



**Jigsaw**

Shaped by action.

**Annual Report FY20**

October 2019 - September 2020

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# Paul Brown

## Jigsaw CEO & Co-founder

Jigsaw came into FY20 in a strong position and despite the year's challenges, we continued to extend our reach and impact. The standout achievements were: opening Jigsaw Brisbane, refining and articulating our model, and designing Jigsaw Connect to transition job-ready Jigsaw graduates to mainstream employment.

Jigsaw has a goal of a national presence, to build a broader group of business customers to facilitate our work, impact new communities, and demonstrate to government that this is a scalable model. At the start of FY20, we opened our doors to the Brisbane community with 19 trainees commencing in March. Thanks in particular to The Bryan Foundation and the Westpac Foundation for their support, which allowed us to take the first step on our national expansion plan towards six hubs to create 1,000 traineeships and 600 award wage jobs.

We first started Jigsaw to rethink the way we prepare people with disability for work. To develop the model, we worked back from the end goal - transition to mainstream employment. Our document and data management business creates the environment for a structured training program, the ability to experience employment at award wage, to test yourself and then go on to progress your career and have a long-term, sustainable outcome in a mainstream job. By August 2020, we had a well articulated three-tier model (Academy, Digital and Connect) which had a positive response from our community.

When COVID-19 hit, the biggest impact was to Digital, the business arm of Jigsaw. Our corporate clients moved off site and there was uncertainty around budgets. However, this period gave us the opportunity to develop our online offering of Jigsaw Academy's training program, to be able to operate in a lockdown environment. Online training allowed business continuity and demonstrated the importance of our essential services for a lot of people, leading to a strong period of intake for us while other providers closed, unable to go online.

Fortunately we had already put a lot of focus on the content and framework of our training program and were already using a learning management system, so we were well prepared.

For me, the power of the Connect tier of our model was encapsulated in a moment when I was walking in Sydney's CBD near Westpac's HQ. I saw a group of Jigsaw graduates with Westpac badges on, walking out to lunch with other workers. Thinking back on the journey they've been on with us and the hard work they have put in, and seeing them step out and be independent, brought home to me that this is the change we're trying to influence.

In FY21 our focus will be on continuing our national expansion into Melbourne and Adelaide and fully developing Jigsaw Connect to scale successful transitions to mainstream employment. As we grow, the experience I had seeing our graduates at Westpac surrounded by and blending in with everyday workers, could be happening in workplaces all over Australia. That's really the driver all of us.



## Highlights

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315

people with disability reached in FY20

252

people with disability accessed training at Jigsaw

46

people with disability employed at award wage within Jigsaw

11

people transitioned to mainstream employment

25

business clients

- Opened Jigsaw Brisbane in March with 19 trainees, growing to 48 after the first six months. After 10 years of Fighting Chance designing and building social enterprises, this is the first location outside Sydney, and outside NSW.
- Appointed our Expansion Manager Tim Sprey, and the Brisbane team, who have done a phenomenal job implementing Jigsaw in a new location whilst their physical access to support from Sydney was cut off due to border closures.
- Pivoted to online training for our Sydney trainees during the period of lockdown from COVID-19, allowing continuity of service. We further developed our online training platform, which supported community engagement and intake in new locations.
- Started community engagement in Melbourne despite extensive COVID-19 lockdowns and enrolled 10 Melbourne-based trainees online.
- Pitched Jigsaw's finalised three-tier model to our community to strong support.
- Worked with Impact Generation Partners to embark on a capital raise for continued national expansion.
- Designed and started to test Jigsaw Connect .

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# Operating model

Jigsaw's "prepare for work, through work" model





# Hayley Wass

## Jigsaw Trainee

Hayley is one of Jigsaw Brisbane's original trainees. She started when Jigsaw opened in Mt Gravatt in March 2020.

When Hayley joined Jigsaw, her confidence was low, she experienced anxiety in new situations and when meeting new people, and found it very difficult to interact in group settings. When she first met the Jigsaw team prior to starting, she did not say more than two words at a time, despite encouragement from her mother, Paula.

Day by day, Hayley has felt increasingly reassured by the safe, judgement-free atmosphere and supportive staff and peers. Her progress has been immense.

Hayley says "I've built my confidence and formed friendships. I'm focusing on my professional communication skills as they will help me in my ultimate goal of securing mainstream employment and thriving in the workplace. I now have better workplace relationships and can see when appropriate communication with other people at Jigsaw helps us do our jobs better. It's good to put my skills into action."

Her mother Paula remarks on the transformation she has seen since that first meeting nearly a year ago: "Hayley has come so far since she has been with Jigsaw, the program and staff have made such a difference."

**"I've built my confidence and formed friendships. It's good to put my skills into action."**



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# Tammie Usher

## Community Engagement Lead

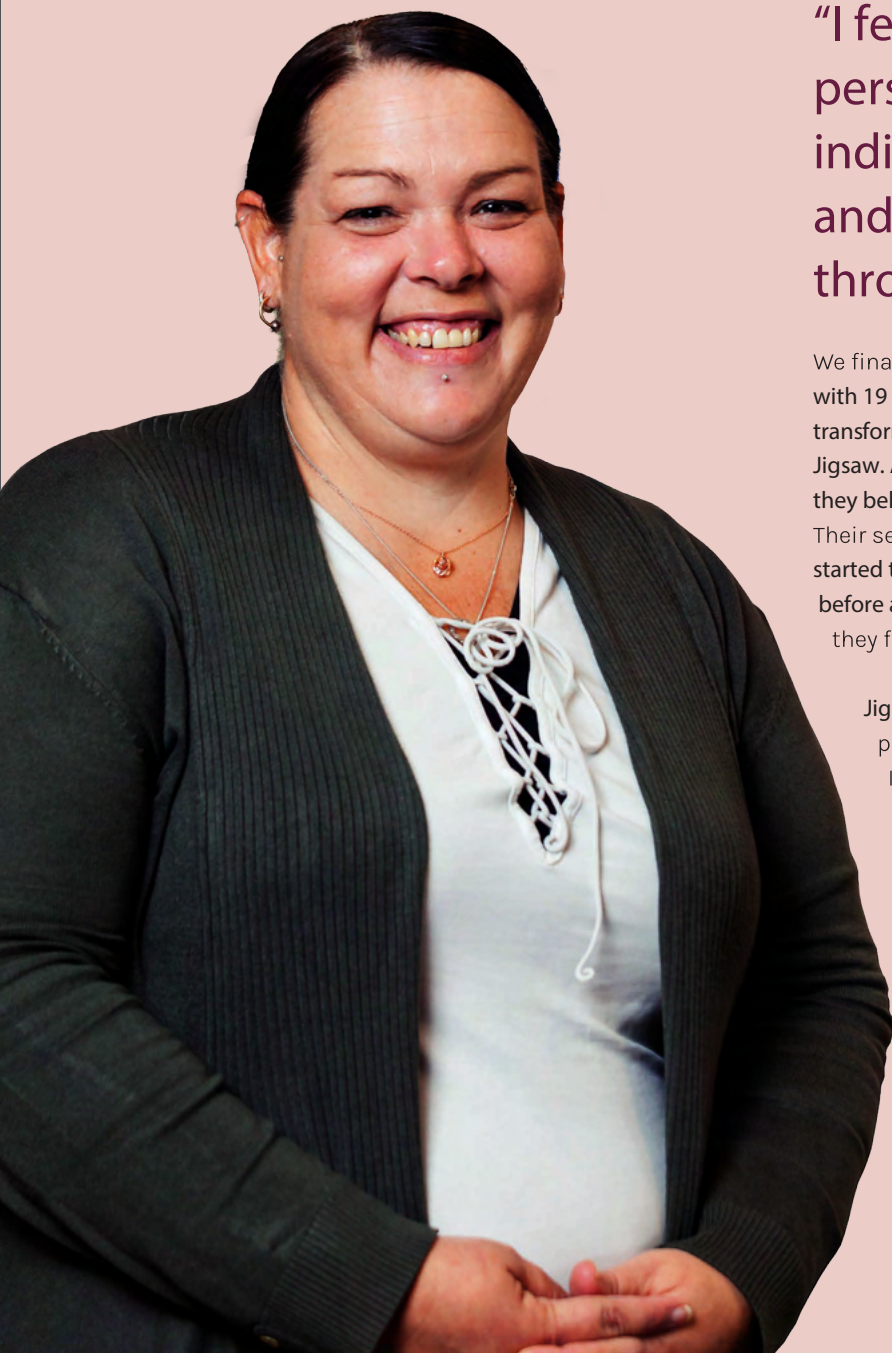
In January 2020, I began working at Jigsaw as a community engagement lead. At this point in time, Jigsaw Brisbane had yet to open and was in the start-up stages of a service in a whole new state - an experience quite different from that of an established hub. I spent the first three months working from my dining room table cold-calling people to promote a program that was unknown. It was definitely challenging!

Building trust and rapport with families was so important and it was amazing when they invited me into their homes. I met some lovely, but very vulnerable people who had barriers with communication, self-esteem, self-worth and lack of confidence. Many families understandably had doubts because their hope had been broken from previous providers promising the world. I wanted to prove we were different, we cared.

**“I felt like I was making a personal commitment to individuals and families and I was going to follow through with it.”**

We finally opened our doors in the last week of March with 19 very anxious trainees. I saw how quickly they transformed within the hub once they started with Jigsaw. All of a sudden, people who had never felt like they belonged anywhere had a safe place to come. Their self-worth and confidence started to grow, they started to develop friendships they had never had before and they engaged with our trainers because they finally felt that they were being listened to.

Jigsaw teaches work skills, but it also changes people. I've seen individuals change first-hand. I've watched them become happier, more fulfilled and find a purpose. This is what is special to me and this is what fills my heart. Jigsaw Brisbane is changing lives and I feel honoured that I have been a part of the journey from the beginning.

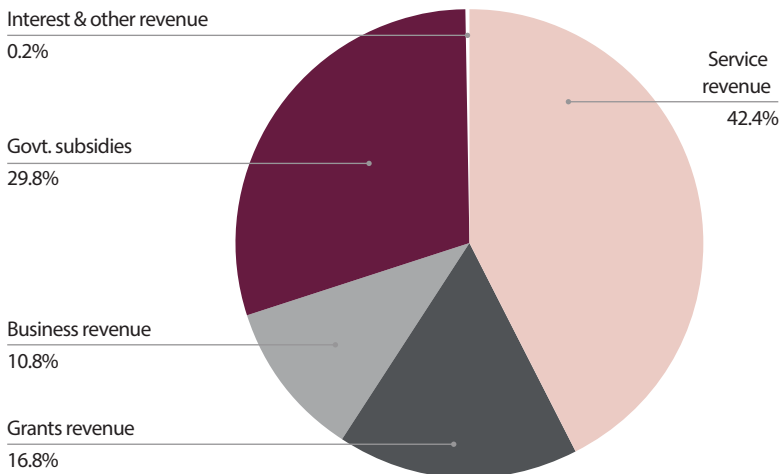


# Financial summary FY20

**Jigsaw's FY20 financial** results demonstrate the strong financial position we were able to hold during the economic instability of the COVID lockdowns and how we are positioned for growth for FY21. For the financial year, Jigsaw returned a positive comprehensive income of \$434,539 and a closing cash balance of \$809,236. Whilst both service revenue and business revenue were interrupted by the COVID lockdowns, Jigsaw was able to establish the new Brisbane hub and prepare for additional openings in FY21 to continue to grow the business. It is important to note that administration costs were kept to only 14.6% of total expenditure, with the majority of expenditure on service delivery (84.6%).

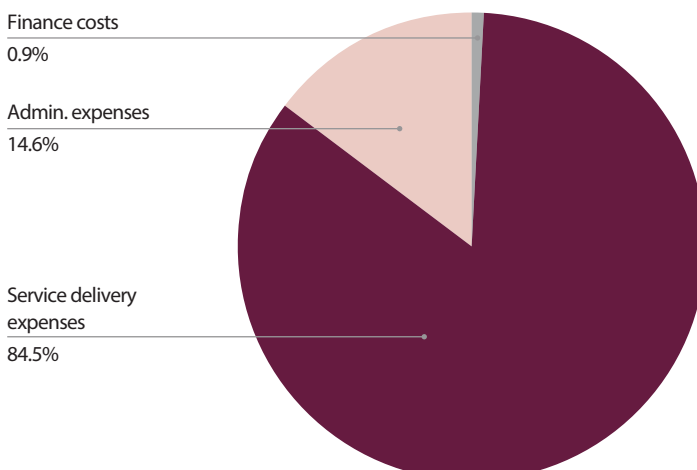
Rayni Gauci, CFO, Fighting Chance

## Where the money came from



Service revenue \$1,843,413  
Individuals pay fees to receive services, predominantly funded by NDIS  
Business revenue \$467,280  
Revenue received from trading activity  
Grants revenue \$728,816  
Grants received from trusts, foundations, government and the private sector  
Government subsidies \$1,297,000  
Income received from government  
COVID-19 subsidies including JobKeeper  
Interest & other revenue \$10,304

## Where the money was spent



Service delivery expenses \$3,308,034  
Money spent delivering services to our participants, predominantly employment expenses  
Administration expenses \$570,365  
Expenses associated with administration and overheads of running Jigsaw  
Finance costs \$33,875  
Interest paid on loans and leases



## Statement of comprehensive income

For the period ending 30 September 2020

Revenue	\$AUD
Service revenue	1,843,413
Business revenue	467,280
Grants revenue	728,816
Government subsidies (COVID-19)	1,297,000
Interest & other revenue	10,304
Total revenue	4,346,813
Expenses	\$AUD
Administration expenses	(570,365)
Service delivery expenses	(3,308,034)
Finance costs	(33,875)
Total expenses	(3,912,274)
Surplus for the year	434,539
Other comprehensive income	-
<b>Total comprehensive income</b>	<b>434,539</b>



## Statement of financial position

As at 30 September 2020

<b>Current assets</b>	<b>\$AUD</b>
Cash and cash equivalents	809,236
Trade and other receivables	535,964
Other	35,302
<b>Total current assets</b>	<b>1,380,502</b>
<b>Non-current assets</b>	<b>\$AUD</b>
Property, plant and equipment	255,401
Right-of-use assets	1,448,410
<b>Total non-current assets</b>	<b>1,703,811</b>
<b>Total assets</b>	<b>3,084,313</b>
<b>Current liabilities</b>	<b>\$AUD</b>
Trade and other payables	191,104
Contract liabilities	245,825
Borrowings	10,905
Lease liabilities	166,377
Employee benefits	178,456
<b>Total current liabilities</b>	<b>792,667</b>
<b>Non-current liabilities</b>	<b>\$AUD</b>
Trade and other payables	68,007
Borrowings	417,105
Lease liabilities	1,348,858
Employee benefits	23,137
<b>Total non-current liabilities</b>	<b>1,857,107</b>
<b>Total liabilities</b>	<b>2,649,774</b>
<b>Net assets</b>	<b>434,539</b>
<b>Equity</b>	<b>\$AUD</b>
Retained surplus	434,539
<b>Total equity</b>	<b>434,539</b>

# Our Financials

## Statement of cash flows

For the period ending 30 September 2020

Cash flows from operating activities	\$AUD
Income received from service delivery, grants, donations & fundraising	4,096,234
Payments to suppliers and employees	(3,397,463)
Interest income received	2
Interest paid on leases	(28,277)
Interest paid on borrowings	(5,598)
Net cash provided by operating activities	664,898
Cash flows from investing activities	\$AUD
Purchase of property, plant and equipment	(149,958)
Net cash used in investing activities	(149,958)
Cash flows from financing activities	\$AUD
Proceeds from borrowings	433,318
Repayment of borrowings	(5,308)
Repayment of lease liabilities	(133,714)
Net cash from financing activities	294,296
Net increase in cash and cash equivalents	809,236
Cash and cash equivalents at the beginning of the financial period	-
<b>Cash and cash equivalents at the end of the financial period</b>	<b>809,236</b>

An independent audit of Jigsaw's financial accounts for FY20 was conducted by:

**Rupaninga Dharmasiri**, Partner  
**LBW & Partners**  
Level 3, 845 Pacific Highway  
Chatswood NSW 2067  
(02) 9411 4866

If you would like a copy of the full Financial Report please call us on 1300 166 734.





### Stephen Cake

#### Chair

Thirty five years experience across international businesses including global acquisitions and strategy for Energy Developments Limited and M+A Director, International Power plc. Qualified as a lawyer in the UK (LLB from University of London).



### Laura O'Reilly

#### Founder & Director

Co-founder and strategic visionary of the Fighting Chance group of social enterprises. Member of the NSW Disability Council 2012 - 2015. MA in History from the University of Cambridge. Lived experience of disability as a sibling.



### Tim Powell

#### Director

Director roles at Korn Ferry until September 2019. Previously CEO (Southeast Asia and Pacific) for Aon Hewitt, Human Capital Managing Partner for Accenture ANZ, and Managing Partner for Deloitte Central Europe. MBA from the University of New England. Tim is currently employed as an Executive Director of Fighting Chance.



### Robert Buckingham

#### Director

Managing Partner of Allan Hall Chartered Accountants, in public practice with the firm since 1978. BComm (Hons) from UNSW. Fellow of the Institute of Chartered Accountants and the Taxation Institute.



# Thank you from Brisbane

## Tim Sprey, Expansion Manager

It has been a wonderful experience leading the team which opened the first Jigsaw location outside NSW. Over the course of six months we have gone from strength to strength, recruiting over 48 trainees and seeing those that started with us from the beginning grow their skills and confidence.

I'd like to extend my deepest thanks to everyone who has made Jigsaw Brisbane possible. Our partners White Box Enterprises and the Queensland Government supported us with all that we needed to set up including networks, funding and our state-of-the-art site. Our funders, The Bryan Family Foundation, Westpac and Vincent Fairfax Family Foundation, allowed us to equip our hub, employ our team and open our doors. Our local council and Queensland Government customers have facilitated the work which forms the basis of our trainees' work experience and paid employment. All the team at Jigsaw Brisbane have worked so hard, and those at Jigsaw Sydney have provided support to ensure our trainees develop personally and professionally from day one.



### In FY20 Jigsaw was proudly supported by:









**Jigsaw**

BRISBANE | SYDNEY | OPENING 2021 MELBOURNE & ADELAIDE

1300 166 734    [jigsawaustralia.com.au](http://jigsawaustralia.com.au)

Empowered by  
**FIGHTING  
CHANCE**

Jigsaw is empowered by Fighting Chance. Fighting Chance builds social businesses to create a truly inclusive economy where people with disability have unbridled access to opportunity, dignity and prosperity.