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Annual Report 2021



Contents

[Who are we, at our best? 3](#_Toc87270054)

[Rising to every challenge we face 4](#_Toc87270055)

[Resilient 5](#_Toc87270056)

[Trust in the journey reaps reward 6](#_Toc87270057)

[Optimistic 8](#_Toc87270058)

[Creative 9](#_Toc87270059)

[Thinking outside the box 9](#_Toc87270060)

[How we're organised 10](#_Toc87270061)

[Flexible 11](#_Toc87270062)

[Agility during big change 11](#_Toc87270063)

[Brave 13](#_Toc87270064)

[Courage to do new things 13](#_Toc87270065)

[Intuitive 15](#_Toc87270066)

[Listening beyond words 15](#_Toc87270067)

[Friendly 18](#_Toc87270068)

[Friendly faces lend a helping hand 18](#_Toc87270069)

[JobKeeper props up operating deficit 20](#_Toc87270070)

# Who are we, at our best?

**What does it mean to be part of the Avivo team? When we reflect on what we do, and how we do it, the people of Avivo identify with a range of qualities that capture who we are when we're at our best.**

At our best we are resilient. We face adversity head-on. No challenge is too big or too much for us to handle.

At our best we are optimistic. We will hold faith and resolve, even where others can’t.

We see a bright future, even on a cloudy day.

At our best we are intuitive. We use our experience to listen and to hear beyond words. We know when we're needed before the words are spoken. We communicate with our hearts, as well as our minds.

At our best we are flexible. We go with the flow, adapting with ease. Like a stream, we twist and turn around obstacles we meet.

At our best we are creative.

We like to look outside the box. We like to do things a bit differently and we enjoy working together to find new ways of doing things in partnership with our customers and families.

At our best we are a friendly bunch. We look out for one another and take a special interest in the lives of our colleagues and customers. We know how to have a good time and we know how to celebrate wins and acknowledge each other for a job well done.

At our best we are brave. We stare down adversity, roll up our sleeves, and get the job done. We tackle difficult subjects and shine the light on injustice and inequality.

We have each other’s backs and work hand-in-hand to help our customers tackle their challenges.

Every day we strive to be at our best. We think that this past year has given us plenty of opportunities to rise up and meet our challenges head on.

# Rising to every challenge we face

Rosie Lawn  
CEO

**Over the past couple of years we have spent time reflecting on the work of our founder Gwin Ruston.**

Gwin was a pioneer in the ‘helping’ services of Western Australia and accomplished so much in such a short amount of time.

If she saw a need, Gwin would work out a way to have it met.

At times it feels as though a lot of the work we naturally gravitate toward is some sort of memory passed down to us, from Gwin, over many decades of work.

Or maybe we attract people like Gwin who enjoy the work of supporting others and stepping in beside them to help.

This year has been a great example of our spirit and resilience in action, and we thought we would share some insights from Gwin’s book ‘The Clock of Time’, where she writes about establishing our organisation more than fifty years ago.

Her drive to help really mirrors a lot of the work that we have done this past year – as individuals, in teams and as a whole.

We started with one housekeeper in the first month, and then it grew like Topsy!

**Perth Emergency Housekeeping Service was conceived by our founder Gwin (Gertrude) Ruston through her work with the Western Australian Citizens Advice Bureau (CAB), which she established in 1963.**

During her time with the CAB, Gwin noticed that they were frequently approached by distressed fathers with children in their arms, seeking immediate aid because their wives had been taken to hospital and there was nobody available to look after the family.

Seeing the need, Gwin approached the Commissioner for Health, who advised that money was available if she was to start the service and prove the need and capacity to run it.

She immediately set about raising money and with the very modest amount of $700, she established Perth Emergency Housekeeping Service (now Avivo).

Soon after its establishment, the service became fully operational and funded.

In describing her team, she stated that ‘many of the most satisfactory women were past middle age; experienced in running their own homes; good cooks and able to budget.'

If Gwin were alive today, she would be proud of the work that Avivo continues to do in the community.

We might be a different looking workforce, with a different set of challenges, but the sentiment remains: we stand by people and we do what it takes.

## Resilient

##### Extract from 'The Clock of Time' by Gwin Ruston

‘There were times when we were asked to send a housekeeper immediately when a mother had been taken to hospital.

The social worker at the hospital would give the address and stress the urgency.

In such cases, we sometimes sent the housekeeper by taxi only to be advised that the house was locked up and she could not get in.

Frantic enquiries would ascertain the fact that the key was in the mother’s handbag at the hospital, and that there was a small child to fetch from school.

The headmaster had to be asked to hold the child until it was picked up, the housekeeper showing her credentials.

After all this it would probably be found that there was very little food in the house and no money to buy any, so that the housekeeper had to spend her own money to buy the essentials until we could make arrangements for her to be financed.’

Avivo supports around 3,300 customers every year across three sectors: aged care, disability and mental health.

#### Who are our customers?

48% aged care, 45% disability and 7% mental health.

#### What’s the percentage of income by funder?

68% disability, 28% aged care and 4% mental health.

#### Funding organisations that make our work in the community possible:

* Commonwealth Department of Health and Aging
* National Disability Insurance Agency
* WA Primary Health Alliance
* WA Mental Health Commission
* WA Department of Health
* WA Department of Communities

# Trust in the journey reaps reward

**We celebrated a major milestone on our transformation journey in June of 2021, officially marking the creation of 101 community-based teams across WA.**

Having reached this milestone, we formally dispersed the ‘Working Locally’ team and absorbed its members into other areas of the organisation to continue strengthening teams across Avivo.

Our transformation journey began in May 2017.

We wanted to better support our customers and colleagues and decided the best way to do this was by creating local community teams that supported people in a specific locality, or neighbourhood.

Moving to Community Teams was no mean feat. There was a lot of planning, a significant amount of falling down and getting back up again, and plenty of challenges to overcome.

We encountered a few naysayers, along with others who had buckets of energy and enthusiasm for the ambitious project.

Now that this part of the journey is over, we can look back and reflect on what we have learnt:

* In the midst of change, we must keep reminding ourselves of the longer term benefits to customers and colleagues
* Good data helps people make better decisions
* Working together to design the team is essential
* Support workers being actively involved in decisions leads to a better transition
* Team roles assist with the function and connection of the team to the wider organisation

Our network of Teams have improved connection between colleagues and provide a sound local basis for providing excellent support to our customers in the future.

We are excited to see them grow and develop new ways of working in communities.

#### Number of community teams by area (as at 30th June 2021)

9 in Coral coast  
13 in Freemantle  
9 in Northern Beaches  
9 in Northern River  
13 in Pool  
4 in Perth Hills  
14 in South East Ranges  
15 in Wheatbelt  
15 in Western Beaches.

82 are neighbourhood teams and 19 are customer-specific teams.

### How we support people

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

#### In-home support

We all want to live in our own home, to feel safe, cared for and well in our home and connected to people who matter to us.

#### 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. We support people, at all stages of their lives, to be connected with people and places that are important to them.

#### 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.

#### **Practice support**

Over the last year we have invested in positive behaviour support and mental health practice. This allows us to better support behavioural or mental health challenges that our customers may experience.

## Optimistic

Angus Buchanan  
Board Chair

This year, despite the challenges we faced as part of the global COVID-19 pandemic, we have continued to work together to achieve our strategic goals.

The biggest and most prominent of these was achieving one hundred community-based teams, bringing to fruition over five years of planning and hard work.

In the last financial year, JobKeeper helped us to keep our financial losses to a minimum, but the transition to NDIS continues to challenge us to further refine our processes and systems.

And whilst we do not want to diminish our whole-hearted approach to supporting customers, this coming year we will need to apply ourselves even further to this pursuit.

Our technology systems continued to be upgraded and adjusted to meet our growing needs. We saw an even greater uptake of MS Teams both as a meeting place and a repository for shared documents.

Our learning and development platform, MyLearn enabled hundreds of training sessions to be conducted remotely and the launch of our internal communications network, Connectus, brought us even closer to support workers who are out in the community each day.

In a continued commitment to diversity in the workplace, we engaged two new Disability Employment Officers and an Indigenous Employment Officer to help us employ a more diverse workforce.

The sector saw a downturn in applicants over the last year. This was strongly reflected in our applicant numbers for available positions – with a 50% decrease in numbers compared to the last financial year.

There are a variety of factors that could be influencing this trend and we are looking to address as many as possible in the coming year. This will involve some targeted attraction and retention strategies for employees.

Another significant focus last year and this year is seeking accreditation against the National Mental Health Standards and the NDIS Practice Standards.

Moving forward, we are working to refresh our vision and strategic direction. Work will continue in the coming months and will reflect on where we have come from and where we are headed.

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.

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.

I would like to thank every employee in Avivo for their commitment and dedication.

*If you're keen to find out more about the Avivo Board, visit* [*www.avivo.org.au/inside-avivo/our-board*](http://www.avivo.org.au/inside-avivo/our-board)

## Creative

# Thinking outside the box

##### ICLS

**Avivo’s Individualised Community Living Service (ICLS) team works with vulnerable individuals who are living with complex mental ill health in the community.**

In the early days of the COVID-19 pandemic, whilst many people were concerned about the physical impacts of the virus, it became increasingly obvious to the ICLS team that mental health challenges would be as distressing, if not more so, for their customers.

Given the limitations of lockdowns, the team had to ‘think outside the box’ and get creative about how they would provide support.

They wanted to support their customers to feel connected, even when they couldn’t meet face-to-face.

When in-person visits became impossible, the team encouraged their customers to use social media platforms, talk on the phone or keep in contact through email – whatever would work

for them and their individual needs.

They encouraged customers to share their challenges and hopes for the future and promoted access to information via reputable sources, which really helped people to manage their anxiety levels.

They were also able to provide some 'wellness kits' thanks to the flexibility of the Mental Health Commission funding. We purchased art and mindfulness equipment that people used to take care of themselves in their own time.

The team also got creative with virtual supports across different platforms which proved interesting and fun for many.

This included some online gaming, sharing of recipe ideas and a bit of online exercise. Some of these activities proved more popular than others!

We are learning that social connection is as important as work connection –colleagues together face to face, having fun!

# How we're organised

Our organisational chart represents how all of the teams in Avivo work together in a connected and collaborative environment.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Customers & Communities | Community Teams | Community Coordination Teams | Community Services Support Teams | Business Support Teams | Board and Executive Teams |
| At the heart of what we do are people who require support due to disability, ageing or mental ill-health. Avivo contributes to a feeling of belonging and a sense of place for people and families by being in and of community. | Support workers in Neighbourhood Teams and Customer-specific Teams are our frontline colleagues who work in community providing support to people and families. | Both colleague-facing and customer-facing, these teams connect Avivo to community by coordinating and guiding frontline teams, and engaging and understanding customers. | Providing our customer-facing teams with the resources, tools and information they need to do their job with confidence and autonomy. Supporting skills development, practice, funding, reporting, quality and safety. | The teams behind the scenes that ensure Avivo runs smoothly, with functions, systems and processes to enable Avivo to do what we do in the world, well. | Our senior leadership and governance teams influence all parts of the organisation and continue to steward Avivo to deliver on our purpose. |

## Flexible

# Agility during big change

Lynsey McDonnell  
CFO

**Around 20% of Avivo’s employees have been ‘office-based’ historically. When our offices needed to be closed due to lockdown early in the pandemic, we supported colleagues to pick up what they needed and take it home.**

We took home laptops, monitors, chairs, stationery – whatever was necessary to set up as comfortably as possible from home. We became proficient with MS Teams very quickly and became more connected than ever on our team Facebook page.

Guidelines were developed to support safe working practices and ergonomic workstations at home. Regular virtual ‘stand ups’ were held to ensure we were connecting and supporting each other.

#### And then some special things happened:

* The line between ‘office-based’ and ‘field-based’ colleagues started to blur. We met online, joining each other’s meetings. We had giant organisation-wide Zoom sessions. Suddenly, we were all ‘of community’.
* Our connections across the whole of Avivo were strengthened, particularly with our colleagues in regional and remote parts of Western Australia.
* The trust grew. Colleagues needed to adapt their hours around their family commitments, and they weren’t visible to each other in the office. The work still got done and we remained committed to our customers and each other.

When the time came that we could return to the office, we decided to ask the question *‘Why?’*.

Why undo all those benefits we had realised?

#### So, we didn’t.

Instead, we agreed as an organisation that we would continue working flexibly.

We still use our offices, and we still value face-to-face connection, but we also value working at home with less interruptions, less long commutes, and more connection with colleagues from all over WA.

This flexible approach is here to stay for Avivo. We will continue to evolve to meet the needs of our colleagues, customers and community.

Suddenly we were all 'of community'.

### Staying in touch and informed in lockdowns

A big learning through the pandemic was the need to have easy ways to contact customers instantly rather than relying on mail or third party communications.

We worked closely with families and carers to ensure our customers were safe and well and had all that was needed when things got chaotic - from early morning shopping services to medication reminders or transportation, where needed.

All supports were carried out using appropriate PPE and strictly adhered to whatever social distancing measures were in place at the time.

## Brave

# Courage to do new things

##### Nurse Consultants

**The COVID-19 pandemic brought up a lot of questions about customer vulnerability and challenged us to think about how we provide essential services to people living in the community.**

Our nurses train and mentor support workers to provide skilled care to customers including medication administration and other care skills.

They also provide direct clinical care, such as changing of gastrostomy tubes, tracheostomy tubes, urinary catheters and ongoing wound care.

A number of our customers require regular catheter changes and, in a lockdown or outbreak, they could be forced to attend a hospital and wait up to eight hours to have this need met. In addition, many of these customers were looking to minimise the amount of people coming in and out of their homes to reduce risk of infection.

This level of risk and inconvenience is unacceptable especially in the COVID climate. We needed to work out new ways of assisting customers with catheter changes.

The nurses also recognised that some of them could be ‘out of action’ during a lockdown or outbreak – which posed additional risks to our customers who require nursing assistance.

They had an idea – what if we were to train some support workers to perform this vital service?

They knew Avivo already had support workers, like Cheryl Butler from Team Mandurah, who had already been trained and was competent at undertaking catheter changes. They wondered what it would take to train some more people just like her.

So, they asked customers - would it be acceptable for a competent support worker to do this task if a nurse wasn’t available?

After hearing a resounding ‘yes!’, the nurses set about identifying skilled support workers who they could train and support to undertake catheter changes. More than a dozen committed and willing support workers rose to the challenge and would eventually become known affectionately as ‘the Catheter Queens’.

The nurses were impressed by how quickly and effectively the support workers learnt the skills and demonstrated competence, knowing that a whole team of support workers are available to help out, especially during a lockdown or outbreak situation. Inge Moreland, who works as a Team Facilitator within Team Halls Head, is always keen to increase her specialised care skills. She put her hand up to be trained so as to support a customer with quadriplegia who lives in a remote location. Inge now has the capability to safely change catheters under the supervision of a nurse.

Our nurses are proud to be part of an organisation that willingly invests in people learning new skills and pioneering new ways of supporting customers to live safe and well at home through a pandemic.

We needed new ways of assisting with catheters.

### We farewell nurse Raylene

Avivo said ‘farewell but not goodbye’ to one of our longest serving colleagues, Raylene Nestler. Raylene started as a Service Coordinator but as a Registered Nurse it was quickly recognised that her skills and talents would be better focused on providing training and mentoring to support workers and families in personal and clinical care. Raylene made a massive contribution to many people’s lives during her 23 years with Avivo before retiring in June 2021. She will be missed!

## Intuitive

# Listening beyond words

Intuition is sensing using feelings.

Kate Fulton  
CPO

**I’m sure we have all had experiences where we gain a sense of ‘knowing’ or ‘understanding’ about someone or something, when on the face of it, we haven’t had hard facts to base this understanding on.**

We’ve experienced something more like a ‘gut feel’ or an ‘intuitive understanding’. Our intuition is the ability to know or sense something by observing your feelings.

In a world where hard, rational, reasonable facts are valued, it can be difficult to appreciate our intuition.

Anyone who works with people knows we need both our head and heart. Intuition is immensely valuable in sensing and understanding what’s important to someone and really working to understand what it takes to build a good relationship.

If you are interested in people – not just general chit chat, but interested in who people are, what really matters to them, their dreams, and the experiences they have had that makes them who they are today – you will want to be a part of the Avivo community.

Good relationships are critical to our work, and although they take time to develop, we strive to develop honest, integral relationships with all of our customers.

Every day colleagues are connecting with people and listening deeply to everything including the things you can see and the things you can’t.

We can often arrive at people’s homes to be told, ‘I’m fine’ and that little gut feeling urges us to explore a little further, only to discover the person has been suffering significant anxiety over the last few days or really missing their daughter and experiencing loneliness. The last year has been challenging, specifically in our recruitment efforts – finding the right people in the context of a national workforce shortage.

However, in the face of this, our teams have continued to deliver supports and work sensitively, curiously and with heart and mind.

Our colleagues are diverse, as are our customers, so we have people with varied interests and experience.

We know everyone can work with an open heart, curious mind and a commitment to do what it takes to help people live their lives.

##### UDirect

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

It supports people 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. To achieve this, we are committed to ensuring all UDirect customers get good advice on the full range of providers in WA.

Shared Management supports customers to engage their own support team. This includes assistance with budgeting and meeting their obligations as an employer. 74 people were supported with Shared Management, 62 of whom also have payroll services.

Support Coordination assists NDIS participants to access and coordinate their services within budget - supporting customers all over Perth metro, Wheatbelt and Coral Coast.

**336 people assisted by support coordinators**

Plan Management is a bookkeeping and accounting service that allows NDIS participants to access services from both registered and non-registered providers to help achieve their NDIS goals without processing payments and claims.

**150 plan management customers**

##### Shared Living

Shared Living is an individualised service that matches and supports people to share their life and accommodation with others. In the last financial year we had:

* 36 Shared Living customers in Perth metro
* Three Shared Living arrangements in the Coral Coast region
* Five Shared Living arrangements operating in the Wheatbelt region

Support was provided with the assistance of funding from the WA Department of Communities and the NDIS.

##### Work Health and Safety

Health and safety is fundamental to how we work at Avivo, and the safety of our colleagues and customers is our priority.

This year we committed additonal resources to WHS to focus on improving our safety culture through the Lifeguard network, and supported colleagues during the COVID-19 pandemic.

We also undertook a name change and got a fresh new logo after the Government’s legislation language moved from Occupational Health and Safety to Work Health and Safety.

This year saw a decrease in colleague injuries and an encouraging increase in hazard reporting. Manual tasks remain the highest risk to Avivo colleagues, with the major cause being ‘repositioning’ of customers.

Unfortunately, our reportable injuries to Worksafe WA was two, compared to one in the previous year. But the rest of our statistics for 2020/2021 show a marked improvement on the year before.

#### Workers comp claims

28 in 2020  
17 in 2021

##### Avivo Lifeguards

At Avivo, we all make a difference to keeping ourselves and others safe and well.

An exciting aspect of having established one hundred community teams is the development of a ‘Lifeguard role’ within every team.

The Lifeguard supports colleagues to think about health and safety and take action to address risks and prevent accidents.

Our Lifeguard network is supported by the WHS Team and meets regularly to discuss hot topics, as well as share experience and learning.

This year the Lifeguards have gone from strength to strength and done amazing work ensuring all teams have the information and PPE and they need to keep customers and themselves safe during the pandemic.

##### Learning and Development

Over the last year the Learning and Development (L&D) Team reflected on their purpose, structure and roles, to determine how all colleagues could access the learning and development they need.

The team had a significant pivot in the last year, as they moved to delivering learning online, via MS Teams.

**300 training and info sessions delivered**

This enabled them to reach our colleagues in remote areas or as they moved about in community between supports.

Surprisingly, even a generally ‘physical’ training module, such as aspects of manual handing, was able to be refined and effectively conducted via MS Teams.

Over the year we saw more than 2000 staff attendances at over 300 training and information sessions.

From a development perspective, our colleagues spent time reviewing their team agreements and working towards creating meaningful personal development plans.

## Friendly

# Friendly faces lend a helping hand

What will it take to be of service to my community?

The Avivo family is very proud of the work undertaken by some of the Coral Coast Team in the wake of Cyclone Seroja, which hit the coast of WA in April 2021.

Post-cyclone, the entire town of Geraldton had lost all phone services for two days, and power for at least four days (up to weeks in some areas).

Office teams were unable to contact team members and support workers were unable to check rosters on their phones.

But this didn’t stop the Geraldton team from rolling up their sleeves and ‘just getting it done’ – embodying the Avivo ethos that we are here to help the community in times of need, whatever it takes, by asking: “What will it take to be of service to my community?”

The team went ahead and connected with customers and took the liberty of checking in with those who weren’t expecting to hear from Avivo but may need some help during the crisis.

This was all very much done on a trust basis. Once the office power was restored, supports were re-aligned based on what all teams thought was necessary to support the most vulnerable customers in the community. Team members loaned generators and battery packs to customers, collected essentials for customers, checked that food was safe for consumption and ensured everyone was kitted with required batteries, torches and other necessities.

One customer joined their support worker driving around to check on other people. Other caring acts included visiting customers' homes with bags of ice, to ensure that food didn’t spoil without electricity to power refrigerators. One support worker took a particularly vulnerable customer into her own home, knowing that he had no other family or support in town during the crisis and that he was scared, alone and felt very unsafe.

Nothing makes us prouder than seeing our colleagues truly embody the essence of Avivo.

We were delighted when this team became a finalist at the 2021 NDS Disability Support Awards for Excellence in Regional Support.

And whilst they didn’t win on the night, they are certainly all winners in the eyes of their grateful customers and colleagues.

**One of our challenges at Avivo is working out how we can help people living with dementia to maintain their independence, without compromising their safety and quality of life.**

There are a handful of colleagues who are developing their knowledge and skills in working with people who have dementia.

These Dementia Champions help support workers who may need extra assistance finding solutions to everyday challenges for those living with dementia.

By working together with customers, carers and support workers, the Dementia Champions help to navigate the often-rocky path of living with dementia. They can lend an ear when any party is feeling frustrated and help to develop strategies.

With a little bit of help from these champions, our support workers can make a really big difference to customers living with dementia, and their carers.

##### Fred's story

**Fred is the eldest of eight siblings, born in 1932 in London. He met his wife Dorothy at a local dance, where he vividly remembers a Johnny Dankworth song was playing. After marrying, Fred and Dorothy had two children, one of whom died at birth.**

Fred joined Scotland Yard at age 18 and would later travel the world as a soldier, a cook and a canine trainer in the British Army. The latter job helped establish his life-long love of dogs.

Fred and Dorothy emigrated to Australia in 1972. After an initial stint on Australia’s east coast, the pair eventually moved to their forever home in Geraldton. They enjoyed an active social life for many years before it became evident that Dorothy was experiencing dementia symptoms.

Fred was Dorothy’s main carer for many years before he engaged some help from Avivo. Once on board, Avivo worked with Fred to help him ensure that Dorothy could remain living by his side in their home, which she did until the day she died three years ago.

In Fred’s words, he felt that despite the dementia, his relationship with Dorothy never felt stronger and that they loved each other more with each passing day. And he is grateful to his Avivo team for enabling Dorothy to spend her final years at home by his side.

# JobKeeper props up operating deficit

Lynsey McDonnell  
CFO

**As we saw last financial year, JobKeeper has allowed Avivo to report a net profit despite an underlying operating loss.**

Avivo was eligible for JobKeeper for the period April to September 2020; it supported us through multiple lockdowns when services were cancelled and allowed all colleagues to maintain their income.

At the operating level, revenue grew 5% due to growth in the disability sector, where NDIS price caps are insufficient to cover the cost of services.

Direct costs grew 8% due to high overtime. Our community-based enterprise agreement contains several triggers for overtime which are compounded by the current sector-wide challenge to recruit and retain people.

Wages growth also exceeded revenue growth due to Avivo frequently providing services beyond the amount funded by NDIS, in situations such as customer change of circumstance, awaiting plan review, or appealing funding decisions.

Administration expenses increased 9% due to the recruitment of additional colleagues in the newly formed Practice Support Team, in HR to support diversity in recruitment and retention practices, and in Work Health & Safety and Learning & Development, all of whom are supporting Avivo to build strong quality and safeguarding culture and practices.

We continued our multi-year program of strategic investment in transforming our operating model, transitioning to meet funding requirements, modernising technology, and developing a culture that supports customers and colleagues to live a good life.

Overall, a net profit of $1.8m builds on last year’s efforts to bolster our financial reserves enough to withstand the losses that we expect to report in the next couple of years, while we continue to advocate for fairer funding and prices under NDIS and work internally to contain our expenses.

We continue to advocate for fairer funding.

### Statement of Comprehensive Income

|  | $’000  2021 | $’000 2020 |
| --- | --- | --- |
| Revenue | 79,571 | 75,921 |
| Cost of services | (56,291) | (51,981) |
| **Gross surplus** | **23,280** | **23,940** |
| Other operating income | 10,714 | 9,784 |
| Administrative expenses | (27,820) | (25,569) |
| Project expenses | (4,516) | (4,786) |
| **Operating surplus** | **1,658** | **3,369** |
| Finance income | 207 | 457 |
| Finance expenses | (20) | (14) |
| **Surplus before taxes from continuing operations** | **1,845** | **3,812** |
| Income tax expense | – | – |
| **Surplus after taxes from continuing operations** | **1,845** | **3,812** |
| **Other comprehensive income** |  |  |
| Revaluation of land and buildings | 29 | (20) |
| **Other comprehensive income, net of tax** | **29** | **(20)** |
| **TOTAL COMPREHENSIVE SURPLUS FROM CONTINUING OPERATIONS** | **1,874** | **3,792** |

### Statement of Cash Flows

|  |  |  |
| --- | --- | --- |
|  | $’000 2021 | $’000 2020 |
| **Cash flows from operating activities** |  |  |
| Receipts from customers | 1,354 | 359 |
| Interest receipts | 207 | 457 |
| Grant contributions (inc. Jobkeeper) | 85,206 | 79,045 |
| Payments to suppliers and employees | (84,948) | (78,333) |
| **Net cash from operating activities** | **1,819** | **1,528** |
| **Cash flows from investing activities** |  |  |
| Payments for term deposits | (5,000) | (6,000) |
| Payments for purchase of fixed assets | (1,384) | (2,052) |
| Proceeds on disposal of fixed assets | 544 | 523 |
| **Net cash used in investing activities** | **(5,840)** | **(7,529)** |
| **Cash flows from financing activities** |  |  |
| Loan to Avivo: Live Life Foundation Inc | - | 466 |
| Payments for lease liabilities | (370) | (116) |
| **Net cash used in financing activities** | **(370)** | **350** |
| **Net decrease in cash held** | **(4,390)** | **(5,651)** |
| CASH AT BEGINNING OF THE YEAR | 14,686 | 20,337 |
| **CASH AT END OF THE YEAR** | **10,294** | **14,686** |

### Statement of Financial Position

Figures for the year ended 30 June 2021

|  | $’000 2021 | $’000 2020 |
| --- | --- | --- |
| **Current assets** |  |  |
| Cash and cash equivalents | 10,294 | 14,686 |
| Term deposits | 22,000 | 17,000 |
| Trade and other receivables | 12,435 | 14,437 |
| **Total current assets** | **44,729** | **46,123** |
| **Non-current assets** |  |  |
| Property, plant and equipment | 6,410 | 7,060 |
| Loan to Avivo: Live Life Foundation Inc | 6,902 | 6,902 |
| **Total non-current assets** | **13,312** | **13,962** |
| **TOTAL ASSETS** | **58,041** | **60,085** |
|  |  |  |
| **Current liabilities** |  |  |
| Trade and other payables | 22,799 | 28,071 |
| Lease liabilities | 217 | 271 |
| Provisions | 8,644 | 6,922 |
| **Total current liabilities** | **31,659** | **35,264** |
| **Non-current liabilities** |  |  |
| Lease liabilities | 255 | 551 |
| Provisions | 446 | 464 |
| **Total non-current liabilities** | **701** | **1,015** |
| **Total liabilities** | **32,360** | **36,279** |
|  |  |  |
| **Net assets** | **25,681** | **23,806** |
|  |  |  |
| **Equity** |  |  |
| Retained earnings | 23,889 | 22,044 |
| Reserves | 1,791 | 1,762 |
| **TOTAL EQUITY** | **25,681** | **23,806** |

##### The Good Life Project

**At Avivo, we believe that Citizenship matters to all of us. But 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.**

Over the last year the project team focused on making ‘Citizenship’ more relatable and accessible to our colleagues and customers. The team worked on gaining a deeper understanding of Citizenship and its potential in the world and looked at ‘things that might get in the way’ and ‘things that help us out’.