

Hope

Annual Report
2021

Our Vision

A society where everyone has the opportunity to live with equality and purpose.

Our Purpose

Connecting individuals and communities to realise an inclusive society.

Value Proposition

Annecto works alongside you to stay connected to what's important and live the life you want.

Our Principles

The principles we believe in and live by:

Humanity - every story matters

Interdependence - you & community

Authenticity - say it, do it

Emergence - find a way



This year's
Annual Report
is all about
hope.

Carol, who receives
services from Annecto



Wurundjeri people where our Footscray headquarters, Coburg, Melton, Bacchus Marsh (north of the Werribee River) and Ringwood offices are based.



Bunurong people of the Kulin Nation where our offices in Yarraville and Werribee are located.



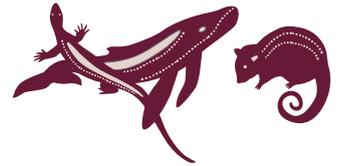
Wada Wurrung people where our Western Vic offices operate in Bacchus Marsh (south of the Werribee River) and Ballarat.



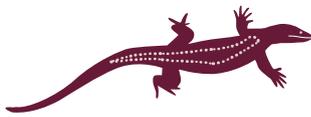
Latji Latji people of Mildura, as well as the custodians of the surrounding regions that are the Paakantji (Barkindji), Ngiyampaa, Kureinji, Mutthi Mutthi, Wemba Wemba, Tati Tati and Barapa Barapa.



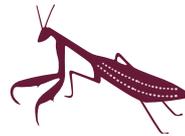
Wilyakali peoples where our Broken Hill office operates.



Gadigal clan of the Eora/Darug Nation and the wider Darug Nation that our Sydney office supports from its Glebe and Bidwill bases.



Wiradjuri peoples, geographically the largest Aboriginal Nation in NSW, where our Dubbo office provides services.



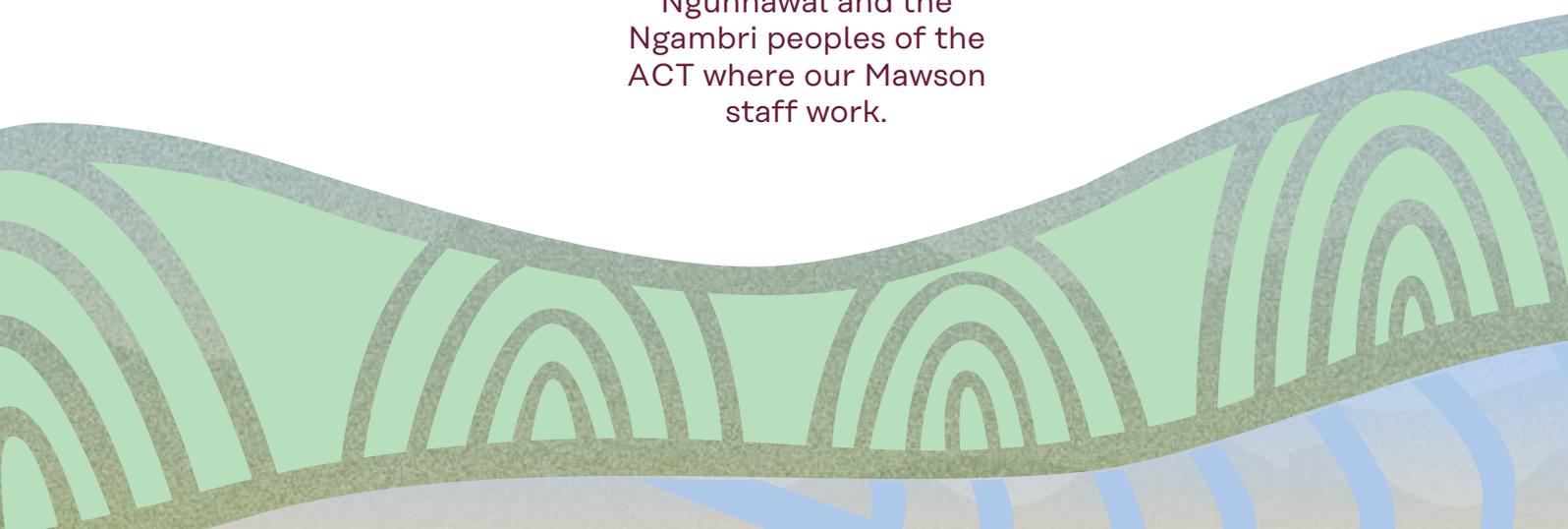
Dunghutti Nation that is home to our Kempsey team.



Kabi Kabi (Gubbi Gubbi) nation where our Coolum Beach office is located on the Sunshine Coast of QLD.



Ngunnawal and the Ngambri peoples of the ACT where our Mawson staff work.



Acknowledgement of Country

No matter where you are in Australia, you live, work, play and travel across Aboriginal and Torres Strait Islander land and waters. Annecto would like to acknowledge the traditional custodians of the lands upon which we work on mainland Australia.

Annecto pays its respects to Elders both past and present from all of these Aboriginal nations, and we acknowledge their traditions, cultures and ongoing connection to country, both land and waters, of mainland Australia.

We recognise all Aboriginal and Torres Strait Islander peoples from whatever nation they may come from, and who have made their home in one or more of these homelands of Australia's First Peoples, upon which Annecto provides its aged and disability services.

We also honour the strength and resilience of Aboriginal and Torres Strait Islander peoples who have been forcibly removed from their lands, such as the Stolen Generations and many others who were also forced to relocate from their country to missions, reserves or other communities without having a choice in doing so.



Hope during a time of disruption and chaos helps us accept change and embrace the opportunity to evolve, adapt and see things from a new perspective. Having hope when things seem hopeless is like the sun rising on each new day; another chance to be authentic and courageous, despite not knowing what the day will bring.

After all the disruption, we are hopeful. Each new sunrise is a certainty, and the rising light we see each morning gives us hope that today we can do more for the people we support and our community than we did yesterday.

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Stevie White's story



Showing resilience amid disruption is like trying to stay afloat with stones in your pockets; often easier said than done. But our ability to continuously adapt to the changing world around us gives hope that our head will indeed stay above the water, which is exactly what Stevie White has achieved over the last 12 months.

Having been with Annecto for three years, Stevie was very comfortable with his pre-pandemic routine. This included regular visits to the gym where he would spend his time exercising, as well as lunch outings with his friends to socialise and connect. While this lifestyle suited him perfectly, the lockdown restrictions that were put in place in response to the Covid-19 pandemic forced extensive change on him and his routine. However, rather than let this get between him and his goals, he saw this unexpected disruption as an opportunity to thrive and embrace change.

Over the course of the year, Stevie's goal was to build independence and resilience in response to the unpredictable nature of the pandemic. Through a gently modified routine structure designed to enable him



Stevie, who receives services from Annecto

to continue to see reward and progress, Annecto staff supported and encouraged him to step outside his comfort zone.

Prior to lockdown, Stevie's 'Shop n Create' Program was a weekly highlight that saw him collecting groceries from the local supermarket to help with his cooking. Now, he continues to enjoy this activity in an online capacity, where he has learnt to purchase his items through 'Click & Collect'.

Although he has been unable to visit gyms and use the treadmill (his favourite piece of equipment), Stevie remains determined to maintain his health and wellbeing. He has swapped out his beloved treadmill for regular 5km round trips at a nearby forest area – and proud is an understatement!

Stevie also trialled transitioning to other Annecto sites in an effort to continue to build on his communication and social skills. In doing so, he began to engage more with his peers and partake in group conversations that saw new friendships blossom. He is now constructing 5-6 word sentences, introducing himself to others, and asking how their day is going, which is an outstanding achievement.

Having remained hopeful in a time deemed hopeless by many others, Stevie's resilience and determination to adapt to change is a true testament to the exciting achievements he has seen in recent times. We look forward to continuing to support him in achieving his goals and further developing his independence.

The story of Lucky and Sophie

This is the story of Lucky and Sophie, two special dogs who found their happy ending following difficult times.



Lucky, adopted by staff member Danielle (right)



They say that, when the world goes crazy, you only have to look at the dog beside you to know that good still exists and that hope isn't lost. This is the story of Lucky and Sophie, two special dogs who found their happy ending following difficult times.

Nine years ago, in an ACT home, a little dog called Lucky was adopted by a loving couple, Denise and Ron.

Unfortunately, a few years later, Denise died unexpectedly. But thankfully, Ron and Lucky had each other, and they became very close after Denise's passing. Their mutual companionship was especially important to Ron as his complex medical issues and natural shyness meant that he didn't go out much.

Danielle Goodwin, one of Annecto's Support Workers, started supporting Ron - and Lucky - in July 2019. The three of them quickly developed a strong and close relationship.

As Ron's health began declining towards the end of 2020, he became worried about what would happen to Lucky if he died or had to go into permanent care. He was adamant that Lucky not go to the RSPCA. So, Danielle promised him that she would adopt Lucky.

When Ron died in January 2021, his Support Worker kept true to her promise. Lucky is now little sister to Danielle's other dog Colin and several cats. And while she misses Ron dearly, she is surrounded by a new caring family.



John and his dog, Sophie

Sophie's story is a little different. Sophie became Lorna's furry companion many years ago, and the pair lived a fulfilling and happy life together. Lorna lived with Alzheimer's Disease for years, which never stopped them from having an eventful life. Lorna was supported by Annecto, but as her diagnosis of Alzheimer's progressed, it became more difficult for her to look after the dog's needs.

Following a significant decline in her health, Sophie's owner had to move to permanent care in August 2020. Annecto's team members, who had grown very fond of Sophie, did everything they could to make sure she would keep on living a happy life.

The word went out that Sophie needed a new home, and fate struck in the form of John. John is supported by Annecto too, and has recently felt his world closing in due to failing eyesight. His own dog had recently passed away, so his Support Team felt Sophie's company might bring some sunshine into his life.

John jumped at the opportunity and the two of them bonded immediately. John even agreed for Sophie's favourite armchair to be added to his bedroom! Sophie, who is now over a hundred years old in dog years, enjoys long, comfortable naps in her new home, with John always by her side.

President's Report

Ross Joyce



2020/21 marked a significant emphasis on building our Board, with an important focus on the process of governance. This included a full review of the skills required to drive the organisation forward, which led to a comprehensive recruitment program to engage new Directors.

Board recruitment

I'm pleased to announce the appointment of five new Board members who will significantly enhance our level of debate, oversight and leadership, to continue the great work of previous Boards. With a new vision and a five-year strategic plan for the organisation, the addition of fresh ideas and new skills will help us assist Annecto to achieve its goals. I believe the Board is now much more reflective of the community we serve.

The new Board members are Fran Raymond (NSW), Ray Minniecon (NSW), Colleen Furlanetto (regional Vic), C Moore (ACT) and Professor Mark Evans (NSW). They joined our continuing Directors, Michael Johns, Jennifer Burrows, Michael Nazzari and myself. We now have a professional, talented and enthusiastic team to continue our important work.

I'd like to acknowledge our former Board member Kirsten Mann, who left the Board this year and thank her for her invaluable contribution, input and service.

Evolving governance model

We embarked on a 'best practice' induction with all Board members. This process not only assisted new members in understanding the organisation but it also introduced the concept of 'Governance

as Leadership'. This new approach to governance will inform our Board business to elevate the level of contribution we make to the organisation's direction.

As our governance model evolves, we will emphasise a generative discussion that ensures the big picture questions are asked and debated. This will allow the Board to provide context for the organisation to develop strategy and operational activity.

New five-year strategic plan

Towards the end of the 2020 calendar year, the Board and Executive Leadership Team embarked on an ambitious approach to planning for the next five years. Together we identified "what does success look like in 2025?". This was an exciting process of creating a shared vision of the future and led to our new Strategic Plan, which can be viewed in the coming pages.

I would like to sincerely thank the Board for its support and contribution to Annecto and welcome our new Board members to the organisation. I'd like to acknowledge our CEO Cheryl DeZilwa, the entire Executive Leadership Team and all of our incredible staff who have been tirelessly delivering essential services to many vulnerable people in the community this year. Well done to the whole Annecto team! You have shone through adversity.

CEO's Report

Cheryl De Zilwa



A year that changed us forever

2020/21 has been a year like no other. As the incoming CEO, I commenced during Victoria's second wave lockdown with ongoing restrictions over the next six months. By adapting to the constantly changing external circumstances, Annecto achieved some of the most significant milestones that will form the foundation of our future.

Digital journey

The digitalisation of our work and the integration of flexible tools and practices were very slowly evolving before Covid-19. Adapting to the challenges of working within the pandemic significantly accelerated our progress in these areas. We transitioned our Support Teams from hard copy rosters and timesheets to a fully accessible smartphone application, with 100 percent of training and support provided via Zoom. In addition, we transitioned all office-based staff to a new client management system, again with remote training and implementation.

Staff engagement survey

Our first comprehensive staff survey was completed in December and has provided us a baseline for improvements. In summary, the feedback was encouraging. There were many areas for improvement and we are gradually addressing the feedback.

A feedback and engagement review

Another important piece of work was reviewing how we engage with the people we support and how we respond to feedback. This review found some real strengths in our interaction with clients and identified areas for improvement.

Rebranding

You will notice the vibrant new colours and logo that have been the result of a comprehensive re-branding exercise. A significant number of workshops were conducted with staff to identify the essence of Annecto and inform the new brand look and feel. The project continues this year to embed the brand across the organisation.

New retail spaces to engage local communities

We also embarked on a project to shift all our service outlets to areas of greatest exposure to our community. This year has seen the move of the ACT office, as well as two locations in South Eastern Melbourne, to retail spaces where we can interact directly with the community.

Growth of services

Strong growth of services occurred in many areas despite the disrupted environment. I would like to acknowledge our incredible teams who have worked in the face of adversity yet continued to exceed our expectations.

Our clients

Housing & Support

83,996

My Support

11,544

Children Family Services

13,865

Aged Care

285,689

*

Disability Support

367,574

**

* Includes Aged Care, Commonwealth Home Support Program, Short Term Restorative Care and Veterans' Home Care

** Includes Disability Support, Continuity of Service from federal and state governments, and TAC

*** My Support is a flexible user-pay service

**** Ceased on 6 Jul 2020

Total Hours Delivered

762,669



Participants in the Elders Olympics, April 2021

Elders Olympics

For many members of Kempsey's Aboriginal community, the Elders Olympics is one of the most important cultural and social gatherings of the year. The event encourages Elders of different mobs to connect with friends both old and new in celebration of history and legacy. Acknowledging its significance, the Support Workers in Kempsey made a tremendous effort to ensure the event could once again proceed this year, in line with Covid safety standards.

Held over 28 – 29 April 2021, this year's Elders Olympics were certainly one for the books. Joined by 25 other support service providers, over 15 Elders from within Kempsey's Aboriginal community represented Annecto as the 'Annecto Bunnies'. After flashing their envied team uniforms to those watching on, the day saw the Bunnies navigate their way between various sports activities and challenges. Those not directly participating in the games disregarded physical limitations to also join in the fun by cheering on from

the sidelines, contributing to the spirited atmosphere of the day.

After winning three of the competition games, the Bunnies quickly climbed the leaderboard, coming in at third place overall. Team Captain Edward Vale said the event this year was "absolutely the best day!". In the weeks that followed, Annecto's Kempsey site was flooded with members of the community sporting their third-place medals and trophies. One enthusiastic participant even asked for theirs to be publicly displayed so that visitors could join them in celebrating their achievements.

"I can't stop raving about how great it was," said participant Karen Rhodes, who is already preparing for next year's event.

Annecto's Support Workers received praise from various participants who felt cared for and respected from start to finish. The event is widely being described as 'deadly' and has left those involved with an overwhelming sense of pride.

The story of Ruby Barber-Pritchard

and the people she helped



Allan, who receives services from Annecto

Many people found themselves isolated when the Covid-19 pandemic started. Technology quickly became the best way to keep in touch with the outside world, except for those who didn't know how to use it.

Early 2020, Annecto put together a Stay Connected Program to help our customers stay in touch with their loved ones through technology. Support Worker Ruby Barber-Pritchard was employed to facilitate the program in the South Eastern Metropolitan Region in October 2020.

When a person subscribes to the Stay Connected Program, Annecto delivers them a bundle containing an iPad set up specifically for them, an iPad case, a 12-month sim card and an iPad guide. Ruby then goes to their house regularly to teach them how to use the device and help them connect with their community.

The sessions are tailored to each person's needs, following a short assessment on the first home visit. They are able to choose what they would like to learn under Ruby's guidance.

Ruby taught Allan Kitt how to use an iPad to contact his health professionals and his friends. Their collaboration was a success, and Allan is now an emailing king. He is able to upload photos, send emails and share his experiences whenever he wants.

Ruby also quickly realised that Annecto's customers were from a very diverse range of cultures and ethnicities.

With Sanad and Aida Abdelsayed from Egypt, there was a language barrier. So, Ruby worked out a system: she taught Aida, whose English was better, the functions of the iPad first. Aida could then translate the instructions to her husband Sanad during

or after the lessons. The couple can now approve and file important documents and video call their family with a big smile on their faces.

But Ruby wasn't done yet! The passionate Support Worker also began the challenging task of translating the iPad guides into different languages to better support everyone. And, because Google Translate is not always accurate, she involved the family members of her customers in the process as her proofreaders. So far, she translated the manual into Dari, Hungarian and Persian.

Since October, Ruby has helped over a dozen people. She says that she wants everyone to feel included; they don't need to speak English to do the program.

"This is very humbling work and a great thing to be a part of. I am teaching them a whole new world and keeping them from being isolated," Ruby says with enthusiasm.



Sanad and Aida, facetimeing Ruby



Ruby assists Marlene to stay connected

Our staff


Volunteer

21


Casual

415


Part Time

256

Staff
headcount

Total number of staff

872

Category


Full time

180



Background

Languages
spoken

61



Nationalities
represented

80

Strategic Direction

What we plan on achieving in the first year of our Strategic Plan...

Our 5 Strategic Goals

1

Known for evidence based services that promote connection, cohesion and inclusion in communities

2

A sustainable national presence through product expansion delivering over 1 million hours of service

3

Transformative leadership at all levels of the workforce supporting individual and community outcomes

4

Strategic community development measured against economic and social participation

5

Accurate and timely data informing business decisions, the customer journey and our impact

1

Known for evidence based services that promote connection, cohesion and inclusion in communities

Year one will see the development and implementation of the revised Brand Strategy across Annecto, enabling us to continue to promote connection and inclusion in the communities in which we operate. This will be driven by the creation of an evidence-based Marketing Plan, as well as by exploring the most effective ways in which to operate across all organisational structures. Relationships with priority government and community stakeholders will be established in line with our key messages so that we may continue to enhance community cohesion. The introduction of various leadership roles will assist in increasing organisational visibility which, as a result, will help us benchmark brand awareness and perception by July 2022.

Don, playing cards with Annecto Support Worker Lyn

2

A sustainable national presence through product expansion delivering over 1 million hours of service

Our products, services and operations will be analysed throughout year one to find areas of growth and improvement, so that we may achieve a sustainable national presence. A large portion of this will include identifying and exploring opportunities for expansion across the entire organisation and trialling new retention strategies for existing customers and staff. We will also carry out market research to determine the emerging needs within our customer cohort in order to improve current products or expand into new markets. To continue to work towards 1 million hours of quality service, we will be co-designing a Customer Experience Framework alongside existing customers to better collect and realise feedback.

4

Strategic community development measured against economic and social participation

Our highest priority in the community development space is to report the role in which Annecto currently plays in the communities in which we operate, and explore ways in which this can be expanded or improved. To do so, we will firstly endeavour to finalise, pilot and identify outcomes of our Community Development Framework in at least one community. During this time, we will also engage with external consultants to evaluate our methodology so that we may come to a consistent approach which we will replicate on an ongoing basis. This includes development within diverse communities such as CALD and Aboriginal and Torres Strait Islander communities, as well as into our social enterprise operations.

3

Transformative leadership at all levels of the workforce supporting individual and community outcomes

In order for leadership to be transformative, it must represent a clear journey between what was, what is, and what can be in the future. For Annecto, this involves identifying opportunities within our current capability frameworks and using these to develop a Leadership Program that informs career pathways for all levels of staff. In doing so, we aim to define the desired workplace culture and the best strategies in which to achieve this. This approach will also enable us to better manage customer pain points by creating lasting structural change to our operations.

5

Accurate and timely data informing business decisions, the customer journey and our impact

Over the next 12 months, we aim to review the way in which we collect and use data both internally and externally. Most notably, this includes establishing a system to provide more useful financial and service information based on client feedback, as well as creating a network of users to optimise current systems and build internal usage capability. In doing so, we aim to standardise processes involving data to enable consistent decision-making and best practice across the organisation, which in turn benefits the customer journey and our long-term impact.

Annecto Enterprises

After Hours

After Hours is a business-to-business service that offers on-call emergency assistance outside standard business hours (9am - 5pm Monday to Friday).

On top of the After Hours service for our own clients, we provide support to external organisations as a revenue stream.

Hours per week

135

Hours per year

7,020

Total number of calls

49,258

External organisations

44,594

Total number of external organisations that After Hours supports

28

Number of calls for Annecto vs number of calls for external organisations

Annecto

4,664

Front Door Recycling (FDR)

FDR is a clothing collection initiative offering real-life work experience to adults with a disability.



Achieved by **15** participants



Kilos saved from landfill
30,800kg

Speakers Bank

Speakers Bank is a public speaking program for people with a disability and older people, aimed at raising awareness and acceptance through the power of communication.

Topics often spoken about

- Lived experience
- Mental health
- Employment opportunities and barriers
- Disability supports and specific needs
- Leadership

Where our active Speakers live

Metro Melbourne	Inter-state	Regional Victoria
20	3	1

Total number of active Speakers

24



You Want You Should

You Want You Should is a gift shop in Bacchus Marsh that encourages people with a disability to engage with the local community and learn important life skills.



Our Board



Cheryl De Zilwa

CEO

Cheryl has spent the last 30 years in Community and Health organisations and joined Annecto in 2020. Her recent roles include COO and Executive General Manager of Zenitas Healthcare Limited. During this time, Zenitas acquired a number of health and community organisations and moved from a publically listed entity to private ownership. She has also worked as CEO/National Director with Calvary Community Care, CEO of Windermere Child & Family Service, and senior leadership roles in Health Promotion with the National Heart Foundation (NSW). During Cheryl's varied career, she has played a lead role in quality improvement and capacity-building of community-based services across Australia. Cheryl has a diverse academic background, which includes General Nursing, Bachelor of Education and Masters of Management.



Ross Joyce

President

Ross has substantial experience across a number of diverse sectors and environments ranging from not-for-profits, government, SMEs (small to medium enterprises) covering member services and business, as well as community business areas delivering strategic results. He has operated at Board/CEO/ Executive Management levels, sometimes concurrently, within these complex sectors and in substantial change management environments.



Michael Johns

Vice President

Michael is a partner in the restructuring team at Maddocks Lawyers and has broad legal experience in banking, financial services, insolvency and general commercial issues. His practice focuses on restructuring and insolvency, including commercial advice and conducting insolvency and securities enforcement litigation.



Jennifer Burrows

Jennifer has a range of professional experience in industry training, higher education academic development and change management. She is the Network Development Manager for Collaboration for Impact, which supports communities taking a systems change approach to work on social issues. She has postgraduate qualifications in both Change Management and Organisational Analysis and Leadership. Jennifer is a member of Group Relations Australia and the International Society for the Psychoanalytic Study of Organizations.



Michael Nazzari, OAM

Treasurer

Michael has held the positions of Chair in a charitable not-for-profit (NFP) organisation, General Manager at the Institute of Chartered Accountants, senior positions with Victorian Institute of Secondary Education and other educational organisations, and is currently a consultant for strategic development in the NFP sector. His expertise includes marketing, governance, risk management and fundraising. He is a Certified Association Executive member of the American Society of Association Executives, and was awarded the Order of Australia Medal in 2016 for his considerable honorary work in the business, education and NFP sectors.



Kirsten Mann

Kirsten is the Global Vice President at Oracle, responsible for the end-to-end customer experience, and has worked in product development for over 25 years. Kirsten knows about designing and launching great technology-based products for customers. As a passionate customer service advocate, she is a transformational and strategic leader, championing organisational understanding of the value of product management, user experience, technology and design thinking practices.

Our Organisation

Members

Board

Chief Executive Officer
Cheryl De Zilwa

Victoria

Executive Manager

Lando Antonelli

GM Western & Grampians Region

Carolynne Smith

Manager Housing & Support

Leah Anderson

Manager Northern Region

Despina Kavnoudias

Manager South/East Region

Kiran Khan

Practice Manager LMR

Toni Sullivan

Manager After Hours, VHC & My Support

Alexander Black

Performance Development & Change

Executive Manager

Lucy Murphy

Lead Consultant

Claudia Popoviciu

Senior Quality Consultant

Hisham Moosa

Clinical Governance Consultant

Helen Mathews

Org. Practice Consultant

Alex Smith

Quality Consultant

Wiki Wolfgramm

Feedback & Engagement Coordinator

Marita Gray

Business Change Manager

Angélica Pierangelli

Business Performance & Governance

Executive Manager

Frances O'Reilly

Marketing Manager

Digital Content Coordinator

Project Leader Services

Nikki Koglin

Business Analyst NDIS

Priti Hiregange

Business Analyst

Manish Hambarday

Coordinator Speakers Bank & Inn. Bus Programs

Mimi Laurilla

HR Manager

Jacinta Beckley

HSW Advisor

Deanne Colledge

Snr. HR Advisor

Saj Kethsiri

Culture Committee

Jennifer Burrows, Chair

Sponsored activities and reflective practice into key areas such as Community Development, the monitoring of staff and client engagement and leadership development.

Business Committee (previously the Finance & Sustainability Committee)

Michael Nazzari, Chair

Reported monthly and end of year finance reports, reported the risk register and its management, monitored continuous improvement of business processes and adaptation to changing funding rules, reported its terms of reference.

Finance

Chief Financial Officer
Mitchell Wu

Group Finance Manager
Tien Tran

Manager Financial Planning & Analysis
Luis Arcilla

Manager Contracts, Facilities & Administration
Karina Whittaker

Financial Controller
Robert Prasad

Payroll Manager
Karen Del Mundo

Acc. Receivable Manager
Kevin Kirkpatrick

Information Systems & Technology

Chief Information Officer
Graeme Henderson

IT Operations Manager
Dustin Ton

Lead Business Analyst & Project Leader
Reeti Sharma

Applications Team Lead
Lauren Butler

Strategic Business Analyst
Michael Fowler

ICT Service Desk Analyst
Mohan Hamal

NSW / ACT / QLD

Executive Manager
Mike Herccock

Manager NSW/ACT
Himanshu Singh

Practice Manager
Rhodora Brooking

Business & Community Dev. Manager
Kirsten Henderson

Practice Leader Sydney
Silvia Cumpapas

Practice Leader ACT
Beth Wurcker

Aboriginal liaison Officer
Paulette Whitton

STRC & Aboriginal Project/Clinical Coordinator
Tracy Harris

Financial Summary 2021

The 2020/21 financial year was a challenging year for Annecto and its staff dealing with a once in a lifetime pandemic, which has devastated businesses across all sectors. Despite these challenges, with the assistance of government support packages such as the JobKeeper subsidy scheme, the business was able to navigate through the year and record total income of \$59.1M, which is a 7% increase on the 2019/20 result.

Home Care Package (HCP) income increased by 6% on the back of a net increase in Home Care Packages. NDIS income increased by 4% through growth in Supported Independent Living (SIL) income.

A major reason Annecto was able to post a surplus result was due to cost savings achieved through our strategy to internalise our workforce and the continuation of staff working remotely. The success of the internalisation strategy not only assisted the increase in revenue, it also reduced agency costs by 31%. Remote working reduced travel, office stationary and printing costs by 42%.

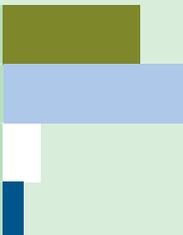
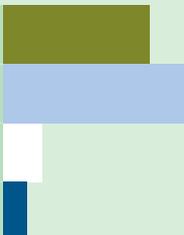
All other expenses were in line with achieving the revenue growth for the 2020/21 financial year. The operating surplus for the year was \$1.27M.

The major initiatives in which Annecto invested during 2020/21 were:

- Implementation of a new Client Management and Rostering system (Alayacare), MS Dynamics CRM system and Office 365.
- Sourcing of two new retail sites in high traffic shopping centres at Forrest Hill Chase, Forrest Hill, and Benton's Square, Mornington Peninsula in South Eastern Melbourne.
- Business Intelligence System Project utilising Microsoft Power BI.
- Internalisation of support work and clinical care and assessment.

The next financial year will see significant investment into leadership and capability across all Annecto staff groups.

The accompanying notes form part of these financial statements

		Revenue Source (\$) 2019 - 2020		Revenue Source (\$) 2020 - 2021	
Home Care Package	18,270,132				
NDIS & DHHS Disability	24,669,571				
CHSP	4,917,507				
Other	2,718,921				
		19,313,044	25,651,853		
		5,082,575	3,058,688		

Revenue source (\$) from operating activities

2017 - 2018	36,807,434	
2018 - 2019	41,361,549	
2019 - 2020	55,078,628	
2020 - 2021	59,100,777	

Statement of profit and loss and other comprehensive income for the year ended 30 June 2021

Reg. No. A00 375 63T

\$AUD	2021	2020
Revenue from operating activities	53,106,160	50,576,131
Other revenue	5,994,617	4,502,497
TOTAL INCOME	59,100,777	55,078,628
Expenses		
Depreciation expense	(1,535,684)	(1,644,193)
Amortisation expense	(582,731)	(149,864)
Salaries and employee benefits expense	(45,793,143)	(41,047,317)
Other expenses	(9,920,475)	(11,201,912)
TOTAL EXPENSES	(57,832,033)	(54,043,286)
Surplus/(loss) for the year	1,268,744	1,035,342
Other economic flows – other comprehensive income	-	-
TOTAL COMPREHENSIVE INCOME/(LOSS) FOR THE YEAR	1,268,744	1,035,342

Total Liabilities (\$)

2017 - 2018	8,368,450	
2018 - 2019	9,713,591	
2019 - 2020	16,756,329	
2020 - 2021	19,002,383	

Equity

2017 - 2018	15,654,411	
2018 - 2019	15,645,411	
2019 - 2020	16,689,753	
2020 - 2021	17,958,497	

Total assets (\$)

2017 - 2018	23,687,855	
2018 - 2019	25,368,002	
2019 - 2020	33,446,082	
2020 - 2021	36,960,880	

Expenses

2017 - 2018	37,195,928	
2018 - 2019	41,616,543	
2019 - 2020	54,043,286	
2020 - 2021	57,832,033	

Financial Summary 2021

Balance Sheet as at 30 June 2021

\$AUD	2021	2020
Current Assets		
Cash and cash equivalents	12,296,447	7,304,263
Contract assets	5,139,073	4,071,960
Other receivables	903,462	3,494,688
Other assets	338,547	236,497
Financial assets	6,329,035	5,835,253
TOTAL CURRENT ASSETS	25,006,564	20,942,661
Non-Current Assets		
Property, plant and equipment	10,339,250	11,223,627
Intangible assets	1,615,066	1,279,794
TOTAL NON-CURRENT ASSETS	11,954,316	12,503,421
TOTAL ASSETS	36,960,880	33,446,082
Current Liabilities		
Trade and other payables	2,517,104	2,882,663
Other liabilities	9,665,769	7,506,188
Lease liabilities	636,547	941,903
Provisions	4,523,156	3,711,188
TOTAL CURRENT LIABILITIES	17,342,576	15,041,942
Non-Current Liabilities		
Lease liabilities	710,566	1,000,406
Provisions	949,241	713,981
TOTAL NON-CURRENT LIABILITIES	1,659,807	1,714,387
TOTAL LIABILITIES	19,002,383	16,756,329
NET ASSETS	17,958,497	16,689,753
Equity		
Reserves	4,987,541	4,987,541
Retained earnings	12,970,956	11,702,212
TOTAL EQUITY	17,958,497	16,689,753

Statement of Cash Flows

for the year ended 30 June 2021

\$AUD	2021	2020
Cash flow from operating activities		
Cash receipts in the course of operations	63,520,950	55,909,506
Cash payments in the course of operations	(56,875,801)	(52,686,219)
Net GST received from/(paid to) the Australian Taxation Office	715,981	625,484
NET CASH PROVIDED BY OPERATING ACTIVITIES	7,361,130	3,848,771
Cash flow from investing activities		
Payment for property, plant, equipment and intangibles	(975,055)	(1,311,590)
Net proceeds from/(payments for) investments	-	1,876,801
NET CASH USED IN INVESTING ACTIVITIES	(978,056)	565,211
Cash flow from financing activities		
Repayment of borrowings	(1,390,891)	(1,467,062)
NET CASH USED IN FINANCING ACTIVITIES	(1,390,891)	(1,467,062)
Net increase/(decrease) in cash and cash equivalents held	4,992,184	2,946,920
Cash and cash equivalents at beginning of financial year	7,304,263	4,357,343
CASH AND CASH EQUIVALENTS AT END OF FINANCIAL YEAR	12,296,447	7,304,263

The summary of financial information on pages 24-27 provides an overview of financial statements and highlights.

This Annual Report and the complete audited financial statement are available on our website under the 'about' link.

www.annecto.org.au/publications/

Our financial service providers –

Auditors: DFK Kidsons Accountants and Business Advisors Melbourne, Victoria

Bankers: Commonwealth Bank of Australia Australia and New Zealand Banking Group

AGM 2020



Maree Povey, 2021 Award Recipient

The Annecto Inclusion Award

The Annecto Inclusion Award honours individuals, businesses or groups who engage with people with a disability and/or older people to make choices, express their needs and assert their rights.

They also demonstrate the ability to build positive relationships with the community to promote dignity and respect.

Winner: Maree Povey

Maree works tirelessly to ensure that the Ballarat base of Annecto runs smoothly. Incorporating people with disabilities into internal programs, public programs and the Front Door Recycling Program. Maree constantly pushes for the team to be proud of the work they are doing and encourages the people we support to achieve their biggest goals. The Ballarat region has greatly benefitted from having her at the helm of this organisation.

We would also like to also acknowledge the following individuals who were nominated for the Annecto Inclusion Award and we commend them for their outstanding work:

- **Kirsten Henderson**
- **Toni Sullivan**
- **Kim Crockford**
- **Naomi Owen**
- **Mimi Laurilla**
- **IDSS Integrated Disability Support Service**

Award Winners



Joanne LaRocca, 2021 Award Recipient

The Cahill Award

This award is given to individuals who are dedicated to improving the lives of people with a disability, focusing on ageing and dementia, specifically associated with Annecto David House in Yarraville, Victoria. They have a desire to further develop their personal skills, knowledge and services in areas of specific needs for people with a disability.

Sponsored by the Cahill family, this award is in memory of Ron and Nellie Cahill, longstanding committee members of David House prior to the formation of Annecto, and founding members of Annecto.

The 2020 Cahill Award winner was involved in supporting the David House team to create videos for participants at David House that have not been able to attend due to the pandemic.

Winner: Joanne LaRocca

Jo manages the Mature Hub and has a deep understanding of the people in her care. She has a vast knowledge of their individual intricacies and is dedicated to supporting them and their loved ones. No matter how busy or demanding her day may be, she always finds time to respond to families regarding any concerns they may have. She also has a very thorough understanding of the NDIS. In her thoughtful and caring manner, she goes above and beyond the parameters of her role.

We would like to extend a thank you (on behalf of the Cahill family) to the other nominee, Jackie Ross, and to all at David House. This is a message from the family:

“Both nominees are such worthy recipients in our eyes. We have been fortunate to get to know both very well over the years and it’s difficult to separate the two when it comes to our selection. Both nominees are so closely aligned.”

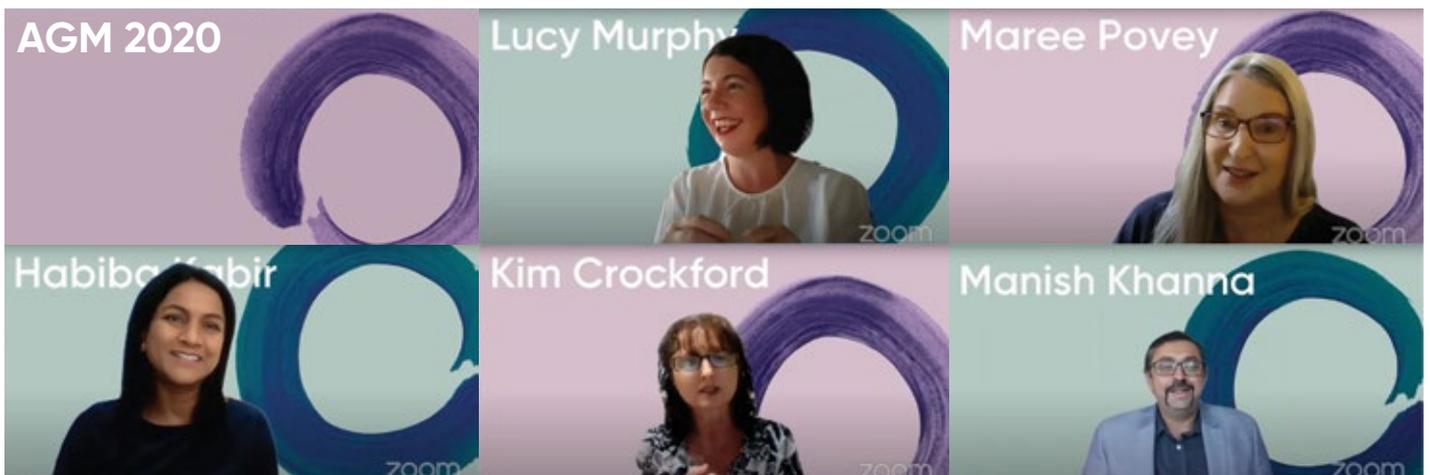
AGM recap

With the unusual year that was 2020, Annecto faced many challenges that required us to adapt and embrace change. This extended across the entire organisation with our AGM and Showcase being no exception.

Following many years of successful face-to-face events, our team embraced the challenge of transforming the highly anticipated event into a virtual production.

On Thursday 29 October 2020, Annecto hosted its very first virtual AGM and Showcase over Zoom to more than 100 viewers, sharing stories from our staff, customers and the wider community about how we remained connected through a very challenging time.

Embracing this new norm, Annecto will again host its 2021 AGM and Showcase via Zoom later this year.



The 2020 AGM hosted a live panel discussing how Annecto is working with people to realise an inclusive society.



Annecto customers and staff staying connected online in 2020.



Aboriginal Liaison Officer Paulette Whitton shares a video about the importance of looking out for each other, alongside Mike Hercock and Tracy Harris.

Acknowledgements

Annecto acknowledges and appreciates the close relationships and partnerships with members of parliament, councillors and local government staff across Victoria, NSW, ACT and Queensland on a number of projects that are essential to the good outcomes for the people and the communities we work with.

Acknowledgment of Country – About the artwork

This artwork depicts totems or culturally significant animals and plants that honour the Aboriginal lands and peoples where Annecto has its offices.

In the top right corner, there is a group of bogong moths in flight. Bogong moths travel annually from North Western NSW/ Southern Queensland down to the ACT and Victoria, traversing many of the Aboriginal lands and countries where Annecto is based. Bogong moths are an important part of Aboriginal culture and ceremonies.

The bottom right corner features a female Elder wrapped in a possum skin cloak, along with a male Elder showing culture, family and ongoing connection to the land. The colourful artwork elements at the bottom of the page represent land and waters.

In memorial

Phyllis Pride

Mrs Phyllis Pride passed away on 25 April 2021. Phyllis was wife to Bill Pride and mother of participant Meegan Pride (Meegan has been a long standing participant of David House). Mr and Mrs Pride have been a big part of our David House and Annecto history.

Acknowledgment of Country – About the artist

Charmaine Mumbulla is a proud Kurna/ Narungga artist from Point Pearce in South Australia, with family ties to the Gumbaynggirr people of the NSW Mid North Coast. Together with her partner Jason, she runs a Sydney-based creative agency called Mumbulla Creative.

Charmaine has a background in education, graphic design and law, and is passionate about working on projects that support social justice. She works closely with organisations to tell their stories through her art and won the prestigious 2019 themed Voice. Treaty. Truth National NAIDOC Week poster competition.

Annecto is pleased to acknowledge significant partnerships including those with AbilityFirst Australia, Services NSW, Kinchela Boys Home Aboriginal Corporation (KBHAC) and Babana Aboriginal Men's Group.

Elaine Costello

Mrs Elaine Costello passed away in the early hours of 13 August 2021 at her care facility. Elaine was mother to Kerryn who is also a long time member of Annecto and Sandra who has attended David House and receives services from Annecto. Elaine was a highly valued long-time member of our David house family and Annecto community and was a regular attendee of our parents group.

Annecto extends its deepest sympathies to the Costello and Pride families.

Quality & Accreditation

Annecto is dedicated to providing high quality services and outcomes for the people we support and their families. Our commitment to quality and continuous improvement includes conforming to a range of standards embedded in our integrated ISO accredited quality management system such as:

- Accreditation to the international quality standard AS/NZS ISO 9001 for services delivered in Victoria and NSW.
- Certification against the Department of Families, Fairness and Housing (Victoria) for applicable DHHS-funded services delivered in Victoria.
- Certification against the National Standards For Disability Services for the Disability Employment Services that we deliver.
- Undergoing regular compliance audits by the Aged Care Quality and Safety Commission who audit our aged care programs.
- In addition, Annecto has recently successfully completed an audit against the NDIS Practice Standards for the NDIS services that we deliver, and is currently waiting for the certification from the NDIS Commission.

Annecto's external quality auditing bodies include:

- Global-Mark who audits Annecto to ISO 9001, NDIS Practice Standards, National Standards for Disability Services and Department of Families, Fairness and Housing (Victoria).
- Aged Care Quality and Safety Commission who audits annecto's aged care programs.

Annecto acknowledges and thanks the following government departments and statutory bodies for their support and assistance during the year:

Australian Government Department of Health, Australian Government Department of Social Services, Australian Government Department of Veterans' Affairs, Australian Government Department of Education, Skills and Employment, the National Disability Insurance Agency, Department of Families, Fairness and Housing (Victoria), Transport Accident Commission (Victoria) and the NSW Government Department of Communities and Justice.



Registered NDIS Provider



Annecto Locations

enquiries@annecto.org.au

VIC

Head office

81 Cowper Street,
Footscray VIC 3011
Wurundjeri Country
(03) 9687 7066

Bacchus Marsh

2 Bacchus Street,
Maddingley VIC 3340
Wada Wurrung Country
(03) 5366 3000

Coburg

215-217 Sydney Rd,
Coburg VIC 3058
Wurundjeri Country
(03) 9386 5686

Kurunjang

Cnr Kurunjang Drive &
Walsingham Crescent,
Kurunjang VIC 3337
Wurundjeri Country
(03) 9971 2100

Melton

114 McKenzie Street,
Melton VIC 3337
Wurundjeri Country
(03) 9971 2118

Mildura

Shop G-021, Mildura Central,
Cnr 15th Street &
364 Deakin Avenue,
Mildura VIC 3500
Latji Latji Country
(03) 5021 5456

Mornington

Bentons Square Shopping
Centre, 210 Dunns Rd,
Mornington VIC 3931
Bunurong Country

Ringwood

41-43 Ringwood Street,
Ringwood VIC 3134
Wurundjeri Country
(03) 9876 0122

Werribee

Unit 25, Werribee Business
Centre, 2-14 Station Place,
Werribee VIC 3030
Bunurong Country
(03) 9314 0988

Yarraville

1 Little David Street,
Yarraville VIC 3013
Bunurong Country
(03) 9314 0988

NSW

Bidwill

26 Bidwill Square,
Bidwill NSW 2770
Darug Country
(02) 8047 0909

Broken Hill

P.O. Box 288
Broken Hill NSW 2880
Wilyakali Country
(08) 8087 9794

Dubbo

83 Wingewarra St
Dubbo NSW 2830
Wiradjuri Country
(02) 6875 6277

Glebe

37-47 St Johns Road,
Glebe NSW 2037
Gadigal Country
(02) 8047 0909

Kempsey

2/33 Smith Street,
Kempsey NSW 2440
Dunghutti Country
(02) 6562 4993

ACT

Canberra

Southlands Shopping
Centre, 71 Mawson Pl,
Mawson ACT 2607
Ngunnawal and
Ngambri Countries
(02) 6174 4883

QLD

Queensland

21 Heathfield Road,
Coolum Beach QLD 4573
Kabi Kabi (Gubbi Gubbi)
Country
(07) 5341 8208

Annecto Enterprises

Speakers Bank

81 Cowper Street,
Footscray VIC 3011
Wurundjeri Country
(03) 9314 0988

After Hours

81 Cowper Street,
Footscray VIC 3011
Wurundjeri Country
1300 487 183

You Want You Should

Shop 2/2 Graham Street,
Bacchus Marsh VIC 3340
Wurundjeri Country
(03) 5366 3020

Front Door Recycling

2A Michaels Dr,
Alfredton VIC 3350
Wada Wurrung Country
(03) 5366 3029

Kempsey Aboriginal Art Hub

2/33 Smith Street,
Kempsey NSW 2440
Dunghutti Country
(02) 6562 4993



Annecto

Support to live your life

Annecto Inc

ABN 69 045 491 808

Registration No. A 0037 563 T

Annecto Inc is the main trading arm of Annecto; responsible for delivering all of our current services. Its broad purpose is to provide advocacy, practical assistance and to build capacity for self-determination and inclusion for children and adults with a range of cognitive, physical and social abilities and their families.

Annecto Nominees Incorporated

ABN 91 305 082 403

The purpose of annecto Nominees Inc is to assist Annecto Inc in the achievement of its Purpose and Principles. Annecto Nominees Inc is also the Trustee for Annecto Trust and the Annecto Foundation.

Annecto Foundation

The Foundation was established under a trust deed to raise and receive money and donations of goods and services from the public for distribution to Annecto Inc in order to enable it to assist people with a disability or otherwise disadvantaged, or to further its Purpose and Principles.

Annecto Trust

The Trust is a capital preserved trust that provides money, property and benefits to and for Annecto Inc.

Donations \$2 and over are tax deductible. Annecto is a registered Australian body with ASIC, and a registered charity with ACNC, and have DGR status. Registration No. A 0037 563 T
ABN 69 045 491 808
ARBN 145 208 000

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