

avivo

VALUES

2025

ANNUAL REPORT

INCLUSIVE

FLEXIBLE

PRACTICAL

RESPECTFUL

AVIVO'S

VA LU ES

We've always had strong values at Avivo - around how we work, who we employ and how we deliver the very best supports to our customers.

In this last financial year, we've reflected and updated our values to consolidate where we are as an organisation and how we aspire to show up every day.

SHAPING HOW WE

SHOW UP EVERY DAY

Having strong organisational values helps to:

- * **guide** the work we do and shape our culture and brand identity;
- * maintain **consistency** across the organisation;
- * **connect** colleagues to a larger, shared **purpose**;
- * develop **trust** in our reputation (internally and externally);
- * provide a **framework** for decision-making; and
- * attract new colleagues who are **aligned** with our values.

While our values have evolved over time, what has remained unchanged is our **commitment to our people** – colleagues and customers – and our dedication to delivering outstanding service that helps change lives.

WHAT ARE OUR

VALUES

After re-visiting them, we landed on four key values that resonate with where Avivo is right now and what we continue to aspire to:



We build strong connections that embrace everyone and every community.



We do what it takes with what we have, adapting as things change.



We keep things straightforward, without any fuss or jargon.



We work in partnership, promoting dignity and independence.

Throughout this Annual Report, you'll see evidence of how we show up and live these values.

We're so proud of the work we do, and it wouldn't be possible without the profound connections between our colleagues and customers.



We know it's a privilege to be a part of our customers' lives - one that we don't take lightly.

We thank you all for being part of the Avivo community and we hope that you see part of yourself or your story in this report as we look back fondly on the 2024/2025 financial year.



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FROM THE CEO

KATE FULTON

The 2024/25 financial year was one of commitment and action.

A commitment to ensure Avivo's long term future and acting on what we can control in a context of significant change and ongoing economic pressures.

It has taken all the Avivo community to make changes to what we offer, how we work, and who we work with. All this effort has been challenging and yet once again, I have seen all my colleagues get behind the actions required to achieve our goals.

All of this in true Avivo style, acting with care and compassion to achieve what we set out to.

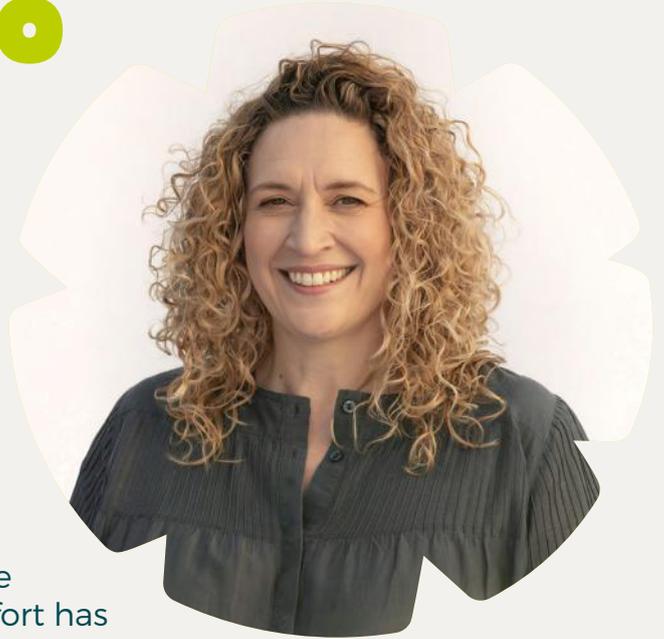
This year's annual reflection explores how reconnecting with our core values has helped guide us through a period of significant change. Our strategic goals – Reduce, Improve, and Grow – have shaped our journey and informed our decisions, from the small but meaningful improvements in how we onboard new team members, to the major transitions such as the closure of UDirect which encompassed our support coordination, plan management, and shared management services.

We've continued to make changes to our workforce and operations to reduce costs. Throughout this process, we acted with care, compassion, and a strong commitment to ensuring our customers felt safe, supported, and respected in their next steps. In some cases, such as the transition away from UDirect, this meant continuing their journey without Avivo.

You'll see that despite all the change, we've been committed to growing our services in communities where we knew people were looking for the kind of support we can offer well and provide great value for money. This includes offering our support to WA Veterans.

We've made huge improvements across Avivo, including upgrading our induction process for new colleagues, ensuring they get the right training and support from the start of their Avivo journey.

You'll also see that we continue to excel in our audits – a clear sign that we're working hard to deliver what truly matters to people, in ways that are both safe and high quality.



OUR PEOPLE

Most importantly alongside all the change and ongoing commitment to improve, our people remain at the heart of what we do.

You will read about Jade - a local Indigenous man being supported to share his culture and take up a position in the community with the support and encouragement of Nicole.

Donna, Luke, Bron and Paul will show you what's possible when we believe in people and their potential. 'Turtle Dundee' is out there - living life and making his mark on the world.

You will also read about the long-term relationship between Cherie and Loretta - a partnership that has seen both people through various chapters of their lives and demonstrates what can happen when people support each other to achieve lifelong goals.

Avivo is not only a support provider - we are a community-based organisation that despite challenging times, continues to invest and contribute to building our society to be inclusive and a place where we can all be ourselves and live our best lives.

This year it showed up in various ways including our ongoing commitment to advocate for victims of domestic violence in the workplace. Our ongoing support through Small Sparks Grants - this year enabling colleagues to develop a local shared pantry for those who need a little extra help in feeding themselves and their families. And our work in the remote town of Denham - supporting some of our most isolated communities to flourish.

I'm always proud of the Avivo community, but this year we've demonstrated what it means to work hard, remain true to our values and achieve extraordinary outcomes.

A very grateful and proud CEO,
Kate Fulton

It has taken all the Avivo community to make changes to what we offer, how we work, and who we work with.

FROM THE CHAIRPERSON

TOM MONKS

Reflecting on organisational values

In 2025, Avivo continues to demonstrate the strength and relevance of our core values: Inclusive, Practical, Flexible, and Respectful. These guiding principles help us navigate an increasingly complex operating environment. Our values shape not only the way we deliver services, but also our ongoing commitment to advocating for systemic improvements that benefit all NDIS participants and providers across Australia.

This year, our reflection on organisational values has reinforced the understanding that excellence by individual providers alone is not enough to address the structural challenges facing the NDIS. We recognise the importance of collective action in advocating for reforms that will ensure the scheme's sustainability and effectiveness, both now and in the future.

In the face of these challenges, Avivo has remained steadfast in upholding its commitment to service excellence, while carefully managing our financial position and operational costs in the 2024/2025 financial year. By embracing our core values, we have prioritised collaborative problem-solving, streamlined operational processes, and sought innovative ways to deliver practical support without compromising quality. Our teams have consistently gone the extra mile, whether by adapting support plans to maximise limited resources or leveraging technology to enhance communication and efficiency across dispersed communities.

Avivo's commitment to inclusion and flexibility has also led us to collaborate with local organisations and community groups, sharing resources and building strong networks that expand the reach and impact of our services. Through open dialogue with both participants and staff, we've fostered a culture of respect and trust, ensuring that every individual's voice is heard and valued. Despite financial pressures, our dedication to ongoing staff training and wellbeing has helped us retain skilled workers and create a sense of belonging within the team, ultimately delivering a consistently high standard of support for those we serve.

Avivo has actively contributed to systemic advocacy, participating in policy discussions and sector-wide initiatives aimed at improving NDIS funding models and strengthening provider sustainability. While the environment remains challenging, our agility, resourcefulness, and unwavering focus on the needs of participants have enabled us to continue delivering person-centred, impactful services throughout 2025.



Operating environment and financial performance

The NDIS faces critical sustainability challenges that demand more nuanced solutions than the current cost-control approach. The Commonwealth Government's narrow focus on cost reduction, rather than value creation and long-term outcomes, has created destabilising uncertainty across the provider market, despite the significant and growing costs of the NDIS scheme. This short-term thinking overlooks the demonstrated social and economic returns that organisations like Avivo generate through early intervention and capacity building. The absence of reliable, evidence-based pricing models affects organisations of all sizes, including small and medium providers who play a crucial role in offering participant choice and community-based services.

This instability threatens the diversity and innovation that are foundational to the NDIS. If systemic funding issues remain unresolved, there is a risk that the market will become concentrated, restricting choice and reducing the quality of support available to participants.

Financial pressures have made it difficult for providers to plan for the future, invest in service innovation, and maintain high standards of support. Many are forced to make tough decisions regarding programmed offerings and staffing, which can negatively impact participant wellbeing and community inclusion. Uncertainty in the sector has also affected morale, making it harder to attract new entrants and retain dedicated organisations aligned with the NDIS's original vision.

The growing gap between policy intent and implementation reality

Although the NDIS was designed to be participant-centred, outcome-focused, and market-driven, the Commonwealth Government's implementation practices have increasingly prioritised short-term cost control over these founding ideals, despite clear evidence of the long-term economic and social benefits that arise from proper investment in disability support services. Rigid plan management decreased funding for capacity building, and complex administrative requirements create barriers for both participants and providers, preventing them from realising the full potential of the scheme.

Providers observe daily how decisions made in Canberra affect the lives of real people. When funding choices prioritise immediate cost savings rather than long-term outcomes, participants miss out on opportunities for independence and community involvement, which are central goals of the NDIS.

Workforce sustainability crisis

The disability sector faces significant workforce challenges, which require coordinated attention from industry stakeholders and policymakers. The existing NDIS pricing structures do not adequately account for the real costs of attracting, training, and retaining qualified disability support workers, which is reflected in our employee-related expenses and workforce development investments for the 2024/2025 financial year. This has a direct impact on service quality and continuity across the sector.

Without sufficient investment in workforce development and fair remuneration, the NDIS cannot deliver on its promise to participants. Addressing these workforce challenges requires system-wide reform and leadership from the Commonwealth, rather than isolated efforts by individual providers.

Need for evidence-based reform and provider voice

With the ongoing implementation of the NDIS Review, there's a critical opportunity to reset the scheme's trajectory. However, the Commonwealth Government's continued reluctance to meaningfully engage with experienced service providers undermines the potential for effective reform. Despite our sector's demonstrated expertise and proven track record of delivering value-for-money outcomes, as evidenced by independent evaluations and participant satisfaction data, the current consultation processes systematically marginalised the insights of frontline organisations and workers.

Our advocacy priorities

Looking ahead, Avivo is committed to advocating for several key priorities:

- * transparent, evidence-based pricing that accurately reflects the true cost of delivering quality services;
- * long-term funding commitments that allow for strategic planning and investment in innovation;
- * genuine co-design processes that include provider expertise in policy development;
- * workforce investment strategies that support career pathways and professional development;
- * reduced administrative burden to enable providers to focus on participant outcomes; and
- * recognition of the social and economic value that quality disability services bring to communities.

Building collective advocacy

Individual providers can't solve these challenges in isolation. Avivo will continue to collaborate with peak bodies, other providers, and advocacy organisations to ensure the provider perspective is represented in policy forums. It's essential that the sector speaks with one voice about the reforms needed to ensure the NDIS and the Support at Home model remains sustainable and effective.

The measurable achievements of our team this year, including improved participant outcomes and operational efficiencies, highlight what is possible when providers are supported to deliver quality, values-based services. Nevertheless, the systemic challenges we face require systemic solutions. We owe it to current and future participants to advocate for reforms that will enable the NDIS and Support at Home to fulfil their transformative potential.

Looking forward

The coming 12 months will be crucial for the future of the NDIS and for aged care with the transition to Support at Home. Avivo remains committed to being an active and constructive voice in advocacy efforts, while continuing to deliver excellent services guided by our values. We recognise that our success as an organisation is deeply tied to the health and sustainability of the broader system.

I'd like to express my sincere appreciation to our Board members, CEO Kate Fulton, the executive team, and all Avivo colleagues for their commitment to service excellence and systemic advocacy. Their dedication and expertise are fundamental to Avivo's success.

The leadership and strategic guidance of our Board members have been instrumental in navigating complex challenges and setting a clear vision for the organisation. Kate Fulton and the executive team consistently work hard to introduce new ideas and improvements, ensuring that our core values guide every aspect of our work.

Furthermore, the passion and professionalism of all Avivo colleagues directly contribute to improved participant outcomes and operational efficiencies, as evidenced by our achievements over the past year. Each individual's commitment not only strengthens Avivo internally, but also enhances our role as a leading advocate within the community services sector, ensuring our collective voice shapes policies and reforms for more sustainable and effective funding models. Without the unwavering efforts of these dedicated people, Avivo could not continue to deliver quality services or advocate for the systemic changes our community needs.

I would especially like to sincerely thank our participants. Your trust, engagement, and feedback motivate everything we do at Avivo. You're at the heart of our mission and the reason we aim for excellence in our services and advocacy. The journeys you share, the goals you pursue, and the resilience you show continually inspire our team to innovate and improve. Your voices not only influence the support we offer but also strengthen our commitment to building a more inclusive and empowering community services sector.

Tom Monks
Chair, Avivo

The passion and professionalism of all Avivo colleagues directly contribute to improved participant outcomes and operational efficiencies, as evidenced by our achievements over the past year.



INCLUSIVE

TEAM KELMSCOTT'S EASTER CELEBRATION

SMILES AND TREATS ALL ROUND

Always a team who enjoys a good get together and connection with the community, Team Kelmscott celebrated Easter in style this year with a party in the park for customers and colleagues.

The tight-knit team and a collection of customers participated in games with prizes donated by our generous Support Workers.

“The gathering was at the request of our customers, which shows community spirit really is thriving and essential,” said Team Kelmscott Support Worker, Nicole Griffiths.

“Events such as this enable our customers to take a break from their everyday challenges and allow staff members to simply slow down and enjoy the moment.”



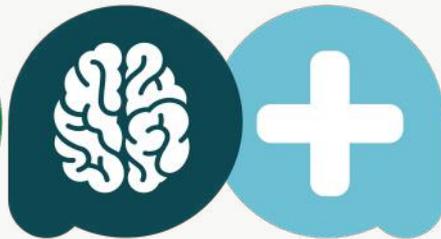
THERE'S FIRST AID...

AND THERE'S MENTAL HEALTH FIRST AID®

Avivo now has two accredited, in-house Mental Health First Aid® instructors. This means our colleagues can access this training at no cost to them, while customers and their families can access it at a reduced rate.

By completing the training, people can earn an internationally recognised certificate and proudly call themselves a Mental Health First Aider – a qualification that's valid for three years.

We believe mental health is just as important as physical health. While you can't always see when someone is struggling, we know how vital it is to be ready to support each other. Mental health is something we take seriously, every day.



We would like to thank the WA Mental Health Commission for supporting us in developing this training and support.

What's in the course?

Participants learn skills to recognise and respond to someone experiencing a mental health problem or mental health crisis, with a specific step-by-step framework to follow until professional help is received or the crisis resolves.

This course is recognised by **Suicide Prevention Australia** as a safe, high-quality, and effective suicide prevention program.

We held our first training course in November 2024 with staff and external students in attendance. The course received positive feedback, and our facilitators continue to grow in confidence with the course materials.

This is something we're continuing to deliver, both in-house to colleagues and externally for customers, their families and other external organisations. We hope this will have a significant ripple effect on the community as we learn more about how to help people improve their mental health.

NEW CUSTOMER JOURNEY MAPPING

We deeply understand the challenges our customers and their families go through to get the right support to help them live their best lives. With that in mind, over the past year we've worked hard to refine how we do things to make that journey to support as easy as possible whilst ensuring our customers and their support groups are fully informed.

In October and November 2024, we trialled a hyper-localised new customer onboarding journey with our Fremantle teams. This highlighted opportunities to better use technology, simplify onboarding paperwork, and reinforced the importance of human support throughout.

With these learnings in mind through 2025, we've worked with our teams to implement some key check-in points throughout the customer onboarding experience.

We've reviewed our paperwork to ensure it's jargon-free and follows a logical flow and we've refined what information is provided to new customers and when, so they have the right information at the right time.

This has all been done in collaboration with our community teams and has resulted in improved commencement rates for customers across all areas.

Our next step is to refine and streamline our processes to speed up the process of getting supports in place and to shorten the time between sign-up and first appointment, which will be a welcome outcome for our customers.

STRENGTHENING COLLEAGUE INDUCTION

We've done a thorough review of our new colleague onboarding experience to ensure that every new employee begins their journey with Avivo with a strong sense of our vision, values and culture, and has the tools and information they need to hit the ground running.

Our recruitment process has been streamlined, and the new induction process is face-to-face over two thorough days.

When hiring new staff members, there are many essential requirements to ensure our colleagues are equipped with the knowledge, essential checks, training and skills they need to be able to confidently support customers with quality practice and safety front of mind.

SURVEY RESULTS

WHAT WE'VE HEARD AND WHAT WE'VE IMPLEMENTED

Every six months, we send out a survey to our colleagues and our customers to learn in real time how we're tracking – as an employer and as a service provider. These surveys are a vital part of how we listen, learn, and grow together as a community.

The colleague survey helps us understand how engaged our colleagues are in their work overall, while the **customer survey** focuses on key aspects of satisfaction, including how well we're supporting and serving those who rely on us.

HERE'S WHAT WE'RE CELEBRATING

Colleague engagement is at an all-time high.

This is the most positive result we've seen since launching the survey seven years ago, which is fantastic news!

Some of the highlights from our last survey in 2024/2025 include:

89%

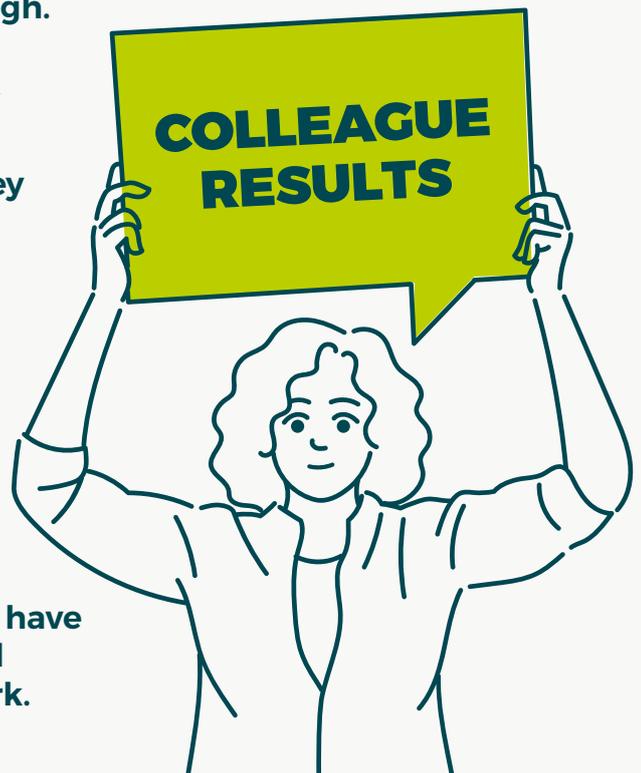
Of respondents feel informed about what's going on across Avivo.

85%

Of respondents feel they have the training, support and resources to do their work.

83%

Of respondents would recommend Avivo as an employer.





CUSTOMER RESULTS

Comments included:

4.2 out of 5



Customer satisfaction is soaring.

Our customers rated us 4.2 out of 5 for the quality of our supports and services. We're so pleased with this result!

"I value consistent and timely service which builds trust and satisfaction."

"I rely on staff to support my needs and I value the positive impact of empathetic and respectful assistance."

"I appreciate being treated with respect and kindness - it enhances my overall experience."

We continue to send out these surveys and to ask for honest feedback to learn and grow and ultimately, become the best employer and service provider possible.

One of the recent points of feedback we've taken on board and made great changes to is our rostering system.

While there's still work to do, we're proud of what we have all achieved together.

Check out the summary around rostering. It captures what we heard and how we're taking action [here](#).

COUNCIL REVIEW



Over the past year, Avivo's Council brought together self-nominated customers, and colleagues with our Executive team to share insights, ideas, and feedback on how the organisation is tracking.

These meetings aren't just about updates - they're about connection, collaboration, and making sure the voices of those who live and work with Avivo every day are shaping its future. From welcoming new members and revisiting the Council's purpose, to exploring how Avivo supports people across NDIS, Mental Health, Aged Care, and Veterans services, the Council plays a key role in reflecting on what's working and what needs attention.

This year, Council members tackled big topics like workforce planning, quality of care, and advanced care planning. They celebrated wins like a flawless NDIS recertification and raised concerns about missed supports, communication gaps, and the need for more flexibility in service delivery.

The Council also helped steer future priorities, suggesting topics like the NDIS and aged care changes, social inclusion, and deeper engagement with customer journey planning.

All in all, the Council helps keep Avivo grounded in its values while pushing for meaningful improvements across the board.



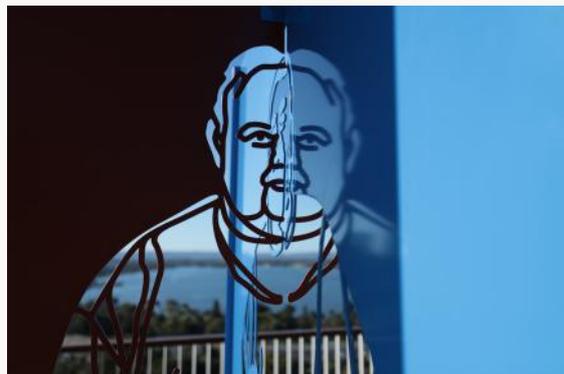
EVENTS

INTERNATIONAL DAY OF PEOPLE WITH DISABILITY

International Day of People with Disability (IDPwD) is celebrated every year on 3 December to promote the rights, inclusion, and wellbeing of people with disability.

It also celebrates diversity, achievements, and contributions of people with disabilities across the globe.

To celebrate our customers in 2024/2025, our sculptures from **The Support Project** were on display at the **WA Museum Boola Bardip**, during December. These sculptures celebrate the relationship between Support Workers and customers and shine a light on the importance of support work in our community.



PINK BUN DAY

Our Coral Coast team donned their best pink outfits as they hosted a 'Pink Bun Party' in support of Breast Cancer Network Australia in May.

The Geraldton office was transformed into a pink wonderland as colleagues and customers joined to support the charity, with a massive thank you to the wonderful **Aussie Pastries in Geraldton** who donated 60 buns towards the morning tea!

The event was also made possible with help from Avivo's new Community Engagement funding budget, which is used to help connect the organisation to our customers and community through meaningful events.

While the party was a bit of fun, it was for a serious cause - raising funds to support the invaluable work of Breast Cancer Network Australia!



Great work,
Coral Coast!

PERTH DISABILITY CONNECTION EXPO

The Perth Disability Connection Expo took place in August last year at the Perth Convention and Exhibition Centre.

Avivo had a cosy, living room-style stand, where we welcomed familiar faces and had a chat to potential and existing customers about what Avivo offers in the disability support space.

Did you know, in Australia there are 4.4 million people living with some form of disability? One of the struggles is finding the right services, so expos like this help bring service providers and product suppliers together in one space to share what we offer.



AGEING WELL EXPO

We had a stand at the Ageing Well Expo in August last year, at the Perth Convention and Exhibition Centre. Customers joined us to complete jigsaws and have a cuppa with a biscuit or two.

The Ageing Well Expo had over 80 exhibitors with a range of products and service providers, all geared to helping us live well into our older years.

Attendees commented on how fresh and vibrant Avivo felt with our branding and colourful booth being a real stand-out.



TURN UP IN BLUE EVENT

Our Northam Team celebrated 'Turn up in Blue Day' as part of Mental Health Week in October.

Bernard Park in Northam came to life with this free event for all ages, including information stalls, activities, refreshments and entertainment to promote mental health and wellbeing.



CELEBRATING DIVERSITY AND INCLUSION AT AVIVO



At the heart of our workplace culture is a commitment to diversity and inclusion. We believe that when people feel safe, respected, and empowered to be their authentic selves, everyone thrives. Throughout the year, we celebrate the rich tapestry of backgrounds, identities, and experiences that make up our community.

We mark key cultural and awareness events, such as Aboriginal seasons, Pride, and other significant days, by sharing stories, hosting events, and encouraging open conversations. These moments provide opportunities to learn, connect, and grow together.

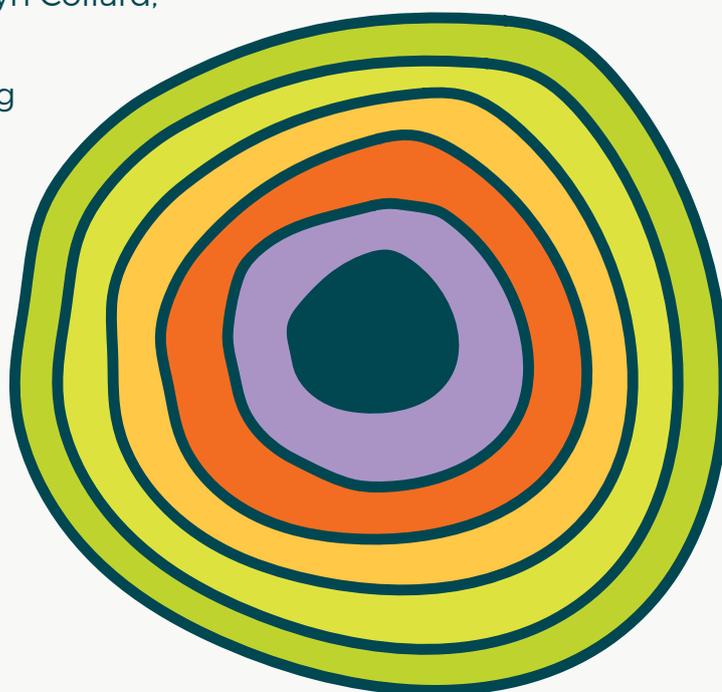
By embracing and communicating about these celebrations, we foster a more inclusive environment where everyone feels seen, heard, and valued.

CULTURAL AWARENESS TRAINING

In November, our Senior Leadership Team participated in a session led by Robyn Collard, a Whadjuk Ballardong Yorga Elder.

The workshop focused on enhancing cultural knowledge of the Noongar culture and integrating Aboriginal and Torres Strait Islander perspectives into the workplace.

During the session, we reviewed our Reconciliation Action Plan and explored additional resources to support our ongoing efforts and bring the learnings into our daily work.





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A JOURNEY OF CULTURE AND CONNECTION

JADE AND NICOLE

After having worked together for over three years, Avivo customer Jade and his Support Worker Nicole have a strong bond and unique relationship.

Jade, who has quadriplegia, had a goal to get more involved in the community and ideally into employment.

Being a First Nations person, Jade has a lot to offer in terms of education and wisdom around his culture and heritage. Nicole, keen to learn more about him and his culture, asked Jade if he would be interested in hosting informal information sessions so she and others could learn more about Jade's culture.

With Jade's approval, Nicole booked a room at Crossways Community Services in Kelmscott. She bought canvases and paint supplies and invited people along to get to know Jade and his culture better.

SAFE SPACE FOR LEARNING

Jade and Nicole created a safe space where people could ask Jade questions about his culture without any judgement.

Jade brought along an Elder, Nigel, and his partner Alice to also answer questions. If anyone didn't feel comfortable answering any particular questions, they could say so and move on. It created a space for people to have a chat and learn more about First Nations' culture.

The first session was a success and soon, Jade and Nicole hosted another session, with Crossways staff inviting their families along to hear and learn from Jade.

Jade and Nicole would like to host more regular get-togethers and painting classes to allow more people to learn about First Nations culture in a friendly, unintimidating environment. This has played a significant role in helping Jade to connect more with his culture and helped to inform others about First Nations' traditions.

Jade took a small fee for the sessions. This helped towards the purchase of his car, which in turn led to more independence for Jade.

He can now drive by himself in his modified vehicle.



Jade and Nicole would like to host more regular get-togethers

ADVOCATING AND INDEPENDENCE

This has not been without its setbacks. Jade had pushback from his GP about driving, which was upsetting. Nicole advocated on his behalf, not only helping Jade see his worth through the fact that he had all his licenses and permits to drive, but also to help educate the staff at the medical centre to Jade's significant abilities.

Nicole hopes that this will help people see beyond so-called 'limitations' and realise what people with a disability can do – often above and beyond many expectations.

Jade has also joined a Wadjuk Board and invited Nicole along to his first meeting.

Nicole continues to learn more about Jade's heritage and in turn, she's supporting Jade with his involvement in the community, helping him to live his best life on his terms.

ers to allow more people to learn about First Nations culture





FLEXIBLE

HOW WE STRATEGICALLY ADAPT FOR AVIVO'S FUTURE

CENTRALISING WORKFORCE PLANNING

We identified the need to create a centralised Workforce Planning team in March 2024 to ensure consistency of rostering practices aligned to our enterprise agreement, as well as efficiency of processes and clearer roles and responsibilities.

This has been a major change, not without its challenges for both colleagues and customers. While there is still work to do, we are grateful for and proud of our colleagues for setting this approach up to succeed, and we appreciate our customers' patience as we adjust.

ADAPTING TO MANDATORY TRAINING AND ROSTERING

As our sector continues to evolve, so does the way we support learning and development across our workforce. We need to ensure every team member is up to date with their mandatory training - not just for compliance, but for delivering safe, high-quality support to our customers.

To make this easier and more efficient, we've introduced new Learning Plans in MyLearn for Support Workers and Team Facilitators. These plans make training more streamlined and easier to track.

This year, we've also expanded our training offerings, including Mental Health First Aid®, and we're upskilling our internal trainers to deliver even more relevant, high-quality training.

This revised approach to our colleagues' ongoing learning shows our commitment to delivering the best, flexible learning experience to help them thrive in their roles.

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RESTRUCTURING

The outcome of the NDIA pricing review in late June 2024 solidified the NDIA and Government's position that there would be no pricing uplift to reflect the current costs of service delivery. After several years of losses, Avivo was forced to reduce costs, which required restructuring our operating model to reduce or cease unviable services and reduce business support capacity.

CLOSURE OF UDIRECT

One of the difficult decisions we had to make was to close our UDirect service. This change affected 18 valued team members, as the roles within UDirect were no longer required.

UDirect encompassed our Support Coordination, Plan Management, and Shared Management services.

The decision to discontinue UDirect was not made lightly. It followed five years of careful consideration and reflection, which ultimately revealed that due to ongoing challenges such as the lack of formal recognition for Shared Management by the National Disability Insurance Agency (NDIA), along with no price increase for five years for Support Coordination and Plan Management, continuing these services was no longer viable.

While the cessation of this service impacted over 580 customers, the team worked tirelessly to ensure a smooth transition to alternative providers.

The UDirect team deserves recognition for the grace and resilience they demonstrated during such a challenging time. They continued to support our customers wholeheartedly, even as they navigated significant changes in their own circumstances.

The UDirect team deserves recognition for the grace and resilience they demonstrated during such a challenging time.

BUSINESS SUPPORT RESTRUCTURE

Another unfortunate action we needed to take was to reduce capacity across business support, saying goodbye to several valued colleagues and reducing non-salary costs for any activity that wasn't essential to providing quality, safe supports. This reduction was achieved by a combination of reduced activity and streamlining systems and processes.

We strived to approach the restructure with transparency, respect, and support – working in line with our values even as we make challenging commercial decisions to support Avivo's long term sustainability.

We thank all our colleagues, both former and current, for their support and understanding during and since these changes. Such decisions are never easy, and the impact is felt by those whose jobs are impacted as well as those who remain and are asked to recalibrate.

ATTENTION WHERE IT IS NEEDED - INTERNAL REVIEW OF WAGES

Avivo's Support Workers are paid according to an Enterprise Agreement (EA) aligned to the SCHADS Award - a notoriously complex award. Like many of our peers across the country, we heard examples in the past year of common inadvertent underpayments in the sector. This, combined with some internal queries relating to rostering practices that might not match the EA, led to a decision to thoroughly review all rostering practices and payments over the five years since our EA commenced. With the enormous value we place on our Support Workers, it was incredibly important to us that we identify and remedy any shortfall that had occurred.

We found several examples of inadvertent errors in practice and process, resulting in a high volume of small underpayments affecting many employees over the period. While the overall findings revealed a total underpayment that is less than 1% of the total wage cost over the period, the work involved to investigate, confirm requirements, reinterpret rosters, and calculate amounts due has been significant.

We proactively reported our findings to the Fair Work Ombudsman (FWO) and engaged an industrial relations specialist to support us through the process. We also engaged a professional services firm to review our approach and calculations, providing assurance to FWO and to colleagues that we were thorough and accurate in our findings. The FWO has acknowledged the level of detail we have shared and have worked in partnership with Avivo throughout the review.

The total amount payable is provided for at 30 June, with payments to be finalised by December 2025. Processes have been updated to ensure alignment to the EA going forward.

We communicated along the way to colleagues, and we appreciate their patience as we undertook this work. We are deeply grateful for the persistent efforts of the colleagues involved in this complex, detailed review. This work was unplanned yet, as always, our people turned their attention to where it was needed and gave it the same focus, skills and energy as any other planned initiative. When things go wrong, we own it, correct it, learn from it, and keep going.

We communicated along the way to colleagues, and we appreciate their patience as we undertook this work.

ADJUSTING TO CHANGE

SUPPORT AT HOME POSTPONED

After several months of hard work and preparation, the roll-out of the new Aged Care Act, which encompassed the migration of Home Care Packages to Support at Home, was delayed by government to ensure clarity of requirements, and readiness of systems, providers, and customers.

We were impressed by the tenacity of our colleagues who had done all the work behind the scenes to get ready for this new funding model. It showed that, despite the initial tight deadline, we could work well under pressure to create an organisation that was ready to deliver on such a big change.

However, the deferral has allowed time to exhale and ensure we're in a stronger position as an organisation to make the transition, with time to train our colleagues in the changes and help our customers to understand what it means for them.

The flexible approach with which our colleagues have responded to this ever-changing landscape is testament to our ability to adapt and regroup when there is a major disruption to plans.

You can learn more about Support at Home and the changes it will mean for customers and for our sector [here](#).



FLEXIBILITY IN COLLEAGUE EVENTS

As a not-for-profit organisation, we're always mindful of our spending and often need to make thoughtful adjustments to stay within budget.

Last year, this meant scaling back some of our usual colleague connection activities as we looked for cost-saving opportunities across the board.

We encouraged teams to explore creative, low-cost ways to connect, like hosting a picnic in the park with colleagues bringing a plate to share.

While our celebrations have never been extravagant, we decided to pause a few key events and replace this budget with the Community Connection Fund, which gives teams the opportunity to apply for limited funding to support events that foster both colleague and community engagement. This initiative has encouraged teams to think imaginatively about how to bring people together.

Within our office spaces, we found simple yet meaningful ways to celebrate, such as celebrating International Day of Happiness with cookies, board games, and ice-breaker activities, which gave colleagues a chance to pause, connect, and enjoy shared moments in our common areas.

Creating opportunities for connection on a limited budget can be challenging, but we've adapted and continued to nurture a strong sense of community across Avivo.



A SPECIAL SOMEONE

CHERIE AND LORETTA

Sometimes a person walks into your life who will change it in ways you never thought possible.

Support Workers are often these people to our customers, and vice versa.

It takes a someone special to create this impact - an extraordinary person who will go that extra mile to make someone else's life that little bit better.

For customer Loretta, her Support Worker Cherie is that special someone. And for Cherie, the feeling is mutual.

MORE THAN A SUPPORT WORKER

As someone who has cerebral palsy and requires complex support, Loretta and her family need to know she's in good hands. Little did they realise, from the moment Cherie started working with Loretta, an incredible bond would form between the two women, which highlights how the right pairing can create such a profound difference in a customer's life.

Over the 16 years the couple has worked together, Cherie has become more than a Support Worker to Loretta. She has become a confidante and a constant presence in her life.

They've shared countless moments of joy and laughter, as well as times of sorrow and challenge.

TRUST AND UNDERSTANDING

The duo's relationship is built on trust and understanding. Loretta is non-verbal, but this doesn't prevent Cherie from understanding her. She's become an expert in interpreting her needs through subtle eye movements and visual cues. Cherie's ability to adapt her communication methods to suit Loretta has meant Loretta always feels heard and understood.

In fact, Cherie knows Loretta so well that she often anticipates her needs before she asks!

Such is the importance of finding the right person. When it just clicks, lives are changed for the better.



Such is the importance of finding the right person

EVERYDAY NEEDS AND BIG DREAMS

Cherie's dedication to Loretta extends beyond helping meet her day-to-day physical needs. She's deeply committed to helping Loretta achieve her personal goals too.

When Loretta expressed a desire to live independently, Cherie was her biggest advocate. She worked tirelessly to make this dream a reality and helped Loretta transition to her own accessible home, which improved Loretta's independence and quality of life.

She facilitated Loretta's attendance at community art classes and later, ceramics at TAFE, which again has given Loretta a sense of autonomy and agency over her own life and goals.

Cherie also deeply respects Loretta's pride in her Indigenous background and has encouraged her to connect with her community and culture – even organising trips to visit Loretta's family in Wiluna.

n. When it just clicks, lives are changed for the better.

Cherie is chasing her own big dreams too. As she knows Loretta's needs will increase, as well as other customers, Cherie is training to become a Registered Nurse so she will be able to support her customers in all the ways they need as they progress through life.

RECOGNITION

Cherie was recognised with an Honourable Mention at the 2025 NDS Disability Support Awards for her nomination in the Excellence in Regional Support category.

We want to congratulate Cherie. We're so proud of her and know that she will continue to be an incredible asset to Avivo and our customers.



PRACTICAL

SMALL SPARKS GRANTS

IGNITING COMMUNITY INITIATIVES

People have great ideas to connect communities or build their own capacity, which mostly don't cost much money. Our Small Sparks Grants can help people to make these ideas a reality.

Our Small Sparks Grant is perpetually open and available to both customers and colleagues to apply for. The application process is simple - just fill out a form on our website. Each submission is assessed against our criteria, and if fulfilled, a grant of up to \$600 is awarded.

To apply for a Small Sparks Grant, visit the Avivo website:

[Small Sparks](#)



SHARED PANTRY

One inspiring Small Sparks example from the past year came from Team Kelmscott, supporting Kelmscott Primary School. The idea was sparked by Support Worker Elyse, who had also worked as a Chaplain at the school. Principal Jade had long dreamed of creating a shared pantry to support local families. With the help of Elyse and Team Kelmscott, that dream became a reality.



Thanks to the Small Sparks Grant, the pantry was launched and continues to thrive with ongoing support from Newspring Church, Avivo, and generous community members. Open to all Kelmscott Primary families, the pantry encourages both giving and receiving while offering an opportunity for connection within the school community.

In Term Two alone, the pantry provided over 500 individual meals to students and their families.



ALL ABILITIES FOOTBALL CLUB

We also sponsored an 'All Abilities' Football Club - Kelmscott Bulldogs. The team Coach and President is the grandson of Avivo customer Myrna. On hearing the team needed sponsorship, Support Worker Nicole submitted a Small Sparks Grant application, which was successful.

Given the importance and broader impact of the cause, the team was awarded a larger grant, helping them to cover a range of activities and resources. The team went onto play in the 2025 Grand Final and ended the season as runners-up.



Well-deserved, Bulldogs!

SUPPORTING OUR VETERANS

Avivo is proud to have introduced the National Veterans' Home Care (VHC) Program to our services this past year.

The program offers a range of low-level care services, including:

- **Domestic assistance:** help with household tasks such as cleaning, laundry, and meal preparation.
- **Personal care:** assistance with personal hygiene, dressing, and grooming.
- **Respite care:** in-home respite care to give primary caregivers a break.
- **Home and garden maintenance:** basic maintenance tasks to ensure a safe living environment.
- **Social support:** activities to help veterans stay connected with their community.

The VHC Program is available under the Veterans' Entitlement Act and provides a small amount of practical help to support eligible veterans and their families to continue living independently in their homes for longer.



AVIVO ZERO!

WE PASSED OUR AUDITS WITH FLYING COLOURS

We're thrilled to announce that Avivo has successfully passed a series of major audits with outstanding results, each reinforcing our commitment to quality, safety, and person-centred care.



As a registered provider with the NDIS Quality and Safeguarding Commission, as well as the Aged Care and Mental Health Commissions, Avivo undergoes rigorous independent audits every three years. These audits assess every aspect of our organisation, including policies and procedures, risk management and quality service delivery.

The audit process includes conversations with our colleagues and customers to understand how we practice our values through the work we do.

In the last year, we celebrated passing our NDIS Audit with zero non-conformities. This is a remarkable achievement.

The auditors praised our nursing team's expertise, our excellence in high-intensity support, and our outstanding Positive Behaviour Support service. They highlighted our well-written, person-centred documentation and recognised our dedication to continuous improvement and good governance.

Feedback from customers was positive, with many expressing how supported and valued they feel.

Tech and cyber safety

In the area of technology and cyber safety, we passed our ISO 27001 Information Security Audit, which is essential for maintaining access to NDIS data. This certification proved our systems are robust enough to protect the integrity, confidentiality, and availability of sensitive information.

Mental health

Our Mental Health Audit was another proud success. Our Auditor acknowledged our passionate staff, strong carer engagement, and person-centred approach. Customers shared heartfelt stories of growth, independence, and meaningful support, proving that the work we do is truly making a difference.

These achievements are a reflection of who we are - a trusted, quality provider that puts people first. While we know there's always room to improve, we can all take pride in the difference we're making every day.

AVIVO ADVANTAGE

MORE REASONS TO WORK AT AVIVO!

At Avivo, we truly value our people and the community we have created. Our colleagues are an integral part of what makes Avivo great, and we want to reward them for their efforts – beyond remuneration alone.

That's where Avivo Advantage comes in!

Avivo Advantage is the name for the collection of colleague perks, giving access to some impressive benefits to support our people in their work and beyond.

Avivo Advantage includes:



Access to wellbeing support through our Employee Assistance Program



Support for those experiencing family and domestic violence



Discounts on health and wellbeing services and products through our partner supplier



Access to 1:1 coaching



Paid professional development and training



Work mobile phone for community-based colleagues



Salary packaging benefits



Discounts on health insurance



Additional wellness days

Our HR Team continues to assess new providers and seek out ways we can add value to our employee benefit scheme.



avivo
advantage

ROLL OUT OF NEW HUMAN RESOURCES SYSTEM

Our HR and Payroll systems were upgraded in the last financial year.

This was a huge project to complete. The new systems provide an improved user experience and efficiency of process, stronger controls, and better reporting.

We carried out training sessions to ensure colleagues knew about the change and were confident in navigating the new apps.

The introduction of the new apps went smoothly, and feedback has been positive.

A big thank you to our Technology, HR, Payroll, and Finance teams for their work to deliver this significant system change. We're incredibly fortunate to have such strong internal skills in project and change management, combining technical skill with a strong user experience lens.



WORK HEALTH AND SAFETY

GOLDEN RULES AND BEYOND!

At Avivo, Work Health and Safety (WHS) is more than a requirement - it underpins everything we do. We're committed to creating an environment where colleagues and customers can thrive, confident that their health, safety and wellbeing are always a priority.

From everyday support activities to higher-risk situations, we take a proactive approach to managing risks and encourage a work environment where everyone feels empowered to protect themselves and others.

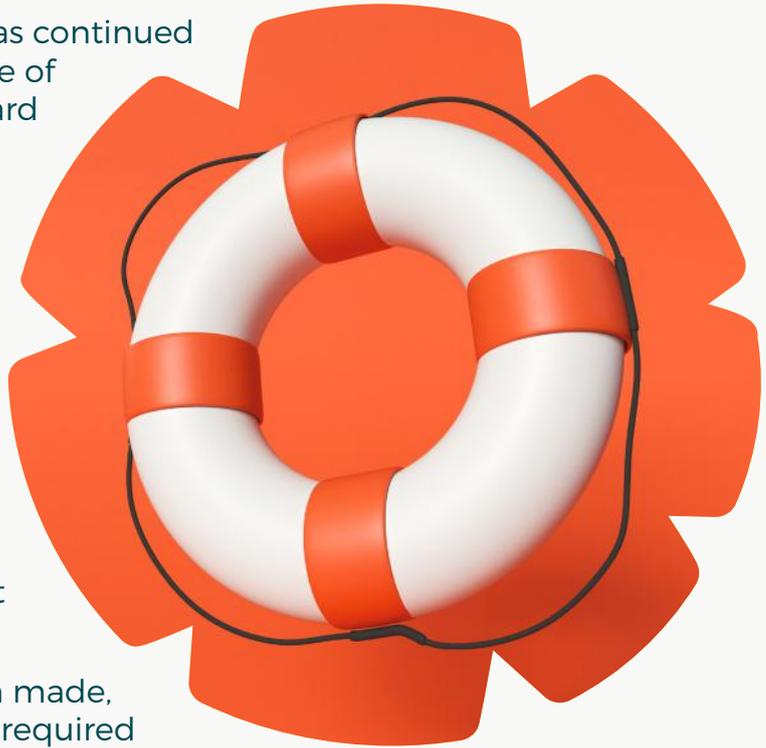
In the last financial year, we've built on our previous achievements and committed to further enhancing our safety culture through a range of initiatives, including:

- * introduction of the Avivo Golden Safety Rules, providing clear guidance on our most critical safety standards across all service areas;
- * development of additional WHS procedures and resources to support colleagues in managing risks and ensuring compliance with safety standards;
- * enhanced manual tasks training, equipping colleagues with practical skills and strategies to reduce injury risk;
- * improved early intervention strategies and injury resources for colleagues affected by work-related incidents;
- * continued promotion of Take 5 to be S.A.F.E.R, encouraging colleagues to stop, assess and take action to reduce risk;
- * focus on critical risks including manual tasks, driving, and slips, trips, and falls;
- * ongoing Lifeguard Moments, highlighting critical risks and sharing practical safety advice to strengthen our safety culture; and
- * enhanced psychosocial safety and support, including Wellbeing Moments, targeted mental health initiatives such as R U OK? Day, Mental Health Week, Circle of Control framework and processes to build resilience and engagement.

The role of the Lifeguard at Avivo has continued to evolve and remains a cornerstone of our safety culture. There is a Lifeguard in all our teams and part of their job is to provide colleagues with Personal Protective Equipment, share Lifeguard and Wellbeing Moments with their teams, and offer valuable feedback to improve WHS processes across the organisation.

All of these initiatives have contributed to positive outcomes, including reduced work-related injuries and increased engagement in safety practices.

While significant progress has been made, we recognise that ongoing focus is required to maintain and enhance a safe and supportive environment for colleagues and customers.



LOOKING AHEAD

Avivo will continue to strengthen its safety culture by focusing on:

- reviewing and enhancing the WHS framework to strengthen processes;
- promoting colleague wellbeing through targeted initiatives and resources;
- strengthening psychosocial safety for colleagues, building resilience and a positive culture;
- reducing risk, with continued focus on maintaining safe practices across all work activities, including upskilling colleagues in Working Safely assessments, improving pre-visit risk assessment checks, encouraging proactive hazard reporting, promoting Take 5 to be S.A.F.E.R and implementing ongoing safety improvement initiatives; and
- continuing to share case studies and lessons learned across the sector to inform best practice and improve safety outcomes for colleagues and customers.

Through these ongoing efforts, Avivo remains committed to fostering a culture where health, safety and wellbeing are at the forefront of everything we do.



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BUILDING A BRIGHTER FUTURE

BRON AND PAUL

For the past three years, Support Worker Bron and customer Paul have shared a journey that has been nothing short of life changing.

When they first met, Paul was struggling with his mental health – the result of a tough upbringing and many past traumas. He rarely left his house, avoided social interactions, and felt over-medicated for his mental health issues.

Today, thanks to Paul's team of unwavering Support Workers, including Donna, Luke and Bron, Paul is an active member of his community and embracing new experiences every day.

EARLY LIFE

Paul's early life was challenging. At 10 years old, he was sent to a children's home because his parents couldn't cope with his behaviour, which he later discovered was due to ADHD. His older siblings stayed with the family, and over time, Paul lost almost all contact with them.

At 18, Paul faced bullying in his first job in an engineering factory. Despite enjoying the hands-on nature of the role, the bullying was too much and led him to seek medical help for his mental health. Since then, he hasn't worked and has mostly kept to himself, while finding some solace in metalwork, which he proudly displays in his home. A talented craftsman, he finds joy in foraging for scrap metal and building motorised cars and trucks.

TRANSFORMATION

As his long-term Support Worker, Bron has witnessed a remarkable transformation in Paul.

Before they started working together, Paul wouldn't use public transport or engage in conversation with others. He very much kept to himself. Now, he chats with neighbours, catches buses and trains, strikes up conversations with strangers and has built a supportive community with his neighbours, who all look out for each other.

This year, his neighbours have even invited him to spend Christmas with them – a testament to the friendships he's shaped.

"It's like he's built a new family here," said Bron.

TURTLE DUNDEE

Given his new-found love for getting out and about, Bron has affectionately nicknamed Paul 'Turtle Dundee' because of his knack of being able to spot wildlife and in particular, rescuing baby turtles from predators at the lake and returning them to safety.

This is the kind of humour that makes this duo thrive. Their bond is built on mutual respect with a healthy dose of comedy thrown in. Paul jokes that Bron is 'bossy', but he appreciates her guidance and support. Their banter demonstrates the honest and open relationship they've formed – one that has allowed Paul to grow and face the world with renewed confidence.

This is the kind of humour that makes this duo thrive. Their bond is

NEXT STEPS

The next step in Paul's journey is to attend the local Men's Shed and complete one of his truck projects that remains unfinished in his home. Bron will accompany him at first, but she knows that soon, Paul will be ready to go on his own.

"I'm really proud of him. He'll give anything a go now," Bron says with a smile.

Paul acknowledges this shift in himself and can see that despite the adversity he's faced, the future looks bright.

"I try not to look back. I'll focus on what's ahead," he says with an air of learned optimism.

Paul's journey is a reminder that with the right support and a willingness to grow, transformation is possible, and finding joy in the everyday moments is a gift we can all have.

s built on mutual respect with a healthy dose of comedy thrown in.





RESPECTFUL

CARING FOR THOSE WHO CARE

Did you know, there are more than three million unpaid carers in Australia?

Each year, we celebrate our unpaid carers – whether they're customers, their families or our colleagues – by inviting them to take a moment out to care for themselves.

We took our Carer's Event series to another level this year with a range of free, feel-good experiences, including art classes, relaxation sessions and even a river cruise.

We know that to care for others, you need to take care of yourself too, and that's what these sessions are designed for.

Our carer events spanned across our team locations – both metro and regional – and were well attended with positive feedback.

Thank you to everyone who helped make these events a success. We hope they were as cup-filling for you as they were for us.



CELEBRATING EXCELLENCE THROUGH SECTOR AWARDS

We believe in celebrating the incredible work our colleagues do every day, and one meaningful way to acknowledge the hard work of our colleagues is by submitting nominations for industry awards. This year, we proudly nominated in three sector awards - the NDS Disability Support Awards, the Mental Health Awards, and the Community Services Excellence Awards.

These nominations are more than just entries – they’re stories of connection, compassion, and impact. They shine a light on the powerful relationships between our customers and Support Workers, while elevating the essential role our teams play in the lives of individuals and communities.

For the 2024 Mental Health Awards, we highlighted the work of our Mental Health Community of Practice - a collaborative initiative where colleagues came together to share lived experiences and explore best practices in mental health support. We also recognised the important internal work we’ve done to support colleagues affected by family and domestic violence. Our sector-leading report was a team effort that included months of research collaboration to get the best support outcomes for our colleagues.

Our Community Services Excellence Award nominations included both the Family and Domestic Violence support initiatives and The Support Project - an advocacy campaign that celebrated the unique bond between Support Workers and customers. This award-winning campaign featured life-sized sculptures of real customers and their Support Workers. The monuments travelled to various places across Perth, sharing the message that Support Work and the mutually beneficial relationships that grow from this are something to be proud of.

In the NDS Disability Support Awards, we nominated Coral Coast Support Worker Cherie for her outstanding work with customer Loretta. Cherie received an Honourable Mention at the ceremony - a well-deserved recognition of her dedication to her work and self-development as she studies nursing. We also nominated The Support Project as we continued to champion the voices and stories that define our work.

Award nominations are a powerful way to acknowledge our people. We’re beyond proud to stand beside our colleagues, to celebrate their achievements – and those of their customers – and to share their stories with the wider community.





Cherie received an Honourable Mention at the ceremony - a well-deserved recognition of her dedication to her work and self-development as she studies nursing.

COMPASSIONATE AND CONSISTENT PRACTICES

AROUND DEATH AND DYING

For over five decades, Avivo has supported people across Western Australia to live their whole lives. While it can be difficult and often a taboo subject, this also includes their final moments in some instances.

Realising the need to better support individuals at the end of life, Avivo has undertaken a significant body of work to improve how we approach death and dying.

We've assessed and evolved both how we support our customers and their families during this challenging period, and how we support our teams who also feel the grief of losing a customer.

This culminated in our Death and Dying Report plus strengthened policies and procedures including a death review process for colleagues.

The death reviews have been particularly powerful in helping teams to reflect, learn, and feel supported after a customer dies. It gives them space to honour their customers and reflect on their time together.

In the last financial year alone, we carried out 35 death reviews across Avivo.

Our work has also led to the creation of guidelines for Voluntary Assisted Dying (VAD) and Advance Health Directive (AHD), as well as internal resources and training to support open conversations about death.

Feedback has been overwhelmingly positive, with colleagues and customers recognising the value of this work.

Avivo remains committed to deepening our understanding and continuing to provide compassionate, person-centred care at every stage of life.

Avivo remains committed to deepening our understanding and continuing to provide compassionate, person-centred care at every stage of life.

PAT'S STORY

We recently received a beautiful testimonial from Gwen, whose sister Pat was an Avivo customer for over 30 years. As Pat reached the end of her life, Gwen experienced first-hand the impact of the care and support provided by Pat's team.

Gwen reflected on how instrumental Avivo had been in helping ease the load around her sister's care, especially in the last 18 months of her life when Pat needed around-the-clock support.

"The team were incredibly supportive. We knew all the girls. They were like family and were there to fill those vacant spaces when we couldn't be there," said Gwen.

"They would take her shopping, take her out on an evening and have Friday barbeques. They were a very special team.

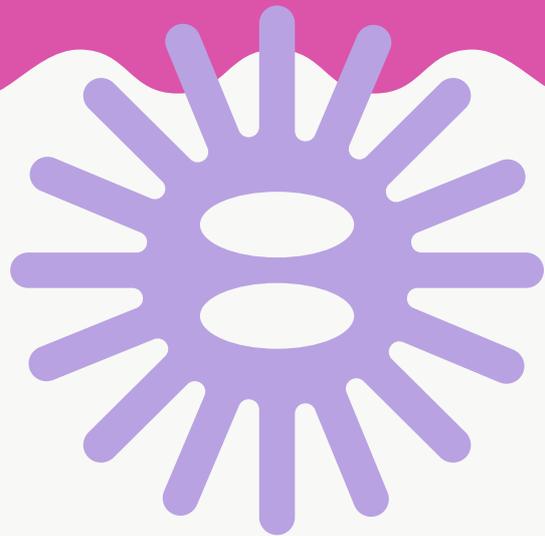
"Each of your staff, in their own special way, helped Patty get over the depression that sometimes swirled around her and always put a smile on Pat's dial."

It may come as no surprise then that some of Pat's Support Workers were even pall bearers at her funeral – there until the very end.

"Thank you again for attending the funeral and doing the honour of walking with her for the last time," added Gwen.

"The respect and warm regard that our family feels towards your wonderful staff will always remain in our hearts."

"Each of your staff, in their own special way, helped Patty get over the depression that sometimes swirled around her and always put a smile on Pat's dial."



COLLEAGUE RECOGNITION



THROUGH OUR MINT AWARDS

Once again, our Mint! Awards were one of the highlights of our year – showcasing the wonderful work that our colleagues do every day.

The Mint! Project calls for nominations internally from colleague to colleague. We encourage everyone to recognise the great work they've seen another team member do and nominate them for a Mint! Award.

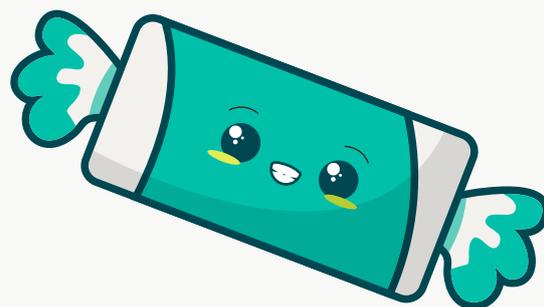
This year, we focused on aligning the nominations with our values and drew a monthly winner who received a gift voucher and little goody bag filled with minty treats – our way of recognising colleagues throughout the year for their work.

Mint! nominees also receive a notification email when they've been nominated - a wonderful way for people to know that they are appreciated and seen by their colleagues.

We share our monthly winners in our colleague newsletter and through our intranet, which prompts other colleagues to comment and share their support and appreciation.



“I can rely on him to get the work done, and he is always focused on why we are here - for the customers - a good anchor for us all.”



“Her calm and intentional approach was empathetic and considered... She is a valued support worker who has proven her worth, work ethic and skills.”

HERE ARE SOME STATS FROM OUR
2024/25 MINT! NOMINATIONS:

INCLUSIVE

Most often selected value



WHEATBELT TEAM

Biggest nominators and
biggest nominees



WORKFORCE PLANNING

Is our biggest contributing
desk-based team



“She’s a great colleague to work with.”

FAMILY AND DOMESTIC VIOLENCE

SUPPORTING THOSE IN NEED

Avivo is leading the way in how the support sector responds to family and domestic violence (FDV), turning awareness into action. Following the tragic loss of colleague Lynn Cannon to domestic violence, Avivo recognised the urgent need to strengthen its support systems for those impacted by FDV - both within the workplace and the wider community.

In early 2024, Avivo launched a dedicated FDV Support Project aimed at creating a safer, more responsive workplace culture. This initiative introduced practical measures such as flexible rostering, alternate contact methods, and confidential access to FDV leave. We've since seen an increase in uptake of these initiatives as people know they can access discreet and respectful support.

Other organisations have taken Avivo's lead, helping create a ripple effect across the sector.

"This work is ongoing, and we are learning all the time," said Kate Fulton, CEO of Avivo. "But we're proud to be part of the shift toward action. Our hope is that by sharing our journey, we encourage others in the sector to do the same."

DONATION DRIVE

In addition to promoting our internal FDV support initiatives, we've also promoted the government's 16 Days in WA campaign and to support Family and Domestic Violence Prevention Month in May, we held our own donation drive. Colleagues generously donated toiletries, sanitary items and cosmetics, which we then distributed to several shelters throughout Perth to help women and children escaping domestic violence.

It's small gestures like these that can make a difference to people during traumatic times and of course, our colleagues kindly rose to the occasion.



“This work is ongoing, and we are learning all the time,” said Kate Fulton, CEO of Avivo. “But we’re proud to be part of the shift toward action. Our hope is that by sharing our journey, we encourage others in the sector to do the same.”

SELF-AWARENESS AND SELF-DEVELOPMENT

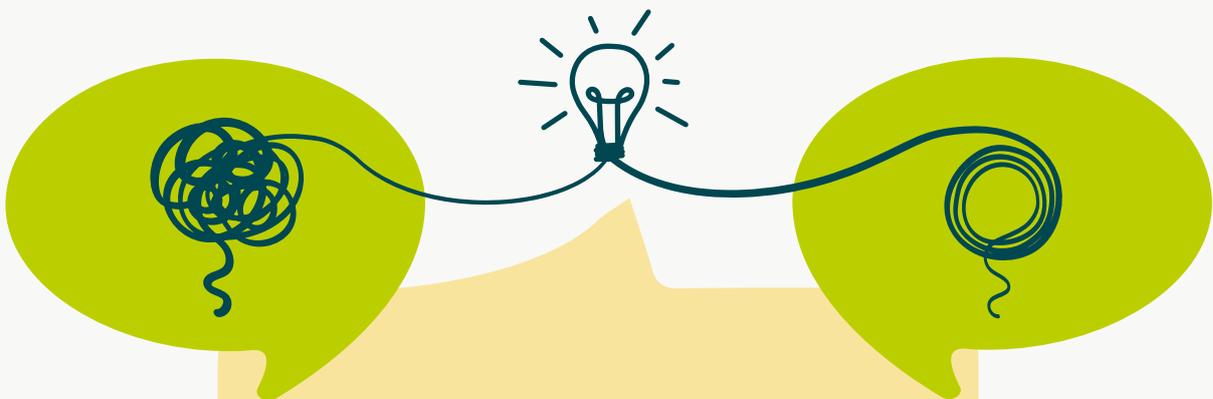
SUPPORTING THRIVING COMMUNITIES THROUGH COACHING

Coaching is a powerful, future-focused process designed to help participants make meaningful changes in their work and life, learn new skills, and achieve goals. It's a series of intentional conversations with a skilled thinking partner – your coach.

At Avivo, we have a small team of coaches who provide individual coaching sessions to colleagues to help with self-development. It's not about giving someone the answers – it's about empowering them to find the answers for themselves.

Our coaching has continued this year with 19 people taking up the offer of individual coaching sessions.

Feedback from participants has been positive, with comments including:



“I wholeheartedly recommend individual coaching as a powerful means to unlock your full potential. This is an amazing offer that Avivo provides to employees and I’m forever grateful that I took this opportunity.”

“Coaching has provided me with an amazing opportunity to transform both personally and professionally. I am achieving my goals and obtaining a healthier work-life balance.”

MANAGING ME

A COURSE FOR SELF-DISCOVERY

Our popular Managing Me course returned this year, offering a deep dive into personal development while building skills that support wellbeing at work and beyond.

This 12-week online workshop series is designed to help participants better understand themselves, their reactions, and relationships. Through weekly sessions, Managing Me explores stress patterns, develops mindfulness, and teaches practical tools to stay present and grounded.

This year, 24 people signed-up for the course with powerful outcomes.

We're proud to be able to offer these self-development programs to our colleagues, offering them an opportunity to better understand themselves.





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OVERCOMING CHALLENGES OF REMOTE SUPPORT

JANET BASSETT

The remote town of Denham in northern WA may be small in population, but it boasts a mighty community spirit. Despite the challenges that come with small town isolation, including limited resources and logistical hurdles, Denham's community is thriving - in no small part thanks to community members like Janet Bassett.

Janet is more than just a Team Facilitator with Avivo. She's at the core of this community spirit. Known and trusted by everyone in town, Janet handles all Avivo customer sign-ups and is often the first point of contact for those seeking support. She always looks out for those around her and helps out people who aren't Avivo customers, assisting with referrals to a variety of support services.

Her significant dedication to and impact on the community is nothing short of incredible. This was recognised when she was nominated by her own community for Citizen of the Year in 2024.

In a town where doctor appointments must be booked five weeks in advance and continuity of care is a luxury, Janet's role becomes even more vital. She advocates for better medical care for her customers and the broader community, recognising the pitfalls in the system. She works tirelessly within and outside of work to ensure vulnerable members in the community are cared for.

With the lack of a decent transport network between Denham and other towns, Janet has often appointed herself chauffeur to customers, driving from Denham to Geraldton and back to ensure they are safe and arrive home in a timely and comfortable manner.

QUIET HERO

Janet's a quiet hero whose support extends far beyond her job description. She's a volunteer ambulance driver, she volunteers at a local charity shop, she assists with meals on wheels a few times per year and she regularly does welfare checks on customers if she's close by. She's also deeply involved in local events and clubs, from organising customer morning teas to supporting Pink Bun Day and the Wednesday social hub at the bowling club.

Despite her tireless efforts, Janet remains modest about her impact. She views her work simply as something that needs doing - not seeing the extraordinary difference she makes to the lives of those around her.

The Avivo team in Denham is small - just four Support Workers - but they are deeply connected and embedded in the community. Most customers are supported through the Commonwealth Home Support Programme (CHSP), which is truly

At the centre of it all is Janet and her team - beautiful people w

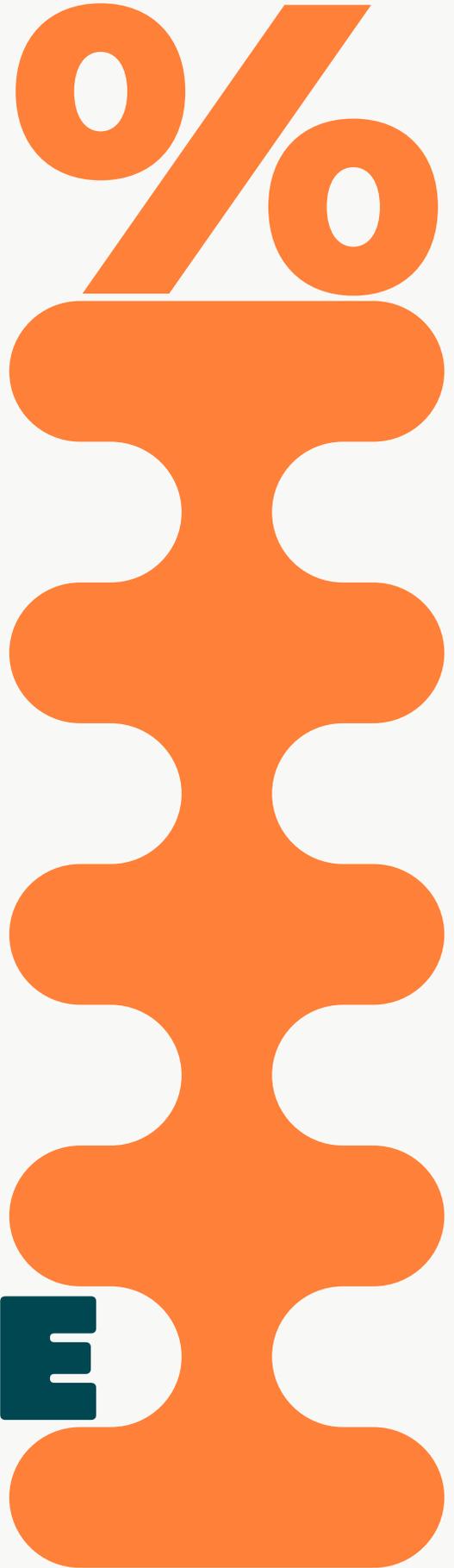
making a difference to the lives of the ageing population. Avivo's team helps keep people in their homes, in the community they love, for as long as possible. Without this support, the older generation would be unable to stay in Denham and might be moved away to an aged care facility – away from family and friends, creating more isolation.

Instead, the community rallies around the more vulnerable members of society, with events designed to create and foster connections and make everyone feel seen and supported. Our Coral Coast Mentor, Dee, and Service Coordinator, Trish, visit Denham every six months, so they can connect with customers and community and show them they are part of something bigger – a professional organisation that has the infrastructure, and the heart – to help support them live their best lives.

And at the centre of it all is Janet and her team – beautiful people with good hearts and true ambassadors for what Avivo stands for.

with good hearts and true ambassadors for what Avivo stands for.





FINANCE

FROM THE CFO

LYNSEY MCDONNELL

A year of consolidation

Financial year 2025 was the year we earned the future for Avivo. Difficult commercial decisions were made in order to secure our financial sustainability while remaining true to our purpose and values. We cannot control the decisions made by government and funders, but we can control how we work within the current context.



We reduced business support costs by over 10%. We closed our UDirect service. We reduced our office spaces again. And we transitioned out of small, legacy programs that were loss-making.

It may not look like a significant improvement in margin. What you see reported here is a loss of \$2.9m compared to last year's loss of \$3.5m (a 17% improvement). This year's loss includes the costs arising from the internal review of rostering practices over the past five years, as well as redundancy costs associated with the restructures.

We approach the new financial year with an incredibly lean, but sustainable structure, along with modest and achievable growth targets that will see us 'back in the black' within two years. Our cashflow and working capital position is strong and our funding sources are diversified and stable.

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The hurdles keep coming, with the transition to Support at Home planned from November 2025, and the introduction of price caps set by government from July 2026. We continue to share data and advocate for appropriate prices that will support the sustainability of quality providers. Our hope is that aged care learns the lessons from the NDIS and is set up for success from the outset.

In the meantime, we maintain our focus on the things we can influence best – quality, safety, efficiency, and a customer and colleague experience that is second to none.

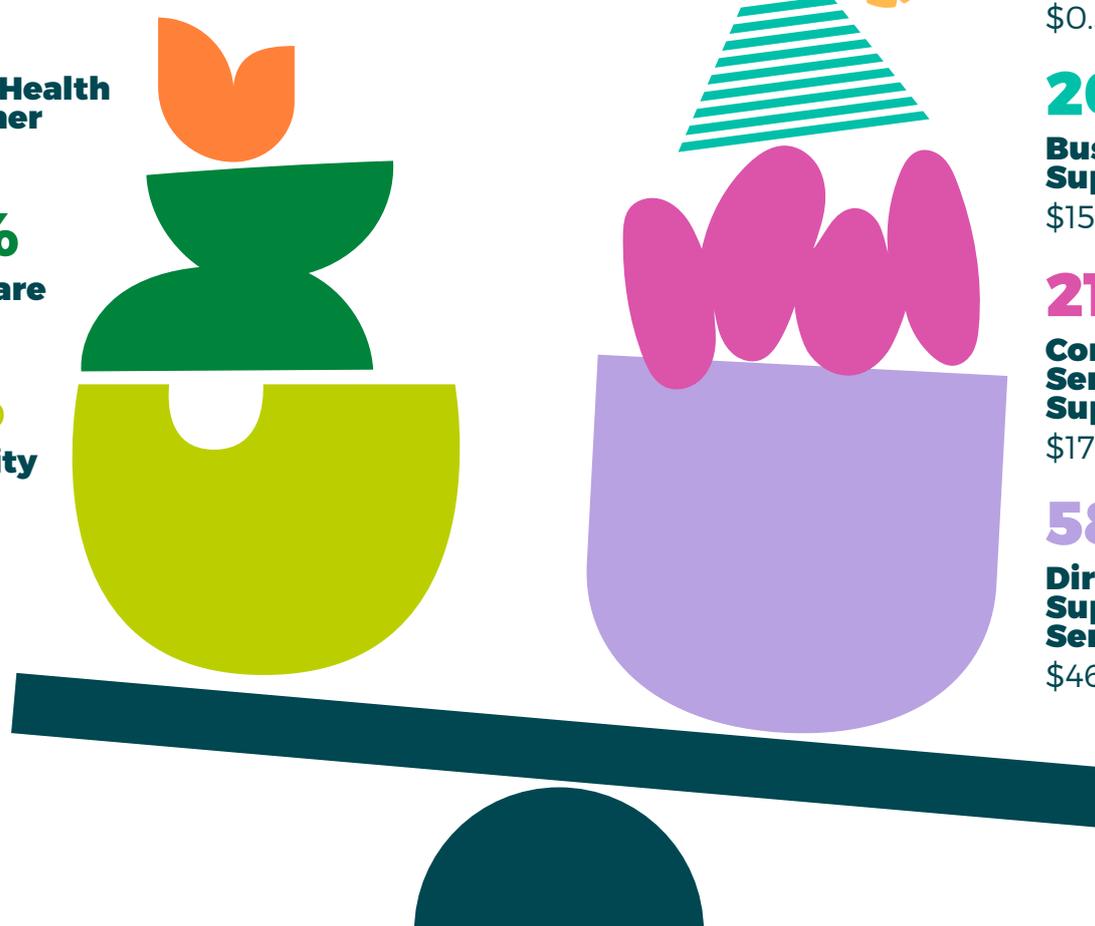
What we earned
\$76m

What we spent
\$79m

7%
**Mental Health
and Other**
\$5m

42%
Aged Care
\$32m

51%
Disability
\$39m



1%
Projects
\$0.5m

20%
**Business
Support**
\$15.5m

21%
**Community
Services
Support**
\$17m

58%
**Direct
Support
Services**
\$46m

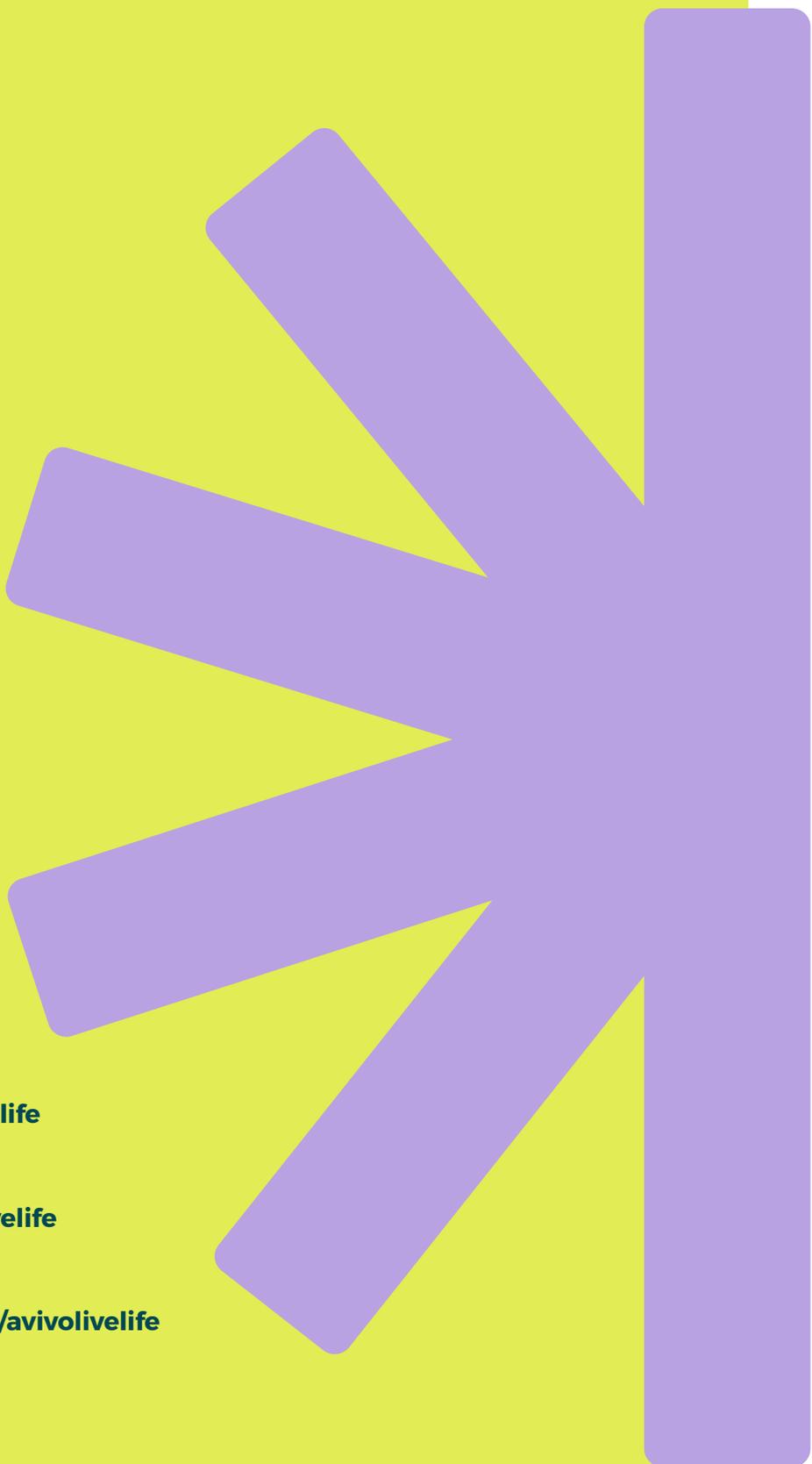
Statement of Comprehensive Income

	2025 \$'000	2024 \$'000
Revenue	75,290	86,555
Cost of services	(45,927)	(58,099)
Gross surplus	29,363	28,456
Other operating income	338	663
Administrative expenses	(32,624)	(32,732)
Project expenses	(479)	(877)
Operating (loss)	(3,402)	(4,490)
Finance income	475	964
Finance expenses	(10)	(20)
(Loss) before taxes	(2,937)	(3,546)
Income tax expense	0	0
(Loss) after taxes	(2,937)	(3,546)
Revaluation of land and buildings	31	31
Other comprehensive income for the year, net of tax	31	31
Total comprehensive (loss) from continuing operations	(2,906)	(3,515)

Statement of Financial Position	2025	2024
	\$'000	\$'000
ASSETS		
Current Assets		
Cash and cash equivalents	12,892	17,203
Term deposits	0	5,000
Trade and other receivables	7,789	7,989
Total current assets	20,681	30,192
Non-current assets		
Property, plant and equipment	4,073	4,678
Loan to Avivo: Live Life Foundation Inc.	6,902	6,902
Total non-current assets	10,975	11,580
TOTAL ASSETS	31,656	41,772
LIABILITIES		
Current liabilities		
Trade and other payables	7,030	5,479
Unutilised Grants	3,238	12,063
Lease Liabilities	84	197
Provision for Employee Entitlements	9,307	9,913
Total current liabilities	19,659	27,652
Non-current liabilities		
Lease Liabilities	4	94
Provision for Employee Entitlements	1,413	540
Total non-current liabilities	1,417	634
TOTAL LIABILITIES	21,076	28,286
NET ASSETS	10,580	13,486
EQUITY		
Retained earnings	8,424	11,361
Reserves	2,156	2,125
TOTAL EQUITY	10,580	13,486

Statement of Cash Flows	2025	2024
	\$'000	\$'000
CASH FLOWS FROM OPERATING ACTIVITIES		
Funding contributions	66,237	82,927
Payments to suppliers and employees	(76,782)	(89,705)
Receipts from customers	1,042	827
Interest receipts	475	964
NET CASH (USED IN) / FROM OPERATING ACTIVITIES	(9,028)	(4,987)
CASH FLOWS FROM INVESTING ACTIVITIES		
(Payments for) / proceeds from short-term deposits > 3 months	5,000	0
Payments for the purchase of fixed assets	(359)	(680)
Proceeds on the disposal of fixed assets	287	307
NET CASH (USED IN) INVESTING ACTIVITIES	4,928	(373)
CASH FLOWS FROM FINANCING ACTIVITIES		
Payments for lease liabilities	(211)	(259)
Loan repayments / (borrowings)	0	0
NET CASH (USED IN) FINANCING ACTIVITIES	(211)	(259)
NET DECREASE IN CASH AND CASH EQUIVALENTS HELD	(4,311)	(5,619)
CASH AND CASH EQUIVALENTS AT THE BEGINNING OF THE YEAR	17,203	22,822
CASH AND CASH EQUIVALENTS AT THE END OF THE YEAR	12,892	17,203

avivo



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