed in a creative environment to challenge and inspire them.

Surrounded by a group of their peers, participants are supported to discover more about themselves – to find their authentic 'voice' and identify their unique strengths and potential. By doing this in a safe and supported space, teenagers are able to build self-belief, strengthen their resilience and develop the emotional and social skills they need to survive and thrive in life.

With these new resources, skills and tools – and a renewed sense of belief – participants are able to integrate their experiences back into their "everyday" lives.

In 2011 we delivered eight Weekends Away to 251 young people.

"After years of being bullied at school, camps and socialising with people has not been a pleasant experience for my son. He said it was so nice to go on a camp where everyone was nice and respected each other – no hatred and no bullying.

He's proudly showed me all the positive messages that people gave him."

Leanne, Parent

Finding Heroes

In 2011, Finding Heroes – our specialised teacher training workshop – was reviewed and redesigned by a group of experts from fields of positive psychology, education and the work of Reach. This was supported by a funding grant provided by DEEWR.

The result is a unique professional development workshop with the potential to transform a classroom.

The new workshop is based on Reach's 17 years of experience working in schools and effectively engaging groups of students. It is underpinned by the internationally renowned positive psychology framework that is fast being adopted by schools across Australia.

Designed to provide teachers, educators and youth professionals with the practical skills and resources essential to improve the emotional and social wellbeing of students, Finding Heroes now includes:

- A one-day experiential workshop designed and delivered by Reach Facilitators who have been effectively engaging and inspiring young people for several years;
- An integrated online resource kit, featuring six modules and more than 20 classroom-based activities – all providing innovative ideas and techniques derived from an evidence-based framework; and
- An online information sharing forum designed to provide support after the workshop, and to foster a growing community of knowledge.

In 2011, 158 teachers experienced Finding Heroes through seven workshops and one Weekend Away.

"A great program which affirms the good things we already do, reminds us about the things we should be doing, and enlightens us to possibilities not yet explored."

Participating teacher

- Rookys (primary school workshops);
- Secondary School Workshops;
- Heroes Days; and
- Leadership Days.

Delivered to groups of students, school workshops are designed to be short and impactful interventions. These workshops introduce students to Reach and explore topics including peer-dynamics, leadership, goal-setting, empathy and self-awareness, and positive-choice making.

Our specialised teacher training workshop, Finding Heroes, gives teachers the practical skills and resources they need to facilitate students, supporting their emotional and social wellbeing. This new workshop aims to be a unique professional development opportunity with the potential to transform a classroom.

Community workshops

Young people looking for a further challenge and who want to get more involved may be interested in attending other Reach workshops, held in communities around Melbourne and Sydney.

Young people outside of the school system can also get involved in workshops – like:

- Fused;
- Birdcage;
- Grounded; and
- Weekends Away.

Who our workshops are for

Reach is for any young person, no matter who they are, where they come from, or what issues they face.

This is how one young person summed it up:

"There is a misconception that to be at Reach you have to be sad or confused or unhappy, but a lot of it is about celebrating your achievements and the good things you do."

Georgia, 17

We often say that any teenager who wants to improve their confidence, and get more from life is welcome at Reach. We have an "everyone is welcome" policy.

A participant's journey

Our participants are aged 10-18. In general, they come to our workshops in one of the following ways:

- They book themselves into a workshop;
- They come along with a friend;
- Their parent/guardian books them in;
- A teacher books a school workshop for their students;
- They are referred to a workshop by a psychologist, school counsellor or youth service.

School workshops

Generally, the first time a young person encounters Reach is through a school workshop. By partnering with schools across Australia, we're able to deliver workshops to thousands of students each year.

These workshops range from large scale, interactive multi-media events, to intimate classroom-based workshops, for both primary and secondary students. They include:

PAULO



"I used to get into a lot of trouble and hung out with some pretty interesting people. I'd been arrested a couple of times when I was younger.

When I came to Reach, I was at a fork in the road. Jim was the one that got me involved with Reach and encouraged me to follow my dream to become a Hip Hop artist.

I was very nervous about performing in front of people. Once, Jim told me to rap for everyone in the room. I got really scared and it took me an hour to actually do it.

When I finally did it, the people I looked up to affirmed my talent. Now, whenever there's an opportunity to rap I'm encouraged to – in Jim's words – "just do it."

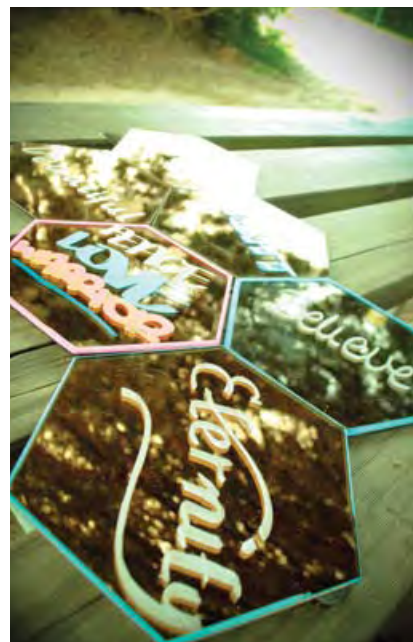
For him it wasn't about me becoming a rapper, it was about supporting me to go against those thoughts in my head – the doubt that would hold me back.

I see a lot of kids like me who'd get uncomfortable doing things they wouldn't normally do. But being encouraged to keep doing it makes it get easier.

Reach took my experiences in life and the things that could have been seen very negatively and turned it into a "gift and curse" thing.

If a person sees negative traits they have, and can flip them into a positive, then that's a good thing. You know, maybe they're too sensitive and get affected when bad things happen, but that sensitivity flipped into a positive means they can empathise with people.

My mum and I didn't get on for a really long time, but we are really close now. We didn't understand each other. She came into Reach and saw my positives."



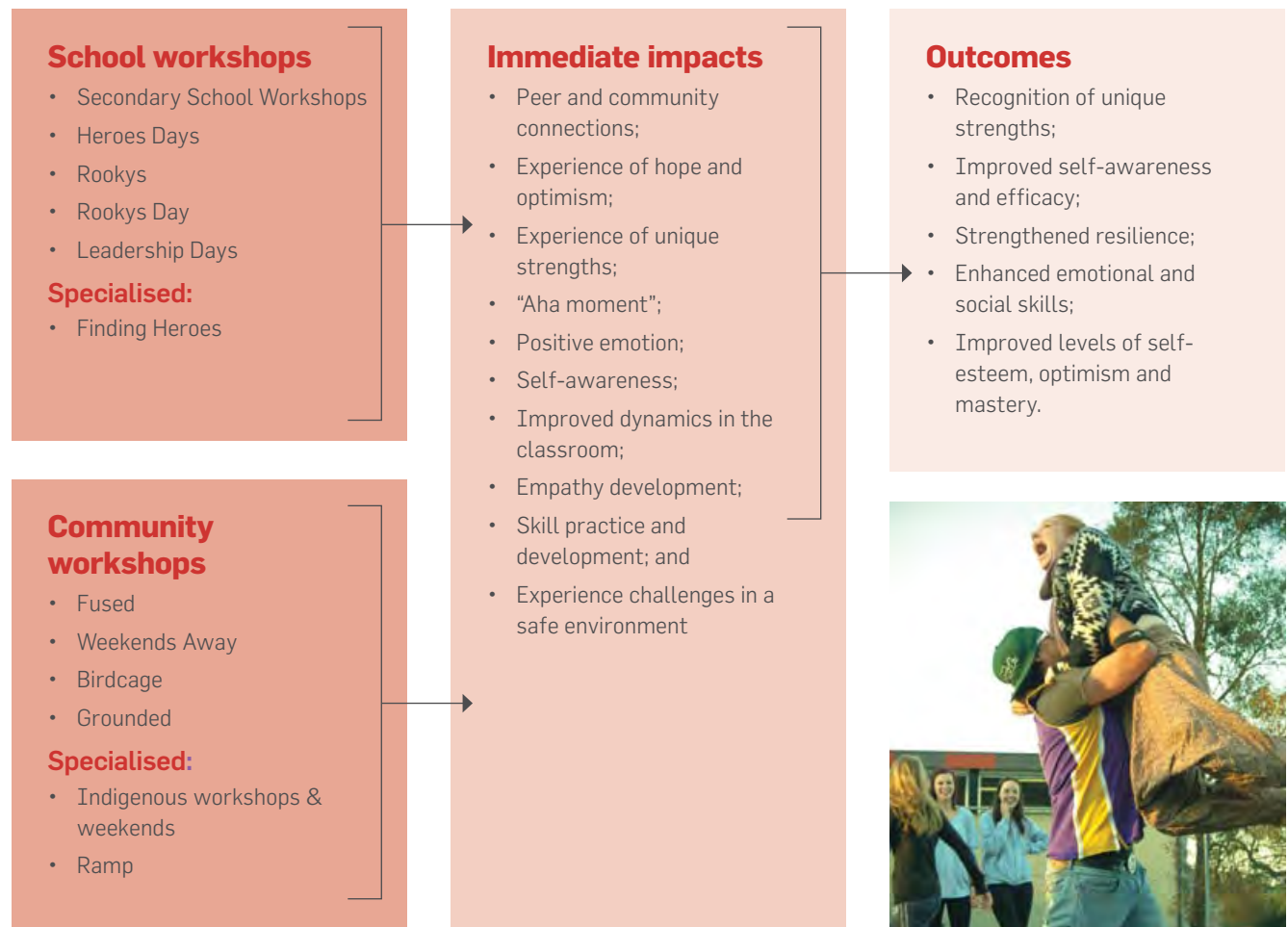
These workshops are more intense experiences, extended over a number of days or weeks. They aim to give young people access to an environment that promotes their development and growth. Each workshop has a number of distinct objectives which support this aim.

Our specialised workshops are immersive experiences designed and tailored to meet the needs of specific groups. In general, they aim to work with particular needs of groups, like:

- Teenagers in the juvenile justice system and/or residential care (Ramp); and
- Young Aboriginal and Torres Strait Islander people living in specific metropolitan, regional and/or rural Australian communities (customised workshops and Weekends Away).

Our program logic model

Reach's model of program logic outlines the intended short- and long-term outcomes of our workshops for young participants.



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SAFETY AND WELLBEING OF YOUNG PEOPLE

Reach recognises that a wide range of factors can impact the physical and psychological safety of young people.

To ensure the safety and wellbeing of young people in our workshops, we have a model of shared responsibility – our Safety and Wellbeing program – which all crew, staff and supporters understand how to maintain and prioritise.

Reach workshops aim to build self-efficacy among young people – by supporting them to develop the social and emotional skills they need to be resilient and make positive life choices.

In our experience, it's only when young people discover and work to accept who they truly are, that they are able to develop a greater sense of self-efficacy and purpose in life.

To do this, Reach provides safe and non-judgemental spaces where young people can push their comfort zone, practise their skills, and have open and honest conversations with their peers.

This process of development and discovery can often be confronting and intense. We've found it almost always requires young people to face into their fears and challenge their limiting beliefs – which can lead to an emotional response, like crying.

According to psychologist, John Urbano, "Reach normalises the grief and anxiety of growing up and, in doing so, inspires young people not to be spooked by the emotion of it all, but to dream and to hope for one's own destiny."

Because of the heightened emotional reactions experienced by our workshop participants, we're committed to ensuring their safety and wellbeing.

Participation in our workshops can also be a catalyst for some young people to identify that they need further help or support. It's important that we support them to access the appropriate assistance provided by youth and wellbeing services.



The components of our safety and wellbeing program

Reach's safety and wellbeing program

Reach has established the Safety and Wellbeing program – and integrated it throughout the organisation. This program is designed to ensure the maximum safety and effectiveness of our workshops.

Key components of this program include:

- Regulatory compliance with the Working with Children Act (2005), comprising of screening and supervision practices to protect young people.
- Organisational safety and wellbeing policies and procedures i.e. a range of Occupational Health and Safety policies.
- Specialist skills training for Reach crew to ensure they have the skills to respond to the complex needs of young people.
- An expert team of wellbeing professionals – including social workers, psychologists and

counsellors, who are responsible for assessment and psychological support of participants.

- Community of Practice involving wellbeing professionals engaged in regular discussion to ensure best practice and duty of care in our workshops, policies and procedures.
- Extensive referral relationships and networks with professional service providers to enable program participants to access appropriate support.
- Reach workshops are guided by the standards prescribed by the Australian Psychological Society Code of Ethics, Australian Counseling Association or the Australian Association of Social Work Code of Ethics.

Our Safety and Wellbeing program has been audited by the Australian Council of Children & Youth Organisations (ACCYO) on two occasions – in 2003 and 2008. Reach achieved accreditation as a "child safe" organisation both times.

Advanced skills training for crew

Reach workshops are developed and delivered by our crew. To ensure the safety and effectiveness of workshops, crew members are guided by our expert team of social workers, counsellors and psychologists.

Workshop teams are lead by highly skilled and experienced Reach facilitators, who are trained to respond to young people as they share openly and challenge themselves. Facilitators are supported by a capable team of crew, who are also offered a Workshop Trainer, as a mentor prior to and during the workshop.

As part of the Leadership Development program, all crew involved in the development and delivery of our workshops are required to attend the following training:

- Youth mental health
- Suicide risk assessment
- Protecting young people
- Professional skills
- Occupational Health and Safety training
- Level 2 First Aid.

Each crew member is required to have a current Working with Children check (VIC and NSW). We abide by the equivalent standard in the States and Territories that our workshops are delivered in.

Safety and wellbeing in our workshops

Our skilled team of social workers, counsellors and psychologists review and assess young people prior to their participation in our community workshops – to help determine the appropriateness of participation. They also attend workshops to provide psychological support to participants, as required.

The team may also support young people directly after their participation, which could involve a referral to another appropriate service. For young people experiencing behavioural, emotional or social challenges, this team provides guidance, assessment, short-term intervention and referral.

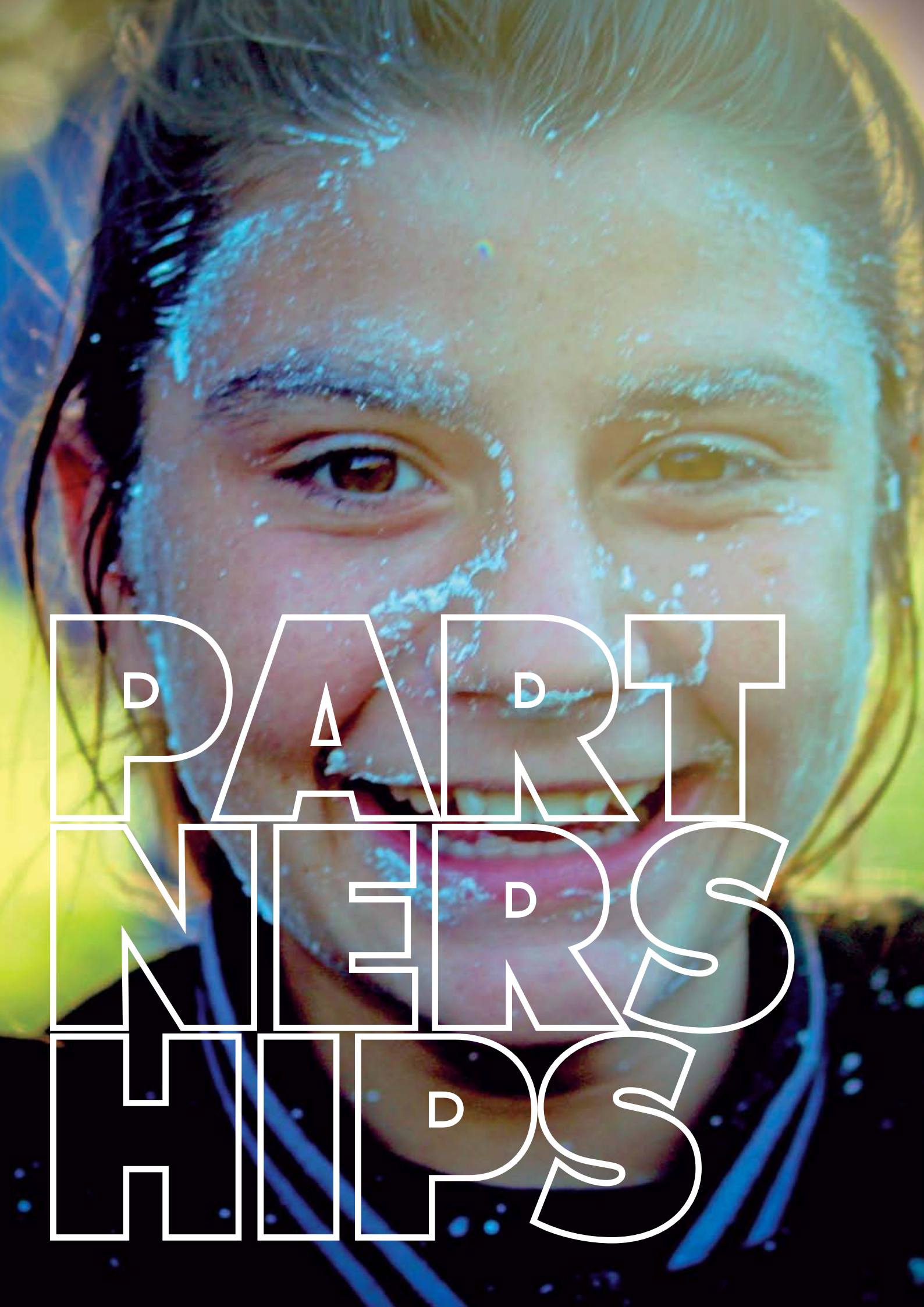
We work closely with teachers and school wellbeing staff to ensure that students and teachers are equipped to manage and maintain the wellbeing of the young people prior to, during, and directly following a school workshop.

School wellbeing staff (welfare coordinators, year level coordinators, psychologists, counsellors or chaplains) are required to attend these workshops and make themselves available to students whenever the need may arise.

Our wellbeing professionals are available to provide secondary consultation to school staff involved in all our workshops delivered in schools.







PART NIEFS HILPS

OUR PARTNERSHIPS

We have a long history of partnering with great organisations and communities. It's how we work towards achieving our vision for all young Australians.

Our partners include schools, government, community organisations, and youth services. We also work closely with individuals – parents, teachers, volunteers and our supporters – to deliver our workshops that make a difference in the lives of young people.

In 2011, these partnerships supported us to deliver our mission, including:

- Tens of thousands of primary and secondary school students experienced Reach through school workshops – coordinated by hundreds of teachers and schools across the country.
- 32 young people and 28 mentors experienced Ramp through a combination of workshops and weekends away. We deliver Ramp with our partner, Whitelion.
- More Aboriginal and Torres Strait Islander young people were engaged in Reach workshops than ever before. We're supported by the Commonwealth Government to develop innovative workshops and sustainable outcomes for these young people.

We share a fundamental aspiration and goal with our partners – and future partners – to deliver positive outcomes for young people.

In the coming years we're hoping to build on our existing powerful partnerships by collaborating to develop and extend our workshops. For example, we're hoping to develop a sustainable model for delivering our workshops into regional areas – where 26% of young Australians live. We know this population requires better access to social infrastructure and services than exists currently.

Next year, we're planning to expand our workshops to include both young Aboriginal and Torres Strait Islander men and women, aimed at further enhancing the meaningful connections in the community. In conjunction with Desert Knowledge Australia, an intercultural Leadership program, will also be delivered to young people in Melbourne and Alice Springs.

A history of partnering with Whitelion

In 2005, then Minister for Community Services, Sheryl Garbutt, asked Reach and Whitelion to establish a program for young people living in the "resi-care" units of the eastern suburbs of Melbourne.

Funded by the Victorian State Government, Ramp would be a panacea for the issues and social exclusion affecting these young people.

The idea was to leverage the strengths of both organisations – Whitelion's wealth of experience in mentoring, and Reach's expertise in engaging teenagers – to achieve better outcomes for these young people.

To support this, the program would also be supported by the Department of Human Services (Child Protection Unit) and several community organisations in the region.

In 2005 Ramp was launched.

Described as a "personal-development and mentoring" program, Ramp aims to involve young people in their communities – made up of their units, carers, workers, mentors and peers – by creating opportunities to interact in different and positive ways.

Through a series of workshops and a weekend away – and supported by a long-term relationship with their mentor – participants step out of their "ordinary world" and into a safe and supportive space where they can learn and grow.

Since then, hundreds of young people have experienced Ramp.

In 2007 the program was independently evaluated. It was found participants had more positive social connections, and were better placed to take responsibility for, and control of their futures, compared to before they were involved in the program.

This year, 32 young people and 28 mentors experienced Ramp.

In 2012, Reach and Whitelion will be working together to grow Ramp into NSW. We're also starting an extensive research and evaluation of the program.

"The success of Ramp reflects the solid 7-year partnership between Whitelion and Reach.

Ramp delivers exceptional outcomes for young people – something both organisations are passionate about achieving.

We couldn't value our partnership with Reach more highly."

Mark Watt, CEO, Whitelion

A strength-based partnership in the classroom

We value the partnerships we have with schools – like the one formed over eight years ago with Caulfield Park Community School.

Over this time, Principal, Stephen Kearney, has seen hundreds of students experience a journey of challenge, self-discovery, mutual respect and inspiration with Reach.

Stephen describes how the partnership was formed:

“We’d heard about Reach being a ‘pathway’ to empowerment, and this notion is directly aligned with what our school is about – enabling young people to identify their strengths, develop skills and knowledge of themselves, and take control of their lives,” says Kearney.

Stephen remembers one student in particular who benefited from this experience. He was disengaged and angry, and had been involved in a few fights with his classmates.

His teacher asked us to deliver a workshop to his year level. It turned out that he liked it and went along to a Weekend Away.

According to Stephen, the increased level of confidence and new ‘calmness’ this student exuded was powerful.

Importantly, after years of estrangement from his mother, he decided to make contact with her – a “massive” undertaking, Stephen says, because “that [lack of connection] was such a blocker to his personal development. It wasn’t until he gained the confidence to make the phone call ...that he was able to do what he wanted with his life.”

After graduating and moving off to work, this student returned to work as a mentor for the junior students at the college.

Stephen believes that together, Reach and Caulfield Park has enabled students to hone in on their strengths and to create a culture of understanding.

“Some schools I know are not that inviting a place to be. With Reach, we’re interested in trying to offer an alternative to that,” says Kearney.

“...The Reach Foundation is an excellent example of organisations partnering with business and community service organisations to improve the lives of young Victorians.”

The Hon Ryan Smith MP
Victorian Minister for
Youth Affairs



Connections with Robinvale, VIC

Six years ago, we started working with the Aboriginal and Torres Strait Islander community in Robinvale, VIC.

Together with the young people, elders, community members and local organisations, we created and delivered Flame – a leadership program for local young women.

Flame aimed to build and restore self-belief amongst participants, as well as a healthy sense of connection between young people and elders in the community and other communities around Australia.

The program created a lot of positive energy and inspiring outcomes – including the formation of ‘The Dreamettes’ – a group of young women empowered to affect positive change in their community and other communities around Australia.

Several of these young women went on to complete year twelve and attend university – something that has historically been rare in this community – and three of them became members of Reach’s crew.

These outcomes were consistent with our belief that when young people are given the support to build meaningful connections they can go on to achieve their potential.

Observing these benefits, workers from Robinvale expressed their desire for us to continue to deliver workshops for these local young people in their community.

Over the past six years our work with Robinvale has grown into a flourishing partnership. We’ve worked to deliver workshops in local primary and secondary schools and delivered community workshops, in conjunction with the local Aboriginal cooperative.

However, it’s always been tough to find funding to support these resource-intensive workshops and initiatives.

In 2010, we received a significant funding grant from the Commonwealth Government to deliver programs to more Aboriginal and Torres Strait Islander young people in Robinvale, as well as other communities in VIC and NSW.

This enabled us to collaborate with community leaders to develop a strategy for our continued and intensive engagement. The plan paves a pathway for more Aboriginal and Torres Strait Islander young people from the area, as well as from the neighbouring communities, to experience the benefits of Reach workshops.

It’s also opened up new opportunities for community connection. We’ve developed new relationships with schools, including the Koori Pathways school, in Mildura, VIC and Batemans Bay High School, NSW. We have also enhanced our connection with various community organisations. Some of these include the National Centre for Indigenous Excellence, Desert Knowledge Australia, Connecting Home, and Dare to Lead.

This partnership between Reach and Robinvale is one we’re proud of – it’s a relationship built on trust, openness and cross-cultural understanding – and characterised by a deep desire to learn and grow.

Moreover, it’s about supporting and inspiring young people, no matter what their circumstances, to achieve.

Next year, we’re planning to expand our workshops to include both young Aboriginal and Torres Strait Islander men and women, aimed at further enhancing the meaningful connections in the community. In conjunction with Desert Knowledge Australia, an intercultural Leadership program will be delivered to young people, in Melbourne and Alice Springs.

“Being involved with Reach I’ve witnessed our girls make changes within themselves that are important – to find their voice, accept themselves and to dream!”

Over the past six years the experiences we’ve shared have created a respectful partnership, which supports sustainable growth for us, our community and our future.”

Annabelle Sharman, Social Worker and Community Leader, Robinvale, Victoria



THANK
YOU!

THANK YOU, YOU'RE AWESOME!

Reach wouldn't be able to realise its potential without the generous support of many individuals and organisations.

Reach is fortunate to receive gifts of time, treasure and talent from individuals, groups of individuals and organisations.

We feel honoured to receive these gifts and heartened to know that our many funders, supporters and volunteers share our vision for young people.

Gifts of time

We have a brigade of exceptional men and women who volunteer for Reach. These people support us by providing their time and talents in areas including: office administration, event committees and workshop support.

We offer a range of volunteer opportunities, depending upon an individual's skills, interest and availability. Generally, these opportunities are offered through corporate volunteering programs, involvement in fundraising event committees, or to individuals who have the ability to make an ongoing commitment to Reach.

In 2011, approximately 330 people gave 3,900 hours of their time, skills and energy to volunteer with us. This represented a huge \$106,895 of estimated value to Reach.

"I'm doing the run on the Gold Coast this weekend. The run is 21km and I'm very excited. I was very happy that I could make a difference and raise money for The Reach Foundation."

Jacob, Melbourne

Volunteers are interviewed, screened, coordinated and engaged by our Volunteers Manager. Often our ongoing

volunteers are employees of our funding partners, who initially experience Reach through corporate volunteering opportunities and choose to become more involved.

Our funders

It's always affirming to take a moment to pause and reflect on the past year, and recognise the organisations and individuals who have helped Reach make a difference in the lives of so many young people.

Reach enjoys long-term partnerships with its supporters. Most partnerships endure for an average of seven years, while some last for more than a decade.

Our partners share our vision – to give every young person the support and self-belief they need to fulfil their potential.

A principal partnership

Reach would not have a home without Geoff Harris, who continues to lease the Dream Factory to Reach for a peppercorn rent. This support is valued at over \$280,000 per annum.

Since 2007, Reach's Principal Partner **PFD Foods** has supported Rookys for primary school students. In 2011 their support meant that 13,500 grade 5 and 6 students were able to participate in these workshops, which assisted them in their transition to secondary school.

Reach is grateful to the founder of PFD Foods – Rick Smith – and his daughters Kerry Smith and Sharon Landy for their commitment to the social and emotional wellbeing of young Australians. Sharon is also one of our volunteer supporters and generously gives of her time, assisting at other Reach workshops.

Every dream needs champions

Reach is fortunate to have the support of eight champion partners:

- AMP Foundation
- Bank of America Merrill Lynch

- BHP Billiton
- JP Morgan Chase Foundation
- KFC
- Mazda Foundation
- McLardy McShane Insurance and Financial Services, and
- Wilson HTM Foundation.

It's these champions who enabled Reach to develop inspiring young facilitators, deliver workshops into NSW and inspire thousands of young people at our Heroes Days. Special thanks to:

- **Wilson HTM Foundation** and **Mazda Foundation** for their visionary support, which in 2011 has enabled Reach to establish a home in Sydney, and deliver workshops to almost 9,500 young people across NSW.
- **BHP Billiton** and **JP Morgan Chase Foundation** for recognising the value and importance of our young crew, by supporting our Leadership Development program. There are 178 young people involved in this program; 25 based in NSW.
- **KFC** – one of our most loyal partners – supporting Reach workshops for over a decade. They helped Reach hold 12 annual Heroes Days in VIC. In 2011, KFC NSW helped Reach run Secondary School Workshops and Leadership Days throughout the state.
- **Bank of America Merrill Lynch** has supported large-scale workshops and events (Heroes Days and Breakfast with the Stars), which showcase the impact of Reach workshops.
- **The AMP Foundation** supports our 15 inspirational Workshop Champions. These champions are responsible for the oversight, development and training for Reach's workshop.

"When I met the Reach crew I was astounded by the openness, warmth, and their propensity to just accept what is – without judgement."

Troy, PwC

Partnering with our workshops

Each Reach workshop is supported by a Workshop Partner. It's thanks to these partners that Reach is able to work with tens of thousands of young people, each and every year. And at low, or no cost.

IGA Supermarkets, through their Community Chest Program support our Leadership Weekends Away for young people from across VIC. These weekends create supportive, challenging and inspiring experiences that allow participants to step outside their ordinary lives – into an environment that facilitates positive change. IGA also support Reach's other weekends away and workshops.

Jeanswest supports Reach workshops with a diverse engagement program of volunteering, merchandise sales, product donations and employment opportunities.

BlackRock has consistently supported Fused and our Leadership Development program.

National Australia Bank is a long-term supporter of Reach. In 2011 the NAB-funded Dreamcatcher program provided a full-time secondee staff member. This role helped young people identify skill development and work experience opportunities that helped them realise their potential. NAB volunteers are also enthusiastic contributors to Reach workshops and events.

TAC proudly assisted with the redevelopment of our Finding Heroes teacher training workshop by supporting the Reach Education Consultative Committee.

PricewaterhouseCoopers is highly engaged with Reach, supporting Heroes Days through staff giving and volunteering. Reach crew reciprocate by sharing their facilitation skills as part of PwC's Young Leadership Team program.

A number of organisations conduct successful fundraising events for Reach. **The Grocery and Liquor Association's** annual golf day and ball (or GALA) are highlights in our calendar and raised more than \$96,000 in 2011.

The McLardy McShane Insurance and Financial Services Christmas lunch now attracts over 600 guests and in 2011, raised \$155,000 for Reach. Warmest thanks to our Chairman Don McLardy and Marketing Manager, Alecia Whitelaw for dedicating so much time, energy and enthusiasm to Reach. Don never misses a Heroes Day!

Inspiring individuals

There are many individuals who help make Reach's dreams a reality and we're always delighted to meet the people who are moved to make a difference for Reach; people like Jayne and David Barrie.

Every month Jayne and David host a dinner party in their home and donate the proceeds to Reach. So far they have raised over \$10,600, in memory of their son Joel.

In Adelaide, the Little Heroes Foundation nominated Reach as co-beneficiary of the State of Origin Slowdown match, held at Adelaide Oval on October 3. Our thanks to founder of the Little Heroes Foundation, former Adelaide Crows footballer, Chris McDermott.

Chris – like Jim Stynes – has made a significant contribution to his community. Thanks also to the past and present AFL players – particularly Jim's brother, David Stynes, who volunteered their time to give their all at the match. It was a great afternoon of football for the tens of thousands of spectators, and raised \$50,000 for Reach.

Many individuals and community groups contribute to Reach each year by organising an event, hosting a function or taking on a challenge. Delegates at the Professional eBay and Ecommerce Sellers Internet Conference, held on the Gold Coast in May, raised \$28,297 for Reach.

It was a lovely end to the year when the Lions Club of Melbourne Markets hosted a Christmas barbeque and donated \$20,000 to Reach.

Philanthropic families, trusts and foundations

Reach is fortunate to have strong support from Melbourne's philanthropic families, trusts and foundations. In 2011 The John T Reid Charitable Trusts helped us to renovate our crew room, creating a contemporary space for our crew to meet, work, share and learn. This renovation was also supported by our Dreams Foundation donors.

Thanks also to The Marian & EH Flack Trust for providing a technology grant. Music, multimedia and lighting are all important elements of a Reach workshop and contribute to the high levels of engagement young people have in Reach experiences. This grant supported new equipment for our workshops and weekends away.

We are also grateful to the Greenlight Foundation for their increased and continued support of Grounded, a workshop for students who are struggling at school and may be at risk, and the Australian Unity Foundation for funding our Threshold and Advanced Weekends Away.



The Zig Inge Foundation made an unconditional grant of \$50,000 which provided a welcome boost to our Leadership Development program. Each year up to 45 new crew are invited to participate in an initial two-year development program. The cost per trainee is \$3,350 per year. However (due to the diverse financial circumstances of the trainees) the only fee they pay is \$150 to cover the cost of attending the three-day crew camp.

Windfalls and other excellent surprises

In 2011 Reach was proud to be nominated as the charity of choice by Jesinta Campbell when she appeared on *The Celebrity Apprentice*. Jesinta raised \$166,000 for Reach and those funds helped us to secure our new premises in Surry Hills, Sydney. Jesinta's personal story also raised awareness of the impact of Reach, which encouraged many more young people to register for our workshops.

Not just events – Reach experiences

It would not be a year at Reach without the unique, energetic and engaging calendar of Reach events. All our events are created and organised by Sharon Stynes, with the support of the event committee volunteers. Reach events raise funds that support our work, but equally as importantly, they create opportunities for thousands of people to share in a Reach experience.

In 2011 more than 790 people, dressed in their finest 1950s flair, attended the Reach Annual Ball. The theme was *Grease* and the timing was perfect as the Reach Ball coincided with that very memorable moment when Jim sang at the MCG with Olivia Newton-John. The *Grease* Ball raised a record \$250,000 for Reach, of which \$100,000 was contributed by the innovative ballot bidding auction introduced by Helping Hand Group.

Breakfast with the Stars in Melbourne and Sydney once again provided a unique opportunity for our business

partners to step out of their ordinary world and take a moment to reflect on their lives. In 2011 guests were invited to remember and reconnect with their best friend. It was a moving morning for many of our guests. Thank you to long-time event supporters; Bank of America Merrill Lynch, JM Financial Group, Austbrokers and IAA.



THANK YOU, YOU'RE AWESOME!

Government partners



Principal partners

The Geoff Harris Foundation



Reach champions



J.P.Morgan



McLardyMcShane



Workshop partners

BLACKROCK



Jeanswest



Supporting partners

JBWere



Foundation partners

Australian Unity Foundation
The Brasher Family Foundation
The Greenlight Foundation

The Geoff Harris Foundation
John T Reid Charitable Trusts
The Marian & E H Flack Trust

The Sidney Myer Fund
The R E Ross Trust
Zig Inge Foundation

Probono partners



Our very kind in-kind and events partners

AESM	Crown	John Hurley Design	Precinct
Atlantic Group	DC Clothing	JM Financial Group	Print Media Group
Ausbrokers	Flexicar	Kraft Foods	Quiksilver
Boom Logistics	Helping Hand Group	Lion Nathan	Schweppes
Bryant Builders	Hunter Industrial	MJ Printing	
Cadbury	IAA	PJ O'Brien's	

Special thanks to our Dreams Foundation donors, who came to our aid in 2009 to make sure Reach would realise its potential. You're stars!

The Dreams Foundation

Dreams star \$100,000

The Brasher Family Foundation

The Harris Family Foundation

Chris Pierlot

50 Star \$50,000

Glenn & Sandy Barnes

Mega star \$20,000

Peter Collins

Bill Ranken

Super star \$10,000

Timothy Cox

Robert & Barbara Dalziel

Hogan Family Foundation

Michael O'Neill

Geoff Roberts

5 Star \$5,000

Jennifer Hutchinson

Mark Laidlaw

Don Maloney

John Murphy

Andrew Pearce

Matthew Ricker

Andre Roberts

Marco Rosse

Robert Santamaria

Jim Stynes

Marjan Symington

Wendy Thorpe

Shining star \$2,000

Tamsin Brame

Brian 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

Steven Rode

Jonathan Scales

Merran Schoeffel

Kerry Smith

Catherine Whitaker

DJ Wear & Associates Pty Ltd

Individual donors

\$10,000+

Ian Heraud

David Kruse

Roger Paul

\$5,000-\$9,999

Joseph Cannatelli

Wayne Crewes

Albert & Debbie Dadon

Eric Dick

Alan Fossett

Dora Ngov

Gavin and Kate Rogers

David Thurin

\$1,000-\$4,999

Michael Alexander

Ron & Jan Allatt

Adrian Anderson

Gary Black

Hamish Blake & Andy Lee

Drew Bradford

Geoff Brooke

Sally Brown

Lauren Brown

John Butler

Greg Campbell

Brigid Cappello

Anthony Carafa

Michael Cohn

Chris Collett

Lynne Collins

Tracey Cooper

Pina Di Donato

Robert Dodd

Sean Dolkens

Bernard Dunn

Natalie Fairlie

Adam Feldman

Deborah Garland

Adam Gibson

John Goddard

Kathryn Gunn

Gary Hayes

Mark Himpoo

Ben Hodgson

Michael Irving

Stephen Jones

Michael Jones

William Jones

Kevin Keenan

Mark Klemens

Sharon Landy

Steve Laussen

David Leach

Alec Leopold

John Marasco

Tania Maunder

Anne & Roger McKinnon

David Midgley

Michael Minhan

Tim Mitchell-Adams

Paul Newton

John & Sue North

Shaun O'Brien

Fred & Martine Oldfield

Stephen Paxino

Christopher Pidcock

Troy Pullar

Mike Rikard-Bell

Ian Sage

Ronald Smith

Conor Smyth

Diane Sneddon

Karen Soster

Kevin Tehan

Mark Thomson

Bea Tomlin

Richard Torossi

Annette Verhoett

Heloise Waislitz

Mark Whittley

Eric Woodgate

\$500-\$999

Jesalle Bhana

Sarah Bowes

Graham Clarke

Frank Demasi

Gary Gerstle

Peter Gillis

Con Grapsas

Barry Hamilton

James Macky

Lee Mickleborough

Guy Nelson

Sandra Nunan

John O'Grady

Sumit Parikh

Stephen Paxino

Matt Perry

John Riley

Leigh Riley

Kathryn Sarkies

John Shalit

THANK YOU, YOU'RE AWESOME!

Diane Sneddon

Ross Stewart

Anthony Thompson

Andrew Tinney

Lionel Van Niekerk

Lucy Watson

\$200-\$499

Clive Aaron

Steve Barnes

James Barrett-Lennard

Scott Barrow

Pete Bawden

William Baylis

Sharon Billingham

Merle Blundy

Leigh Brunner

Glen Campbell

Georgina Canty

Laura Cassar

Scott Chesterman

Maree Collins

Libby Dale

Shea Doyle

Sue English

David Erskine

Nicholas Fay

Elaine Ford

Lisa Fraser

Duncan Gamble

Matthew Gardiner

Richard Grimmer

Derek Grows

Andrew Gwinnett

Rod Hamilton

Christopher Hanna

Bryan Horskins

Michael Hutchinson

Karina Jagoe

Emily Johnson

Chris & Gary Jones

Joseph Katz

David Keech

Scott Lleyelyn

May Luu

Stuart Macdonald

Richard MacDougall

Alexander MacRae

Michael Maksoud

Paul McDonald

Dominic McDowall

Rhiannon McGee

Andrew McIntosh

Mark McLinden

Ursula Mellor

Annemarie Meredith

Rachel Morton

Thomas Moulton

Tony Nicholl

John O'Donnell

Callan O'Keefe

Melissa Parris

Grant Patterson

Bill Pidwell

Jen Porthouse

Elisa Porto

Ross Poynton

Troy Pullar

Joshua Raglus

John Read

Chris Reardon

Stephen Reddish

Peter Sandilands

Jeanette Scales

Cameron Schwab

Martin Sheppard

Ivica Simonovic

Jason Smith

Tania Squires

Dearbhla Stynes

Elizabeth Taylor

Blake Thompson

John Thomson

Efim Tkatchew

Matthew Tricks

Margaret Vickers

William Walsh

Lucinda Watson

Lyle Weir

Judith Wheeldon

Catherine Whitaker

Christopher Williamson



BILL ANDRIKOPOULOS



How Camp Maasai changes lives

For over 10 years Camp Maasai has been experienced by hundreds of young people, and professionals from corporate Australia.

It's a unique learning journey that promotes empathy and understanding across generations.

Bill Andrikopoulos from NAB explains his experience of Camp Maasai:

"Prior to my experience at Camp Massai, my main focus in life was to be a good provider for the family, thinking that if there was food on the table and no outstanding bills I have fulfilled my role and my job was done.

My personal health, the happiness of my wife and children were all secondary concerns which did not register on my list of priorities – I purely focused on being a good provider.

Now I find myself sitting here reflecting on my experience and struggling to find the right words to describe the profound impact that Camp Maasai has had on all I had considered important in life.

Ever since the camp, I've never missed any of my youngest son's basketball matches. As for my eldest son, I now

coach his U17 Basketball team – even though I know very little about the game (big thanks to YouTube!).

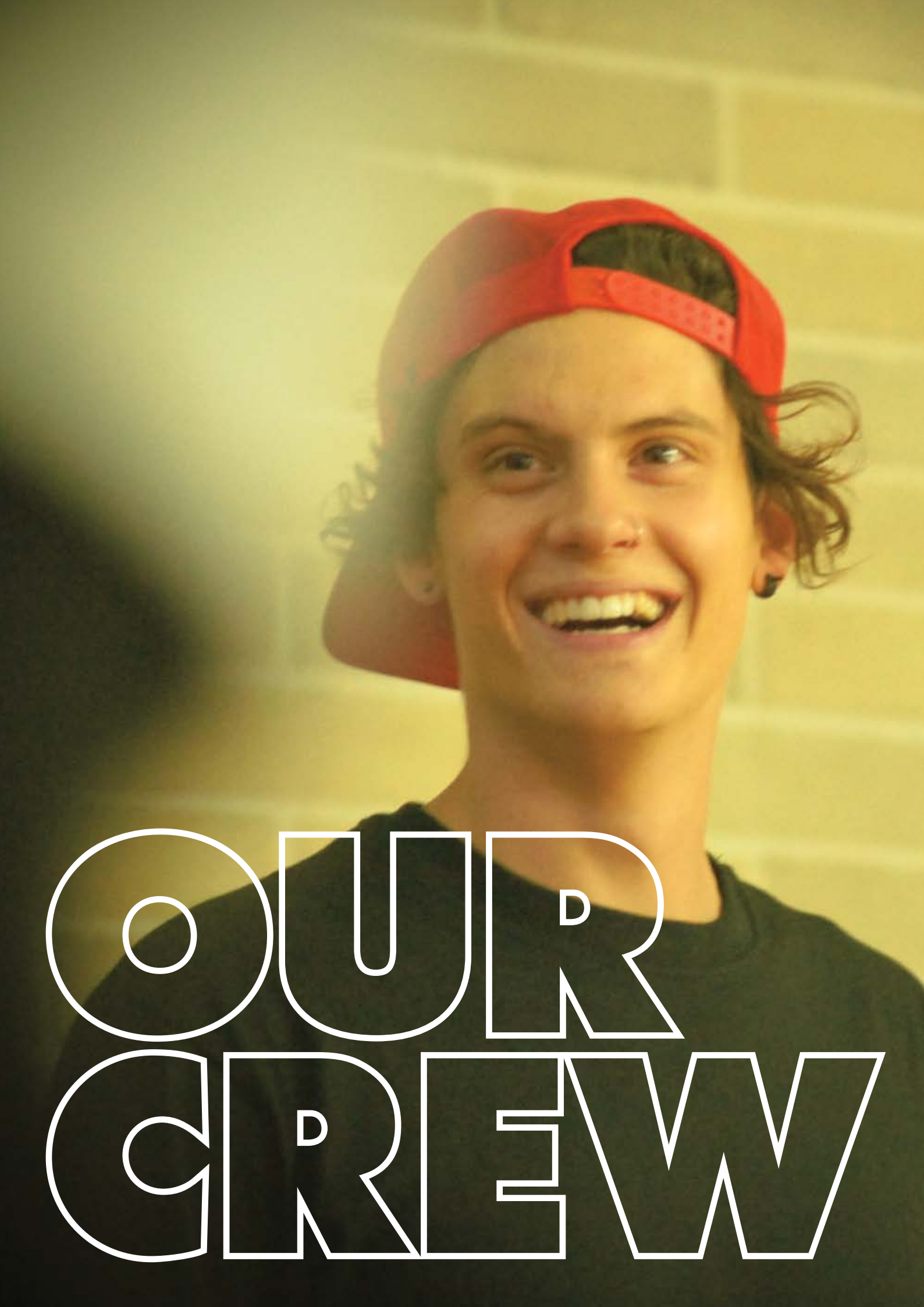
I also take the time to communicate my feelings and ask about theirs. I want to know what's really happening in their lives – not in a superficial manner, but to deeply understand if they are happy and content, to table any issues in a safe non-judgemental environment no matter how trivial to ensure they don't become large issues.

Even my wife has seen changes. I made a commitment to join a gym and have since dropped 17kgs in weight. This has invigorated me and allowed me to rediscover life and all it has to offer.

It's like I've awakened and am now the father and partner I've always wanted to be. Whilst my commitment to work has not dissipated, I realise there is more to life than purely being a provider.

I am very fortunate and immensely richer for the experience and wish many more have a similar opportunity to participate in this transforming Reach experience."

Bill Andrikopoulos (pictured second to the right) is **Director Sub Institutional Sales, Global Markets Investments for NAB.**



OUR CREW

OUR CREW

They are the dynamic and talented young people who develop and deliver our workshops. They're actively involved in building skills through our Leadership Development program; mentoring and training younger crew; and contributing to organisational leadership – shaping the future direction of Reach.

Reach crew members are aged between 15-25 years. They embrace Reach's philosophy of personal development and growth.

The crew are able to connect with young people because they speak honestly and openly about their own journey and challenges, without preaching. They understand what's going on for young people, and are passionate about delivering powerful and meaningful experiences – inspiring each of them to believe in themselves and achieve their potential.

In 2011, a team of 178 crew developed and delivered Reach workshops and participated in Reach's Leadership Development program.

The majority of crew volunteer their time and skills to Reach. However, a group of highly-trained and experienced crew members are employed – some on a casual basis (49 young crew), and some (18 young crew) on a contractual part- or full-time basis.

How we select our crew

Each year, we select a group of 45 young people who have been participants in our workshops, to become Reach crew. These young people are chosen for their unique combination of characteristics, and passion for getting the most out of life. They come from all walks of life and are gifted in their ability to connect with a wide range of other young people.

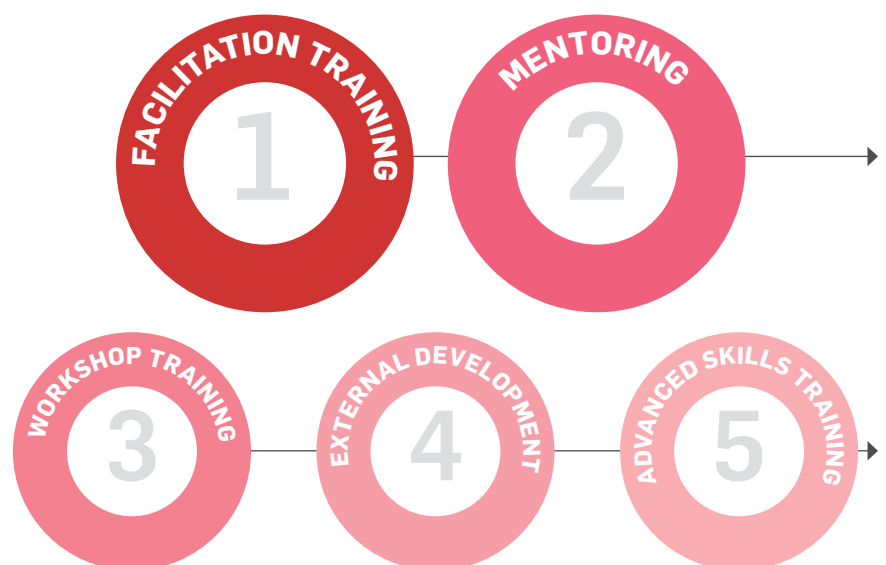
How we train our crew

To fulfil the important role of developing and delivering workshops that inspire other young people, our talented crew participate in the Leadership Development program. In this program, they are guided, supported, trained and mentored to deliver workshops and fulfil their own potential.

The Leadership Development program, guided by our values and aligned with the aims of our workshops, features five streams:

1. Facilitation training is a comprehensive, theoretical and experiential training program intended to build the skills required to become a Reach Facilitator.
2. Mentoring involves individually tailored planning and coaching for crew. It helps ensure an inspiring and challenging development pathway is created and pursued by individual crew members.
3. Workshop training consists of tailored modules that explain the principles, aims, and objectives of each workshop, and the theory and practice that underpins our workshop design. This training also integrates facilitation skills in the delivery of workshop themes and messages. Workshop Trainers also provide "on the job" training and practical guidance to crew.
4. External development involves a series of externally sourced training opportunities where crew can extend areas of interest, develop skills outside of the Reach environment, and bring new knowledge into the organisation and workshops.
5. Advanced skills training feature specialist workshops in professional skills required to work with youth. Workshops are developed by, or in consultation with, the social workers and psychologists in the Services Team, to ensure Reach workshops are delivered in a safe and professional environment.

When invited to join the crew, a young person becomes a 'Crew in Training'. From here, they set-out to achieve a series of accreditation milestones on the journey towards becoming a Facilitator, and eventually, Senior Facilitator. This journey can take between three and six years, and represents an important and unique pathway of both personal and professional development.



Major streams of the Leadership Development program

OUR CREW

Crew in Training	Learning about Reach and the role of Reach crew
Accredited Crew	Starting to support workshop delivery
Facilitators in Training	Learning to facilitate, lead teams and develop workshops
Facilitators	Develop and facilitate workshops and lead workshop teams
Senior Facilitators	Provide training, mentoring and guidance to all crew

In 2011 we celebrated:

- 39 Crew in Training members becoming accredited Crew.
- 13 accredited Crew members becoming Facilitators in Training.
- 5 Facilitators in Training becoming Facilitators.
- 1 Facilitator achieving the highest recognition level of accreditation as Senior Facilitators.

We'd like to say special congratulations to Abbey Fraser, Adam Daniel, Idris Mustafovski, Meaghan Payne, Tom Canny and Tom Gardner for achieving the next milestone on their Reach crew journey this year.

Arrow program

The Arrow program provides part- and full-time contracts for Reach crew over a 12-month period.

Each Arrow placement is individually crafted to reflect the strengths and desired pathway of the individual. The initiative is designed to provide job experience, personal and professional development for crew, as well as to

contribute to the ongoing sustainability of Reach.

This year a talented and committed group of 10 young people were identified to receive Arrow placements through a structured application and selection process. Each of these crew members have embraced the opportunity, and are actively working towards the goals that will bring to life the vision they have for their role at Reach:

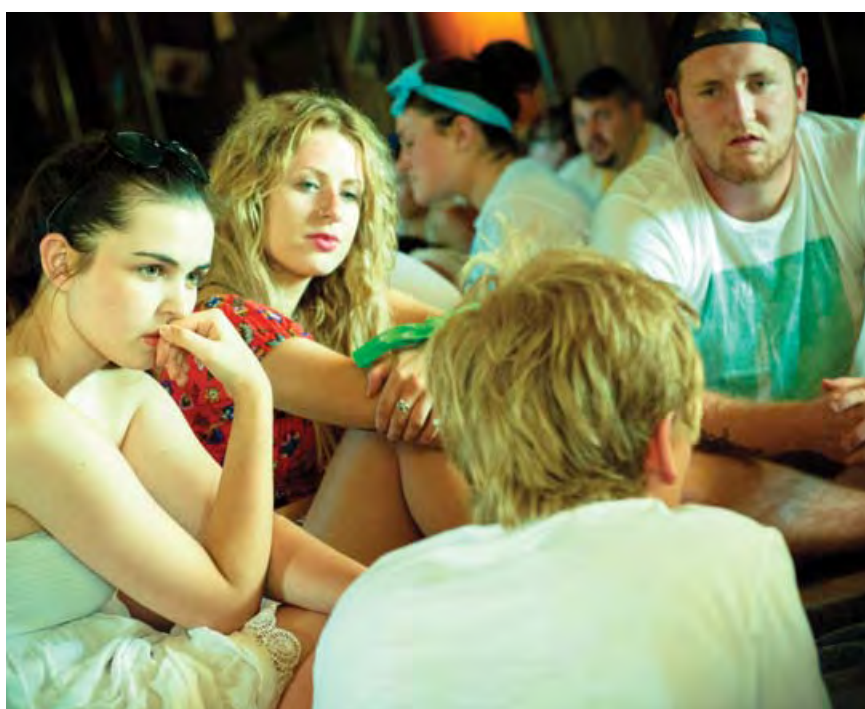
- Abbey Fraser, Facilitator
- Lachie Rose, Facilitator in Training
- Tamara Clarkson, Facilitator in Training
- Charlotte Squires, Facilitator in Training
- Dean Brosche, Facilitator in Training
- Devyn Goddard, Facilitator in Training
- Jade Deutrom, Facilitator in Training
- Leah Ferguson, Facilitator in Training
- Rochelle Dennis, Facilitator in Training
- Sarah McLardy, Facilitator in Training.

A new full-time contract was introduced in 2011 for accredited Reach Facilitators, extending the development opportunities for eight of our crew who had been on Arrow contracts in the previous year. Each of these young leaders continues to make an outstanding contribution to the business and culture of Reach:

- Liv Powell
- Steve Young
- Meaghan Payne
- Adam Daniel
- Tom Canny
- Ash Maher
- Sasha Gavin Lawrence
- Claire Pilley.

Workshop champions

AMP Foundation provides funding for Reach's Workshop Champions – crew members who are passionate and experienced in specific workshops in the portfolio. Workshop Champions focus on the continual improvement of the workshop to ensure objectives are



achieved. The Workshop Champions in 2011 were:

- Zac Prior for Heroes Days
- Tayah Carr & Rochelle Dennis for Rookys
- Georgia Hocking for Fused
- Adam Daniel for Grounded
- Abbey Fraser for Weekends Away
- Ash Maher for Ramp
- Liv Powell for Finding Heroes
- Meaghan Payne & Kim Dawe for Secondary School Workshops
- Steve Young for Leadership Days.

Our new crew room

To create the inspiring and innovative workshops that Reach is renowned for, we wanted to provide the crew with a better working space.

The "Crew Room" needed a drastic refurbishment to represent a space where the crew could meet-up, work effectively, and bring their creativity to life.

In December 2011, the Crew Room received a dramatic face lift! The John T Reid Charitable Trusts provided a grant to enable this much-needed renovation and John Hurley and his associates supported these efforts by helping us create a new and revitalised space for our Melbourne crew. We're very grateful for this generosity and outstanding delivery.

"I have come to realise that I have so many amazing traits."

Adam, 15

STEPHANIE



"When I came to Reach I was a reserved, scared, lost, angry little girl battling with herself. I didn't like new environments or talking to people I didn't know.

I've learnt something from every Reach workshop I have been to. I come away with new perspectives and feeling more comfortable in myself.

I've realised I needed to stop relying on other people's judgements to feel comfortable in myself.

Reach has taught me lessons and values that I can apply into my own life. The workshops have helped me feel like part of society, part of the bigger picture – it's like I don't think of myself as just a person anymore, but a person who's going out into the world and doing something.

That used to be something that really scared me. I still have moments of doubt, but I have trust in myself now and I no longer struggle with these issues.

The confidence and curiosity I have now shows me how far I have come. I feel like it really is about the journey."



OUR STAR FF

OUR STAFF

Reach's staff are a dynamic, focused and highly-motivated bunch of people who bring an exceptional combination of experience, skills and expertise to the organisation.

Staff are responsible for the administration and management of the organisation – supporting the Reach crew to develop and deliver our workshops.

In 2011, Reach's professional workforce included 46 part- and full-time staff. They worked from the Dream Factory – our office and workshop space in Collingwood, Melbourne – and from our new home in Surry Hills, Sydney.

In addition to our permanent team of staff, Reach employs 25 sessional social workers, psychologists and counsellors. This team provide expert support, follow-up and referrals for workshop participants and crew on Reach workshops.

Leadership

In November 2011, we farewelled Gordon Lefevre – Reach's CEO for just over 3 years – and welcomed Sarah Davies.

Sarah Davies, CEO

Sarah Davies joined Reach in late 2011. Prior to that, she was CEO of the Australian Communities Foundation (formerly Melbourne Community Foundation), a non-profit charitable foundation that provides accessible philanthropy – matching the interests

of its donors to emerging social issues and community needs.

Before moving into the non-profit sector her professional life included senior executive roles in Australian tertiary education institutions, including ten years at Swinburne University of Technology as Vice President, Student Affairs, and private sector consulting in HR, marketing and strategy in Australia, Europe and the Middle East.

Sarah has had extensive experience on a range of government and community boards and advisory groups. Her current community roles include board chair of Kids Under Cover, board member of the Centre for Social Impact, member of the Victoria Police BlueLight Council, Victorian Bail Justice, and Victorian Rhodes Scholarship Selection Committee member.

Sarah is a Fellow of the Australian Institute of Management, Australian Marketing Institute and a member of the Australian Institute of Company Directors.

Senior management

Throughout the year Reach made some exceptional new senior management hires including senior managers for the business areas of Development, NSW, Services & Learning, and Finance & Operations.

Remuneration of senior managers

Senior management salaries include those of the CEO, General Managers and Heads of Departments. The total remuneration for Reach senior management totalled \$1,206,369 for 2011.

Recruitment and induction of new staff

In 2011, Reach's recruitment policy was reviewed and refined to ensure enhanced effectiveness and transparency. Psychometric testing for all senior hires was introduced.

During the year a new induction program was developed and launched for new staff. A range of materials were provided to educate and inform staff about Reach's history, values, culture, organisational structure and workshops. New staff were provided with an Employee Handbook, which included information about all organisational policies and procedures.

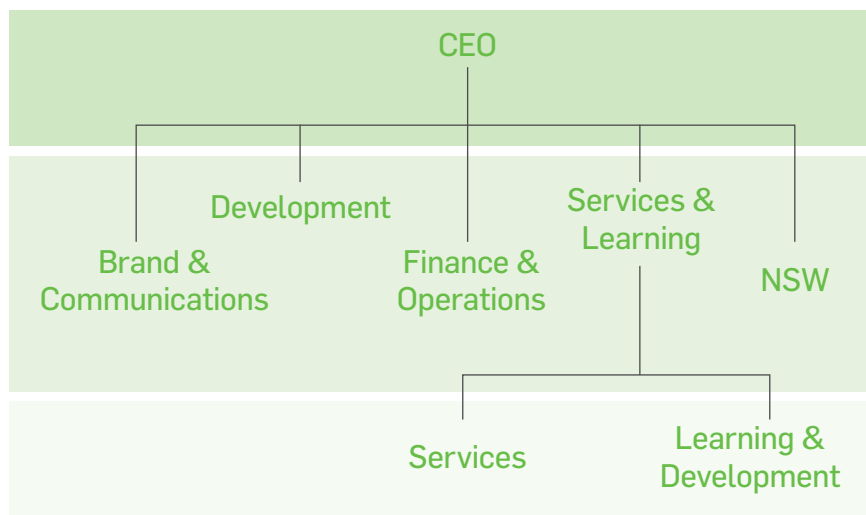
Performance management

Reach has a defined performance management process to monitor and assess staff performance. This process is tailored to reflect a staff member's major roles and responsibilities, and aligned to the organisation's goals and values. As part of this process, both professional and personal development goals are identified for individuals, and plans are created to support achieving these goals.

Retention and attrition

Many members of our staff have been with the organisation for more than seven years – contributing valuable organisational knowledge and experience.

In 2011 there was a moderate attrition rate of staff. Many of the departures were expected and natural, enabling people to follow new opportunities whilst drawing on their experience and development at Reach.



Reach staff structure

Some of the key vacant positions were filled internally. The key changes in staff roles in 2011 were:

- Appointment of General Managers in Development, NSW, Services and Operations;
- Appointment of new General Manager, Services & Learning (internal appointment);
- Appointment of Head of Learning & Development (internal appointment); and
- Appointment of an Office Manager.

The internal appointments reflected Reach's investment in the development and growth of its people, enabling succession and the retention of talent.

Exit interviews were conducted for departing individuals and themes were reported back to senior management.

Staff development

Reach maintains a strong commitment to the professional development of our staff. Over the year a number of staff undertook professional development opportunities, including:

- Diploma of Management, with Learning Verve.
- Coaching In-depth – the Organisational Role Analysis Approach, with National Institute of Organisational Dynamics Australia.
- Certificate IV Training and Assessment, with Learning Verve.
- Suicide prevention training – part of the internal advanced skills training program for staff and crew.
- Indigenous-awareness training, with Koori Heritage Trust.
- External career planning and development coaching, provided pro-bono by senior consultant Chris Reardon.

For four of our staff, a highlight was being invited to attend the Blank Page Hard Yarn Youth Mob Summit, in July. Held over four days in the Billard Aboriginal Community, on the Dampier Peninsular, WA, the summit provided

the opportunity to have a "hard yarn" about Indigenous youth suicide in the Kimberly region and beyond.

Recognition

Each year, Reach recognises a number of individuals for their outstanding contribution to the organisation. In 2011, recipients of these awards included:

The Chairman's Award:
Geoff Roberts, Reach Board member

Most Inspirational Award:
Claire Pilley, Facilitator

The Quiet Achiever (Troy Broadbridge) Award: Jodi Barry, General Manager, Brand & Communications

Rising Star Award:
Rochelle Dennis, Facilitator
Charlotte Squires, Facilitator

The staff who have contributed over seven years of service to Reach were also recognised, and included:

- Jen Brice, General Manager, Learning & Services
- Jodi Barry, General Manager, Brand & Communications
- Ranko Vukomanovic, General Manager, Finance & Operations.

Our culture and engagement

In May 2011, Reach people got together for full-day workshop to reflect on Reach's history, values and unique organisational culture.

The day was facilitated by Reach's then CEO, Gordon Lefevre, and supported by a group of external Facilitators – Marion Stanway, Peter Rohan, Trisha Kirkland and associates – who generously gave their time and expertise to Reach at no cost.

A range of goals were agreed to on the day, including:

- Greater commitment, transparency and accountability around Reach values;

- Increased communication about how decisions are made, and other pertinent information from the leadership of the organisation;
- Greater alignment of crew and staff in everything we do;
- Improved transparency around HR policies and procedures;
- An increased focus on wellbeing and work life balance for Reach people, and
- A commitment to improve our workplace environment.

Following the day, a working group was established to develop action plans for each goal. To enable us to focus on implementing these actions we decided to re-schedule the annual culture survey, provided pro-bono by People Measures, to mid-2012.





Reach's wellbeing program

One critical issue raised during the day was the wellbeing of Reach people. In October 2011, a six-month pilot Wellbeing program was launched, combining holistic and supportive interventions for our people including:

- Reflexology
- Reiki
- Kinesiology
- Massage
- Health checks
- Wellbeing seminars
- Gym membership and personal training sessions
- Counselling sessions.

Take-up of all areas of the pilot Wellbeing program by Reach people was high. And following its success, a pilot Wellbeing program will be rolled out for Sydney staff and crew, in 2012.

Specialists in the field were very generous with their time, giving significantly reduced rates and pro-bono services to Reach. Special thanks to: Fiona Ennis, Sheena Vaughan, Dr. Angus Pyke, and Max Cattolico at TimeforFitness in Fitzroy.





OUR BOARD

OUR BOARD

Reach's Board is a group of highly successful and professional business and community leaders who volunteer their time to the advocacy, fundraising, and strategic direction of Reach. The ultimate responsibility for the governance of Reach rests with our Board of Directors.

The Board delegates authority to efficiently and effectively manage the business of Reach, to the CEO and Leadership team.

Reach directors are asked to commit to a code of conduct, agree to uphold the values of Reach and to exercise due care, skill and diligence in preserving, protecting and advancing Reach.

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

Board meetings

Six Board meetings were held during the year.

DIRECTORS	Eligible to attend	Attended
Paul Brasher	2	2
Don McLardy	6	6
Bill Ranken	6	5
Renee Roberts	3	3
Geoff Roberts	6	5
Michelle McQuaid	6	6
Jim Stynes	6	0
Tom Harkin	1	0

Reach's CEO also attended all Board meetings.

Board subcommittees

Leadership and remuneration subcommittee

Two formal Leadership and Remuneration Subcommittee meetings were held during the year. The Board Chair and the Chair of the Subcommittee met to discuss leadership remuneration, and the members of the full Board considered pay reviews for staff.

Audit and risk subcommittee

One Audit and Risk Subcommittee meeting was held during the year.

DIRECTORS	Eligible to Attend	Attended
Renee Roberts	1	1
(Chair until resignation on 25 July 2011)		
Geoff Roberts	1	1
(Chair from 26 July 2011)		

Our directors

In 2011, there were seven Board Directors, including:

- Mr Paul Brasher – Chair until resignation on 1 March 2011
- Mr Don McLardy – Chair from 1 March 2011
- Mr William (Bill) Ranken
- Ms Renee Roberts – resigned 25 July 2011
- Mr Geoff Roberts
- Mrs Michelle McQuaid
- Mr Jim Stynes – Executive Director, deceased 20 March 2012
- Mr Tom Harkin – appointed 14 October 2011

Late in 2011, a Board renewal process was initiated. We are delighted to announce the following three new directors:

- Ms Clare Amies – appointed 26 April 2012
- Mr Kevin Keenan – appointed 26 April 2012
- Mr Sam Cavanagh – appointed 26 April 2012

Paul Brasher

B.Econ (Hons) (Monash), FCA, MAICD

Paul Brasher was a Director since May 2004 and was appointed Chair in February 2007. He was a member of, and previously Chaired, the Board Audit and Risk Subcommittee. Paul stepped down from the Board in March 2011.

Paul is Director of Perpetual Limited and a member of the Australian Institute of Company Directors and is a member of the Board of the Victorian Arts Centre Trust and Incitec Pivot Limited.



Don McLardy

Dip FS (Broking), QPIB

Don has over 30 years broking experience. He began his insurance career at OAMPS Limited. Over numerous years, he held many roles there culminating in Don being appointed Managing Director of Australia Operations. Don left to establish his own company, Don McLardy & Associates in 1996.

After merging with McShane Business Services in 2007, McLardy McShane Insurance and Financial Services was established. The business grew remarkably over the next four years. And in January, 2011 they began trading as a stand-alone Australian Financial Services Licence Holder and Authorised Representative of Empire Insurance Services Limited. Don and the entire team are looking forward to an exciting future as part of the national insurance broker cluster group, Steadfast.

Don is President of the Melbourne Football Club.



Bill Ranken
B.A. (ANU), Grad. Dip. Applied Finance
and Investment (FINSIA), MAICD,
F Fin, MSAA

Bill Ranken was appointed a Director of Reach in January 2007. He is also;

- a member of the Board Audit and Risk Subcommittee
- an inaugural Chairman of The Reach Dreams Foundation Board of Governors
- an inaugural Chairman of the Reach DreamCatcher Program Steering Committee
- a member of the Reach crew's Mali Initiative Project team
- a Reach Supporter – assisting Reach crew to deliver programs.

Bill is a Director of Hyne and Son, a privately owned timber and associated products company, a member of the Council of Geelong Grammar School, Chairman of The Geelong Grammar Foundation, and was a member of the Finance Committee of Carey Grammar School.

Bill is a member of the Australian Institute of Company Directors, a Fellow of the Financial Services Institute of Australia, and a Master Stockbroker of The Stockbrokers Association of Australia.

Renee Roberts
BBus, MAppFin, CPFP, GAICD,
SFFinsia, WCLP

Renee Roberts was appointed a Director of Reach in December 2007. She was the Chair of the Board Audit and Risk Subcommittee until her resignation on 25 July 2011.

Renee is a non-executive Director of Cash Services Australia Pty Ltd, a Fellow of the Williamson Community Leadership Program, a Senior Fellow of Finsia (Financial Services Institute of Australasia), and graduate of the Australian Institute of Company Directors.

Renee is a General Manager with the National Australia Bank and has a 25 year career in the financial services industry across several countries.



Geoff Roberts
BComm (Melbourne), FCA, FAICD,
Exec MBA, AGSM

In November 2011, Geoff became the Managing Partner, Victoria for Deloitte - leading a team of 1,730 professionals. Prior to this, Geoff was the Group Chief Financial Officer for AXA APH from 2004, until its sale to AMP in March 2011. His role at AXA included responsibility for all statutory and management reporting, capital and treasury management, mergers and acquisitions. As well as actuarial, legal and risk management including compliance, taxation, investor relations and corporate affairs for Australia, New Zealand and eight Asian countries.

Geoff was appointed a Director of Reach in September 2009 and Chairman of the Board Audit and Risk Subcommittee from July 2011. He was also an Honorary Board Member of Vision Australia for five years from 1997 to 2002.



Michelle McQuaid
MAPP

Formerly an executive in some of the largest corporate organisations in Australia, London and New York, Michelle is an independent consultant and proven expert in bringing out the best in people at work. Through her videos, books, training programs and games, she's helped thousands of people to leverage their strengths, challenge their beliefs, build their resilience, create great relationships and smash through their goals at work. She prides herself on helping people to make work more rewarding and her blend of real-world successes, actionable advice and enthusiasm for life ensure Michelle's a favourite with audiences worldwide.

Michelle has completed her Masters in Applied Positive Psychology with Martin Seligman (the founder of this field) and is currently completing her PhD with David Cooperrider (the founder of Appreciative Inquiry).

As a massive advocate for empowering people to steer their own course, Michelle's also occasionally convinced organisations like PricewaterhouseCoopers, BHP Billiton and the National Australia Bank to help design this kind of change from the top-down. Michelle has a strong belief in paying it forward and as well as being a Director for Reach she serves on the Play for Life Board – a non-profit organisation which uses play to initiate social change projects, and supports schools to implement positive education approaches.

Jim Stynes

OAM B.Ed., Dip. Youth Work, Victorian of the Year 2003, Churchill Fellow 2007

Jim Stynes, well known for his distinguished Australian Rules football career, co-founded Reach with film director Paul Currie in 1994. He devoted much of his life off the football field to helping Australian youth. Through his hands-on work on a variety of leadership initiatives and mentoring programs, he helped tens of thousands of young people realise their dreams. Jim was President of the Melbourne Football Club.

Jim Stynes passed away on 20 March 2012.



Tom Harkin

For more than 10 years Reach crew member, Tom Harkin, has worked with tens of thousands of young people, delivering Reach's workshops.

Tom has a passion for creating safe and supportive spaces where young people can openly and honestly share their experiences of life, connect with others, and recognise that they are not alone. Through connection and positive affirmation, Tom encourages young people to discover their unique value and voice, and creates a place for this to be heard.

In recent years, Tom has travelled to the USA, where he has explored the work of master facilitators, and acting teacher Eric Morris. Today, Tom spends his time training the Reach crew to deliver workshops and affectively engage with, and inspire young people. He is also responsible for delivering Reach's annual Camp Maasai – a program designed to connect business leaders with the issues facing today's youth. Tom's role extends to the Reach

Board and being part of Reach's Spirit Guardians, a group responsible for ensuring the essence of Reach is maintained as the organisation grows.



Clare Amies

Clare is currently the Executive Director for Health Services Group, Transport Accident Commission and WorkSafe Victoria. At WorkSafe and the TAC for three years, Clare has been leading the Health Services Group in the development of strategy and working with external providers in both health and disability.

Prior to this role Clare was the CEO of Western Region Health Centre for over six years. In fact, Clare has worked in the community sector for more than 20 years. 12 of those years were spent working in community health developing services in partnership with the broader health system. Some of the areas she focussed on include refugee health, Aboriginal health, mental health and chronic disease management.

Clare's original training was as a social worker in the NFP sector.



Kevin Keenan LLB (Hons)

Kevin was appointed Company Secretary in November 2011 and was appointed as a Director in April 2012. Kevin is a member of the Board Audit and Risk Subcommittee.

Kevin is a lawyer with over twenty years experience. He has gained his knowledge in various legal and management roles in private practice

and the corporate sector. Most recently, Kevin was Group General Counsel and Company Secretary for AXA Asia Pacific Holdings Limited until leaving upon the completion of the sale to AMP Limited. Since then, Kevin has focused upon balancing contract work, mentoring, supporting charities and family life, collecting valuable lessons along the way.



Sam Cavanagh

Sam Cavanagh is one of Australia's foremost experts in media content and creative team management.

Currently, Sam is the National Executive Show Producer at Southern Cross Austereo. In this role he oversees shows and producers across the 2DAY and Triple M radio networks.

Between 2004 and 2010 Sam was the creator and Executive Producer of the highly successful Hamish & Andy radio show. In this time, Sam produced many world first media moments, including taking the Hamish & Andy show to Afghanistan to broadcast live from the region.

In 2011 Sam launched the nationally syndicated 'Fifi & Jules Show' – currently Australia's number one drive-show.

At the Australian Commercial Radio Awards, Sam was awarded the Best Show Producer a-record 4 years in a row, 2007-2010. Sam has also received two ARIA awards for executive producing Hamish & Andy's CDs, 'Unessential Listening' (2008), and 'Celebrating 50 Glorious Years' (2010).



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HOW YOU CAN SUPPORT REACH

Together there are many ways we can make a difference in a young person's life:

- Make a donation online at reach.org.au, call us on 03 9412 0915 or send a cheque to: The Reach Foundation, 152-156 Wellington Street, Collingwood Victoria 3066.
- Pledge a monthly gift at reach.org.au
- Come along to a Reach fundraising event and bring your friends. You can book tickets for the latest events at reach.org.au
- Run your own community fundraising event and donate the proceeds to Reach.
- Participate in a challenge event like a fun run, marathon or hike and nominate Reach as your charity of choice.
- Make a pre-tax donation to Reach from your salary by participating in payroll giving. Ask for more information from your workplace.
- Ask your company to sponsor a Reach event or program.
- Make a gift in your will.

If you or your company are interested in opportunities to make a positive difference in your business and community with Reach, please contact us on +61 (3) 9412 0912. We'd love to hear from you.

For all other fundraising enquiries email fundraising@reach.org.au.









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