



**indigo.**

**Annual Report  
2022/2023**



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## About us

Indigo’s experienced health professionals help people of all ages choose and access equipment, technology and services for their independence and wellbeing.

We offer services across Australia and manage the National Equipment Database (NED), the nation’s largest assistive devices database with more than 27,000 products available for people to search, find and buy. In addition, Indigo is the national provider of the Australian geat2GO program funded under the Commonwealth Home Support Program.

### Key services include:

- Assistive technology (devices and equipment) advice, assessment, prescription and provision
- Allied health (occupational therapy, physiotherapy and speech pathology) services
- Home Modifications
- Services for schools to assist students participate and learn, and
- Professional training.

## Our Vision, Purpose and Values

### Our Vision

A community where everyone is able to make genuine and informed decisions on how to live independently.

### Our Purpose

To provide affordable, individualised and nationally competitive allied health, assistive technology and home modification solutions to enable and enhance independent living in the community.

### Our Values



**Integrity:** Carry out agreed actions through honest communication, efficiency and extensive knowledge.



**Passion:** Showing that we believe in what we do through warmth and enthusiasm.



**Creativity:** Having the courage and willingness to explore alternative options and the commitment to give things a go.

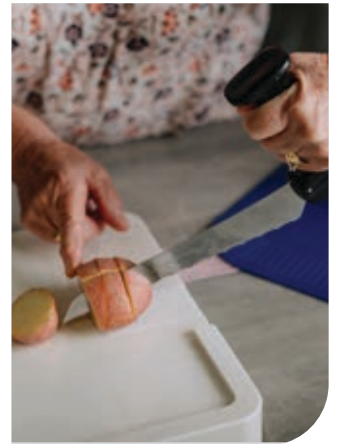


**Together:** We are not all the same, we are equal; and our commitment is to work in partnership with others.

# Year in Review

NED equipment offer increased to

**27,000 products** from over **4,000 suppliers**



**778,000 page views\*** of the **National Equipment Database (NED)**

online from 156,000 users \*reporting framework updated to accommodate Google G4



**Home modifications were provided to 704 clients**

to support ageing in place and increase safety.



**9 students supported**

through clinical placement, with a number of new graduates employed at Indigo

**23% increase in Indigo staff**

(FTE) for which the People and Culture Team facilitated recruitment.

**We helped 4230**

**Commonwealth Home Support Programme recipients** with 12,838 hours of service

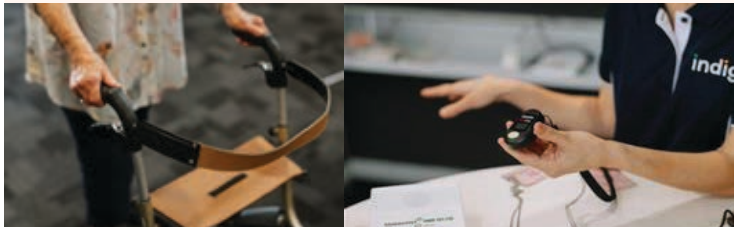
Our geat2GO customers recorded an average **satisfaction rate of 9.3 out of 10**

on our overall performance.



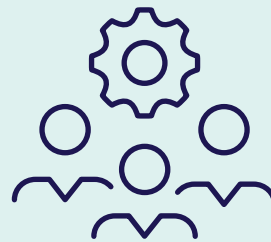
**20,000 Telethon Family Festival attendees**

were provided an opportunity to test Assistive Technology and Augmentative and Alternative Communication devices at Indigo's Exhibition booth.



## Over 128,000 helpful assistive devices and equipment

were provided to **nearly 50,000 people** **Australia-wide** through the WA and Australian Goods Equipment and Assistive Technology (GEAT) program.



## 79 updates to geat2GO platform

delivered by the Digital Services team to bring additional functionality and enhancements to the service.

**Facebook reach of 373,000 people** with **9% increase in engagements** from last year.

## Nearly 100,000 visitors to the Indigo website

who viewed over 210,000 pages

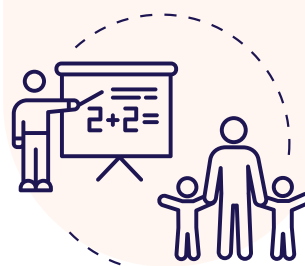


## Our Schools Team worked with 9 schools

supporting staff and students in the use and application of communication devices.

## All first year students

in Edith Cowan University's Occupational Therapy course and Curtin's Occupational Therapy and Speech Pathology courses received Assistive Technology Experience Sessions delivered by Indigo occupational therapists and speech pathologists.





## Chairperson and Chief Executive Officer's Report

The 2022/23 financial year represented another of considerable growth in funding and operations; with the subsequent challenge of staff resourcing, systems and administrative support requiring attention to ensure Indigo continues to best prepare for changes to the aged care and disability services sectors anticipated over the next two years.

In our second year as national GEAT provider, more than 50,000 people nationwide were provided over 128,000 pieces of goods and equipment, a three-fold increase on the previous year. The service and supporting platform underwent a number of business improvements including addition of assembly and installation options for some product types, expansion to include provision of equipment to Home Care Package recipients in emergency circumstances and the addition of new prescriber categories. Further enhancements are planned for the next two years, and the success of the platform to date has seen funding confirmed to extend through to July 2025.

A business review effected in December 2022 saw the creation of specific operational areas in Business Support, Marketplace and eCommerce, and GEAT to support the continued growth. Conversely, March 2023 saw cessation of the Occupational Therapy Driving Services, which despite a number of changes continued to prove financially unsustainable to deliver. Occupational

Therapy, Speech Pathology and Schools services remain under the Disability Services team structure, with strategies in place to grow these services in a sustainable way.

Staff and operational changes required significant recruitment activity via our People and Culture Team, with Indigo experiencing a 23% increase in staff levels over the course of the year. The skills, knowledge and attitude of staff play a critical role in achieving our customer-centric approach, and sourcing and supporting exceptional staff continues to be a priority across our organisation. A new reward and recognition strategy was developed to provide greater scope in celebrating high-performing staff, with new systems implemented in the areas of learning management and clinical training.

It is a testament to the commitment and professionalism of our staff that they have continued to focus on the provision of excellent customer service and clinical outcomes during this time of growth and change. For many, workloads were increased during periods of high demand and through the introduction of new systems to improve utilisation and efficiency measures, and we would like to acknowledge and thank staff and senior management for their ongoing efforts.

Two members of the Indigo board stepped down of the course of the year: Cate Thomas and Ralph Gore, a former Chairperson with 22 years' service to the Indigo board. We would like to acknowledge their contribution to Indigo's strategic direction and continued success and thank them for their valued service.

We were also provided the opportunity to reflect upon and acknowledge our founder, Freda Jacob with the dedication of our new building at 7 Tully Road as Freda Jacob House. At an opening event with board members, staff and members of Freda's family, we were joined by Federal Member for Perth, the Hon Patrick Gorman MP to formally recognise the important role Freda played in the creation of the Independent Living Centre (later becoming Indigo and our partner organisation Independent Living Assessment, iLA), and the significant impact she had on the broader sector of occupational therapy and support for assistive technology. We seek to continue her legacy as we look forward to realising our vision of enabling greater independence across the community.

A great year with a number of achievements that all associated can be proud of and we look forward to the opportunity in 2023/24 to building on the continued success.

**Chairperson**  
**Wayne Stone**

**Chief Executive Officer**  
**Steve Glew**

# Key Services and Achievements

## Aged Care Services

Under the Commonwealth Home Support Program, the Aged Care Services team continued to work across the three services areas of Allied Health, Home Modifications, and GEAT provision. The Allied Health team of occupational therapists and physiotherapists delivered 15,400 hours to 3033 clients across Western Australia. Part of this service delivery included 20 assessments for assistive equipment and devices for remote Aboriginal communities in the Ngaanyatjarra Lands of the Western Desert. Supported by a local community support coordinator, Indigo Allied Health professionals provided remote assessment via TEAMS video chats and mobile phones, with adapted processes to ensure customers' understanding. The Home Modifications team provided modifications to over 704 clients' homes across regional and metropolitan WA. In addition, the Aged Care Services team continued to support Home Care Package providers in delivering allied health services on an ad hoc basis.

## Disability Services

Formerly Specialised Allied Health Services, this area underwent a full business review in the first half of the year to ensure its long term sustainability. As a result of the review, the existing Occupational Therapy Driving Assessment and related services ceased in March 2023, with Occupational Therapy, Speech Pathology, and Schools services continuing. The review made recommendations for a revised business development strategy and business process improvements to improve utilisation levels and facilitate long-term sustainable growth. Indigo's Schools team continued to provide contracted services to 9 schools, supporting staff and students in the use and application of communication devices to assist in learning.





## geat2GO

Indigo continued to provide GEAT across Australia as the national GEAT provider, with over 128,000 pieces of assistive technology and equipment supplied to 55,000 clients across the country in 2022/23. The primary purpose of the geat2GO program is to ensure equity of access to consumers, no matter where they live. It allows older people living across Australia regionally, remote, and in cities, to access helpful devices and equipment to continue living independently and make daily tasks easier.

Indigo's local GEAT program and geat2GO are both occupational therapist-led, clinical wrap-around models that provide end-to-end support to aged care assessment teams, occupational therapists, physiotherapists, and other allied health professionals around Australia with prescribing and accessing optimal assistive technology solutions for their clients. Indigo is committed to the continuous improvement and expansion of geat2GO, which over 2022/23 included the delivery of significant platform and business process improvements, the launch of assembly and installation options for certain types of assistive technology equipment, the addition of new prescriber categories, and the provision of equipment for assigned or approved Home Care Package recipients in emergency circumstances. Indigo has been confirmed as the national GEAT provider until July 2025, in line with extensions for CHSP providers to enable continuity of services with the delayed introduction of the Support at Home program.

## Clinical Excellence

The newly created Clinical Excellence team was further expanded over 2022/23 to provide a centralised resource across the organisation for both clinical governance and support.

Over the course of the year, the team further developed the clinical governance framework overseen by the Quality Care and Advisory Body and through the Equipment Review Group continued to assess and select new products appropriate for clients across all Indigo operations.

The team provided clinical support including providing information and advice on assistive technology to clients and service providers, reviewing clinical rationale for complex equipment requests, and conducting follow up calls to GEAT clients post-delivery of equipment.

## Telethon Funding – Giving Children a Voice

In March, Indigo was a grateful recipient of a Channel 7 Telethon Trust grant for the *Giving WA Children a Voice* project. As a result of the funding, Indigo is now able to provide a broader selection of leading-edge equipment and accessories in the Indigo Experience Centre with the purchase of thirteen new augmentative and alternative communication (AAC) devices. The new AAC equipment provides children with complex communication needs the opportunity to test, trial, and access the right assistive technology for them, with support from the Disability Services team, to enable informed choice and control over selection of their communication devices.





## Education Partnerships

Indigo continued its support for the education and professional development of students in Occupational Therapy, Speech Pathology, and Physiotherapy through the delivery of information sessions and seminars. In May, Indigo allied health staff partnered with Curtin University to host a Zoom seminar with physiotherapy students from Josai University in Japan. Together with a translator, Indigo staff walked through some of the assistive technology available in Indigo's Experience Centre, and discussed best practice regarding mobility aids, lifting and transferring, and manual handling.

Indigo occupational therapists and speech pathologists delivered Assistive Technology Experience Sessions to students from Edith Cowan and Curtin Universities' Occupational Therapy and Speech Pathology courses as part of an ongoing arrangement to support their curriculum. Indigo hosted 9 students on clinical placements from Edith Cowan and Curtin and over the course of the year welcomed new graduates to the organisation. Indigo continued its partnership with UWA and the McCusker Centre for Citizenship to take part in their internship program, hosting three students who contributed to delivering several special projects in learning and professional development, resources to assist disability services clients, and research to support Indigo's National Equipment Database.



## Dedication of Freda Jacob House

Indigo and iLA honoured their founder, Mrs Freda Jacob, with the official opening and naming of Freda Jacob House in East Perth as the new headquarters for iLA and Corporate Services. In December, Hon. Patrick Gorman MP, Indigo Board Chair Wayne Stone, iLA Board Chair Wes Smith, members of Freda's family, Board members and staff, and representatives from many of our partner organisations unveiled a plaque naming the building as part of the official opening. Freda founded the Independent Living Centre in 1977 as a not-for-profit assistive technology information and advisory service. In 1981, she became the first occupational therapist in Western Australia to receive the Member of the Order of Australia in recognition of her remarkable service to the Occupational Therapy profession. The Indigo and iLA Boards and staff were pleased to recognise our founder and acknowledge her significant work through this important event.





## Business Development and Sales

The Business Development and Sales team provided procurement, contract management, and sales support to geat2GO, undertaking category and supplier relationship management with our numerous Supply Partners, and delivering ongoing support to Indigo's Equipment Review Group. As part of the successful application for Channel 7 Telethon Grant funding, the team also sourced an array of augmentative and alternative communication (AAC) devices and equipment, bringing together the largest range of contemporary equipment of this type in the State. The Business Development and Sales team also provided support to internal business units in the identification and assessment of strategic opportunities for expanded service delivery models.

## Marketplace and e-Commerce Team (MET)

The Marketplace and e-Commerce Team continued development of Indigo's e-commerce platform that underpins the National Equipment Database (NED), LiveUp, and geat2GO, with a number of application programmer interfaces (APIs) delivered by the technical team together with the Digital Services team. MET facilitated a number of performance enhancements to NED, including migration to a new hosting platform in early 2022/23 which resulted in a significant increase in reliability and speed. The number of products available on NED increased to 27,000, with the team facilitating product data upload, testing, and supplier connection to e-commerce functionality. Further enhancements include additional information on individual product fields to allow customers, assessors, and prescribers to more easily compare similar products against selected criteria.

## Events and Expos

Indigo continued our customer and stakeholder engagement through participation in industry events and expos throughout 2022/23. The Disability Services team showcased the variety of services Indigo provides with exciting assistive technology and AAC devices on display at the Source Kids and Disability Connection Expos, connecting with many thousands of attendees. Indigo allied health professionals also attended the Care and Ageing Expo in August, with over 2000 attendees provided the opportunity to engage around new equipment and services available to assist with independent living. Indigo's Schools team returned to the Telethon Family Festival held at the RAC Arena, with many provided the opportunity to explore assistive technology options and play interactive games on our AAC devices, including EyeGaze technology. This year also saw Indigo support the Australian Technology Suppliers Association Expo held in Western Australia as a principal sponsor. This two-day event allowed Indigo staff to share assistive technology solutions with attendees, including a focus on the latest in accessible gaming, with team members also contributing to the concurrent speaker program.

## Digital Services

Indigo's revised Digital Services team continued to provide support for Indigo and iLA across traditional ICT functions of hardware/software, technical support, and cyber security across both organisations, further improving upon our Microsoft Security Score to become an industry leader. Furthering the 'digital first/cloud first' strategy for Indigo and iLA, the team delivered significant upgrades bringing additional functionality to the geat2GO platform, development of a new web application for LiveUp, integration of internal systems through API development and delivery, and extensive business intelligence reporting.



## People and Culture

Indigo saw a 23% increase in staff (FTE) for which the People and Culture team facilitated recruitment, with 89 new employees onboarded. In addition, recruitment and onboarding support for iLA's growth of 7% was provided. Diversity of staff has further increased with over 21 new employees identifying from CALD groups (18 speaking languages other than English) and 14 new employees identifying as someone with a disability, supporting our workforce to be better enabled to support customers who also come from diverse backgrounds. Gender equity across the organisation was further supported in 2022/23 with an improved gender ratio across all role classifications, and the 2023 Workplace Gender Equity Report showing negligible pay gender gaps to slightly in favour of women compared to industry standards. Development of a reward and recognition strategy to better recognise and celebrate our people's achievement was implemented with enhanced strategies to attract and retain talent. Investing in the professional development and growth of our staff was a top priority with the implementation of a new Learning Management System and the creation of a Clinical Training Fund to ensure our allied health professionals provide the very best clinical care.

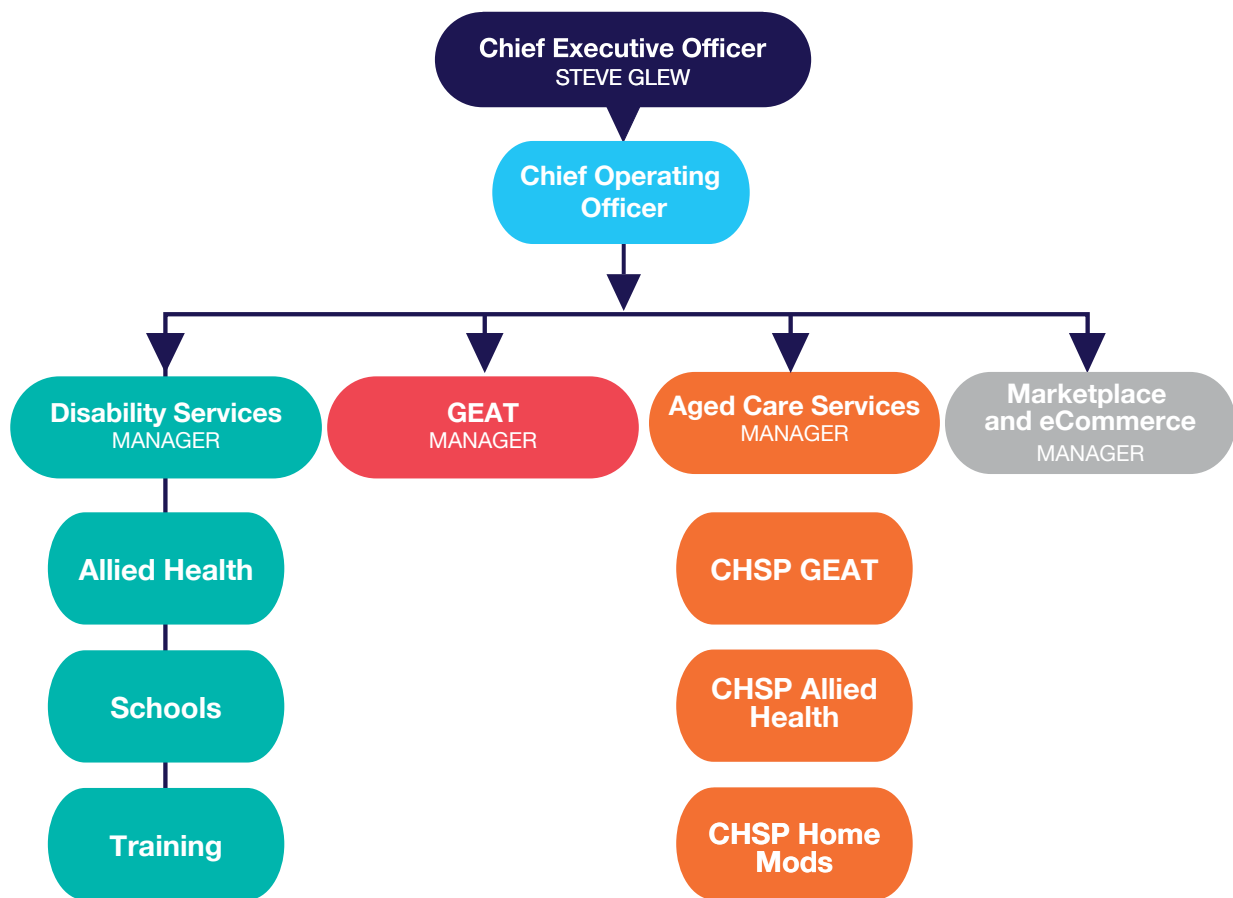
## Quality and Risk - Gap Analysis and Audit Program

The Quality Team subcontracted Aged Care Management Australia to conduct a gap analysis for Indigo against the Aged Care standards in May. One key strength identified as part of the project was the organisation's ability to self-identify issues and set plans for continuous improvement, with a number of recommendations arising that will be addressed next financial year. An audit program was developed for 2023/24 with scheduled internal audits focused on incident management systems, privacy and confidentiality, risk management, and regulatory compliance.

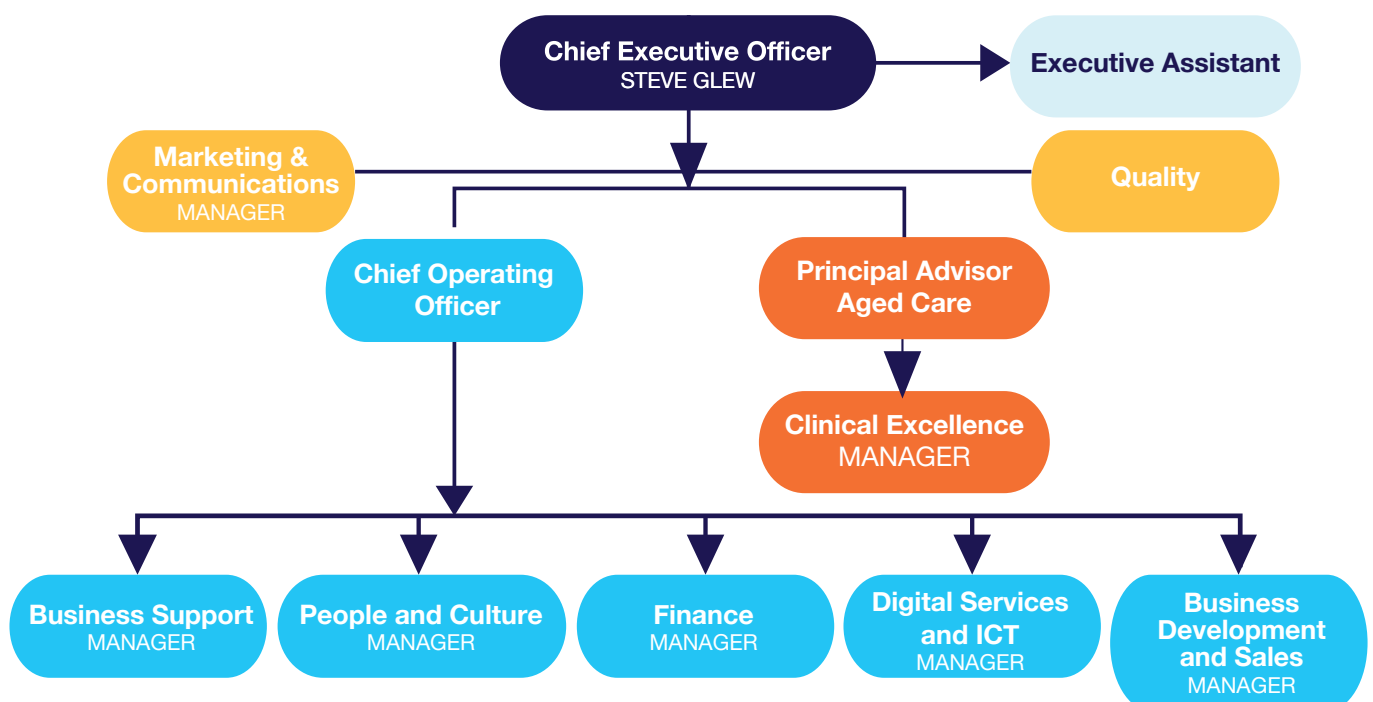


# Organisational Structure

## Indigo Operations



## Indigo Office of CEO/Corporate Services



# Our Executive Team

Indigo's Executive Team makes operational decisions for the organisation. Following a restructure in December 2022, additional service areas were created to reflect our operations across GEAT as the national provider of geat2GO and management of the e-commerce platform used across geat2GO, iLA's Live Up program and the National Equipment Database (NED).



**Chief Executive Officer**  
**Steve Glew**

Steve joined Indigo as the Chief Executive Officer in March 2018. Steve brings a wealth of experience to the role having worked in senior executive positions for more than 15 years. Prior to his appointment at Indigo, Steve was an Executive Director at the Department for Child Protection and Family Support and has held roles at the Department of Education and Training where he gained experience managing teams working with the disability sector.



**Chief Operating Officer**  
**Nick Wood**

Nick is an experienced senior executive, having most recently been the Chief Operating Officer and Chief Financial Officer with the Telethon Kids Institute for more than 7 years as well as leading Corporate Services and Business Services with the Western Australian Local Government Association for 10 years.



**Principal Advisor Aged Care**  
**Joanne Lister**

A highly successful Management Professional with a track record of delivery in the Aged Care, Disability and Health industries, Joanne has 30 years' experience in the not for profit sector with portfolios covering all regions of Australia including remote and regional areas.



## Teams and Services

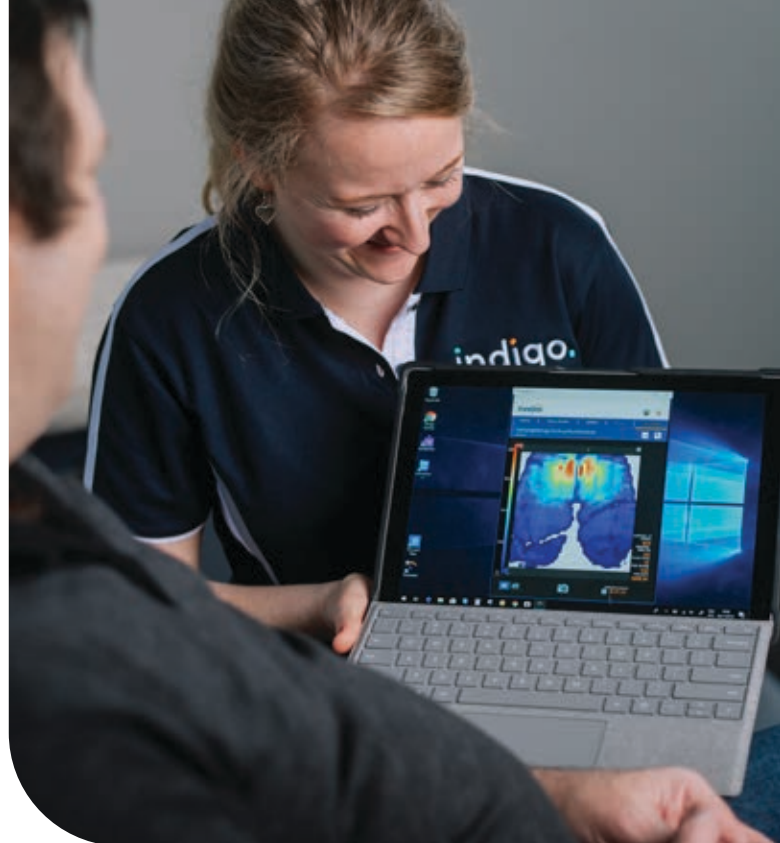
### Aged Care Services

Facilitates services funded under the Commonwealth Home Support Program across three separate areas.

Allied Health Services comprise Occupational Therapy and Physiotherapy with individual services. The allied health service assesses consumers and puts plans in place to maximise their independence and connection within the community with a wellness and reablement focus. This may include the instigation of exercise programs to increase strength, organising and training in the use of assistive technology, or arranging for modification of the client's home environment through home modifications. Services are available State wide, including the use of telehealth in remote and rural Western Australia.

The Home Modifications service provides modifications in all rural areas (excluding the Wheatbelt) as well as South West Metropolitan Perth. Types of modifications include the installation of rails, ramps, nonslip flooring, and the like.

Goods, Equipment, and Assistive technology services provide equipment prescribed by assessors, occupational therapists, physiotherapists, and speech pathologists across all aged care planning regions in Australia through our geat2GO portal. The types of products include small devices to assist in daily activities of living such as dressing aids; to personal alarms for safety, security, and independence; all the way through to more complex equipment such as mobility and showering aids.



### Disability Services

Offers services to clients under the NDIS or people with disability seeking self-funded services. The team includes health professionals in the areas of Occupational Therapy and Speech Pathology, with individual services including assessment and advice to clients on the many ways in which to regain and maintain functionality and independence in their lives. These may include changes to the home environment or advice on performing everyday activities, advice, and provision of aids and technology to suit individual needs. Speech pathologists work with specialised communication technology which includes eye-gaze technology, electronic aids such as iPad apps, or dedicated communication devices, and non-electronic aids such as communication books and boards. Through individual contracts, speech pathologists and occupational therapists work with a number of Western Australian schools to support staff to maximise their students' use of assistive technology, including augmentative and alternative communication (AAC), literacy, and device training.

### Clinical Excellence

Created to ensure services are provided at the highest quality and follow best practice in implementation of clinical governance and clinical support activities.

Newly expanded to provide a centralised resource across the organisation for both clinical governance and support, this team comprises customer service officers and occupational therapists. Through the Equipment Review Group



(a subcommittee of the Quality Care and Advisory Body), the team is responsible for reviewing the types of equipment and aids recommended to customers and developing resources to support the use of equipment and testing new products. Clinical support includes the provision of information and advice on assistive technology to clients and service providers, reviewing clinical rationale for complex equipment requests, conducting follow up calls to GEAT clients post-delivery of equipment and engaging in research by partnering with universities.

### **Training**

Develops and delivers quality training and professional development workshops, drawing upon the organisation's extensive experience as a leading assistive technology service provider. Training is tailored to meet the specific needs of the disability, aged care, health, and special education sectors with topics including Assistive Technology, Augmentative and Alternative Communication, and Inclusive Technology in Schools. Currently, the team provides training to first year students in Occupational Therapy, Speech Therapy, and Certificate IV in Education Support across TAFE, Curtin, and Edith Cowan Universities.

### **Building and Facilities Management**

Ensures whole-of-lifecycle management of all buildings, plant, equipment, and vehicles owned or leased across Indigo and iLA to ensure effective asset management, achieve optimal value for money, and to provide fit-for-purpose built infrastructure for staff and customers.

### **Business Development and Sales**

Formerly a part of the Business Innovation Team, the Business Development and Sales team incorporates a new procurement function with a focus on the sustainable growth of the organisation, effective category and supplier relationship management, together with sales of Indigo services and products. Working closely with all areas of service delivery, the Business Development and Sales team assesses the viability of new or expanded opportunities to grow the organisation and better service our clients, as well as working together with the Marketing Team in facilitating a coordinated approach to stakeholder engagement.

### **Digital Services**

Previously Information and Communications Technology (ICT) Team, Indigo's expanded Digital Services team reflects Indigo and iLA's growing need for software development and management of digital projects. The team comprises four key activity areas: business intelligence and apps; web application and development; ICT operations and security; and digital projects. The team works across both Indigo and iLA to develop and support geat2GO, LiveUp, NED, and Keep Able programs with activities including software and website development and support.

## Finance

Supports and enables the delivery of high quality and compliant financial planning and management across Indigo and iLA. Under an evolving business partner model, the Finance team provides technical advice and professional support with budgeting, financial modelling and decision support activities for staff to assist with planning and managing financials as well as ensuring relevant compliance and legal requirements are met.

## Marketplace and eCommerce Team

Formerly a part of the Business Innovation Team, the Marketplace and eCommerce Team guides development of the national GEAT e-commerce platform that underpins the successful geat2GO, National Equipment Database (NED) and LiveUp programs for Indigo and iLA.

The team facilitates development of both internal and external Application Programmer Interfaces (APIs) to better connect areas of operation and bring improved functionality for the platform.

In addition to support, data management and auditing across the platform for all programs, the team is responsible for management, development and growth of the NED.

## Marketing and Communications

Responsible for development of strategies and campaigns to increase awareness of Indigo, promote activities and achievements to the broader community and encourage participation in our services. The team offers information, support and advice to individual operational areas on ways to best communicate with customers and stakeholders to develop a consistent approach to engagement.



## People and Culture

Responsible for ensuring that contemporary and effective recruitment, onboarding, learning and organisational development, staff wellbeing and employee relations functions are delivered across Indigo and iLA. In addition, the team engages in staff engagement, workforce planning and development, coordination of Work Health and Safety and injury management as well as compliance and reporting according to legislative requirements. A current focus this year was on performance optimisation, supporting learning and leadership growth and supporting change management across the two organisations.

## Quality and Risk

Focused on revitalising Indigo and iLA's Quality Management System, an expanded Quality team has been established to review and improve all areas of quality management including the organisations' feedback/ incident management system, controlled document management system, continuous improvement culture, audit management, data retention and regulatory compliance.



# Our Board

At the March 2023 meeting, Board Member and Deputy Chairperson Ms Cate Thomas resigned from the Board after serving as a member since 2016. At the October 2022 meeting, Mr Ralph Gore resigned from the Board. Mr Gore had been a Board Member of the Independent Living Centre since 1999, serving as Chair from 2007-2012 and remaining on the Board of ILC, then Indigo and iLA for another 10 years. In 2020, Mr Gore's contribution to both organisations was recognised with life membership to Indigo.

## Board Members



**Chairperson**  
**Wayne Stone**  
General Manager,  
Provider Networks,  
HBF



**Deputy  
Chairperson**  
**Wayne Belcher**  
OAM



**Secretary**  
**Kunal Malhotra**  
Assistant Director,  
College of Law



**Treasurer**  
**Evan Salt**  
Founder and  
Managing Director,  
Your Choice  
Disability Plan  
Management



**Ian Sloan**  
Director, Tango



**Irene Mooney**  
Chief Executive  
Officer, MYVISTA



**Wes Smith**  
Chief Financial  
Officer, Capricorn  
Society Ltd



**Claire Cooke**  
Business Manager,  
Telethon Kids  
Institute

# Our Board

## Life Members

Ms Julie Carr  
Mr Jim Ellis OAM  
Mr David Gribble  
Mr Ron Back  
Ms Robyn O'Callaghan  
Ms Irene Mooney  
Mr Ralph Gore  
Mrs Melissa Bramley

## Honorary Member

Dr Ken Michael

## Clinical Governance Committee

Irene Mooney

## Board Finance and Risk Committee

Evan Salt  
Wayne Belcher  
Claire Cooke  
Steve Glew  
Nick Wood

## Governance and Innovation Sub-Committee (SteerCo)

Ian Sloan  
Wayne Stone  
Wes Smith  
Evan Salt  
Steve Glew

## Our Supporters

With sincere thanks to our supporters who make providing services to the West Australian community possible every day:



Government of Western Australia  
Department of Communities



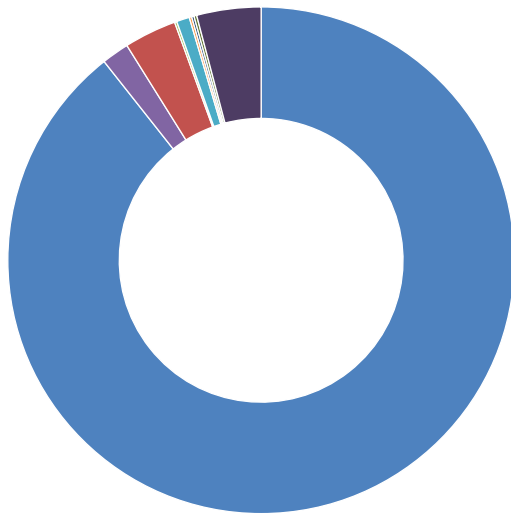
Australian Government  
Department of Health and Aged Care



Australian Government  
Department of Social Services

## Revenue

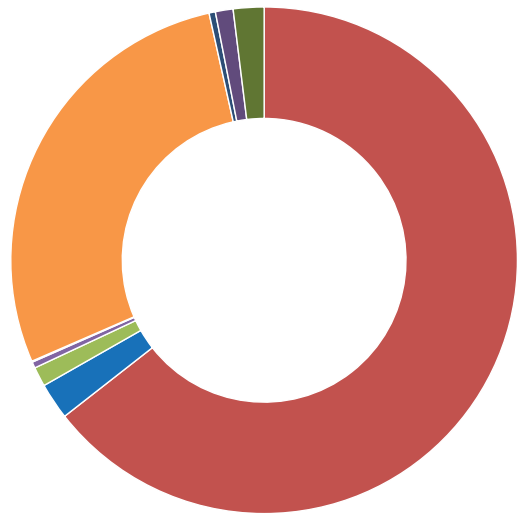
**\$43,256,982**



- Commonwealth CHSP
- Customer Co-contributions
- Consultancy
- Sales and Hire
- Other Grants
- Lotterywest
- Interest
- Sale of Assets
- Other Income

## Expenditure

**\$42,821,577**



- AT Equipment Brokerage
- Information Technology
- Insurance, Communications and Marketing
- Property Costs
- Capital Spend
- Staff & Consultants
- Travel and Motor Vehicles
- Depreciation
- Other Expenses

## Contact us

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[www.askned.com.au](http://www.askned.com.au)



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