

# that's a wrap on 2020.



# sit back, get comfortable and let us take you through the year that was...



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## A message from our CEO and Chair

What a year! When FY20 commenced, no one anticipated the level of disruption we would face during the year. As we now know only too well, we faced floods, bushfires, the Disability Royal Commission (DRC), and the COVID-19 pandemic, which resulted in social disruption and an economic recession.

We are incredibly grateful to our passionate and committed staff, who went above and beyond to keep Aruma's customers and their colleagues safe and well through all these challenges. They all continued to deliver on our Purpose – supporting people with a disability to live a great life, the life they want, the life they choose.

### FY20 highlights

Despite the challenging year, there were many highlights:

- We united across Eastern Australia under a bold new name, Aruma
- We welcomed new customers and staff in all our regions
- We invested in people and systems to accelerate our excellence journey
- We embarked on a major upgrade of our iconic Summerland Farm
- We delivered a strong financial performance, ahead of budget.

Above all, we maintained our focus on our customers and our promise to always put them first.

### COVID-19

COVID-19 has been a huge challenge. Keeping 5,300 customers and 5,500 staff safe is no easy task, but our teams rose – and continue to rise – to the challenge.

- Our Pandemic Response and Crisis Management Teams met close to 100 times to manage and oversee our COVID-19 response
- We prepared well and implemented solid protocols and processes for every service, business and office location

- We deployed Personal Protective Equipment (PPE) kits to all services
- We provided additional training on infection control and the use of PPE
- Our staff were innovative and creative in supporting people in lockdown or isolation at home.

Our teams worked closely with authorities to contain an outbreak affecting a small number of staff and customers in the northern suburbs of Melbourne, at the height of that city's 'second wave'. Our thanks go to everyone who worked so hard to protect our customers and colleagues.

COVID-19 highlighted the risks faced by the disability and aged care workforces. Aruma led the disability sector with a comprehensive COVID Care allowance and pandemic leave policy to acknowledge and support our staff.

### Strategic priorities

FY20 was the first year of our 2019-2022 Strategic Plan. After a period of rapid growth, we are focusing first on excellence. We are prioritising being better ahead of being bigger. At Aruma, excellence is all about great people, quality services, efficient systems and strong customer relationships. We are making good progress!

Our Plan has six focus areas:

1. Transform to be customer-centric, operationally excellent and financially strong
2. Strengthen our core service offerings for adults and children
3. Embed an inspiring new brand and strengthen our culture
4. Develop as an 'employer of choice'
5. Prioritise customer and staff safety and wellbeing
6. Innovate for our customers.

### Being BRAVE

Our BRAVE Values shape the way we approach our work, our interactions with customers, their families and carers, and each other. We are Bold, Respectful and Authentic. We Value Teamwork and strive to be Excellent in all we do.

This year, it was so great to see so many wonderful examples of our staff living out our BRAVE Values.

### The Disability Royal Commission (DRC)

The DRC is an opportunity for Aruma, the disability sector and Australian society more broadly to acknowledge past mistakes, learn from them and take positive steps to fully respect and uphold the human rights of people with a disability.

Throughout FY20, the DRC continued its deliberations, hearings and calls for submissions, although COVID-19 impacted its schedule.

In May, Aruma, along with several other large organisations, received notices to provide information to the DRC, dating back to January 2015. We had been expecting and preparing for such a request, and given the huge disruption we faced this year, we are very thankful to all our staff who worked tirelessly to submit this information. We are committed to fully supporting the Commission's work and do all that is asked of us in an open, transparent and thoughtful way.

We look forward to continuing to support the Commission's important work.

### Reflection

The past decade in Australia has seen marked improvements in societal awareness of, and support for, the human rights and inclusion of people with a disability. There is much to celebrate!

However, FY20 presented sobering reminders of how much further we still need to travel. The evidence given by people with a disability at the DRC of their lived experiences across all life domains was deeply disturbing.

Sadly, consideration of the rights and needs of people with a disability was lacking in the Government agency planning and responses to the New South Wales and Victorian bushfires, and the COVID-19 pandemic. This reinforces the fact that inclusion is often an afterthought, rather than a central plank of policy. We urge our Governments to lead the way forward with an aspirational new National Disability Strategy for the next decade, and to resource it appropriately.

Aruma will continue to strive to fully respect and uphold the human rights of every customer, and will work proactively with Government agencies, research bodies and other stakeholders to advance the human rights of people with a disability more broadly. Aruma will continue to evolve too. By working together with our customers and their families, we are committed to continuously improving our support for people to live, work and engage with their community in the ways they choose.

### Thank you

As we continue our Aruma journey, we extend our heartfelt thanks to our many customers, to our loyal and capable staff, Board Directors and to all our supporters and volunteers. You ARE Aruma. We look forward to engaging personally with many of you (lockdowns permitting!) and hearing first-hand about your experiences, needs and priorities.

We hope you enjoy reading some of our highlights from the past year.



Andrew, Aruma's CEO and Candice, Chair of the Board.



**It's official. We're one year old! It's quite the milestone, and we couldn't celebrate US without first celebrating U - our customers!**

# happy birthday to U and US!

23 July 2020. That was the date of our first birthday. Can you believe it? We've been Aruma for an entire year.

When you think about the combined history of the organisations that went into making Aruma, we may actually be the 'oldest' one-year-old on the block!

Our heritage is still at our heart - it always will be. We're proud to have been founded by two trailblazing families - Lionel and Dorothy Watts, who together created House with No Steps, and E.W. 'Bill' Tipping and his wife Marjorie, who brought The Tipping Foundation to life.

Over the past year, we've harnessed the determination and vision of our Founders.

We made a promise to you - our customers. This promise was to always put you first, and we're so thankful that you've joined us on what's been quite the journey.

It's been rocky at times - with floods, catastrophic bushfires and a global pandemic, our BRAVE Values were really put to the test.

Despite this, there have also been highlights that are definitely worth celebrating. In addition to our first birthday, we welcomed new customers and staff, improved the way we do things, and raised the bar higher for people with a disability.

It's been a BIG year and we made it through together. And we're looking forward to continuing to work together to shape the future of disability supports.

**Did you catch our ad on TV? With the help of \$1million in free ad space our ad was seen over 60 million times!**

**The faces of Aruma are our customers and staff. You can read their stories as you flick through the pages. Enjoy!**



## Keeping everyone safe through natural disasters and a global pandemic

**Unprecedented. That seems to be the word most commonly used to describe the past year. Here's how we got through it together...**

No one could have anticipated the level of disruption we'd face this year. There have been floods, catastrophic bushfires and a global pandemic. Throughout all of this, our focus was on keeping our customers and staff safe.

### The bushfire season

Last summer, Australia experienced some of the worst bushfire conditions in history.

Many of our customers and our staff across Southern New South Wales, South East Victoria and parts of Queensland were directly impacted. Sadly, some lost their homes.

For their safety, a number of our services were evacuated, and throughout all the chaos, there were true displays of our BRAVE Values.

Our staff pulled together and worked tirelessly to keep each other, and our customers safe. They went above and beyond – even when their own homes, and the homes of their loved ones, were under threat.

When we put a call-out for back up in affected areas, staff from right across the country (78 of them to be exact) raised their hand and were willing to travel to help their colleagues in any way they could. Fortunately, there was an onset of milder conditions and the fire threat was reduced. Because of this, we didn't need to send any of our staff into the affected areas.

We're so grateful for the commitment of all our staff on the ground, our Work Health and Safety team and other key personnel who got us through these catastrophic conditions.

**Just as we were all recovering from the fires, COVID-19 hit...**

When the COVID-19 pandemic first started to unfold, we knew the nature of the virus put everyone at Aruma – staff and customers – at risk.

We set up a Pandemic Response Team led by Laz Cotsios, our Chief Operating Officer, to manage the day-to-day impacts of the pandemic. A Crisis Management Team, made up of the Executive Leadership Team, was also set up to oversee the organisation's response.

Managing this crisis was, and continues to be, a challenge. With Government restrictions being introduced – and changing – quickly, we needed to be agile and adapt to the evolving circumstances. This meant some tough decisions were made – including closing or winding back some of our supports and businesses.

As the pandemic evolved, we made sure that our staff had the information they needed at their fingertips. Updates and resources – including protocols, processes and access to additional training – were constantly added to the COVID-19 hub on our internal intranet.

Customers and their families received frequent updates through their support staff and information sent directly to their email inboxes. Our website and social media channels also became a 'source of truth' for our COVID-19 protocols and updates.

### Preparation was absolutely key...

With the scale of the pandemic, we made sure we were prepared in case any staff member or customer contracted the virus.

Our first positive case came in early April 2020. It was a Support Coordination customer in Northern New South Wales who had not had any face-to-face contact with Aruma staff or other customers.



The spread of the virus in Victoria meant that further positive cases were inevitable, but that's where our preparation kicked in – we made sure that we continued to refine our protocols and processes. We also set up local Rapid Response Teams, which we deploy to assist local services in hot zones where there is a suspected or positive case of COVID-19.

### Our work with National Disability Services (NDS) and leading unions throughout COVID-19

One of the things we're most proud of is the work we undertook with NDS and leading unions during the early stages of the pandemic.

We recognise the amazing work Support Workers do, especially during such uncertain times. We wanted to make sure staff across the disability sector had the support they needed to continue to provide the essential services our customers needed. So, to acknowledge the commitment of Support Workers, we lobbied Governments for a package of support.

Aruma chose not to wait for Government funding to introduce one of the key elements of the support package. This was a temporary allowance that recognised the increased risks and responsibilities that our Support Workers face when supporting a customer with a suspected or confirmed case of COVID-19.

We value our staff enormously and believe this was the fair and right thing to do. It was also a first for the disability sector – Aruma led the way!

### Aruma and JobKeeper

In other positive news, Aruma applied and was eligible for JobKeeper payments in round one of the funding package. This meant that all Aruma entities, except for the transferred Victorian services, were eligible for payments from April through to September.

JobKeeper was vital for us and for our staff. Our monthly wages bill is around \$32 million. And with so many services and businesses closed or wound back, our income was down.

Without JobKeeper, we wouldn't have been able to pay everyone's wages. We would have had to stand down hundreds of staff. Thankfully, we were able to keep staff employed and supporting our customers.

### Our COVID-19 Leave Policy

Last, but not least, we also introduced a new COVID-19 Leave Policy. This Policy applied to all Support Services staff across Adult and Children's Services who were not eligible for JobKeeper payments or for those who did not consent to receive JobKeeper payments.

Staff are able to tap into this special leave if they are impacted by the virus in a number of ways. This includes having to self-isolate due to possible or confirmed exposure, direction from Aruma not to work due to a confirmed or suspected customer case, or if they're impacted by the closure of our services due to the virus.

COVID-19 is far from over. It'll continue to bring challenges, but we're confident that with the focus on the safety of our staff and customers, and the strong governance we have in place, we'll be able to handle whatever comes our way.

## Our Purpose

This is why we exist. It's what brings us joy and what will keep us going both now and into the future.

**our  
purpose,  
our reason  
for being**



**Supporting  
people with a  
disability to live  
a great life, the  
life they want,  
the life they  
choose.**

**Our promise is to always put our customers first. Here's how we're doing just that...**

# keeping our promise to our customers



**you.first**

We're all about our customers. After all, they are the reason we exist. Understanding their changing needs and wants is so important – it helps maintain our customer-centred culture across our organisation.

Here are some of the initiatives we've been undertaking this year to make sure we keep our promise of always putting our customers first.

## **Understanding the journeys our customers take with us**

We've continued work on our customer journey mapping – the path our customers follow, right from their initial enquiry through to service provision.

After mapping this, we focused on building our understanding around customers' pain points – what steps in the process were more challenging than they should be.

With that knowledge, we've spent the past year working to improve their experience.

We've made enhancements to the tools and processes we use to on-board customers. This ensures that we really understand their needs and goals early on, and match them to staff that have the right skills, experience and personal profile.

We've also started to delve into the journey of our Supported Employees. We want to get a better understanding of what attracts them to Aruma as a workplace.

## **Continuing to build a customer-centric culture**

We're constantly making sure our customers remain front and centre of every decision we make.

Sometimes simple things act as constant positive reminders. For example, Board, Committee, and even some team meetings now include a customer story. These stories focus on the challenges people with a disability can face and the role Aruma plays in supporting them.

Starting meetings like this ensures that the tone is set and that we always have our customers front of mind.

## **Expanding our customer feedback program**

Feedback is a gift and we want to ensure that our customers have regular opportunities to tell us what we do well and where we can improve.

That's why this year, we invested in a Customer Experience Management platform. This platform helps us automate the feedback process – it sends customers a survey when they reach a particular stage of their journey with us.

So, for example, they might get a survey when they first enquire about a service, and then when they choose us as their service provider, and so on.

This approach will help us consistently learn from their feedback and ensure we can continuously improve all aspects of our services.

**It's crucial we have the right leaders in the right roles. Why? It's these leaders that our staff look up to – they guide and empower their teams.**

## strengthening our workforce

Achieving consistent, customer-focused excellence is tough in such a challenging, fast-moving environment like the disability sector. To rise up to the challenge, we knew we needed to develop our leadership capability and approach.

We made sure we had the leaders who were experts in their fields, and we did this in two ways...

### **Restructuring and strengthening the Executive Leadership Team**

We recently created three new roles, and welcomed three new faces, to our Executive Leadership Team.

**Linda Justin joined us as our Chief Customer and Practice Officer in August 2019.** Linda is the 'voice of our customer' at the executive table. She's leading the charge on evidence-based practice excellence, customer safeguarding, advocacy, research, strategy, and customer experience.

Linda's an experienced community sector practitioner and researcher and brings a deep and genuine passion for the human rights, dignity and wellbeing of our customers to Aruma.

**Also joining in August 2019 was our General Counsel and Company Secretary, Gina Georgiou.** She spearheads improvements in our governance practices and regulatory compliance.

Gina is also our in-house legal counsel and is providing legal oversight of our Disability Royal Commission work. She's a senior corporate lawyer with extensive leadership experience in the delivery of legal, corporate governance, regulatory, risk and compliance services in the private, public and not-for-profit sectors.

**In February 2020, Laz Cotsios was appointed as our Chief Operating Officer (COO).** He heads up operations across our Adults Services, Children's Services and Businesses. He's also leading our journey to becoming a truly customer-focused and operationally excellent organisation.

Laz brings deep operational and transformational leadership experience to Aruma, having held various executive leadership roles in major Australian organisations.

These new faces joined Aruma's existing team of passionate leaders. Together, they're leading our diverse organisation well into the future.



### **Restructuring and filling key Senior Leadership roles**

We also welcomed the following senior managers to the Aruma team.

#### **Aaron Waller, General Manager, Enterprise Risk**

Aaron, an experienced leader in risk management, joined Aruma in August 2019. In a role crucial to our organisation, he's responsible for enterprise and operational risk, project risk and assurance, compliance (including assurance and obligations mapping / management), crisis management, business continuity, and contact administration.

#### **David Speyer, Executive General Manager for Victoria**

Responsible for Adult Support Services in Victoria, David joined Aruma in October 2019. Prior to this, he spent 13 years at Vision Australia – 10 years as Chief Financial Officer and over two years as General Manager, Commercial and National Services.

#### **Cathy Leftwich, General Manager, Therapeutics Supports**

Cathy joined the team in December 2019 to guide and deliver Early Childhood Intervention, Behaviour Support and Clinical Services across the entire organisation.

She has over 20 years' experience in the health and community sectors, including working with children and customers with complex needs.

#### **Ashley Creighton, General Manager, Safeguarding and Practice Excellence**

Responsible for enhancing the safety and quality of care for all our customers through driving quality assurance, and improvement and practice development, Ashley joined us in April 2020. He comes with a strong leadership and strategy background grounded in human rights.

#### **Heidi Clarris, General Manager, Customer Experience, Strategy and Advocacy**

Heidi joined us in June 2020 with a diverse career spanning research, insights and customer experience. She's responsible for leading the design and implementation of Aruma's customer strategy and framework. She's also focused on ensuring we always keep our customers front and centre.

#### **Birgitte Carmody, General Manager, Children's Services**

Birgitte's a familiar face at Aruma – she joined the team in February 2012. As a result of her strong leadership and guidance in the development of children's services focused on better outcomes and quality of care for children and their families in Queensland, Birgitte was appointed as General Manager, Children's Services in April 2020. She is now responsible for Children's Services nationally.

## Meet Benny

**Lismorites will tell you, Benny 'The Ram' Muldoon's a local legend. He tells us, "Well, I've been in Lismore (in New South Wales) 54 years, so I'm well known around here!"**

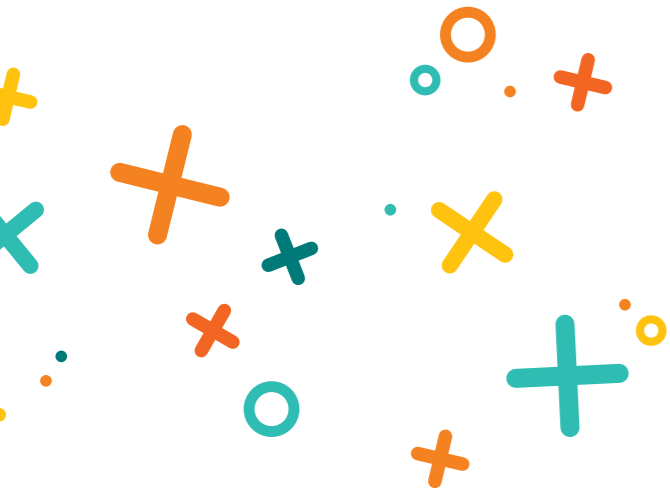
When he's not cheering from the side-lines of a Marist Brothers Rams match (in a full Ram suit) or celebrating a Lismore City Rugby Union Club win down at his local Rous Hotel, you'll find Benny serving up delicious produce at the restaurant at Summerland Farm.

This year Benny celebrated 36 years at the farm. He actually started working there when he was just 18 years old!

His favourite part of his job is meeting new people and making them laugh. "I like to make them happy so they can go and tell others: 'They've got great service out there. There's a funny dude called Benny. He'll look after you!'"

**"I like to make them happy so they can go and tell others:**

**'They've got great service out there. There's a funny dude called Benny. He'll look after you!'"**



**After more than a decade of growth and change, we're now a robust and diverse organisation. And this year we had the honour of welcoming new customers and staff.**

## a big "hi there" to new customers and staff

**5,300.** That's the number of customers we're privileged to support.

**5,500.** That the number of staff that make up the Aruma team.

We've certainly grown over the past decade, and this year was no different. We welcomed even more customers and staff to the Aruma family in Queensland and Victoria.

### **Hello to new customers and staff in Victoria**

Over the past few years, State Governments have been transferring their disability services to providers like us. And we've been putting up our hand to take on these services.

From July to August 2019, we welcomed approximately 550 customers and 620 staff, across 62 Supported Independent Living (SIL) homes, and five Short Term Accommodation and Assistance services (STAA) from the Victorian Government.

We wanted to hear feedback directly from our transferred customers and colleagues, so in March 2020 we asked them how they found the experience.



We're proud to say that overall people were happy with the transfer experience and they had positive first impressions of Aruma.

For customers it was smooth sailing, with many not even noticing the change of provider. Feedback showed strong relationships between customers and their direct support staff, who were often identified as the first person a customer would approach for assistance.

For staff, the transfer was more involved – they had to learn our systems while also managing the transition to the NDIS. The enthusiasm and the professionalism they showed was amazing. They banded together and helped each other through the learning process. It was a great example of teamwork and showed what a good fit our new team members were with our BRAVE Values. Their feedback also showed us that they're keen to grow professionally and undertake further training.

So, why and how did we seek this feedback? It's important that we constantly ask how we're doing – how else will we improve?

As for how – we worked with an independent research organisation with interviewers skilled in working with people a disability. The interviews were optional and face-to-face.

We also partnered with three other transfer providers to design the approach – collaborating and learning from each other was key.

We had planned to ask for additional feedback, but COVID-19 limited our ability to do so. We're looking forward to providing our transferred customers the opportunity for face-to-face feedback again in the near future.

### **Another hello to new customers and staff in Queensland**

In October 2019, transferring across from The Salvation Army, we welcomed 81 customers and 107 staff in Brisbane and Toowoomba.

In the lead-up to the transfer, The Salvation Army had been looking at their entire disability service portfolio. They wanted to do right by their customers, and felt it was in their customers' best interest to find a disability services specialist to take on these services.

Aruma was chosen as the right fit for their Brisbane and Toowoomba services. Our two organisations worked closely together to ensure a smooth transition for all involved.

"We were, and are, committed to ensuring people live a great life – the life they want, the life they choose. We felt very privileged to have been chosen by The Salvation Army to take on their services," said John Jensen, Aruma's Executive General Manager Queensland.

**At Aruma, we respect, protect and promote the human rights of people with a disability.**

## we're human rights warriors

Championing human rights is in our DNA – it's something that runs through the veins of everyone at Aruma.

And our Human Rights Committee is just one of the ways we keep human rights front and centre. The committee draws on the experience and knowledge of some incredible minds – it's made up of customers, staff, Supported Employees, family and carers of those we support, and members of our board.

They meet every three months, and tackle things like:

- Improving awareness of human rights across our organisation and the communities we're part of.
- Providing opportunities to discuss ethical and rights issues.
- Shaping our policies to ensure human rights are front and centre.

Over the past year the committee has achieved some impressive things including reviewing; Mistreatment, Exploitation, Abuse and Neglect (MEAN) incidents reported by our staff, working hand-in-hand with our Learning and Development team to develop training around how to run a human rights-based service, and of course the annual Human Rights Conference, which is a highlight each year.

Here's a little more on the 2019 Human Rights Conference...

Our annual Human Rights Conference is a chance for us to learn from each other, share stories, have fun, and celebrate what makes you, you!

The conference was held on 10 December at our very own Summerland Farm in Alstonville, New South Wales. The theme was 'Communication: We hear you'.

We learnt a lot about the different communication aides and supports out there – the technological advancements are mind-blowing.

We listened to two customers, Elyce and Kobi, who shared their stories of how important it is to have a voice and to be genuinely listened to.

We're all about raising the bar higher. We know communication is an inherent right for everyone – we all deserve to have a voice, to have control and to have a choice.

The conference was lived streamed, and you can still check it out by visiting [thestreamingguys.com.au/production/aruma-101219](https://thestreamingguys.com.au/production/aruma-101219).



# listening to our staff

**Our dedicated staff make Aruma, and we're deeply committed to listening to their feedback.**

Our Pulse Survey is the formal way we capture our staff feedback. It gives us a broad picture of our strengths and areas of development, as well as insights into how we can continuously improve as both an employer and a service provider.

In December 2019, 1865 staff (that's over 34% of the organisation) took part in our Pulse Survey.

A clear highlight was that following our new brand launch, the number of staff who felt aligned to our Purpose increased. We also saw a 15% increase in the behaviours of staff being guided by our BRAVE Values.

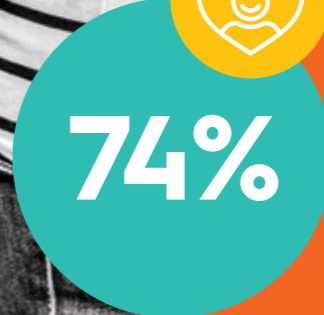
Another highlight was when asked how likely staff were to recommend Aruma as a place to work, nearly one quarter of staff rated Aruma a 10 out of 10!

There are definitely things we could be doing better, and we're listening! For example, we know there has been a lot of change at Aruma these past few years, so we're ensuring we continue to focus on change management.

We're also making it a priority to continue to invest in our services, encourage innovation, and find better ways to share information across teams.



1865 staff gave their feedback. That's over 34% of the organisation.



Our passion index. That's how engaged our staff are feeling.



**“I’m an  
outgoing  
person  
now!”**

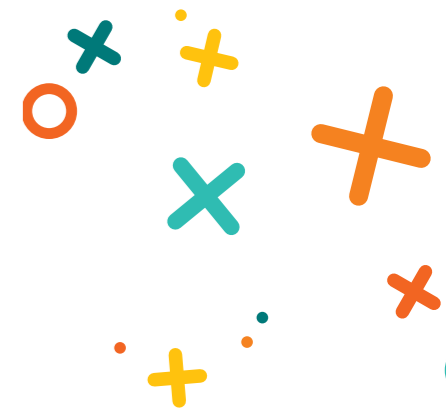
## Meet Corinne

Corinne made a brief cameo in our Aruma launch TV ad, but where she’s the bonafide star is in our Belrose Packaging Business!

Corinne started in Packaging in April 2019 and says being a Supported Employee has helped her in many ways – particularly in making new friends.

“We go out and have a social gathering – sometimes it’s the movies, sometimes lunch,” she said.

Corinne also attributes her job at Aruma to helping build up her confidence. “I’m an outgoing person now!”



### Our Values

We will pave the way, raise the bar higher and be change makers. We are more than a service provider. We are bold and courageous. We are brave.

value  
teamwork  
we do things  
together

excellent  
we do  
things  
well

**bold**  
we  
speak  
up

**respectful**  
we respect  
each other

**authentic**  
we do what  
we say

**Our Head Office has been a landmark of Sydney's Northern Beaches for over half a century. It's now time for a new chapter.**

## a new future home for our Head Office

Our Head Office in Belrose, in Sydney's Northern Beaches, has a long history. It dates back to 1965 when the New South Wales Government granted 2.5 acres of Crown Land to House with No Steps Founders, Lionel and Dorothy Watts.

Since 1965, we've grown and changed, and so too have the buildings at Belrose - many have been repurposed.

Today, given the changes to our business operations and the way we deliver supports, as well as the growth in our back-office teams, we've outgrown the premises.

So, we successfully negotiated with the New South Wales Government to secure the land title transfer of both our Belrose site and a business site at Bantry Bay to Aruma.

A condition of the agreement is that we must sell the Belrose property and use the proceeds to further our Purpose of supporting people with a disability to live a great life. This means relocating to more appropriate premises and reinvesting the remaining funds into new, innovative, and technology-focused services.

We have three years to sell the property so we're taking the time to consult with our customers, families and our staff, and to evaluate new service models.



**Our Belrose site originally included a rehabilitation hostel called the 'Dorothy Watts Vocational Training Unit', a wheelchair factory, and a workshop.**



**Our Beliefs define what we truly care about. They're what we stand for and what we aspire to be. They summarise what inspires us and what we're trying to achieve.**



**we believe...**

  
in fundamental human rights.

  
that everyone deserves to be heard, included and valued.

  
an inclusive world is a better one.

everyone has ability, ability equals possibility.

  
in working together to achieve.

  
people should live the life they choose.

in excellence in everything we do no matter how big or small.

  
in profit for purpose.

we can be epic, the future is boundless.

  
we believe in you.

**‘You’ve got to start with the customer experience and work back toward the technology – not the other way around.’  
– Steve Jobs.**

## new and better systems and processes

What does a Steve Jobs quote have to do with Aruma?

Well, at Aruma we’ll always put our customers first. And our focus on our customers also includes the tools that we use as an organisation. You see, by improving and updating our technology and systems, we also improve our offering to our customers.

Staff and customers have told us that they don’t want staff losing valuable time on administration. That’s why we’ve invested in systems that make the job easier so that our frontline staff can spend more of their time supporting our customers.

Here’s an overview of the improvements we’ve seen over the past 12 months.

### SCOUT

SCOUT – our new Customer Relationship Management system – stands for Service, Customer, Outcomes, Understanding and Transformation.

The system makes it easier for staff to be clear about our customers’ needs by having all customer data and documentation – like goals, agreements, any activities and appointments –

in the one place. The system also allows staff to record the progress made towards a customers’ goals.

SCOUT will integrate with other key Aruma systems such as RITEQ (our scheduling and rostering tool) and our finance tools.

The system is being rolled out in stages in order to support staff through the changes. It’s already being used by staff in the Southern New South Wales and Sydney. Staff across the rest of New South Wales, Queensland and Victoria are up next.

### RITEQ

RITEQ is our updated electronic roster and timesheet system, which the majority of our organisation is now using. It links to our payroll system and allows our schedulers to quickly see who may be available to fill vacant shifts if someone is unwell or needs to take unexpected leave.

The roll out of RITEQ brings a more consistent approach to how we manage scheduling, rostering and payroll across the country. Staff across Queensland, New South Wales and the ACT are now using RITEQ, and Victoria is up next!

### Periscope

There are platforms that allow you to record and report incidents, but many are not nuanced to the disability sector. Periscope has been developed for the disability sector and with the NDIS in mind.

It allows staff to easily record incidents, work health and safety hazards, and feedback (including complaints and suggestions for improvement). It then automatically notifies relevant leaders in the organisation what’s been recorded.

The system was previously used by staff in Victoria and it’s been progressively rolled out across Aruma since early 2019.

Periscope also has useful reporting – we can now see if there are any trends occurring. And if there are, we’re able to quickly investigate and put in place appropriate measures, such as training or recruitment. We can also use reports to support the individual needs of our customers.

### Tableau

We know that sharing data and insights across our organisation helps us plan. And Tableau gives us access to analytics to help us make both long-term, strategic, and day-to-day and practical decisions.

For example, as well as providing consistent financial reporting, it also provides insights into sales and customer reporting and stats on our workforce. Tableau was also used heavily during the 2020/21 budget preparation process.

### PowerBI

Similar to Tableau, PowerBI is a tool that provides us with useful data.

The system allows us to easily analyse and share insights across the organisation, while maintaining data accuracy, consistency and security.

Staff right across the organisation use PowerBI. Our Enterprise Insights and Data team use it to visualise data, our HR team use it to gather data on our staff (such as staff numbers, roles and locations), our Facilities team use it to prioritise maintenance and repairs, and our Fundraising team can use it to track the success of their campaigns.



**Thanks to \$6 million in funding, we're making some pretty impressive changes to our farm.**

# the evolution of Summerland Farm

Summerland Farm is a well-loved (and well-known), multi award-winning destination in Alstonville, New South Wales.

The farm truly has something for everyone - you can taste the region's delicious produce, take home a memento of the North Coast from one of our boutique retail outlets, meet the new farm animals (did someone say miniature donkeys?!), or simply relax on our 238 acre slice of paradise.

We're incredibly proud of Summerland Farm, and feel privileged that we can also employ 114 Supported Employees.

The first stage of the upgrade includes an extensive expansion of the farm's macadamia dehusking facility, infrastructure like roads and parking, and amenities in the original nursery and retail hub. We're adding a new park-side café, introducing some furry, feathery farm friends, and an Adventure Park for little ones (and for the young and heart).

Once all that's complete, a smaller extension will follow. We'll see an expansion of our tourism attractions, which will create a further 50+ jobs for people with a disability.

The revamp is possible thanks to the \$6 million in funding we received from a Federal Government grant (called Building Better Regions Fund) and the generous support of local donors, Cawleys Cottage Auxiliary and David Lindsay.



**Summerland Farm was established by one of our founding families, Lionel and Dorothy Watts, in the '70s.**



## Meet Simone

**Simone, who hails from Geelong, Victoria, is known for her determination, her generous spirit, and for being a proud mum to a six-year-old kitty named Buster.**

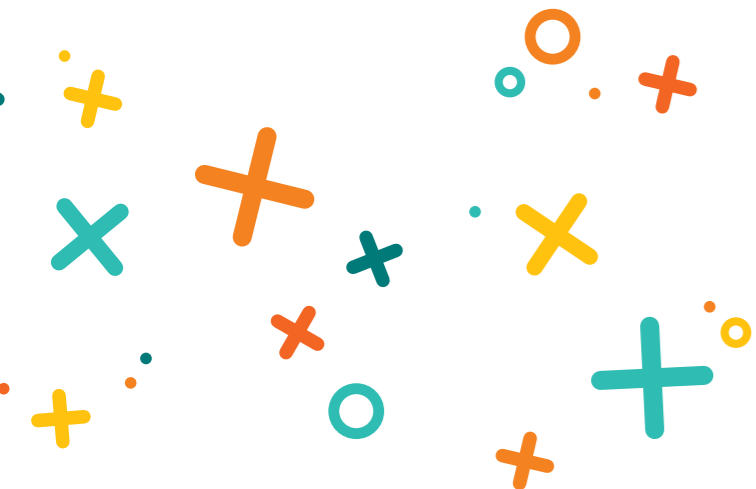
She's an avid supporter of our organisation and is very keen to raise awareness of Aruma in Victoria.

Simone's also passionate about helping others with a disability, which she channels into volunteer work and her role at the Victorian Electoral Commission.

Despite all her work and dedication, Simone is incredibly humble. On International Women's Day she received the 'Living with a Disability' award at the Greater Geelong '2020 Women in Community Life Awards'.

"I didn't think I deserved it. There are other great women out there living with a disability, doing the same things I am."

**"I didn't think I deserved it. There are other great women out there living with a disability, doing the same things I am."**



# a glance at our financials

Over the past year, our revenue grew by 41% to \$486m with a net profit of \$42m.

The growth in revenue was driven by the acquisition of disability services from the Victorian State Government and The Salvation Army, the transfer of Crown Land assets from the NSW State Government and JobKeeper payments during the COVID-19 pandemic. This money will be re-invested in the new financial year to drive better outcomes for our customers and furthering our Purpose. Our net assets also increased by 59% to \$114m.

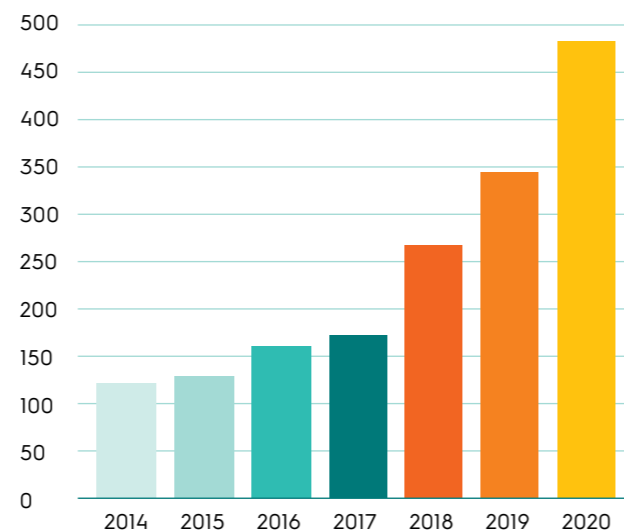
Take a peek here at some of the highlights of our financials.

Read our full Financial Report at [aruma.com.au/about-us](http://aruma.com.au/about-us)

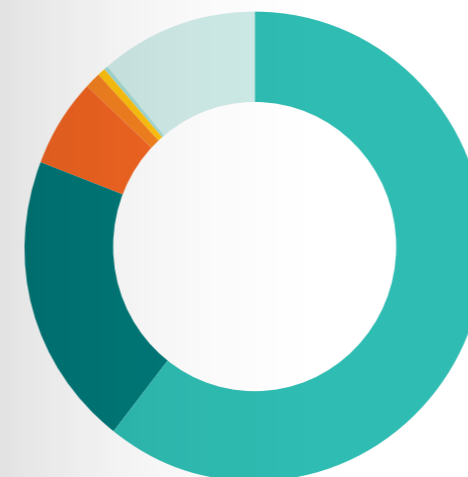


**\$486**  
million  
FY20 revenue

Revenue (millions)



Revenue resources



- **NDIS** - \$294 million
- **Government** - \$99 million
- **Other services** - \$30 million
- **Sales of goods** - \$5 million
- **Fundraising** - \$3 million
- **Sundry** - \$1 million
- **Other income\*** - \$53 million

\* Dividends, interest, profit on sale of shares, discount on acquisition, Transfer of Crown Land, Grant income, JobKeeper funding.



here's to  
another  
year,  
with you.

arUma.