

**FIGHTING
CHANCE**

FY18 ANNUAL REPORT
October 2017 - September 2018

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CHAIRMAN'S MESSAGE

“ In the past 12 months, we have almost doubled the size of our participant base - continuing not only the rapid growth of our footprint, but also the scale of our social impact. ”



Tim Powell
Tim Powell
 CHAIRMAN

FY18 has been another phenomenal year of achievement and expansion for Fighting Chance.

In the past 12 months, we have almost doubled the size of our participant base - continuing not only the rapid growth of our footprint, but also the scale of our social impact and number of lives changed. We have continued strengthening our social enterprises Avenue and Jigsaw, providing a stronger, more sustainable operating and financial model for Fighting Chance.

I am incredibly proud of the achievements of the past year, but what lies ahead is even more exciting. In the next financial year we are excited to be launching new accommodation and support coordination services and look forward to sharing these developments with you.

The near horizon will also present an even more competitive NDIS marketplace, with more choice and control for participants and families.

I have no doubt that Fighting Chance will continue to thrive under these conditions, focusing on the delivery of excellent and innovative services that continue to move the dial for Australians with disability.

To me, 'a new future for disability' means Fighting Chance will cast its gaze further to new challenges, working with our community to pinpoint the barriers in people's everyday lives, and then testing and building new enterprises to resolve these issues. A new future means more social entrepreneurship, more organisations like Fighting Chance changing the landscape of the disability sector, and more and better services available to a wider range of people in need.

None of what's been achieved, or what's ahead, would be possible without the leadership and commitment of Laura and the collective Fighting Chance team, nor without the support of our participants and community. Thank you to everyone who has enabled us to continue moving towards a new future for disability.

CEO'S MESSAGE

“Since 2013, the Tour de Chance has raised over \$2M for Fighting Chance’s work, funds which have been a lifeline as we established ourselves in the last five years.”



L O'Reilly

Laura O'Reilly
CEO

FY18 was a stellar year for Fighting Chance, in which we made significant progress as an organisation, and I am thrilled to be able to present these achievements in our latest Annual Report.

It is certainly the case that our organisation achieved many of its goals in the year just gone, particularly around our continued growth and expansion. Over the course of the year Fighting Chance expanded its impact significantly, growing to support more than 470 people with disability across five sites in Sydney.

But as I reflect on the year, it is not growth that strikes me as our most significant achievement, but rather the work we have done to ready ourselves for the future that lies ahead.

In many ways, FY18 was a transitional year, in which we walked a bridge between the start-up organisation we have been since 2011, and the agile, responsive, innovative - yet established - organisation we hope to become in FY19 and beyond.

In my mind, the clearest representation of this transition in FY18 was the Tour de Chance, which rode for the fifth and final time in February 2018. Since 2013, the Tour has raised over \$2M to support Fighting Chance’s work, funds which have been a lifeline as we established ourselves in the last five years. But as the expansion of our social enterprises has brought us ever closer to our goal of sustainability, in 2018 we were able to bring this epic fundraiser to a close, confident in reaching a future state in which we no longer depend on significant fundraising to sustain our operations.

Watching the amazing Tour de Chance riders cross the finish line for the last time in February, mindful both of what their support has done for Fighting Chance and the sustainable future we are so close to achieving, felt to me like a real moment of transition between where we’ve been, and where we are going.

Similarly significant moments of transition this year included the signing of the lease on a new Avenue Co-Working Space in Western Sydney and moving forward with the opening of an innovative accommodation service on Sydney’s Northern Beaches – both projects which have been an aspiration since 2011, and which foreshadow the growth, expanded impact and wider reach we hope to achieve in the next five years.

FY18 was also a year of very substantial investment in the underlying structures upon which we do our work. In the middle of the year we restructured both Avenue and Jigsaw’s business and service delivery models, to ensure these thought-leading social enterprises are future-proofed.

Furthermore, thanks to a \$1.79M grant from the Beluga Foundation, we were able to invest heavily in expanding the Fighting Chance team, and bring onboard the skills and people the organisation will need to achieve its goals in coming years.

In all, FY18 was a terrific year, in which we laid the foundations for the growth and impact we hope to achieve into the future. As ever, none of our achievements as an organisation would be possible without the phenomenal Fighting Chance community; and I would like to finish by thanking our Board, management team, employees, participants, donors and wider community for your ongoing support. Your hard work and dedication to Fighting Chance’s mission means a great deal to me personally, and I look forward to turning the momentum of this past year into continued growth and impact in 2019 and beyond.

L O'Reilly

Laura O'Reilly
CEO



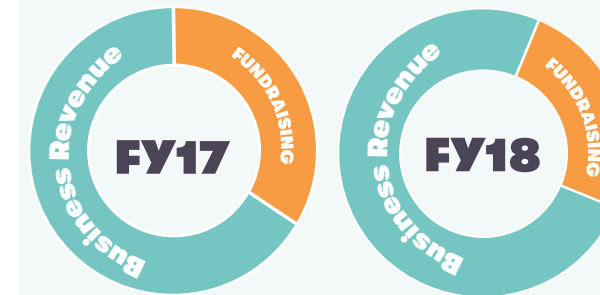
OUR IMPACT



Increase from
4 to 5
work hubs



Increase of
250 to 360
NDIS
participants



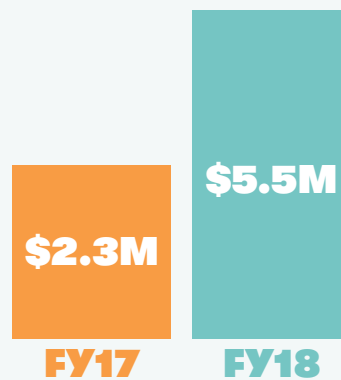
Reduced reliance on
Fundraising
31% to 25%



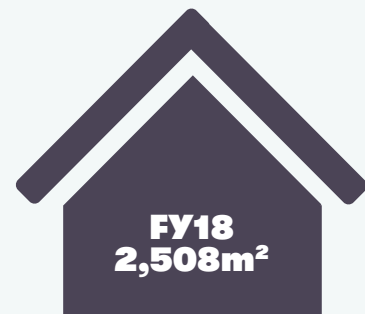
110
work experience
participants



47
people with disability
directly employed



**Social enterprise
revenue increase**



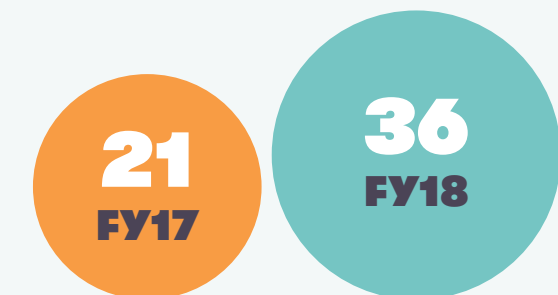
We occupied an
extra **488m²**



increase from
54.5 to 155
full-time
equivalent staff



25 people
transitioned to
mainstream
employment



**58% increase in
SLES participants**

OUR MODEL

OUR MODEL IN ACTION



PINPOINT

We work with our community to pinpoint systematic challenges, hurdles and barriers that need to be addressed.

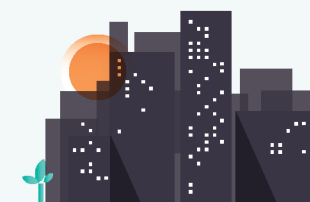
Accommodation services have long been on the minds of Fighting Chance co-founders Laura and Jordan, since thinking about options for supported independent living for their younger brother Shane in the early 2010s; and hearing the experiences of many of Shane's peers and their families who wanted less institutionalised independent living options.



DESIGN

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

FY18 was a year when these ideas began to come to fruition, as Fighting Chance commenced the design of a hybrid accommodation service model - combining the operational expertise and infrastructure of an established service provider with a person-centred Family Governance Committee to oversee choice and control, and provide guidance on the supports and daily life of housemates.



BUILD

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

In FY19, we will be focused on transitioning four housemates into Casa Mia - Fighting Chance's very first home on Sydney's Northern Beaches. We will continue to work closely with housemates and their families to develop a Governance model that puts them first, and to solidify the foundations of an accommodation service-delivery model that we can take to many more people with disability in coming years.



SCALE

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

Stay tuned over the coming years to learn more about how we plan to scale our accommodation services. We believe that people with disability should have unrestricted access to homes, not just houses. Homes where housemates choose who supports them and when they want support. Homes that are welcoming and don't feel like an institution. Homes where residents live full and enriching lives on their terms.

Avenue Highlights

“We have a clear mission: to grow a national network of co-working spaces, bringing world-class work, social and learning opportunities to people with disability.”



Monique Ribeiro
General Manager

I was thrilled to join the Avenue team at the end of FY18, at a time of great change and growth for this thriving social enterprise. We have a clear mission: to grow a national network of co-working spaces, bringing world-class work, social and learning opportunities to people of all abilities. It's a big goal, but as our FY18 success demonstrates, we are heading in the right direction.

Avenue Remodel

Avenue's new co-working space model, launched in mid-2018, empowers participants to create a more individualised and meaningful work day based on their interests and goals, using a three-pillar approach:

- **Work:** Participating in the sharing economy and micro-enterprises to access work and remuneration.
- **Social:** Building on work-based relationships to access the community when, how, and with whom you want.
- **Learning:** Reaching personal and professional goals through supported skills-development activities.

Steven works at Avenue Parramatta and loves creating posters and visual learning aids for fellow participants, to help improve engagement in their daily tasks.

“I'm hoping to make a difference to people with disability.” - Steven



Steven
Avenue Parramatta

Avenue Expansion

In FY18, Avenue expanded from two to three co-working spaces, grew from supporting 150 to 205 participants and their families, and now employs 145 support workers and management staff compared to 100 in FY17.

Avenue's two established co-working spaces in Frenchs Forest and Botany continued to thrive, both reaching capacity in the office, as well as expanding to create an additional 40 supported opportunities for participants to access social activities in the community each day.

FY18 also saw extensive preparations for the opening of the third Avenue co-working space, in Parramatta - including securing significant funding, community engagement activities, and site establishment - bringing to fruition a long-held dream of Fighting Chance to reach more people in Western Sydney, something that Laura, the team and I are very proud of.

Avenue Rebrand

Avenue also underwent a rebrand to set itself apart from parent company Fighting Chance, clearly define its mission and, most importantly, to become a brand that has accessibility at the forefront of its design. Avenue's new branding has been designed to be accessible and bold, and to ensure our message is clear: **the future of work is inclusive.**

Finally, I would like to especially acknowledge Avenue's dedicated staff for their work over the past year - the team believe in opportunity for all and live that mission everyday. We continue to invest in training this wonderful team, who offer best-in-class support to all participants every day.

Tim assists with inventory management (Avenue Work), has a skill development plan focused on communication skills (Avenue Learning), and is supported to go to martial arts one day a week (Avenue Social).

“Tim has become more independent with his daily routine and is happier and feeling a lot more confident.”
- Cathy, Tim's Mum



Tim
Avenue Frenchs Forest

Avenue Work

At the heart of Avenue are work teams which empower people with disability to engage in meaningful and supported work through online platforms and micro-enterprises. Led by a Team Coordinator and with the support of a team of talented support workers, participants with similar skills and interests work together to generate revenue which is shared equally amongst all contributors.

Participants join Avenue with an area of interest, particular skill, or goal in mind, and Avenue's role is to facilitate that work, enabling remuneration and economic participation, whilst providing a fully accessible working environment.

Some examples of existing work teams are outlined here, however it's important to note that work opportunities are endless, teams are fully flexible, and are created based on the goals and areas of interest of each individual and cohort.

Avenue firmly believes that the future of work is inclusive, and everybody can work to pursue professional and career goals, provided they are given the supports they need to succeed.



Avenue Markets

Tapping into their interest in communicating and making sales, participants resell ethical fairtrade products from around the world at community markets and online. Cash handling, stocktake, marketing, and social media skills are also built. All profits from sales are retained by participants.



Avenue Gigs & Flyers

Participants are active in the community, picking up paid jobs that match their skills and interests through work platforms like Airtasker. Gardening, flyer drops, building furniture - you name it! Participants improve customer-service and time-management skills, as well as being active and hands-on.



Avenue Hub Management

This team provides a range of support services that keep the co-working space running smoothly and professionally. For example, ordering stationary, producing the in-house newsletter, and managing the front desk.



Chloe works at Avenue Botany as the office receptionist, and is also part of the Avenue Markets team, selling ethical products at local market stalls.

"I really like learning all about being a receptionist. I have made a lot of friends here and the staff are amazing" - Chloe

Avenue Social

Avenue Social offers supported community access and individualised social opportunities. Participants create their own customised social calendar to access community-based activities and events they are interested in. Avenue rejects the "set and forget" approach of traditional community participation programs - we don't assume that participants want to do the same social activities each week, or that everyone has the same recreational interests.

Avenue Learning

Avenue Learning supports participants to reach their personal and professional development goals, complementing time spent in both Avenue Work and Avenue Social.

Participants are supported to build an Individual Skill Development Plan with their interests, abilities and needs in mind, and these plans are aligned with work and social goals. These plans are developed in consultation with families, carers, and other external supports and service providers.



Avenue Animals

A love of animals engages this team to learn about pets, and provide pet minding/visiting and pet walking services. The team use the online platform Mad Paws to find and book clients in the community, and participants learn customer-service skills and animal handling and care.



Avenue Order Fulfilment

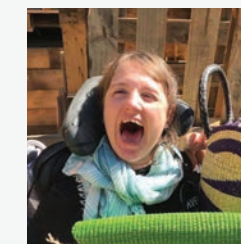
This team supports other ethical and fairtrade businesses to send orders to their customers. Participants pack and post products all over the world for brands including Yevu, Fairtees and Thread Harvest, and learn about managing professional relationships, looking after stock, time management, and business processes; and they earn a profit on every order fulfilled.



Avenue Entrepreneurs

Creative and entrepreneurial participants work to develop and grow their own business ideas.

Bri is part of the Avenue Entrepreneurs team where she is supported to work on her retail brand ArnaGirl, which is sold at the local markets by the Avenue Markets team.



"Joining the Entrepreneurs team has enabled Briana to pursue her passion for creating products out of her art. I have seen her confidence grow so much" - Lyn, Bri's Mum.

JIGSAW HIGHLIGHTS

“ FY18’s year of development and consolidation has enabled us to be in position to scale Jigsaw’s model rapidly over the coming three years. ”



Paul Brown
JIGSAW CEO

FY18 proved to be another strong year for Jigsaw - over the course of 12 months we have doubled in both business and program revenue, while also creating over 230 training, employment and transition opportunities for people with disability.

Jigsaw has seen significant growth in its document and data management business, securing contracts with a number of Local Councils including Northern Beaches, Fairfield and Canada Bay; alongside large corporates including Westpac, BT Financial Group, Stocklands, Coca-Cola Amatil and more. These contracts have enabled us to create 45 permanent Award-wage jobs for people with disability in FY18.

Creating employment outcomes is why we exist and in FY18 Jigsaw invested time and resources in developing our training and transitions model to improve employment pathways for school leavers with disability to gain mainstream, Award-wage employment.

The team has been busy developing a new suite of training materials,

preparing for our transition to an online training environment, and establishing an offering for our corporate and Government clients to employ Jigsaw talent directly.

Throughout FY18 Jigsaw explored a range of models for national expansion, and this development and consolidation has prepared us to be in a position to scale rapidly over the coming three years. We know that throughout Australia there are hundreds of thousands of people with disability out of work. In FY19 we look forward to putting Jigsaw on the map as the ‘go to’ business for training, employing and transitioning people with disability into sustainable, long-term employment.

Here’s to a FY19 full of exciting growth!

During FY18, Jigsaw has continued to build on its vision of becoming a commercially sustainable social enterprise where the latest training techniques for people with disability are crafted, new exciting business opportunities are put to the test, and where corporate and government organisations are given access to our amazing, talented staff.

Since the relocation to a flagship headquarters in Frenchs Forest in mid-FY17, Jigsaw has become a hive of activity, creating significant commercial and social impact for all stakeholders.

Over the past 12 months, the team has delivered on a number of exciting projects including:

Jigsaw Training

Jigsaw Training has undergone an incredible makeover in FY18 with fully branded boardroom-style training sessions, on-the-job support and mentoring, alongside taking steps to implement an online training environment with improved employment-readiness tracking for staff and trainees.

Britt was recently promoted from an Office Clerk to Jigsaw Trainer, and now supports others at Jigsaw to reach their potential.

“ My favourite part of my job is working with different people each day and helping them to achieve their own goals. ” - Britt



Britt
Jigsaw Trainer

Jigsaw Digitisation

Jigsaw embarked on a number of high pressure digitisation contracts with Coca-Cola Amatil, South 32, Lendlease and Local Government, to name a few. With a productivity increase of close to 300 boxes per month, alongside the addition of 15 new scanners, the team has had to remain agile, whilst continuously improving processes and procedures and delivering high quality results to clients on time.

Known for her high levels of organisation and accuracy, Susy has worked at Jigsaw since 2017.

“ For the first time in my life, I love coming to work. My goal is to be employed at Jigsaw as an Office Clerk and continue working with my friends. ” - Susy



Susy
Jigsaw Trainee

Jigsaw Insourcing

In early FY18, Jigsaw embarked on its first on-site digitisation contract with AMP Capital. The contract - which included a team of 20 people with disability being deployed to AMP's Sydney CBD office to digitise records ready for their office refurbishment - proved to be the start of something quite special.

As soon as this contract came to an end, the entire Jigsaw team were eagerly seeking a second opportunity to 'insource' our services. With a gap in the market for this kind of in-house service, Jigsaw saw an opportunity to provide a solution for corporations and Government who were unable to outsource records for digitisation, as well as leveraging insourcing contracts to give our team direct exposure to corporate and government worlds.

Coca-Cola Amatil

As part of Coca-Cola's office refurbishment in North Sydney, Jigsaw deployed a small team of two to work through all departments, collate records for digitisation, catalogue and index, and finally arrange for transportation to Jigsaw HQ for processing.

Westpac

Having become a Westpac supplier in early 2018, Jigsaw identified two opportunities for on-site digitisation services with Westpac Institutional

Bank and the Credit Restructure team. Jigsaw has since deployed over 30 people with disability to transition some of Westpac's most sensitive and secure records into an electronic content management system.

BT Financial Group

Jigsaw embarked on a pilot with BT Financial Group (part of the Westpac Group) to assist their local offices transition to a paperless environment, deploying two teams, one in Frenchs Forest, Sydney, and the second in Wyong on the Central Coast of NSW. Pending the results of this pilot,

Jigsaw expect to be tasked with the job of deploying teams to 200 locations nationwide in FY19 - watch this space!

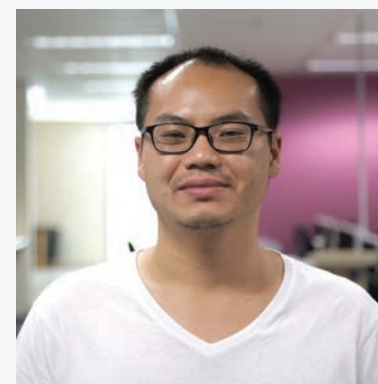
Northern Beaches Council

Following the amalgamation of Warringah, Manly and Pittwater into Northern Beaches Council, our pre-existing digitisation contract with Warringah Council suddenly tripled in size. Jigsaw deployed a small team of four to support the Council with the packaging and cataloguing of property and development records on-site.

Jigsaw Transitions

Over the past 12 months Jigsaw has continued to test its labour hire model. Like mainstream temp agencies, Jigsaw has built a talent pool of job-ready candidates that it shares with corporate and government organisations looking to fill temporary positions. Jigsaw supports candidates with the right skills and experience with the job application process, then if successful provides remote and on-the-job supports to both the employee and employer.

Westpac Group began using Jigsaw candidates for temporary labour services in early 2018. All Westpac business units were made aware of Jigsaw's services, and the Commercial Services team decided to engage Jigsaw Office Clerk Alex Song on one of their projects. They required temp support to assign a large volume of courier bookings to financial cost centres across the Westpac Group, and Alex's experience at Jigsaw, keen eye for detail, trustworthiness, and desire to gain experience in a corporate setting made him a perfect fit for the role.



Alex
Jigsaw Office Clerk

Alex joined Jigsaw in early 2015 as an Office Clerk. Following an extended period of time without a job, Alex found both applying for roles and sustaining roles a challenge. After being given a range of supports on-the-job, Alex went from strength to strength and is now a full-time Jigsaw employee working on some of our most complex contracts.

“ I really enjoyed working at Westpac as it gave me the opportunity to experience a more conventional mainstream environment. It also helped me develop the necessary skills and confidence to develop my career and work outside of Jigsaw. ” - Alex

OTHER HIGHLIGHTS



Stephen Cake

Stephen Cake TOUR DE CHANCE RIDER

2018 Tour de Chance Facts

- 24 Tour riders
- 8 day journey
- More than 1,000km travelled
- Over \$600,000 raised

The Fifth and Final Tour de Chance

Five Tours, 6,000km pedalled, \$2million raised and more than 90 riders involved! Every Tour de Chance has shared a common, and unifying, characteristic: people who are willing and able to cycle and have literally gotten on their bikes to empower Fighting Chance's community of people with disability and their families.

Each Tour has been transformational in its impact on Fighting Chance, from Tim Powell's epic inaugural Tour in 2013 (when he rode solo from Sydney to the Gold Coast), to the fifth (and final) Tour, held in March 2018 where 24 riders retraced Tim's bold steps.

2018's Tour marked the end of an era which had previously seen the Tour as the main annual fundraiser for Fighting Chance. Fortunately, the organisation is now well into the next chapter of growth, where it is near to being financially self-sustaining without philanthropic support.

It would be remiss not to recognise here Tim's incredible efforts in organising and riding all five Tours, together with the many riders who have ridden in multiple Tours with Tim. Graeme Wilson and Greg Rector are standouts, having both ridden four Tours. Thanks also go to all those who have been part of the Support Crew for each Tour - and all the Tour's many sponsors and supporters, who have donated so generously to Fighting Chance's growth over the years.

We are not going to allow the Tours to fade into distant memory. Its legacy is a very strong alumni of riders, many of whom have become good friends with each other and Fighting Chance. We share a common bond of wanting to contribute to and enable the success of Fighting Chance and its participants, and many of the alumni will seek ongoing engagement through providing mentoring, business advice, and other financial and non-financial support into the future.



The Tour de Chance Team, Day 1

The 2018 Tour de Chance would not have been possible without the support of:



The Beluga Foundation changes the game for Fighting Chance

In mid-2018, Fighting Chance received the single largest philanthropic gift in its history - just under \$1.8M from the Beluga Foundation. Over 12 months, three tranches of funding will support Fighting Chance to achieve its long term objective of operational and financial sustainability.

The first two tranches of funding have already been put to good use, with nine permanent positions recruited across Fighting Chance, Avenue and Jigsaw; and parcels of funding applied to the establishment of Avenue's new co-working space in Parramatta and operating overheads of Fighting Chance.

The balance of funding will support additional recruitment across Fighting Chance and Avenue, as well as supporting the roll-out of Avenue's co-working space model, and strengthening Fighting Chance's presence in thought leadership and innovation.

It goes without saying that we are incredibly grateful to the Beluga Foundation for their game-changing support.



The Fighting Chance 10th Annual Dinner

Over 320 guests joined us on Saturday 20 October 2018 at the stunning MacLaurin Hall (University of Sydney) for our Mad Hatter's Tea Party.

We went down the rabbit hole with MC James Valentine, enjoyed whimsical performances from Midnight Feast Theatre, Venus, and Andrew Rotondo, and were privileged to hear a thought-provoking keynote speech from ABC Journalist Nas Campanella.

A significant single anonymous donation plus fundraising on the night saw the event raise \$115,000 for Fighting Chance's innovative social enterprises.

Thanks to Infinity AV and James Valentine for their ongoing pro bono support, and to our other suppliers European Catering, Bakedown Cakery, our prize donors, and behind the scenes staff and volunteers for making the 2018 event a night to remember.



Nas Campanella giving her keynote speech at the Annual Dinner.

Community Engagement

In FY18 we branched out into more innovative ways to connect with our community. In November we were proud to co-host the Innovation Roadshow with Hireup, Hit100, National Disability Support Partners, and Optimum Health Solutions - collaborating with like-minded organisations to bring the most innovative service delivery models to a broader audience - and we intend to expand this Roadshow in FY19.

Our communication and marketing materials were updated to include more accessible digital content, including webinars and Facebook Live, and our print and web designs now have accessibility at the forefront of their design.

CEO Laura and other senior staff regularly present as influencers and thought leaders, including speaking at conferences, expos, network and

interagency meetings; and Laura joined the NDIS Market Oversight Advisory Group at the end of FY18.

In FY19 we will be focused on improving accessibility for Culturally and Linguistically Diverse (CALD) communities, continuing to leverage digital platforms to provide more accessible online content, and increasing the involvement of participants in our approach to community engagement.

OUR PEOPLE

The Board

As of September 2018, 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
CO-FOUNDER & CEO

Co-founder and strategic visionary

of Fighting Chance, Laura's in-depth understanding of the disability sector and her personal experience of disability drive 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.

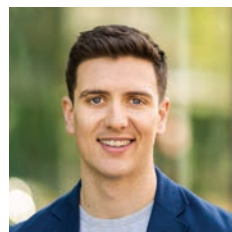


Stephen Cake
DIRECTOR & ACTING CHAIRMAN

Stephen is an

experienced corporate executive, having spent more than 35 years working in a broad range of international businesses. Until August 2017, Stephen headed global acquisitions and strategy for Energy Developments Limited for 7 years. Prior to this, he was M+A director for International Power plc - a UK based FTSE 30 global power generation business, where Stephen held roles in London and Melbourne. Stephen previously worked for an emerging markets power sector business. Stephen holds an LLB from London University and qualified as a lawyer in the UK. He spent 15 years in private and public practice, including 5 years in the Sultanate of Oman. He is a Member of the Australian Institute of Company Directors and is an independent non-executive director of Epic Energy, a gas pipeline business in South Australia.

Stephen is acting Chairman of Fighting Chance and joined the Board on 17 April 2018. He rode in the Tour de Chance in 2015 and 2018.



Jordan O'Reilly
CO-FOUNDER

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 8 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 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 and Sydney University's Young Alumni Achievement Award 2015. For his work

on Hireup, which was recently named a 2018 Google.org Impact Challenge Winner, Jordan was chosen to be part of the 2016 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.

Management and staff

As at September 2018, Fighting Chance had 85 full time administrative and management staff across 5 locations, and 47 people with disability employed at Award wage.

The Management team headed by CEO Laura O'Reilly is comprised of:



Nina Murphy
CHIEF OPERATING OFFICER



Paul Brown
JIGSAW CEO



Monique Ribeiro
AVENUE GENERAL MANAGER

OUR FINANCIALS

“ We have continued to increase our social impact, and reduce our reliance on grant and fundraising revenues in line with our social enterprise ambitions. ”



Christine Charron Doucet
Christine Charron Doucet
FINANCE MANAGER

Fighting Chance has had another year of strong financial growth in FY18, again more than doubling our total revenue, to \$7.3M.

This growth has predominantly been in service delivery revenue (almost tripling from \$1.7M in FY17 to \$4.5M in FY18), reflecting a significant increase in the number of NDIS participants we are supporting across all enterprises and locations, as well as an increase in the range of services that participants are accessing.

Naturally service delivery expenses have increased in line with this revenue growth, as we have expanded our team of support workers significantly and have provided many more hours of service compared with FY17.

Administration costs also increased (by 75%, to \$1M) due to new positions created in Marketing, Intake, IT, Finance and NDIS Administration - which have in large part been funded by a significant donation from The Beluga Foundation to support salaries and operating overheads.

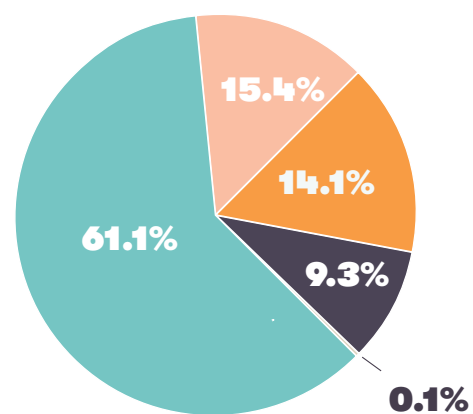
This administrative growth has been essential to underpinning the rapid expansion of Fighting Chance's service delivery, and has allowed us to run a more professional organisation, and continue to develop additional and more customised opportunities for participants. It is worth noting that administration and fundraising expenses stayed very reasonably below 18% of total expenditure, and within sector benchmarks.

Although grant and fundraising revenues increased from the prior financial year, both have decreased as a percentage of total revenue. This has enabled us to reduce our reliance on grant and fundraising revenues in line with our social enterprise ambitions.

Overall, Fighting Chance's performance in FY18 has put us in a strong position as we head into another year of growth, with the net surplus of \$0.8M for FY18. The surplus is mainly a result of funding received from the Beluga Foundation intended for expenditure in the first half of FY19.

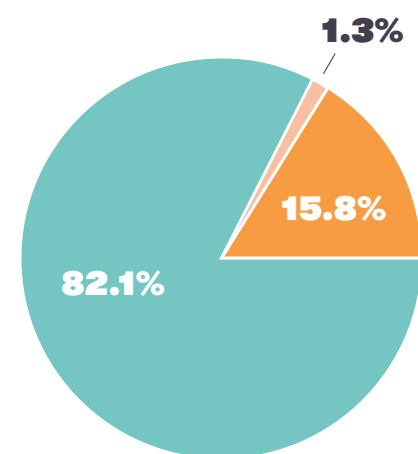
WHERE THE MONEY CAME FROM

- **Service Revenue** \$4,476,952
 Revenue received from individuals for their participation in our programs, predominantly funded by the NDIS
- **Business Revenue** \$1,034,638
 Revenue received from our social enterprises Avenue and Jigsaw
- **Grants Revenue** \$1,126,580
 Grants received from Trusts and Foundations, the private sector, and Local and State Government for our programs
- **Fundraising Revenue** \$683,616
 Revenue received from the public and corporations through donations, fundraising and events
- **Other Revenue** \$7,415



HOW THE MONEY WAS SPENT

- **Service Delivery Expense** \$5,320,292
 Money spent delivering our programs for people with disability
- **Administration Expenses** \$1,027,315
 Expenses associated with administration and overheads of running Fighting Chance, Avenue and Jigsaw
- **Fundraising Expenses** \$87,754
 The costs of fundraising campaigns and events to generate additional revenue



OUR FINANCIALS

Statement of Comprehensive Income

	Year ended 30 September 2018	Year ended 30 September 2017
Revenue	\$	\$
Service Revenue	4,476,952	1,710,455
Business Revenue	1,034,638	582,972
Grants Revenue	1,126,580	562,392
Fundraising Revenue	683,616	481,657
Other Revenue	7,415	9,799
Total Revenue	7,329,201	3,347,275
Cost of Goods Sold	(46,842)	(43,665)
Expenses	\$	\$
Service Delivery Expenses	(5,320,292)	(2,266,979)
Fundraising Expenses	(87,754)	(109,502)
Administration Expenses	(1,027,315)	(587,044)
Total Expenses	(6,435,361)	(2,963,525)
Surplus for the Year	846,998	340,085
Other comprehensive income for the year	-	-
Total Comprehensive Income for the Year	846,998	340,085

OUR FINANCIALS

Statement of Financial Position

	Year ended 30 September 2018	Year ended 30 September 2017
Current Assets	\$	\$
Cash and Cash Equivalents	1,871,534	688,411
Trade and Other Receivables	359,268	245,884
Inventory	13,393	3,598
Other	171,944	49,917
Total Current Assets	2,416,139	987,810
Non-Current Assets	\$	\$
Property, plant and equipment	482,935	407,809
Total Non-Current Assets	482,935	407,809
Total Assets	2,899,074	1,395,619
Current Liabilities	\$	\$
Trade and Other Payables	575,354	313,164
Employee Benefits	211,333	86,712
Other	298,115	69,257
Total Current Liabilities	1,084,802	469,133
Non-Current Liabilities	\$	\$
Employee Benefits	40,788	-
Total Non-Current Liabilities	40,788	-
Total Liabilities	1,125,590	469,133
Net Assets	1,773,484	926,486
Equity	\$	\$
Retained Earnings	1,773,484	926,486
Total Equity	1,773,484	926,486

OUR FINANCIALS

Statement of Cash Flows

	Year ended 30 September 2018	Year ended 30 September 2017
Cash Flows from Operating Activities	\$	\$
Income Received from donations, fundraising, grants & services	7,557,131	3,335,524
Payments to suppliers and employees	(6,164,200)	(2,752,882)
Interest Income Received	7,333	9,798
Net Cash Provided by Operating Activities	1,400,264	592,440
Cash Flows from Investing Activities	\$	\$
Purchase of property, plant and equipment	(217,141)	(206,259)
Net Cash Used in Investing Activities	(217,141)	(206,259)
Net Change in Cash and Cash Equivalents Held	1,183,123	386,181
Cash and Cash Equivalents at Beginning of Period	688,411	302,230
Cash and Cash Equivalents at End of Period	1,871,534	688,411

OUR FINANCIALS

Independent Auditors Report

An independent audit of Fighting Chance's financial accounts for FY18 was conducted by:

Rupaninga Dharmasiri

Partner


LBW & Partners

Level 3, 845 Pacific Highway

Chatswood NSW 2067

(02) 9411 4866

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



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Partners
Rupa Dharmasiri
Alan M Perrott
George P Rochios
Mark W Willock

Fighting Chance Australia Limited
ABN: 85 140 018 702

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

Report on the Audit of the Financial Report

Qualified Opinion

We have audited the accompanying financial report of Fighting Chance Australia Limited (the Company), which comprises the statement of financial position as at 30 September 2018, the statement of profit or loss and other comprehensive income, the statement of changes in equity and the statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies, and the directors' declaration.


In our opinion, except for the effects of the matter described in the *Basis of Qualified Opinion* section of our report, the accompanying financial report of the Company is in accordance with Division 60 of the *Australian Charities and Not-for-profits Commission Act 2012*, including:

- giving a true and fair view of the Company's financial position as at 30 September 2018 and of its financial performance for the year then ended; and
- complying with *Australian Accounting Standards – Reduced Disclosure Requirements*, and the Division 60 of the *Australian Charities and Not-for-profits Commission Regulation 2013*.

Report on Other Legal and Regulatory Requirement


We also report that:

- the financial statements show true and fair view of the financial results of fundraising appeals conducted during the year;
- the accounting and associated records have been properly kept during the year in accordance with the Charitable Fundraising Act 1991 and Regulations;
- 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 Regulations; and
- at the date of this report, there are reasonable grounds to believe that the Company will be able to pay its debts as and when they fall due.



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Interpretation
Planning

Liability limited by a scheme approved
under Professional Standards Legislation



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ABN: 85 140 018 702

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

Basis for Qualified Opinion

As is common for organisations of this type, it is not practical for the Company to maintain an effective system of internal control over donations, bequests and other fundraising activities until their initial entry in the accounting records. Accordingly, our audit in relation to those activities was limited to amounts recorded.

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Report* section of our report. We are independent of the Company in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants* (the Code) that are relevant to our audit of the financial report in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Comparative Figures


Comparative figures were audited by another firm of chartered accountants whose report dated 5 February 2018 expressed an unmodified opinion.

Responsibilities of Directors for the Financial Report

The directors of the Company are responsible for the preparation of the financial report that gives a true and fair view in accordance with the *Australian Accounting Standards – Reduced Disclosure Requirements* and the *Australian Charities and Not-for-profits Commission Act 2012* and for such internal control as the directors determine necessary to enable the preparation of a financial report that gives a true and fair view and is free from material misstatement, whether due to fraud or error.


In preparing the financial report, the directors are responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the Company or to cease operations, or have no realistic alternative but to do so.

The directors are responsible for overseeing the Company's financial reporting process.



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


Auditor's Responsibilities for the Audit of the Financial Report

Our objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial report.

A further description of our responsibilities for the audit of the financial report is located in the auditing and Assurance Standards Board website at: <http://www.auasb.gov.au/Home.aspx>. This description forms part of our auditor's report.


 Rupaninga Dharmasiri
 Partner
 LBW & Partners
 Chartered Accountants
 Level 3, 845 Pacific Highway
 CHATSWOOD NSW 2067

Dated this 25th day of January 2019



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Interpretation
Planning

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THANK YOU

None of what we have achieved in FY18 would be possible without the continued support of so many:



Donors, Supporters and Volunteers

Every year, countless members of our community donate either their time, or their hard earned dollars, to support Fighting Chance's growth. In particular, this year we'd like to thank the Tour de Chance rider alumni and support crew; our community fundraisers; 30 or so generous donors who give to us each month as part of our regular giving program; everyone who donated a prize for the Annual Dinner or other events throughout the year; James Valentine, Nas Campanella, Sue O'Reilly; and our Board Members and Observers who all provide their services and expertise on a volunteer basis. Our impact would not be achievable without you, and we are immensely grateful.

