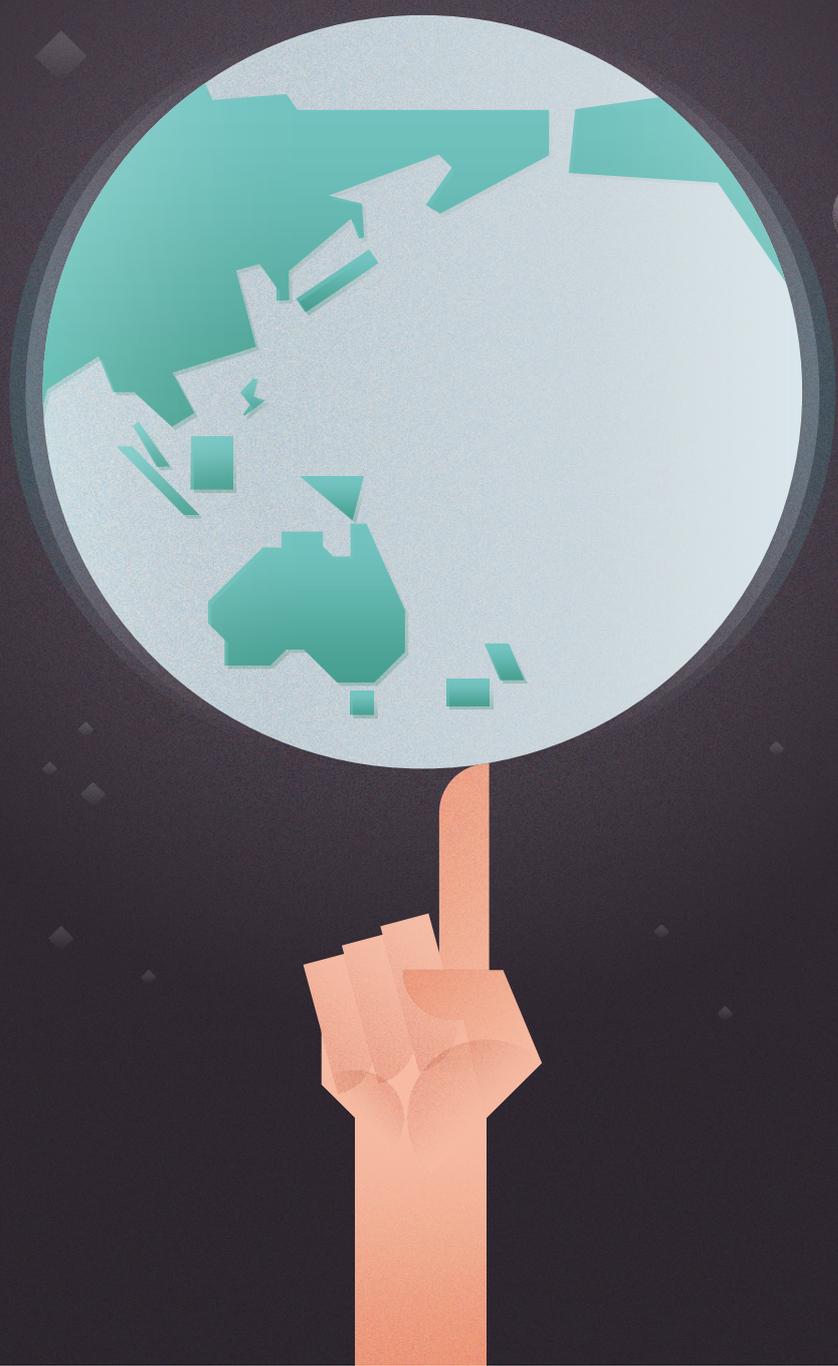


# **FIGHTING CHANCE**



**FY17 ANNUAL REPORT**  
**OCTOBER 2016 – SEPTEMBER 2017**

# A NEW FUTURE FOR DISABILITY



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**FIGHTING CHANCE** designs, builds and scales social enterprises which move the dial for Australians with disability and their family.



Our approach is simple. We work with our community to identify the challenges, hurdles and barriers faced by people with disability in their everyday lives and then design and build sustainable social businesses which resolve these issues.

Our mission is to ask 'WHAT IF?', to see the world as it isn't yet, to imagine a future quite different to the present.

**AND THEN TO MAKE IT HAPPEN.**

## A MESSAGE FROM **OUR CHAIRMAN**

The past 12 months have been pivotal to the development of Fighting Chance - Laura and her team, with the support of the Board of Directors, have worked tremendously hard to successfully grow Fighting Chance's enterprises so that they now positively impact more than 250 Australians with disability... and the ambition is now to increase that to 1,000 lives impacted.

It is incredible how far Fighting Chance has come from what were very humble beginnings indeed. When my daughter Ashleigh Rose started at Fighting Chance, Laura and Jordan were running a tiny training program for just 8 people in an old industrial estate in Brookvale.

They were not doing what people in their early 20's typically do. Because of their family's experience, because of their brother Shane, they were driven, fiercely entrepreneurial, and simply not putting up with the status quo in terms of the programs and services that dominated the disability services landscape at the time.

Their ideas were strong and truly innovative, but they needed backing. Some early stage funders were onboard, their reputation was spreading, and I truly believed that their work could significantly improve the lives of people with disability, just like it had for my daughter.

Fast forward to FY17, and Fighting Chance's social businesses have generated revenues of \$2,290,000. Importantly, the enterprises of Fighting Chance now stand alone. Their operations are financially independent and the fundraising we do is no longer about keeping the doors open, but targeted at fuelling growth and expansion as we strive to fulfil our social business aspirations.

The next 12 months promise to be as monumental as the year just passed. We have well-developed plans to increase the scope of our services and to rapidly scale business operations. This aspiration is core to Fighting Chance's DNA: to positively impact as many lives as we can.

It gives me great pride to be Chairman of Fighting Chance, a parent of one their participants, a member of this fantastic community, and I am thrilled to now present our Annual Report for FY17, showcasing our most successful year to date.

Congratulations to Laura, her team, our participants and families, and everyone who has supported us in the past year to achieve incredible impact.

A handwritten signature in black ink, appearing to read 'Tim Powell'.

**Tim Powell**

**Chairman**



# A MESSAGE FROM OUR CEO

**I am delighted to be able to report that FY17 has been Fighting Chance's biggest year to date, in which we doubled both in size and in the impact we are having in the community.**

The year started in challenging circumstances - the NDIS commenced national roll out in July 2016, and our first team member transitioned only weeks into the new Fighting Chance Financial Year.

It is fair to say that the first six months of the year were dominated by adapting to this massive reform, learning on our feet, and making significant changes to our operational framework and technology as the organisation's needs under the NDIS became clear. However, I am pleased to report that the intensive preparation we had done in FY16 to understand and ready ourselves for the NDIS paid dividends, and by February 2017 we had completed the majority of the transition.

Despite these early challenges, the NDIS has been a revelation for Fighting Chance in FY17. We have seen a wave of new people join our social enterprises who had limited capacity to do so under the block funding system. Indeed, it has been a pleasure to watch the daily lives of so many of our participants transform as a result of the resources and freedom their NDIS plan brings. A reform of this size is never easy, but two years in Fighting Chance continues to be impassioned supporters of the NDIS and the empowerment it brings to the lives of people with disability.

In large part a consequence of the roll out of the NDIS, Fighting Chance's social enterprises grew rapidly in FY17. In January we moved *Jigsaw* out of our home in Skyline Place, Frenchs Forest, to a much larger space in Rodborough Road, Frenchs Forest, a move which has allowed the business to expand rapidly in recent months. We also opened two new Avenue hubs in the year, including our first site away from the Northern Beaches, in Botany. Opening Avenue in Sydney's south fulfilled a long-held dream of ours to take the opportunities of Avenue to other parts of Sydney, and it has been so exciting to see the hub open and begin to thrive.

These expansions have led to a doubling of our impact, and by the end of the year we were supporting 250 people with disability. We have also doubled our operating revenue and staff team in line with this expansion.

**FY17 has been a phenomenal year for Fighting Chance,** and I would like to finish by extending my sincere thanks to our participants, employees, management team, Board, donors, and our community for all your support, guidance and hard work in FY17. It has been a year in which we have laid very strong foundations for the next phase of our growth, and I look forward to walking that pathway with you all.



**Laura O'Reilly**

**CEO**



# OUR IMPACT



**OUR WORK HUBS DOUBLED  
2 TO 4**



**TOTAL PARTICIPANT NUMBERS  
FY16 120  
FY17 250**



**SOCIAL ENTERPRISE REVENUE DOUBLED  
FY16 \$1,162,972  
FY17 \$2,293,428**



**REDUCED RELIANCE ON FUNDRAISING REVENUE  
FY16 34%  
FY17 31%**



**SCHOOL LEAVERS EMPLOYMENT SUPPORT PARTICIPANTS  
6 TO 21**



**INCREASE FROM 5 TO 17 TRANSITIONS TO MAINSTREAM EMPLOYMENT**



**WORK EXPERIENCE PARTICIPANTS GREW FROM 59 TO 80 PEOPLE**



**FULL-TIME EQUIVALENT STAFF INCREASED  
FY16 27.5  
FY17 54.5**



**INCREASE IN EMPLOYEES WITH DISABILITY FROM 11 TO 43**



**SQUARE METRES OCCUPIED  
FY16 1,020  
FY17 2,020**

# OUR MODEL

## WHAT IF THERE WAS A NEW FUTURE FOR DISABILITY?

We see a future where people with disability, influencers and thought leaders, philanthropists, governments and the private sector collaborate to create genuine and sustainable impact in the disability sector through social enterprises.

Our approach to building social enterprises is simple. We work with our community to identify the challenges, hurdles and barriers faced by people with disability in their everyday lives and then design and build sustainable social businesses which resolve these issues.



### PINPOINT

There are many systemic challenges that people with disability and their families face. We work with our community to pinpoint challenges, hurdles and barriers that need to be addressed.



### DESIGN

We utilise the power of social enterprise to design sustainable long-term inclusive solutions to these challenges.



### BUILD

We work with a range of funders to bring our social enterprises to life through an ongoing process of measurement and refinement.



### SCALE

We are passionate about taking our proven model to those who need it.

Since 2011, Fighting Chance has designed, built, and has begun to scale two social enterprises, Avenue and Jigsaw, responding to the challenges and questions identified by our community:

### WHAT IF people with profound and severe disability were given opportunities to meaningfully participate vocationally, and in the community?

Avenue seeks to challenge the notion that people with profound and severe disability cannot work, and to overcome the systematic exclusion from all aspects of ordinary life that this cohort face.

Laura and Jordan saw first hand how preconceived ideas about their brother Shane relegated him to unstimulating recreational day programs, despite Shane's keen interest in computer technology, and desire to make a contribution.

Testing and developing a retail social business model over the past 5 years in Frenchs Forest, Avenue has grown into a financially sustainable enterprise, which is now expanding across Sydney. Combining best-in-class supports offered by the traditional day program model, with the day-to-day activities of a retail business, Avenue now provides genuine vocational and social participation opportunities to over 150 people with disability.



### WHAT IF we could better support people with disability to prepare for and transition to mainstream employment?

It is widely acknowledged that existing employment models for people with disability are failing despite huge investment from the Australian Government, whilst unemployment rates for people with disability remain at almost double that of people without disability.

So what if a social enterprise could provide a genuine solution to this issue? The revelation at the heart of the Jigsaw model is very simple: people prepare best for work in work.

By providing training, supported work experience, and Award-paying jobs within a functioning business, and facilitating transitions to mainstream employment, Jigsaw supports jobs seekers on their whole journey, benefitting a cohort of 100 participants to date.



# JIGSAW HIGHLIGHTS

## **JIGSAW PROVIDES DIGITISATION AND INFORMATION MANAGEMENT SERVICES TO CORPORATE AND GOVERNMENT CLIENTS, IN ORDER TO CREATE AWARD-PAYING JOBS, TRAINING OPPORTUNITIES, AND PATHWAYS TO MAINSTREAM EMPLOYMENT FOR PEOPLE WITH DISABILITY.**

In FY17, Jigsaw has focussed on articulating its tripartite model, a unique approach to providing seamless, supported transitions from unemployment to Award wage roles in the mainstream. The team at Jigsaw knows that the best way to prepare for work is in work, which is why we offer three distinct supports to people with disability:

**Jigsaw LEARNING:** Tailored work-readiness training delivered in a real work setting.

**Jigsaw OUTSOURCING:** Providing direct employment (at Award wage) within the commercial arm of the business.

**Jigsaw TEMPS:** Facilitating temporary roles in mainstream companies as a transitional pathway into employment.

In January 2017, Jigsaw took the huge leap of relocating to Rodborough Road, Frenchs Forest. Although not far from Fighting Chance HQ and Jigsaw's previous location, the new much larger office is in another world in terms of impact being achieved.

From a business perspective, Jigsaw now generates monthly revenue in excess of \$50,000, working with around 45 clients across the legal, mining, community services, finance, and property sectors, as well as with Local and State Government.

Importantly, this has allowed Jigsaw to offer more learning opportunities and Award paying jobs, having supported 21 recent school leavers to prepare for work, employed 40 people with disability at Award wage, offered 80 work experience placements, and enabled 17 transitions to mainstream employment in FY17.

In 2016 Jigsaw was an inaugural recipient of the coveted Westpac Foundation Social Scale-Up Grant. The grant of \$300,000 over three years plus significant corporate advisory services from Westpac, has been critical to FY17 growth and the establishment of Jigsaw as one of Australia's pre-eminent social enterprises in the employment space.



**Paul Brown**  
**General Manager Jigsaw**



## JIGSAW LEARNING

For the average person, it can be tough to get a job or a chance at an opportunity if you don't have any experience on your résumé, or have been out of work for some time. Finding work can be much more challenging for people with disability.

Jigsaw LEARNING is designed to help individuals take that first step on the pathway to a job. Participants have the opportunity to learn a range of work skills on the job at their own pace, in a supported environment, as well as having access to our learning programs in social skills, workplace etiquette and job readiness.

In FY17, we saw an increase from 59 to 80 participants in Jigsaw LEARNING, predominantly due to Jigsaw's growth and capacity to take on more participants within the business.

### **Case Study: School Leavers Employment Support (SLES)**

School Leavers Employment Support (SLES) is a vital NDIS-funded pathway for recent school leavers to gain the skills and confidence needed to transition from school to employment.

Fighting Chance offered these supports to 21 people in FY17 through our Jigsaw LEARNING program, providing one-on-one and group-based training to develop an understanding of what it is like to be at work, as well as hands-on real-life experience within the operations of the Jigsaw digitisation and document management business from day one.

Andrew joined Jigsaw's SLES program in early 2017, showed great capacity to work and learn and was selected as part of a team to work on our AMP Capital contract in the city.

**"It's awesome to be part of a team all working together to get the job done. There is always a trainer to help if I have any problems but I can usually fix them myself. I really enjoy getting through the day and knowing how much I am helping others."** - Andrew

Andrew learnt a lot through his experience as part of the AMP team, and soon afterwards applied for and was awarded a mainstream job working directly for Taronga Zoo on the Sky Safari. This is Andrew's dream job, and something his family previously thought would be impossible.



# JIGSAW OUTSOURCING

Jigsaw directly employs a workforce of people with disability at Award wage to execute digitisation and document management contracts for corporate and government clients.

In FY17, Jigsaw employed 40 people with disability. Whilst Award-wage employment might not seem exceptional, in the disability employment market it is. Historically, employment models such as Supported Wages and jobs created through Australian Disability Enterprises have underpaid and undervalued the contribution of people with disability.

Jigsaw is incredibly proud to be offering a fair day's pay for a fair day's work to all employees, who in most cases exceed the quality and productivity expectations of a mainstream workforce.

Jobs within Jigsaw OUTSOURCING include document preparation, specialist scanning, quality control, data entry, team leadership, batch and workflow management, and a range of other roles in between.

Employees are supported where required, but encouraged to work independently with the goal of becoming work-ready for transitioning into mainstream employment.

Mathew joined Jigsaw in early 2017 as a trainee, proved to be a very capable worker and early in the year was offered a position working in Jigsaw's most complex outsourcing contract. Mathew worked hard all year and proved himself to be an incredibly valuable staff member in Jigsaw.

**"It's such a supportive & understanding environment where you get a lot of care and support. I'm finding my confidence is improving every day."** - Mathew

Through Jigsaw TEMPS, Mathew was then put forward for a job at HireUp as a junior developer, a position that aligns with both his passion and qualifications, and he will be starting work with them in 2018.



## Jigsaw Relocation

Late in 2016, Jigsaw reached capacity at its Skyline Place Frenchs Forest premises, supporting 22 people per day to access vocational training, work experience and Award wage employment. With growing demand for Jigsaw's digitisation services, and for disability employment services, we began looking for and found a much bigger and better home for Jigsaw, nearby at 22 Rodborough Road, Frenchs Forest.

January 2017 saw some minor fitout works take place, with the team relocating operations and services in February, and an official grand opening event held on Wednesday 22 March 2017.

Jigsaw's relocation was made possible with the generous support of the Westpac Foundation, LendLease, Pinnacle Charitable Foundation, and the 2016 Tour de Chance.



# JIGSAW TEMPS

Integration into mainstream employment is a goal for many people with disability, with the key barrier to this being not lack of ability or desire, but lack of opportunity. Jigsaw TEMPS takes fully trained, experienced and confident workers from within Jigsaw OUTSOURCING and LEARNING, and matches those workers with appropriate temporary roles in mainstream organisations.

Jigsaw TEMPS facilitates this transition to mainstream workplaces by providing both employee and employer with a range of intensive supports including an expert placement service, 24-hour remote assistance and on-site support in the new workplace during the placement, plus the added job security of the employee remaining on Jigsaw's books during the placement.

In our experience, a highly supported transition to the mainstream is essential to giving all parties confidence about a worker's abilities to perform in the role. In many cases, employers have been exceedingly happy with the work of a temporary employee from Jigsaw, and have progressed to employing them directly, with 17 transitions to mainstream employment taking place in FY17 alone.

Conor started a traineeship with Jigsaw in early 2017, where he focused on developing his employment skills and building strategies around his learning difficulty. Conor proved himself to be a fantastic worker and was soon offered employment within Jigsaw OUTSOURCING. Through Jigsaw TEMPS, Conor has since been working within the Loans and Markets department of Westpac. His colleagues at Westpac report that he has quickly become a popular and invaluable member of their team.

**"My confidence has changed a lot working here, especially working with so many nice & supportive people"** - Conor



## With thanks to the following partners and supporters of Jigsaw in FY17:





# AVENUE HIGHLIGHTS

## AVENUE HARNESSSES THE TIME, SKILLS, AND ABILITIES OF PEOPLE WITH DISABILITY TO BRING EPIC BRANDS TO THE WORLD.

Avenue retails beautiful home and giftware products to Australian consumers through community markets and an online store, and through day-to-day operations provides a unique opportunity for people with profound and severe disability to build vocational and social skills in a genuine work setting, and in the community.

Work tasks at Avenue range from internet research on giftwares, updating photos on our website, group work deciding our new product lines, counting and sorting stock, packaging and posting online orders, attending community markets to sell our products, and lots in between.

Combining a fully accessible workplace, best-in-class supports, and an innovative approach to job carving which enables people of all abilities to make a meaningful contribution to the business, Avenue provides an alternative to traditional recreational programs in the Community Participation space.

FY17 was Avenue's biggest year yet. Avenue celebrated a significant period of expansion, first doubling the size of services on the Northern Beaches in January by opening a second workhub, thereby adding another 20 places per day for young adults with disability to participate in this retail social enterprise.

Then in April 2017, the first satellite Avenue office opened in Botany, creating around 60 opportunities a year for young people with disability in another part of Sydney to access vocational training and the community through Avenue's innovative retail/disability service hybrid business model.

After hearing feedback from the Avenue community about wanting more involvement in the end-to-end process of retailing (rather than solely importing wonderful products from artisans with disability), in June 2017 Avenue

*Originals* was born - an original line of home and giftware products conceived, designed, developed, marketed and sold by Avenue's workforce of people with disability in Australia.

The first *Avenue Originals* product, scented candles, were produced in collaboration with artisan candle producer, MJ Candles, and have quickly become a best-selling product.

Avenue has also embarked on a number of partnerships with other epic brands - including Thread Harvest, Brands for Good, Quazi Designs, Moeloco, Fairtees, Seven Women, and ASIGE Women - to provide order fulfilment and non-digital marketing and sales services.

The introduction of these changes to the Avenue business model in 2017 has been designed to strengthen the quality and variety of meaningful work opportunities for participants, as well as to drive business profits and hence increase the dividends earned by all participants.

In FY17, Avenue supported over 150 people with profound and severe disability to reach their professional and personal goals.

**Megan Nicholls**  
General Manager

**Stacy Slavin**  
General Manager



## MATT AND HELEN

**"I love going to Avenue because I enjoy seeing all the people there and the staff are all very kind. All the staff are very helpful and have taught me a lot of new skills"** - Matt, Avenue Botany Participant

**"Going to Avenue Botany has increased Matt's confidence. He comes home very happy every time. The team has a special empathy for people with disability and I've found them to be most supportive and approachable. We are very grateful to have known them"** - Helen, Avenue Botany Participant Parent

## Avenue Expansion

FY17 saw Avenue begin its expansion across Greater Sydney, establishing itself in Botany in Sydney south - our first satellite workhub beyond the Northern Beaches. This was a proud step for Laura and the team, fulfilling a long-held ambition to take this innovative model to more people with disability across the city.

With the support of The Ian Potter Foundation, the Sisters of Charity Foundation, ANZ Staff Foundation, Australia Post, The Honda Foundation, The James N Kirby Foundation, The Grace and Emilio Foundation, and the 2016 Tour de Chance for fitout and establishment costs, Avenue Botany opened doors in April 2017, and held its official opening on Monday 14 August 2017.



## With thanks to the following partners and supporters of Avenue in FY17:



# OTHER FY17 HIGHLIGHTS

## REBRAND

At the 2017 Annual Dinner held in June, CEO Laura O'Reilly spoke to a room of 300 people about the Fighting Chance rebrand. She said: "I have learned that branding is not simply a matter of a logo and a colour palette, nor just a look for your website. Instead, a really good brand identity is a device which can speak your truth, tell your story, and powerfully convey to others who you are and what you believe".

This year, we have made considerable efforts to re-focus our identity, with the goal of creating a visual brand system and identity that clearly and powerfully captures our vision, optimism, and entrepreneurial approach to revolutionising the disability sector.

Our new brand is characterised by a soft pastel colours alongside bold questions, statements and illustrations, bringing to life a futuristic landscape that speaks to our aspirations.

We see a new future for people with disability which is built on equality, fairness and inclusion



- not charity - and is borne of well designed social enterprises which create meaningful opportunities for employment, inclusion and participation.

Our new brand also captures the founding spirit of Fighting Chance: the optimism and hopefulness which has been a cornerstone of the O'Reilly family's journey, and has at its heart the question 'WHAT IF there was a better, richer, bolder future for young people like Shane, and people with disability in general?'

Together, we will continue to ask the questions inspired by Shane's life. And together we will build social enterprises that answer those questions.



## THE MAN WHO INSPIRED US TO THINK... WHAT IF?

Shane O'Reilly (1989-2011)

## SOCIAL PROGRAMS

### The Lab

The Lab is a weekly technology club for children and teens on the Autism Spectrum to get together, have fun and build their skills in an informal setting through the tuition of IT professionals, in activities like coding and programming, gaming and digital game design, and robotics projects.

Throughout FY17, The Lab hosted 19 participants aged nine to 17, and has proven to be a great platform for participants to build social, communication and teamwork skills, as well as being a place for parents and families to connect over shared experiences.

Jack has been a participant at The Lab since 2016. As one of the older kids in the group, Jack would often help and guide the younger participants with their projects. Jack's natural leadership ability and aptitude for technology made him an ideal candidate for being a Mentor at The Lab, and he was recently formally appointed to a casual role. Jack is now being paid at Award wage to support others to achieve their goals at The Lab.

**"To me, The Lab is a bit of a community. We get to enjoy the things we like to do together, such as programming, gaming etc. When we want to learn something, we always find ways to collaborate to work it out."** - Jack, The Lab Participant and Mentor

### LifeX

LifeX empowers people with disability to reconnect and reclaim their social life and self-confidence through an offering of social activities and workshops. Between FY16 and FY17 we saw phenomenal growth in participation in LifeX, from 150 to over 300 people.

FY17 offered an exciting schedule for participants, including:

- Group outings to major public events including the Sydney Royal Easter Show (March 2017), VIVID (June 2017), and the 'Runners and Rollers' joining the Sydney Running Festival Bridge Run for the first time (September 2017)
- Social events including ten pin bowling, movie nights and attending Midnight Feast theatre performances
- Calendar favourites, the Fighting Chance Annual Dinner (June 2017), and Community Christmas Party (December 2017)
- An extension of LifeX's social skills program to offer regular workshops on communication and resilience, which we plan to broaden further in FY18 to include new topics and some recreational activities.



**"It has been lots of fun. I have been to all the dinners and other events. I don't have a favourite, I enjoy them all."**

Brianna Heaton, LifeX Participant

## NDIS TRANSITION

2017 was the year of NDIS transition for Fighting Chance. Following the national launch of the Scheme on 1 July 2016, the first Fighting Chance team member transitioned in early September, just a few weeks into our new Financial Year.

What followed was a tumultuous period of rapid learning, adaptation and changes to our systems and processes as Fighting Chance worked to get to grips with the NDIS reforms. October, November and December 2016 were key months as a tsunami of participants transitioned, requiring significant investment in resourcing and technology to adapt.

In particular, an NDIS Client Management System, Supportability, has been implemented, with a significant period of set up and training for all Fighting Chance staff. Supportability links participant goals with daily activities, as well as enabling a seamless NDIS claiming process. Our Finance, Intake and Hub Management operations have also been restructured, and additional resources added to the Finance and Intake teams to support this transition.

During this period, Fighting Chance made a commitment to fully support our community to make the transition to the NDIS, so we invested a great deal of time and resources into 1:1 pre-planning, NDIS workshops and information sessions, as well as attending meetings between NDIS planners, Fighting Chance participants and their families. We are thrilled to report that these efforts paid off in terms of the great NDIS plans so many people in the Fighting Chance community received.

By February 2017 this transition was largely complete. Most participants had an NDIS plan, new technology and systems were in place, and we began to see the benefits of the change, with many new people joining our innovative programs. Around July 2017, when Botany team members began to transition, learnings from the previous nine months were applied to make that a much more fluid process.

By the end of FY17, the NDIS was a core part of Fighting Chance's reality and overall the reform has lived up to high expectations, increasing individual choice and control for participants - which, ultimately, is what the NDIS is all about.



### KRIS & CINDY

**"The impact of transition to the NDIS has had a positive effect on the family and Kris. Kris now has the ability to access the community with a support worker and do things independent of his family that he would otherwise not be funded for."**

**"Avenue has been very supportive in all that Kris does allowing for a smooth transition to NDIS. They have been flexible with creating a daily program that suits Kris's needs in conjunction with his funding"**

- Cindy, Parent of Avenue Frenchs Forest participant

## FY17 EVENTS

### THE ANNUAL DINNER

On Friday 16 June 2017, 300 guests including participants, their families, staff, partners and supporters, funders and fundraisers, and many more from our community joined us to enjoy the spectacular backdrop of VIVID for Fighting Chance's 9th Annual Dinner.

With stunning views of the bright lights of the Opera House and harbour, the Sydney Overseas Passenger Terminal was the perfect venue for the highlight of our FY17 social calendar. Founding Director Jordan O'Reilly took to the stage in his inaugural performance as MC, a fantastic meal was shared, and a little fundraising took place. CEO Laura unveiled the new Fighting Chance brand identity and website, before the music and dancefloor beckoned.

As always, huge thanks go to Infinity AV for their annual pro bono support in sound and lighting, without which our Annual Dinners would not be nearly as beautiful and bright; the troupe from Dance Chance who treated us to a spectacular performance; and to the wonderful team of staff and volunteers behind the scenes, lead by creative powerhouse Sarah Peddie-McGuirk.



### COMMUNITY ENGAGEMENT

Fighting Chance prides itself on sharing information with and supporting our community to navigate the sector, the NDIS, and the service provider landscape. To that end in FY17 we hosted 10 information sessions at our various sites, attended seven expos, visited over 15 schools, facilitated three corporate volunteer groups, participated in three sector forums/roundtables, and spoke at or attended 10 conferences, as well as numerous other speaking engagements and presentations.

# THE TOUR DE CHANCE

The 2016 *Tour de Chance* (November 2016) was the most challenging so far. Travelling from Melbourne to Sydney, 23 riders spent over 60 hours in the saddle between first pedal stroke and final dismount, riding 1,254 kilometres and climbing 12,573 metres.

This massive effort was rewarded with \$376,571 in funds for Fighting Chance, allowing two new hubs to open, and creating opportunities for an additional 120 people with disability. Contributing to such positive and life-changing developments motivates the *Tour* riders to take on the journey, and acts as a spur when the going gets tough. It takes real commitment and humour, to get on a bike every morning for nine days straight.

Amidst the pain and suffering there were a lot of laughs, beautiful scenery, a few scrapes and crashes, and plenty of post-ride conviviality including a welcome addition - the *Tour de Chance's* first female rider.

The *Tour* snaked its way out of Mornington, up the Snowy River and over the Alps to Jindabyne, then through Queanbeyan, Braidwood, Kiama and to Audley Weir in the Royal National Park. The early days brought challenging rain and high winds, which thankfully cleared to make way for a dry and fast ride.

Day four's ride up the Snowy River Valley - outstanding for its scenery and absence of traffic - gave the first real test of climbing. The Bombala

to Jindabyne run the next day saw the heart-stopping Mur de Beloco, a 3km wall averaging a 15% gradient. Only eight riders made the climb, just three without stopping.

The squad stopped in the shadow of an Australian flag in Bungendore on November 11 for a minute's silence to remember the fallen. After Braidwood and Kiama, the final day to Audley ended with barbecued sausages and the warm embrace of family and friends - followed by a good night's rest.

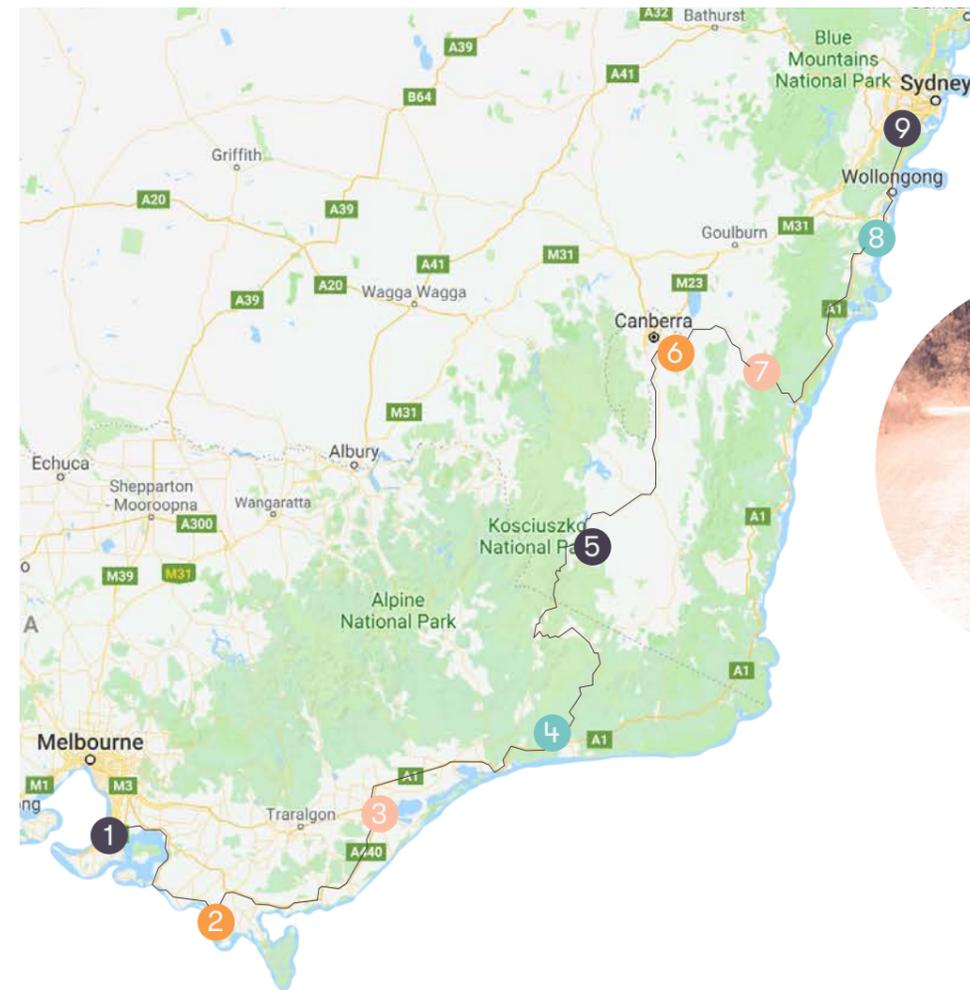
We now cast our gaze forward to the fifth and final *Tour de Chance* in February 2018, with an ambitious fundraising goal of \$1 million, to impact 1,000 lives through Fighting Chance's work. Riding from Sydney to the Gold Coast to retrace the steps of Tim Powell's inaugural *Tour*, an alumni of 30 riders are taking on this immense challenge to set Fighting Chance on its final steps towards sustainability.



**Lachie Drummond**

**Tour de Chance Support Crew**

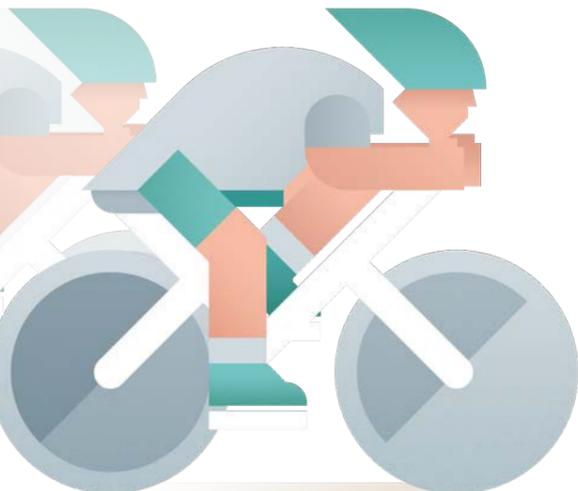
**2015, 2016 & 2018**



## 2016 TOUR DE CHANCE FACTS

The 2016 ride (1254 km) was longer than the Rhine River, climbed one and half Mt Everests (12,500m plus) and generated sufficient kilowatts to power an average Australian house for three weeks.

The 2016 *Tour de Chance* would not not have been possible without the support of:



# OUR PEOPLE

As of September 2017, the Board of Directors consisted of:



## TIM POWELL CHAIRMAN

Tim Powell is Managing Director of Korn Ferry Futurestep in Australia and New Zealand. Tim has previously held the positions of CEO (Southeast Asia and Pacific) for Aon Hewitt, Human Capital Managing Partner for Accenture ANZ, and Managing Partner for Deloitte Central Europe. Tim holds an MBA from the University of New England.

Tim's daughter Ashleigh Rose is a Fighting Chance participant.



## LAURA O'REILLY FOUNDING DIRECTOR & CEO

Co-founder and strategic visionary of Fighting Chance, Laura's in-depth understanding of the disability sector and her personal experience of disability drives her passion and commitment to excellence every day. A law graduate, mother, advocate, and sector leader, Laura cannot help but challenge the status quo and inspire change for the good of others. Laura is a graduate of the University of Cambridge with an MA in History (Hons, First Class) and has recently completed postgraduate law studies at the University of NSW, where she won the Dean's Prize for academic excellence in 2012 and 2013. From 2012 to 2015, Laura was a member of the NSW Disability Council, the official advisory to the NSW Minister for Disability Services; and she has experience of disability as a sibling. Laura has significant start-up experience, having co-founded Fighting Chance with her brother Jordan in 2011. Fighting Chance is now a multi-million-dollar organisation supporting over 250 people with disability. Laura was named the Australian Woman's Weekly magazine's Woman of the Future 2014 and in November 2015 was a NSW State Finalist for Young Australian of the Year Award. Laura is also a co-founder and Director of Hireup.



## JORDAN O'REILLY FOUNDING DIRECTOR

A graduate of the University of Sydney with a degree in Occupational Therapy, Jordan is the co-founder and CEO of Hireup, an online platform revolutionising the way Australians with disability find, hire and manage their own support workers. With over six years' experience in establishing and growing both not-for-profit and for-profit disability service providers, Jordan has spent much of his adult life working in the Australian disability sector. He was awarded the NSW Young Carer of the Year Award in 2011, the Rotary Community Service Award in 2012 and the Sydney University Faculty of Health Science Leadership award in 2013. Jordan has also been awarded the Foundation for Young Australians Changemaker of the Year Award 2014, a Myer Foundation Innovation Fellowship in 2015, Sydney University's Young Alumni Achievement Award 2015 and was a NSW State Finalist, Young Australian of the Year 2015. In mid-2016, for his work on Hireup, Jordan was chosen to be part of the Laureate Global Fellowship — one of just 20 young leaders from around the world.



## ROBERT BUCKINGHAM DIRECTOR

Robert is the Managing Partner of Allan Hall Chartered Accountants, a Northern Beaches-based firm currently employing more than 70 staff. Robert has held that position for over 25 years and has been in public practice with the firm since 1978. He holds a Bachelor of Commerce (Hons) from UNSW and is a Fellow of both the Institute of Chartered Accountants and the Taxation Institute. He also serves as a Director on the board of numerous private companies.

As of September 2017, Management and Staff consisted of:

**55 full time equivalent staff** across four work hubs and a pool of **60 casual support workers**; including **43 people with disability employed** at Award Wage. The Strategic Management Group, headed by CEO Laura O'Reilly, included:



## PAUL BROWN GENERAL MANAGER JIGSAW

Paul came to Fighting Chance in 2013 after developing an extensive background in behavioural management in the United Kingdom. Paul's tertiary educational background is in media, but after working as a support worker in the UK for two years, he decided to devote his life to supporting people with disability and joined Fighting Chance upon his relocation to Australia.

Paul now leads Fighting Chance's social enterprise *Jigsaw* and is passionate about innovating in the employment sphere of the disability sector. Under Paul's leadership as General Manager, *Jigsaw* has grown from a simple idea to a profit-making social enterprise, supporting well over 100 people with disability to prepare for and transition to mainstream employment. Paul is a graduate of Social Trader's The Crunch Program and is currently part of Academy Global's Emerging Leaders Program.



## NINA MURPHY CHIEF OPERATING OFFICER

After studying Commerce and working in retail and hospitality businesses, Nina spent two life-changing years travelling the world, returning to Australia committed to a future in the not-for-profit sector. Since then she has spent almost a decade in management, strategy and leadership roles within not-for-profits, enabling them to effectively manage resources, projects, campaigns and people to achieve meaningful impact. Nina has been with Fighting Chance since 2015 when she came on board as Director of Fundraising, but soon found her niche providing operational and strategic support to Laura and the management group.



## CHRISTINE CHARRON-DOUCET FINANCE MANAGER

With over 10 years' experience in commerce and business services, Christine has extensive experience in taxation, financial reporting, team management, new system implementation and project works. Christine has worked across various industries including tourism, hospitality, IT and the non-for-profit sector. She is passionate about people and helping them to reach their full potential. Christine has a Business Administration Degree from the University of Quebec in Montreal, Canada, a post-graduate Diploma in Accounting and Financial Studies from the National Commerce school in Paris, France, and graduated as a Certified Practising Accountant in Australia in 2015.

# OUR FINANCIALS

## OVERVIEW

As a not-for-profit organisation, Fighting Chance's motivation for achieving a strong financial position is to achieve greater social impact, and for our social enterprises to reach financial sustainability.

As such, I am pleased to report another year of robust financial performance and growth for Fighting Chance in FY17, with an overall net surplus of \$340,085. Revenue has doubled since FY16, reaching just over \$3.3M this year, with most of this growth coming from a doubling of NDIS-funded participants in our programs, and a 69% increase in business revenue as Jigsaw continues its rapid expansion in the Business Process Outsourcing (BPO) market.

Importantly, our reliance on fundraising and grants revenue continues to decrease, in line with our social enterprise aspirations and desire to shift away from being perceived as a charity.

In line with revenue growth, total expenditure on service delivery increased by 54%, to \$2.27M. Administration and fundraising costs also increased from FY16 due to new positions created in Marketing, Intake, Finance and NDIS administration to support our rapid growth, and to continue our investment in building strong relationships with partners and donors. Administrative support expenses remain a reasonable percentage of overall expenditure, and within best practice for the not-for-profit sector.

As a flexible and highly innovative organisation we are thriving in the NDIS environment. With the acquisition of talented individuals and the implementation of new business systems, we have been able to successfully meet FY17's challenges, creating new opportunities, and enabling many more participants to reach their personal and professional goals.



**Christine Charron-Doucet**

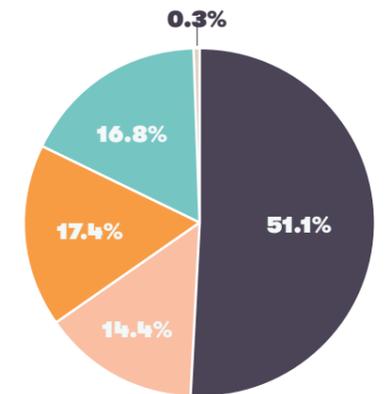
**Finance Manager**



## OUR FINANCIALS OVERVIEW

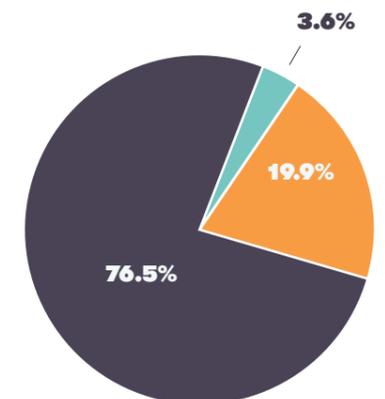
### WHERE THE MONEY CAME FROM

● <b>Service Revenue</b>	\$1,710,456
Revenue received from individuals for their participation in our programs, typically funded by the National Disability Insurance Scheme	
● <b>Business Revenue</b>	\$582,972
Revenue received from our social enterprises Avenue (retailing social and ethical home and giftwares) and Jigsaw (digitisation and document management services)	
● <b>Grants Revenue</b>	\$562,392
Grants received from Trusts and Foundations, the private sector, and Local and State Government for our programs	
● <b>Fundraising Revenue</b>	\$481,657
Revenue received from the public and corporations through donations, fundraising and events	
● <b>Other Revenue</b>	\$9,798



### HOW THE MONEY WAS SPENT

● <b>Service Delivery Expense</b>	\$2,266,979
Money spent delivering our programs for people with disability	
● <b>Administration Expenses</b>	\$591,004
Expenses associated with administration and overheads of running Fighting Chance, Avenue and Jigsaw	
● <b>Fundraising Expenses</b>	\$105,542
The costs of fundraising campaigns and events to generate additional revenue	



# OUR FINANCIALS

## STATEMENT OF COMPREHENSIVE INCOME

For the year ended 30 September 2017

	Year ended 30 September 2017	Year ended 30 September 2016
<b>Revenue</b>	<b>\$</b>	<b>\$</b>
Service Revenue	1,710,456	818,458
Business Revenue	582,972	344,514
Grants Revenue	562,392	278,670
Fundraising Revenue	481,657	305,749
Other Revenue	9,798	8,777
	<b>3,347,275</b>	<b>1,756,168</b>
Cost of Goods Sold	(43,665)	(18,762)
<b>Gross Profit</b>	<b>3,303,610</b>	<b>1,737,406</b>
<b>Expenses</b>	<b>\$</b>	<b>\$</b>
Service Delivery Expenses	(2,266,979)	(1,468,685)
Fundraising Expenses	(105,542)	(72,697)
Administration Expenses	(591,004)	(176,768)
	<b>(2,963,525)</b>	<b>(1,718,150)</b>
<b>Surplus for the Year</b>	<b>340,085</b>	<b>19,256</b>
Other comprehensive income for the year	-	-
<b>Total Comprehensive Income for the Year</b>	<b>340,085</b>	<b>19,256</b>

# OUR FINANCIALS

## STATEMENT OF FINANCIAL POSITION

As at 30 September 2017

	Year ended 30 September 2017	Year ended 30 September 2016
<b>Current Assets</b>	<b>\$</b>	<b>\$</b>
Cash and Cash Equivalents	688,411	302,230
Trade and Other Receivables	295,801	293,848
Inventory	3,598	17,477
<b>Total Current Assets</b>	<b>987,810</b>	<b>613,555</b>
<b>Non-Current Assets</b>	<b>\$</b>	<b>\$</b>
Property, Plant and Equipment	407,809	259,993
<b>Total Non-Current Assets</b>	<b>407,809</b>	<b>259,993</b>
<b>Total Assets</b>	<b>1,395,619</b>	<b>873,548</b>
<b>Current Liabilities</b>	<b>\$</b>	<b>\$</b>
Trade and Other Payables	392,421	257,430
Employee Benefits	86,712	29,717
<b>Total Current Liabilities</b>	<b>469,133</b>	<b>287,147</b>
<b>Total Liabilities</b>	<b>469,133</b>	<b>287,147</b>
<b>Net Assets</b>	<b>926,486</b>	<b>586,401</b>
<b>Equity</b>	<b>\$</b>	<b>\$</b>
Retained Earnings	926,486	586,401
<b>Total Equity</b>	<b>926,486</b>	<b>586,401</b>

# OUR FINANCIALS

## STATEMENT OF CASH FLOWS

For the year ended 30 September 2017

	Year ended 30 September 2017	Year ended 30 September 2016
<b>Cash Flows from Operating Activities</b>	<b>\$</b>	<b>\$</b>
Income Received from donations, fundraising, grants & services	3,335,524	1,640,447
Payments to suppliers and employees	(2,752,882)	(1,589,877)
Interest Income Received	9,798	7,286
<b>Net Cash Provided by Operating Activities</b>	<b>592,440</b>	<b>57,856</b>
<b>Cash Flows from Investing Activities</b>	<b>\$</b>	<b>\$</b>
Purchase of property, plant and equipment	(206,259)	(74,650)
<b>Net Cash Used in Investing Activities</b>	<b>(206,259)</b>	<b>(74,650)</b>
Net Change in Cash and Cash Equivalents Held	386,181	(16,794)
Cash and Cash Equivalents at Beginning of Period	302,230	319,024
<b>Cash and Cash Equivalents at End of Period</b>	<b>688,411</b>	<b>302,230</b>

# OUR FINANCIALS

## INDEPENDENT AUDITORS REPORT

	Year ended 30 September 2017	Year ended 30 September 2016
<b>Cash Flows from Operating Activities</b>	<b>\$</b>	<b>\$</b>
Income Received from donations, fundraising, grants & services	3,335,524	1,640,447
Payments to suppliers and employees	(2,752,882)	(1,589,877)
Interest Income Received	9,798	7,286
<b>Net Cash Provided by Operating Activities</b>	<b>592,440</b>	<b>57,856</b>
<b>Cash Flows from Investing Activities</b>	<b>\$</b>	<b>\$</b>
Purchase of property, plant and equipment	(206,259)	(74,650)
<b>Net Cash Used in Investing Activities</b>	<b>(206,259)</b>	<b>(74,650)</b>
Net Change in Cash and Cash Equivalents Held	386,181	(16,794)
Cash and Cash Equivalents at Beginning of Period	302,230	319,024
<b>Cash and Cash Equivalents at End of Period</b>	<b>688,411</b>	<b>302,230</b>



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### Independent Auditor's Report To the Members of Fighting Chance Australia Limited

#### Report on the audit of the financial report

##### Auditor's Opinion

We have audited the financial report of Fighting Chance Australia Limited (the "registered entity"), which comprises the statement of financial position as at 30 September 2017, the statement of profit or loss and other comprehensive income, statement of changes in funds and statement of cash flows for the year then ended, and comprising notes to the financial statements, including a summary of significant accounting policies and the Responsible Entities' declaration.

##### In our opinion:

- the financial report of Fighting Chance Australia Limited has been prepared in accordance with the requirements of the Australian Charities and Not-for-profits Commission Act 2012 ("ACNC Act"), including:
  - giving a true and fair view of the registered entity's financial position as at 30 September 2017 and of its financial performance for the year then ended; and
  - complying with Australian Accounting Standards and Division 60 of the Australian Charities and Not-for-profits Commission Regulation 2013;
- the financial report of Fighting Chance Australia Limited shows a true and fair view of the financial result of fundraising appeals for the year;
- the financial report and associated records of Fighting Chance Australia Limited have been properly kept during the year in accordance with the Charitable Fundraising Act 1991 and Charitable Fundraising Regulation 2015;
- money received as a result of fundraising appeals conducted during the year has been properly accounted for and applied in accordance with the Charitable Fundraising Act 1991 and Charitable Fundraising Regulation 2015; and
- there are reasonable grounds to believe that Fighting Chance Australia Limited will be able to pay its debts as and when they fall due.

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An independent audit of Fighting Chance's financial accounts for FY17 was conducted by:

**Peter J Woodley** (Partner)

Grant Thornton

Level 17, 383 Kent St, Sydney NSW 2000 +61 2 8297 2400

The full Financial Report can be obtained at [www.fightingchance.org.au/financials](http://www.fightingchance.org.au/financials) or by phoning us on (02) 9905 0415 and requesting a copy.

# THANK YOU

## PARTNERS AND SUPPORTERS

None of what we have achieved in FY17 would be possible without the continued support of so many:



## VOLUNTEERS

Our heartfelt thanks to the many volunteers who have also supported us this year, in particular to Katya Brooks and Shelby Evans who have dedicated countless hours to supporting our staff on a wide range of administrative tasks and projects in Fighting Chance HQ. And a huge shout out to Sue O'Reilly who dedicated her journalistic talents to generating media coverage for the *Tour de Chance*.

## DONORS

To each and every one of the over 1,500 individual donors who supported Fighting Chance in FY17 - we cannot thank you enough. The results in this Annual Report represent the impact that you are helping us achieve.

**FIGHTING  
CHANCE**

[www.fightingchance.org.au](http://www.fightingchance.org.au)

(02) 9905 0415

[hello@fightingchance.org.au](mailto:hello@fightingchance.org.au)