
ANNUAL REPORT 2020

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2020 is a milestone in the life of Avivo

Rosie Lawn

CHIEF EXECUTIVE OFFICER

50 years ago, our organisation was legally incorporated. We started out as Perth Emergency Housekeeping Services providing practical housekeeping to families and have evolved over the years, but the essence of our founder, Gwin Ruston, runs through our blood.

This year we reflect on how Gwin took action to find a new way to support families and think about how we take things into our own hands to be of service to

our communities.

To say this year has brought some challenges would be an understatement. The year has been unlike any other and has had a profound impact on everyone around the world. When the pandemic hit, the Avivo community rose to the challenge and showed commitment in supporting one another and our customers.

On behalf of the Executive Team, thank you to the whole Avivo community for everything you have done this year. Your contribution is deeply appreciated.

In this report we celebrate our achievements, share our challenges and reflect on how we're becoming even stronger as an organisation.



Our Values

Respect the person as the expert in their life. We respect people, value their strengths and listen to what is important to them.

We work in partnership with people, supporting growth and development, and respecting the decisions they make.

We are optimistic and innovative as well as practical and persistent.

We value our employees and support one another to do good work.

We started the year with five strategic objectives. Throughout the year, we've made progress with these objectives.

Even when COVID-19 hit in the second half of the financial year, we found a way to continue to run Avivo effectively while staying true to our vision of people living as valued citizens, making their own decisions, developing their abilities and growing in their relationships.

01

TRANSFORM

Transform Avivo into a network of teams providing excellent services.

02

CITIZENSHIP

Support employees and customers to live life by working on and connecting to what matters to people.

03

TRANSITION

Transition services to meet the requirements of Disability, Mental Health and Aged Care reform.

04

TECHNOLOGY

Develop technology and systems to enable work and communication.

05

CULTURE

Develop a culture that encourages people to do their best work

SPOTLIGHT 01: Transform Avivo into a network of teams providing excellent services.

Our people are at the heart of what we do. We have over 1200 employees across Western Australia. Employees work in teams and there are over 100 teams right across Avivo.

The transformation to working as a network of autonomous teams began in May 2017, starting with community employees. We wanted to better support our customers and employees and decided that the best way to do this was by creating teams that supported people in a specific locality, or neighbourhood.

These community teams include Neighbourhood Teams and Customer-specific Teams. Neighbourhood Teams are developing their capacity to self-direct, which means that they make decisions as a team to fulfil their purpose and function well together. They offer responsive support to the customers who live in that neighbourhood.

Customer-specific Teams support particular customers who often have a high number of support hours and require a dedicated team with the skills to work with them.

The transformation has since been extended to office teams, and whilst not every team is fully self-managing, each office team is developing their capacity to do so over time.

The organisational chart represents how all of the teams in Avivo work together in a collaborative environment. We collaborate on the design and implementation of projects, decision-making and much more.

All transformations take time, and we are still in the process of supporting community employees to move into the most relevant team.

Community teams progress

Pre-COVID-19, nearly two-thirds of community employees had already transitioned to teams. However, many team members still provided support to customers in multiple neighbourhoods.

The pandemic gave us a very good reason to quicken the transition process as we realised that support workers providing services to customers across different neighbourhoods increased the risk of spreading infection. The timing was right to strengthen Neighbourhood Teams and ensure that as far as possible, team members supported customers in their respective localities. We worked together to carefully consider the support required for all employees and customers potentially impacted. In certain circumstances, some customers required a dedicated team with specific skills due to their support needs and high amounts of service. In these instances, we have developed Customer-specific Teams. The transition is ongoing and we're happy with the progress to date.

ORGANISATIONAL STRUCTURE

Community Teams

Neighbourhood and Customer-specific Teams

Area Coordination Teams

Coordination of Services; Rostering; Resourcing; Community Team Support

Specialised Service Teams

Individualised Community Living; Shared Living; Nursing

UDirect

Shared Management; Plan Management; Support Coordination

Business Support Teams

Human Resources; OSH; Learning & Development; Technology; Communication & Engagement;
Finance; Office Services

Insights in governing: Avivo Board

Angus Buchanan

CHAIRPERSON, AVIVO BOARD

I am often asked what the purpose of the Avivo Board is. It is a good question as Boards serve a critical role in the Governance of an organisation.

It is something that my fellow Board Directors and I have spent time reflecting about as we strive to ensure the Board achieved effective governance in the Avivo way.

The Board is responsible for overall governance, management and strategic direction of Avivo and ensuring the organisation is fulfilling its vision and objectives.

Working closely in partnership with the Avivo leadership team the Board has for many years supported the successful development of Avivo within increasingly challenging and dynamic environments. The current strong strategic vision and financial position has enabled the Board to support Avivo through the current COVID-19 Pandemic.

While much of the Board's time is spent in meetings, it is important for the Directors to see what's really happening on the ground. The Board is committed to spending time with customers and Avivo teams. Each Board meeting commences with a Director's reflections on their recent visits making strategic connections and focussing on strengths and challenges.

During my time on the Board, I have had memorable community visits in both the metropolitan and country areas, where I have heard many inspiring stories about the excellent work of Avivo employees and the difference it is making in the lives of people. My lasting memories of all visits is the importance and meaning of the community connections people have made and the real difference it has made in their lives.

The Board also has an "interactive meeting" every two months where important questions are explored, inviting a range of employees to share and develop ideas. These are some of the ways that Directors keep connected and we are always considering other options to ensure that the work we do is relevant and supporting the outcomes of Avivo.

Avivo is continuing its innovative transformation to be a network of autonomous, effective teams who take responsibility for their work.

This has challenged the Board to think about how it works and how to govern teams to self-govern. What we are learning is that it relies on every team having very clear understanding and commitment to Avivo's purpose, a culture that supports every person to take responsibility for their work and supporting people to develop their abilities to effectively undertake their work roles.

Key to this is the development of trust within a safe environment and a transparent governance framework that supports the delivery of quality outcomes. The Board is very aware that the current environment is difficult and uncertain. Directors will continue to work with the leadership team supporting the development and sustainability of Avivo to ensure the highest quality level of services available to our customers and support to all employees.

I would like to acknowledge and say thank you to our CEO Rosie Lawn and her Executive team for their continued leadership over the last 12 months. Their guidance through COVID-19 has been outstanding and deeply appreciated. I would also like to thank every other employee in Avivo for their commitment and dedication.

Finally, I would like to say thanks to my fellow Directors for all their commitment and work. This year we recruited two new Directors – Sarah Peyman and Liam McLagan – who have been nominated for election at the Annual General Meeting. We have also offered a Director traineeship to Sarah Parkin who is taking up this role for 12 months.

If you're keen to find out more about the Avivo Board, visit www.avivo.org.au/inside-avivo/our-board

How our community teams are distributed

Avivo supports over 3000 customers every year across three sectors: disability, aged care, and mental health.

How we support people

The support we provide to our customers can be grouped into four general ways:

In-home support

We all want to live in our own home. It's about being safe, cared for, and well in your home, connected to people who matter to you.

Recovery support

All of us experience times when life throws us challenges that can knock us off course and we need some help to reclaim and rebuild our lives.

Community support

Being connected and involved in our community gives our lives meaning. Whatever your stage of life, we'll support you to be connected with people and places that are important to you.

Support for Families and Carers

We support families and carers by providing a range of responsive and flexible services aimed at building capacity and assisting them in their caring roles.

We know that self-care and wellness planning is integral to maintaining a caring role.

Due to the changing landscape for carer funding across all sectors, a number of the funding programs have reduced or ceased and have been replaced by a new Integrated Carer Support Service called the Carer's Gateway. Carers WA have been appointed as the Carer Gateway service provider for Metropolitan and Regional WA.

This new service focuses on providing carers with access to early intervention supports to improve long-term outcomes.

Avivo will be one of a network of delivery partners. We will receive referrals from Carers WA to provide domestic or social support to an identified carer.

In addition, we continue to offer the Mental Health Commission Family and Carer Support Service and the Department of Communities Family Support Program.

SPOTLIGHT: UDirect is an intermediary service that assists people who have self, plan or agency managed budgets.

It supports people with NDIS funding to design and implement their plan in a way that works for them and it operates separately to Avivo's usual support services.

Offering support with integrity is essential to UDirect and to achieve this, we are committed to ensuring all UDirect customers get good advice on the full range of providers in WA.

UDirect has three main areas: Support Coordination, Shared Management and Plan Management.

Support Coordination

The Support Coordinators assist customers to access and coordinate the services available to them within their available budget.

The Coordinators have worked with 464 people to manage their NDIS support plans over the year.

The service is growing due to its focus on people, families and organisations striving to support people and their families to be in control of their own supports.

Plan Management

Plan Management allows customers to access services from both registered and non-registered providers to help them achieve their NDIS goals without the hassle of processing payments and claims.

Plan Management is a bookkeeping and accounting service that NDIS participants can request as a part of their funding.

We implemented a new system in January 2020 which allows streamlined claiming from NDIS and provider payment. The system also supports regular updated statements to be available to customers as required.

Shared Management

The Shared Management Advisors support customers to engage their own support team. This includes assistance with budgeting and meeting their obligations as an employer. Some customers opt for our third party payroll service.

We have 92 customers with 80 of those now funded through NDIS. Payroll services were provided to 57 customers who together had a total of 243 employees.

This year we have invested in resources and reviewing systems and processes. This included a new payroll system introduced in December 2019.

Shared Living

Shared Living is an individualised service that matches and supports people to share their life and home with others.

Avivo's new Enterprise Agreement that came into effect in February 2020 had a significant impact on how Shared Living supporters are employed or engaged.

Alternative models of support that align with the new Enterprise Agreement were identified, and our Shared Living and area teams in the Coral Coast and Wheatbelt worked with all people affected to determine the best model to meet their situation and needs.

Nursing

The Nurse Consultants train and mentor our support workers so that we provide skilled care to our customers. They provide training to all Avivo support workers in medication administration and infection control and where needed, the skills to undertake particular clinical tasks.

This training in specialised care skills is also provided to other service providers and schools. The Nurse Consultant team also provides direct clinical support to customers, such as changing of gastrostomy tubes, tracheostomy tubes, urinary catheters and ongoing wound care.

PEOPLE

Perth Hills is one of the remaining areas to transition to Community Teams. Team Facilitator Sarina, Service Coordinator Vickie and Mentor Sandra talk about their journey.

Sarina: I've been with Avivo for 10 years now, the first nine as a support worker and I've been in the TF role for a year or so. As a support worker, I used to feel really isolated. I wasn't connected to others and didn't really know who to go to for help. This has all changed as we are getting into teams and it's been really good for so many reasons!

There's so much more connection. We really feel like we have each other's backs. We communicate more and are also feeling comfortable to have open and honest conversations with each other. We can "call it" when we need to but are respectful with each other. We all feel more accountable and there's much more trust.

The Team Development Program has really helped our team too. That feels much different to the old Phocus meetings and formal supervision we used to have. This is more immediate and useful and we really get to know each other. There's also more structure – we know what we're doing and keep each other updated.

We also know who we can connect with to get help, like the Mentors or Coordinators or other TFs. Each Friday we have hired a community hall for a few hours and everyone is welcome to pop in – to get things they need, chat with each other, or ask questions of the whole team. It's been really useful.

I'd say to newly forming teams, to be patient and trust the process. It's all worth it in the end!

Vickie: I've been around for a while – 13 years this month! – and I've seen lots of changes at Avivo. People have come and gone, and we've got through most of these changes intact. To be honest, I initially found the most recent changes to be quite stressful and overwhelming.

As the longest standing member of the team, (and the oldest one there!) I felt the need to have all the answers and fix everything. I felt like I was constantly on the go just to make sure the wheels didn't fall off. I'm not Superwoman, but I was sure trying to be!

I've never been one to ask for help and found it difficult to delegate. Working alongside Sandra and Christine has really helped me to think about how I work and I've felt a huge (and positive) shift in how I am now. I had to step out of my comfort zone a little bit and just try something new. I feel more relaxed, safer and more confident now. I also feel supported and like I can respectfully speak my mind and be heard. I've also got to say that watching that video about how the virus could spread amongst our customers and employees really blew my mind. Suddenly, I got it! Moving into Neighbourhood Teams makes even more sense to me now.

Sandra: It's been an absolute delight to work alongside the Perth Hills team. Having each Friday to catch up with team members within the Perth Hills community has been really beneficial. It's a great chance to connect, undertake learning opportunities and seek guidance and support. It's also lovely to see people face to face!

The development program has been progressing well and the recent workshop about Transitioning and Strengthening Neighbourhood Teams was a great opportunity to meet with Support Workers whilst also providing them with an opportunity to ask questions and provide feedback too.

Overall, the response has been positive and it's fab to see everyone willing to move forward. As a team we are looking forward to building and strengthening our connections with relevant stakeholders and the Perth Hills community.

Read more stories like this in the Live Life Journals on our website.

SPOTLIGHT 02: Support Employees and customers to live life by working on and connecting to what matters to people.

The pandemic saw our employees coming together to truly support our customers, colleagues and communities.

Once we got over the initial shock and realisation that we were in a global pandemic, employees stepped into doing whatever it took to support and keep our customers and colleagues safe.

Having established teams in the community and in the office gave us a great advantage. Everyone stepped into working from home and communities using technology to work and communicate. Relationships were strengthened within and between teams and many of the team roles were invigorated with people connecting to their purpose.

Most significantly colleagues came up with innovative and flexible ways to support customers who needed essential supports or were socially isolated.

We supported people by:

- Standing by our employees by offering 20 days of paid COVID-19 Leave and applying for the JobKeeper scheme. We also extended paid leave for vulnerable colleagues to stay home.
- Being transparent with our decisions. For instance, with information regarding JobKeeper.
- Trusting our employees to take the equipment they need and working flexible hours that suited their customers and families.
- Regularly communicating with all employees. We ramped up our internal communications and sent newsletters four to five times weekly instead of once a month. We also sent regular newsletters to our customers.
- Developing stronger connections between office teams and community teams. This is a significant move towards serving teams, effectively asking “What do you need?”
- Closing offices and supporting office employees to work from home.
- Working closely with peers in the sector to lobby government and funders on behalf of our customers.
- Our Board supported initiatives to pay family carers and to fund technology purchases before funders announced their support.

What we saw:

- Teams taking real leadership and responsibility for supporting and protecting our communities – not just providing a service to our customers. They understood the need for hygiene and social distancing, and the decisions made about vulnerable employees, travel, etc and helped our customers to adapt.
- Teams connecting and providing mutual support. They showed real concern for one another and their customers. People also connected more regularly and had virtual meetings. Virtual meetings included more people – saved time and travel – and this has made us think more about how we use our offices in the future.
- Teams demonstrating innovation, flexibility and quality support. They supported customers in different ways – virtual supports and phone calls – and got to know them at a deeper level.

People came together to share knowledge and information about customers and overcame issues to provide better services.

- We saw many colleagues step outside of their usual roles to do what was necessary. For instance, people worked together to distribute PPE, to manage COVID-19 Leave and to ensure that JobKeeper payments were processed in a timely manner.

03: Transition services to meet the requirements of Disability, Mental Health and Aged Care reform.

The transition to the NDIS has been a massive undertaking and a considerable effort by the whole organisation. This was the final year of transition of customer supports from state funded services to the NDIS and is now almost complete. We continue to support customers who are not eligible for the scheme but remain on state funded disability supports, and watch with interest the development of a State Disability Strategy and establishment of an Office of Disability within the Department of Communities.

Across our Mental Health programs, we have focused on supporting the transition of customers to the NDIS, ongoing programs or Continuity of Support programs. Considerable work has been done to support customers with psychosocial needs to improve their chances of being accepted into the NDIS and obtaining a plan that suits their goals.

Whilst some people with mental illness and psychosocial disability are funded by the NDIS, the State and Commonwealth continue to fund services for people who do not meet NDIS criteria. The Mental Health Commission has extended our Individualised Community Living Strategy (ICLS) to 2026 and the Block Personalised Support & Family and Carer support until December 2021. The Commonwealth through the WA Primary Health Alliance (WAPHA) have extended the National Psychosocial Support Measure until 30 June 2021.

The Aged Care reform agenda in many ways has taken a back seat due to COVID-19. This also bought with it the tragic circumstances experienced over East and in other parts of the world for older people who live in residential aged care facilities. We anticipate and hope that there will be considerable reform in the whole aged care system in the future.

We have continued to support customers in our Home and Community Care Program to transition to the NDIS. Despite the impact of COVID over 100 customers transitioned to the NDIS during the first half of the year.

Avivo now have two dedicated Transition Support Workers supporting customers to transition from HACC to the NDIS in the year ahead.

Royal Commissions: Aged Care and Disability

- The Royal Commission into Aged Care Quality and Safety began in mid-January 2019 and is considered a landmark inquiry for residential and in-home aged care. It was established following media investigations and a large number of Government reviews over previous years.
- Avivo agrees that the enquiry is an opportunity to get to the heart of the problems facing the sector and to put in place effective reforms to transform aged care services. We have followed the proceedings with interest and look forward to the final report due in February 2021 following delays due to COVID-19.
- The Disability Royal Commission was established in April 2019 in response to community concern about widespread reports of violence against, and the neglect, abuse and exploitation

of people with disability. In their final report, due 29 April 2022, the Royal Commission will recommend how to improve laws, policies, structures and practices to ensure a more inclusive and just society.

- Royal Commissions are important as they are investigations, independent of government, and have broad powers to hold public hearings, call witnesses under oath and compel people to provide evidence. They can make recommendations to government on what should change.
- Avivo remains ready to respond to the Royal Commission into Violence, Abuse, Neglect and Exploitation of People with Disability (Disability Royal Commission).

Quality Accreditation

A successful Aged Care Quality Audit was completed in September 2019 with no required actions.

We are now focussed on preparing for the transfer to the NDIS Quality and Safeguards Commission by 1 December 2020. Significant attention has been required to establish a Positive Behaviour Support Framework, as well as to review policies and procedures.

We are progressing our preparation for Mental Health accreditation to be completed by December 2021.

SPOTLIGHT 04: Develop tech and systems to enable work and communication.

The main highlight is the launch of AlayaCare in late 2019, a new customer relationship management system. This modern system has provided our support workers with access to customer information, rosters and team information on their mobile phones.

All community-based employees now have an Avivo mobile phone, equipped with the applications required to support them to connect with colleagues and customers as well as to access and report important information.

This investment in technology, and the training to use it, made our experience of the pandemic far more manageable, with teams already familiar with meeting online using Microsoft Teams, and colleagues far more confident to support customers to try virtual supports and use technology to help them stay connected during this time.

05: Develop a culture and organisation that encourages people to do their best work.

We want to be a workplace where all employees develop and thrive in their work. This year, we have focused on health and safety, learning and development, coaching and establishing team roles.

Health and Safety

We are committed to developing a safety culture across Avivo and to be a proactive and safe organisation. This year, we have been focused on improving our safety and reporting, particularly the reporting and management of incidents, accidents and hazards via the use of online safety management system SolvSafety.

There have been almost double the number of reported injuries, the large majority of these still are manual handling injuries, the major cause is the transfer and repositioning of customers.

To combat the increased injuries, we have highlighted the need to complete OSH assessments for customers and encouraging employees to consider the manual handling requirements to safely support customers.

We have also highlighted the need to report manual handling hazards so appropriate mitigating action can be taken.

In 2020 we are looking to promote OSH through a network of 'Lifeguards' – this includes both community employees as well as office employees. Our aim is to utilise our network to promote a safety culture and to encourage people to be more aware of the risk of injury while working, and work together with us to prevent injuries.

Learning and Development

We have focused on developing our capacity and capability to coach and mentor colleagues to develop as individuals and as teams. Our transformation towards Neighbourhood Teams means that teams need solid foundations in order to flourish.

The Coaches and Mentors have played a significant part in the building of these foundations, and we are well on our way towards building a coaching culture within Avivo.

In the past year, the Neighbourhood Teams in Western Beaches, Peel and the Wheatbelt completed the Team Development Program facilitated by the coaches.

The program covered key areas such as trust, values, communication, conflict resolution and personality profiling. Once teams completed the program and developed a team agreement, coaches worked alongside teams to support members to understand their team roles, hold their meetings and use the tools introduced during development.

Teams chose the frequency of their meetings, with most teams choosing to meet weekly or fortnightly.

At the same time, we have continued to offer training and development. We had close to 90 events over the past 12 months, with approximately 800 participants.

There were many other informal learning events which are not tracked, including team development sessions, as well as many of the Working Locally forums which focus on practice areas.

Our training events continued even during the COVID-19 pandemic. We were pleased with how swiftly we could adapt our training to the virtual environment.

We worked with our facilitators to help them shift to this new environment, and many were pleasantly surprised with how effective this mode proved to be.

This unexpected and welcome outcome allowed us to more easily gather people from various locations together in a way that typical face-to-face training couldn't. At any given session, we had participants from Carnarvon to Mandurah, and everywhere in between.

With the investment in our new learning management system, we will continue to improve on our learning offer and be better able to provide more targeted resources and learning tools to support our employees.

PEOPLE

Cheryl is a Service Coordinator for our Western Beaches Area Team. She also is a carer for her dad, Murray, and her step-mum, Janet (pictured). This is her story.

I'm an on-again/off-again carer. The past few months have definitely been on-again as my Dad was having radiation therapy and my Mum injured her arm. They live about an hour away from me, so when COVID hit at the same time as Dad's radiation treatment began, I had them both move in with me and my husband, Carl. That way we could support Dad getting to hospital and ensure that Mum had her dressings changed regularly.

For a long time, my folks didn't want to be 'cared' for and I had to respect their wishes. However, when things went downhill quickly for Dad, they asked for help and we sprung to action. Carl was able to take two weeks off work at the beginning to help and to keep them COVID safe which was such a blessing – he's a gem.

It was quite full-on physically and emotionally and was time consuming. Even if I only had to care for Dad, I ended up caring for two people as Mum and Dad are intertwined, love each other greatly and are each other's support mechanism. They couldn't be separated during this time.

Luckily, working in the sector means that I know how to navigate the system and understand the different types of funding and support options available. Some of the information out there is difficult to understand and it has made me consider the role of Coordinators. I really believe that it's more than just coordinating supports we are paid for. Coordinators are also there to advocate for the people we support and get them connected to the different services available. We also have a duty of care to keep our customers safe and connected in their community.

As a carer, it was quite full-on for me to accept help, having people providing care to my parents and doing some cleaning around the home – especially as the support workers are part of the Western Beaches teams I work with. For someone who is usually coordinating support for others, it was a vulnerable place to be.

However, I'm really grateful for the support and I feel like I'm only just coming up for air now.

My advice for other carers is:

- Try to see the funny side of things. The weight of the responsibility can feel really draining. I found making jokes helped. My Dad is deaf, so Mum and I have a running joke about how much I can swear around him without him knowing!
- Communication is key – with family and with others. Talk about the issues and what's going on so you don't feel like you have to hold all the information.
- Let go and place trust in others who are there to provide support.
- Ask for help! There's such a range of support services out there.



New Enterprise Agreement

We had a fantastic opportunity during 2019/2020 to renegotiate a new Enterprise Agreement with our community employees.

An Enterprise Agreement is where employees have the opportunity to negotiate better employment terms and conditions with their employer. The new agreement covers over 1,000 community employees. The negotiation period took approximately 12 months with a great outcome for these employees.

Some of the benefits include:

- 2 Wellness Days per year
- 10 days Ceremonial Leave
- 5 days Family and Domestic Violence Leave
- Introduction of 17.5% annual leave loading
- T ½ on Saturday, DT on Sunday and DT ½ on Public Holidays
- Increased cents per kilometre payment
- Introduction of afternoon and evening penalties
- Introduction of overtime penalties
- Increased hourly rate of pay

Our Enterprise Agreement was approved by Fair Work in February 2020. Due to the quantity of changes, it has taken some time to introduce these new conditions into the business especially in the midst of COVID-19.

It has been challenging to adapt to new ways of rostering for the teams, however, implementation is now well under way. We are pleased that the overall benefits represent a very intentional investment in better employment terms and conditions for our employees.

Gwin Ruston – In service to community

Kate Fulton

CHIEF PEOPLE OFFICER

Our organisation has been around for over 50 years. That's a very long time, and over the years, we have grown in size and gone through name changes.

But one thing that's remained steadfast throughout is how we've embodied the essence of our founder Gwin Ruston in the work that we do.

Gwin started Perth Emergency Housekeeper Services in 1967 under the auspices of the Council of Social Services. At the time, she was working with the Citizens Advice Bureau and became aware of the great need for a housekeeping service to help families in emergency situations.

She established the service with a group of committed people on the smell of an oily rag (\$700 raised through a street appeal). By the end of the first year, they had employed 20 housekeepers and helped 67 families.

By early 1970, the service (which grew into Perth Home Care Services and now Avivo) was established as an incorporated community organisation.

It is helpful to understand Gwin's motivation and drive by looking at her background. She was born in 1897 in Essex, UK – the daughter of law clerk. She worked as a private secretary and a nurse during the first World War before marrying Henry Ruston, a widower who also had a six-year-old son.

They migrated to Western Australia in 1920, when she was 23 years old, where they lived as settlers in Narrikup, near Albany, and had a daughter in 1932. In those times there was a lot of hard work and hardship, including having their house burnt down and land flooded. Gwin became very skilful with an axe and, to make ends meet during the Depression, she and her husband sold firewood at Albany.

The family moved to Perth in 1937 when Gwin was 40 and also not in good health. Henry worked as a salesman and bought a shop in Swanbourne.

In 1948, she was employed as a secretary by Bessie Rischbeith – a feminist, suffragette and woman of forward vision and great spirit who contributed greatly to many causes in Western Australia. You may have seen her statue at Elizabeth Quay! At that time, Bessie was president of the Women's Service Guilds of Western Australia and Gwin became her 'right-hand woman'. From here, Gwin became very proactive in leading the development of many initiatives that supported people who were disadvantaged.

Along with a friend, Gladys Newton, Gwin founded the Slow Learning Children's Group in 1951, to provide an education to children with intellectual disabilities. This grew and later became ACTIV Foundation.

She helped form the WA Council of Social Services in 1959, which championed the needs of disadvantaged people in the community. Gwin also established the Citizen's Advice Bureau of WA in 1962. Whilst working here she learnt about families who needed emergency help, and established Perth Emergency Housekeeping to provide practical help and care to keep families together in their own homes. This year we have been delving into Gwin's history, it is clear she was very passionate about supporting people on the edges of society.

She knew and listened to people who were doing it tough and understood the hardship and injustice they experienced. She was driven to address these injustices and took things into her own hands. With her network of friends and colleagues, she combined her leadership, organisational and practical skills to make a difference. She was a courageous and practical leader.

Gwin did not wait for others to do something. She would rally people, organise, and create action. She was an entrepreneur, an active citizen, a leader. She cared deeply about people, families and communities and made things happen.

If ever there is a time where we need to embody the essence of Gwin, it is now. I see Gwin's essence in Avivo when we work together, doing what it takes to support people who are doing it tough. People on the fringes need us to stand up with them and for them to ensure they have the practical help to live a good life, every day.

The pandemic has brought an impact on health, our economy and our communities like we have never experienced before. We know that people on the edges of our community need allies more than ever, both practically and systemically.

What can you take into your own hands to be in service to the community?

With our collective passion for people, our intolerance of injustice and our practical skills, we can continue to make a real difference in our communities.

Let's do Gwin proud!



The Good Life Project

Citizenship matters to all of us — customers and colleagues. However, we know that the term citizenship can be hard to fully understand.

So in partnership with Befriend and an internal team of willing Avivo ‘researchers’, we developed the Good Life Project.

During last year the project focused on the active citizenship of our colleagues and what Avivo can do to best support this. Avivo colleagues helped us understand:

- People’s experiences and lived reality of being an active citizen
- What Avivo could do to improve life outcomes for everyone (literally hundreds of ideas)
- The chance to explore some ideas including skills registers enabling colleagues to contribute their gifts and talents across the organisation; personal budgeting courses, housing advice, potentially using Avivo resources more creatively, such as venues for community classes and ideas to better support colleagues’ health.

The Good life project continues with a focus on:

- Getting our language around citizenship accessible and more relatable
- Deepening our understanding of citizenship and its potential in the world
- Understanding what gets in the way of citizenship and what helps

JobKeeper made a difference this year

Lynsey McDonnell

CHIEF FINANCIAL OFFICER

Our eligibility for JobKeeper enabled Avivo to report a net profit for the 2020 financial year. Without this income, our reserves would have taken a sizeable hit due to the financial impact of the pandemic.

Revenue has grown by \$4.6m or 6%. This was predominantly in UDirect, with significant growth in customers accessing Avivo's Support Coordination and Plan Management services.

Direct costs increased 12.5% due to improved terms and conditions under the new Enterprise Agreement. Administration expenses grew 10% due to higher employee numbers to support Avivo's growth over the past few years as well as to progress our strategic initiatives while maintaining quality services day to day.

Other income received an \$8m boost from JobKeeper. This income, along with other support measures delivered by funders, made up for the revenue loss between March and May when customer cancellations were high.

It also covered the cost of paid COVID-19 leave which we had implemented in March to maintain the income of support workers whose hours were affected by cancellations.

These costs, along with JobKeeper top-up payments, PPE and the technology costs to support working from home, are captured in Project Expenses.

Planned project expenses were consistent with last year, as we implemented Alayacare and progressed the transformation to neighbourhood teams and the transition to NDIS.

Statement of Comprehensive Income for the year ended 30 June 2020

	\$'000 2020	\$'000 2019
Revenue	75,921	71,306
Cost of services	(51,981)	(46,190)
Gross surplus / (deficit)	23,940	25,116
Other operating income	9,784	1,833
Administrative expenses	(25,569)	(23,180)
Project expenses	(4,786)	(2,198)
Operating surplus / (deficit)	3,369	1,571
Finance income	457	839
Finance expenses	(14)	–
Surplus before taxes from continuing operations	3,812	2,410
Income tax expense	–	–
NET SURPLUS AND TOTAL COMPREHENSIVE INCOME FOR THE YEAR	3,812	2,410

Statement of Cash Flows for the year ended 30 June 2020

	\$'000 2020	\$'000 2019
Cash flows from operating activities		
Receipts from customers	359	872
Grant contributions	457	839
Interest receipts	79,045	72,898
Payments to suppliers	(78,333)	(70,261)
Net cash from operating activities	1,528	4,348
Cash flows from financing activities		
Loan to Avivo: Live Life Foundation Inc	466	(2,016)
Payments for lease liabilities	(116)	–
Net cash used in financing activities	350	(2,016)
Cash flows from investing activities		
Payments for term deposits	(6,000)	(5,000)
Payments for the purchase of fixed assets	(2,052)	(1,147)
Proceeds on the disposal of fixed assets	523	618
Net cash used in investing activities	(7,529)	(5,529)
Net increase in cash held	(5,651)	(3,197)
CASH AT BEGINNING OF THE YEAR	20,337	23,534
CASH AT END OF THE YEAR	14,686	20,337

Statement of Financial Position as at 30 June 2020

	\$'000 2020	\$'000 2019
Current assets		
Cash and cash equivalents	14,686	20,337
Term Deposits	11,000	17,000
Trade and other receivables	14,437	4,301
Total current assets	46,123	35,638
Non-current assets		
Property, plant and equipment	7,060	5,671
Loan to Avivo: Live Life Foundation Inc	6,902	7,368
Total non-current assets	13,962	13,039
TOTAL ASSETS	60,085	48,829

	\$'000 2020	\$'000 2019
Current liabilities		
Trade and other payables	28,071	23,089
Lease liabilities	271	–
Provisions for employee entitlements	6,922	5,077
Total current liabilities	35,264	28,166
Non-current liabilities		
Lease liabilities	551	–
Provisions for employee entitlements	464	497
Total non-current liabilities	1,015	497
Total liabilities	36,279	28,663
Net assets	23,806	20,014
Members' funds		
Retained earnings	22,044	18,232
Reserves	1,762	1,782
TOTAL MEMBERS' FUNDS	23,806	20,014

SPOTLIGHT: Mental Health Conference

Last year, Avivo held its first mental health conference under the theme ‘We All Matter’.

Held over two days in October, close to 300 employees came together to develop their skills and knowledge in the area of mental health. The conference was organised by the Mental Health Interest Group and the program covered:

- Wellbeing strategies
- Approaches to supporting people and families on their recovery journeys
- How to be strong supporters of positive mental health

The conference was a huge success in many ways. It was a chance for colleagues to pause, connect and consider mental health for themselves, their colleagues and their customers. The conference was designed for colleagues by colleagues, the team pictured top right.

Feedback from participants and speakers reflected overwhelming appreciation for the conference and found it made a positive impact to their wellbeing.

Keynote speaker Margaret Doherty, Founder and Convenor of Mental Health Matters 2, shares that it was a privilege to be invited to deliver a keynote on a topic that’s close to her heart and which she believes is fundamental to the work we do.

She says: “It was a delight to be part of such rich discussions while enjoying delicious food, a thoughtful program and a chance to meet up with old friends and make some new ones.”



2020 has been a challenging year for all of us

It has reminded us that taking good care of ourselves should always be a priority. If you ever need help and support, turn to these organisations whose work we believe in:

Lifeline	13 11 14	lifelinewa.org.au
Samaritans	13 52 47	thesamaritans.org.au
Beyond Blue	1300 22 4636	beyondblue.org.au