

WINDANA

Life. Changing.

**Annual Report
2022-23**

Life. Changing.

About Windana

Since 1984, Windana has helped people reduce the harms and recover from the effects of drugs and alcohol. Windana provides holistic, evidence-based services tailored to each person's unique situation, wherever they may be on their recovery journey. We offer residential and non-residential withdrawal services, residential rehabilitation and a suite of community-based services.

We work across sectors to improve and refine treatment services and increase community understanding to eliminate the stigma around drug and alcohol dependence, treatment and recovery.

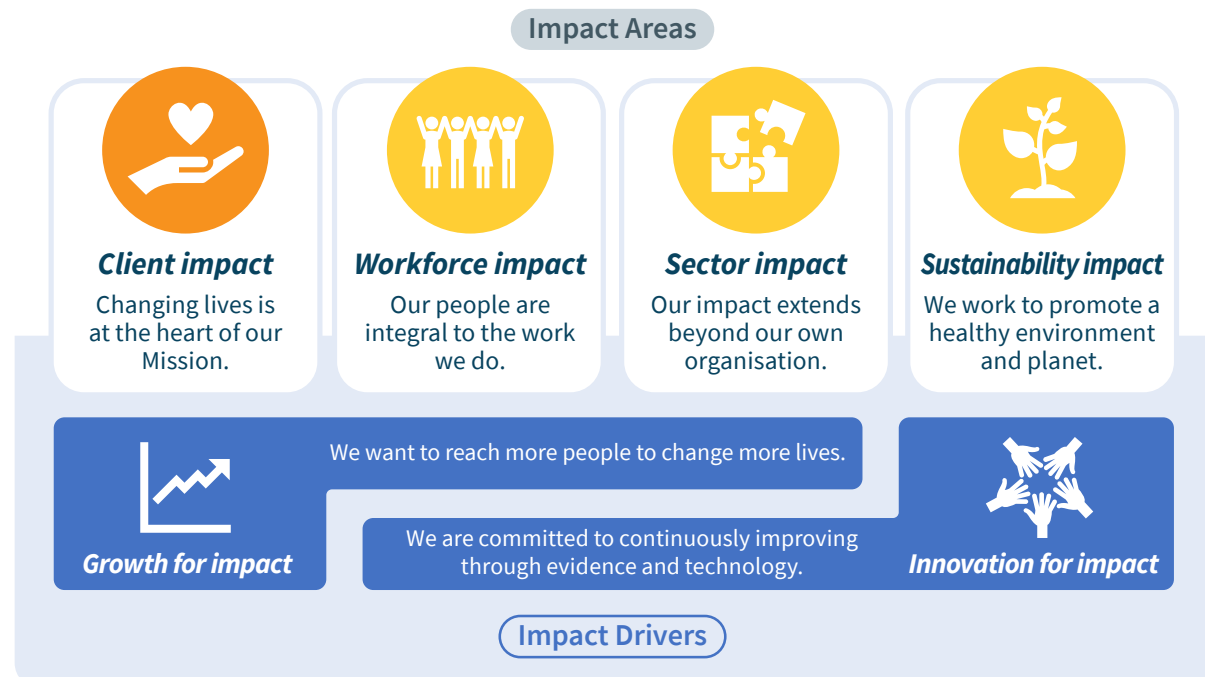
Our Mission

Helping people to rebuild their lives.

Our Values

- We are one connected community.
- We are driven by hope.
- We build collaboration through open and honest relationships.
- We pursue learning and growth.
- We are curious and courageous to drive change.
- We are committed to caring without judgement.

Windana's 2023-25 Strategic Plan



Read our full 2023-25 Strategic Plan at our website.

<https://windana.org.au/corporate-publications/>

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Windana acknowledges the Traditional Owners of Australia and we welcome all Aboriginal and Torres Strait Islander people to our service. Windana provides a safe and welcoming environment for everyone.

Windana is committed to providing inclusive and safe services for LGBTIQ+ communities, and is working towards becoming a Rainbow Tick accredited organisation.



A message from the *Chair and CEO*

2022-23 has been a transformative year for Windana.

The first year of any Strategic Plan is often a critical time, where vision meets reality. We are pleased to report that the dedicated Windana team has worked tirelessly to start turning our Strategic Plan into reality.

Our clients continue to be at the centre of everything we do, and to strengthen and increase our client impact, this year we focused on our Stepped Model of Care.

This approach is the foundation of our client-facing work and highlights how the services we offer can support clients at the various stages of their recovery. We will continue to refine this Model of Care to ensure we deliver on our commitment of comprehensive, person-centred care across the client journey. You can read more on page 8.

Growth has been another major focus for Windana this year. While demand for our services grows, the cost of delivering these services continues to increase. Combined with the mounting external factors facing the community services sector, we believe that our ambitious growth agenda will ensure Windana's longevity.

In addition to our major growth announcement about merging with TaskForce Community Agency (read about this exciting news on the next page), Windana was also part of two successful tender processes:

- As the lead agency of SECADA, was awarded a tender by South Eastern Melbourne Primary Health Network (SEMPHN) to develop and deliver the 12-week brief intervention program called Wayfinder.
- Led by Neami National, and together with Wathaurong Aboriginal Co-operative and Drummond Street Services, we were successful in a tender to deliver mental health and alcohol and other drug services in the Western Victoria Primary Health Network region.

No organisation is immune from the current financial challenges, and we are pleased to report that despite these challenges Windana finished the 2022-23 year in a healthy financial position. You can read our financial summary on page 24.

In our new Strategic Plan we also committed to being a strong voice for people whose lives are affected by alcohol and other drugs, and for the alcohol and drug sector broadly. In January we published four policy position statements that have been guiding our advocacy work, and we are proud to have worked closely and productively with the State and Federal Governments and the community services sector to champion the alcohol and other drug sector.

We thank everyone who generously supported Windana in 2022-23, including our funders, donors and partners whose support ensures we can continue Windana's life changing work. We also thank all our staff, volunteers and Board Directors for their dedication and hard work, and acknowledge Dione O'Donnell and Tony Parsons who both resigned from the Board in 2022 and made a significant contribution to Windana. Whether working with clients or supporting behind the scenes, we are proud of what our team has accomplished this year.

It's an exciting time for Windana, and we look forward to building on the success of 2022-23 as we continue to grow, implement our Strategic Plan, and change more lives for the better.



Jenny Gillam
Chair



Andrea McLeod
Chief Executive Officer



Looking to the future

Windana and TaskForce Merger

Windana and TaskForce Community Agency officially merged into a single organisation on Monday 20 November 2023. By merging TaskForce into Windana, we have combined our services across Victoria and positioned ourselves strongly for the future to provide more services to more people. As a larger organisation, we can:

- Provide a larger and more diverse suite of services to our current and future clients.
- Have a greater impact on the communities we serve by reinvesting savings back into our services and people.
- Expand our services and geographical footprint into new locations and communities.
- Be a stronger collective voice to advocate for effective evidence-based policy and funding at local, state, and federal level.
- Combine and build on our collective skills, knowledge, and expertise.

For more details on the Windana and TaskForce merger visit:

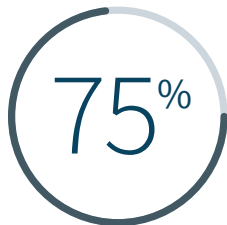
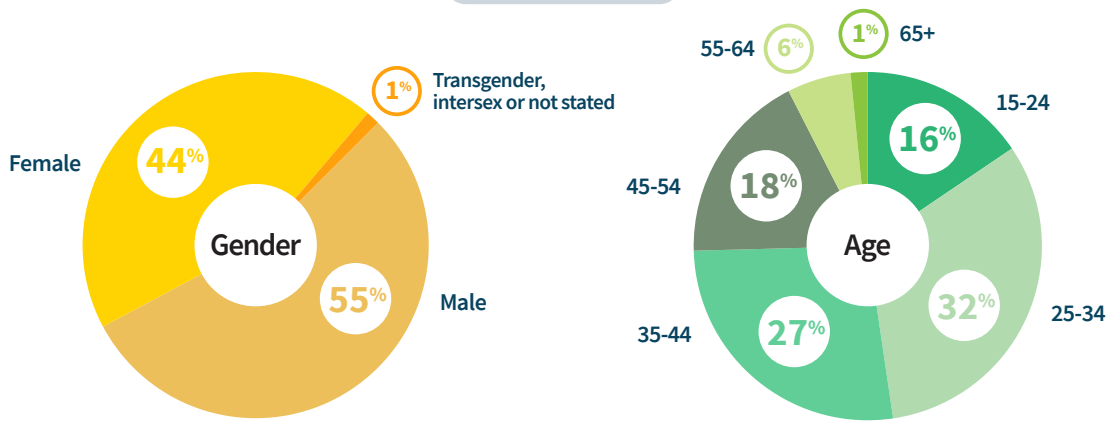
<https://windana.org.au/windana-taskforce-merger/>



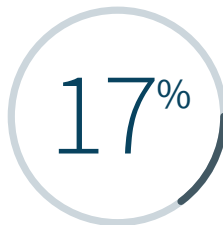
2022 - 23

Client Data Snapshot

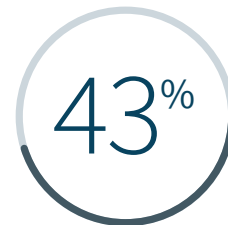
Demographics



of people referred to Windana had a **pre-diagnosed mental health concern**

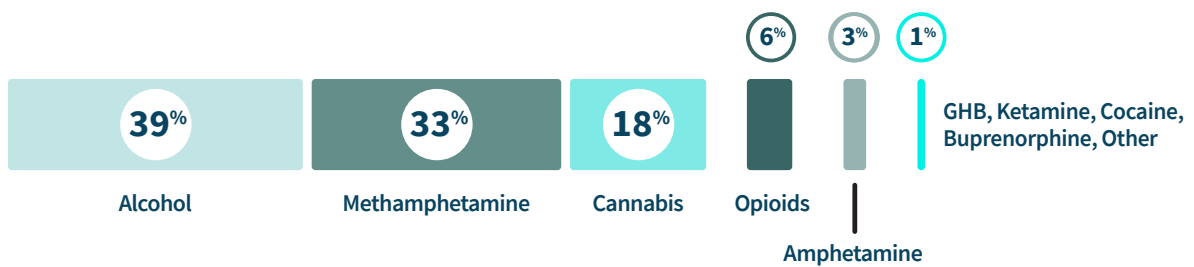


of our Therapeutic Community residents have a **diagnosed acquired brain injury**



of our Therapeutic Community residents came to us **via the justice system** (forensic clients)

Primary drug of concern

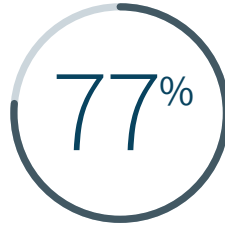


DASS scale for Therapeutic Communities

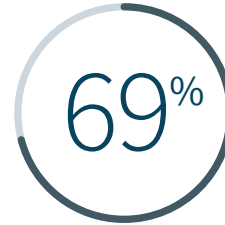
Using the Depression, Anxiety and Stress Scale as a measure, we have seen significant improvements in levels of depression, anxiety and stress at our Therapeutic Communities:



of residents showed normal levels of stress at **end of program**



of residents showed normal levels of anxiety at the **end of program**

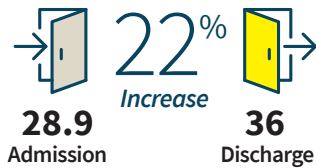


of residents showed normal levels of depressive symptoms at the **end of program**

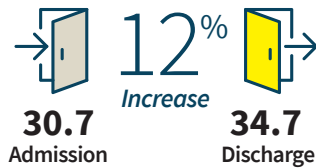
Client Assessment Inventory survey tool

Therapeutic Community residents self-rate their position out of 40 at different stages throughout their program - showing powerful improvements across important domains. Below are averages for 234 unique residents.

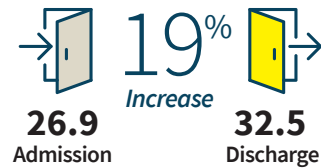
Self-esteem



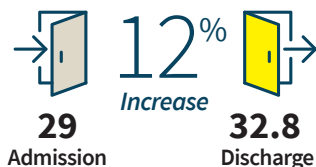
Work attitude



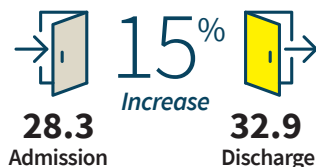
Social skills



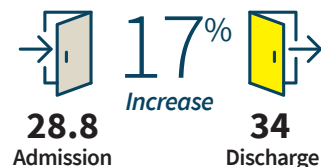
Emotional skills



Cognitive skills



Program engagement



Client and resident satisfaction

We survey all our clients and residents at least once during their time at Windana as part of our commitment to continuous improvement. These are some of the key results:

85% of clients rated their experience at Windana as **very good or good**

96% of clients strongly agreed or agreed that Windana staff were **helpful, encouraging and respectful**



Embracing the Stepped *Model of Care*

The Federal Department of Health (2019) describes stepped care as an “evidence-based, staged system comprising a hierarchy of interventions, from the least to the most intensive, which can be matched to the individual’s needs.” This approach appreciates that people’s needs are diverse and dynamic – and effective services should be too.

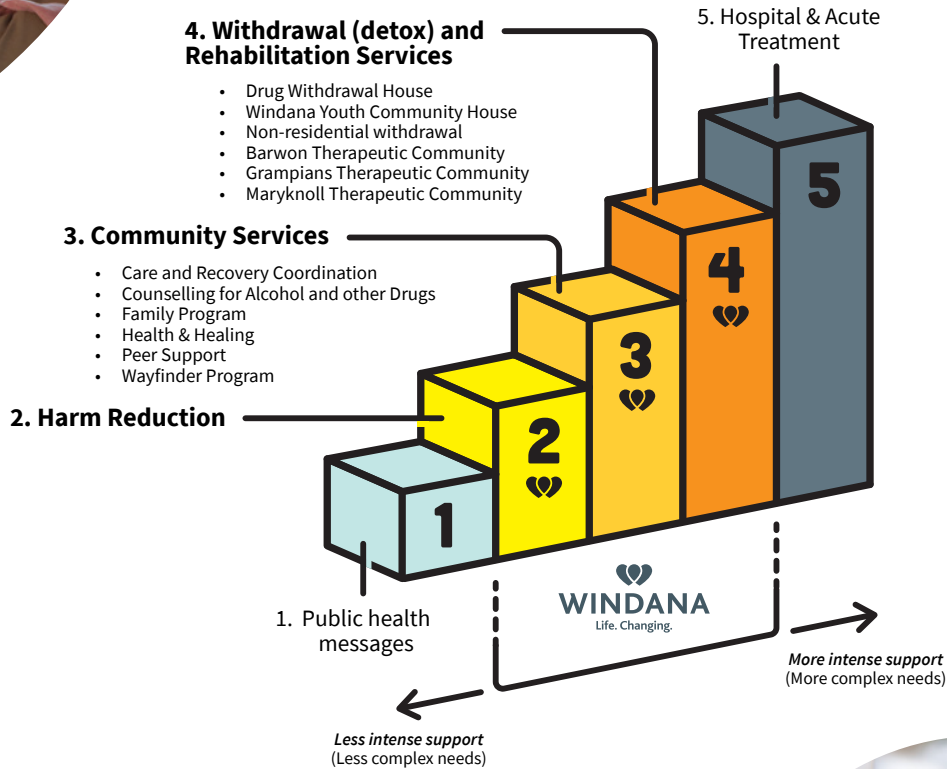
Windana believes that providing a Stepped Model of Care is necessary and effective for supporting our clients within the Victorian alcohol and other drug sector. The first two objectives in our 2023-25 Strategic Plan are to change more lives and to deliver comprehensive, person-centred care across the client journey. It’s therefore essential that our treatment approach - including how we collaborate as an organisation - continues to evolve in ways that best support clients to achieve their goals.

A Stepped Model of Care is also aligned with our Values – particularly that we are one connected community and that we are driven by hope.

Establishing, implementing and communicating our Stepped Model of Care has been a focus in 2022-23. We have placed each of our services into a model that addresses the varying intensity of client needs. By combining our operational directorates, we have also been able to further connect our services to ensure clients can access the supports they need along their journey.

Our Stepped Model of Care supports each client by:

- Understanding that the complexity of needs varies
- Providing appropriate treatment options with levels of intensity
- Supporting clients to step-up, step-down the intensity of their treatment – or step sideways - based on their needs and goals
- Integrating services at Windana, across the sector and beyond to ensure people have a secure footing for support at every step.



The diagram above shows where Windana’s services sit on a Stepped Model of Care in the context of Victoria’s alcohol and other drug sector and public health system.

A defining characteristic of a Stepped Model of Care is that steps work together as a continuum. As each person is supported to step-up or down the intensity of service engagement based on their unique journey, there are many pathways a client may take. At an organisational level this means ensuring our teams provide their distinct services, as part of a shared model.



Mark O'Brien
General Manager
Operations

Highlights



Launching Wayfinder (Continuum of Care Alcohol and Other Drug pilot program)

SECADA (lead agency Windana) was awarded a tender by **South Eastern Melbourne Primary Health Network (SEMPHN)** to develop and deliver the **Wayfinder program**. Wayfinder is a free, 12-week brief intervention program that can be a pathway to withdrawal, rehabilitation or further community integration. With a focus on psychoeducation, self-efficacy and recovery capital – it is unique in its ability to let clients dial-up or down their care in response to changing goals and needs.

Our partnership with SEMPHN has also given us the opportunity to develop our Art Therapy and Peer Support models – creating new opportunities for these to be used across the client journey.

This important project was made possible thanks to support from the **Victorian Health Building Authority**.

New road at Maryknoll Therapeutic Community

This monumental project retrofitted the unsealed road with bitumen, allowing residents and staff to move around the 40-acre property safely. In the Works Program, time allocated to repairing the unsealed road is now spent learning transferrable skills including lawn care. Muddy runoff to Back Creek has also been reduced, improving water quality.

Works and Operations Coordinator **Dean Underwood** explains that the road is more than just a thoroughfare – it's essential in Windana's ability to provide services.

“Our new road allows residents to focus on what they came to Windana to do and allows our staff to focus on their work in a clean, accessible, safe environment.”

This important project was made possible thanks to support from the **Victorian Health Building Authority** and the **Australian Government's Stronger Communities Grant Program**.

Upgrades to Adult Residential Withdrawal facilities

The old courtyard has been replaced with a beautifully landscaped garden including patio, barbeque, lawn, seating alcoves, garden beds and exercise facilities. The new garden has provided us with an environment to enhance many aspects of our holistic program – including yoga, education groups and therapeutic horticulture. Staff and clients can now step outside to have challenging conversations somewhere pleasant – improving therapeutic relationships. Drug Withdrawal House's office has also been renovated and refit to provide functional and safe workstations, ample storage, increased privacy, better lighting and increased accessibility. This has made it a functional, safe place for staff to work.

Transitioning to a smoke-free Maryknoll Therapeutic Community

As a service that has the safety and wellbeing of residents, staff and visitors at its core, Windana has an obligation to minimise exposure to the negative outcomes of smoking.

Through comprehensive research and consultation, we gathered evidence to confirm how supported smoking cessation helps residents achieve success across many domains of recovery – including health, family, housing, employment and finances.

Becoming smoke-free has aligned Maryknoll’s approach with the evidence-based policies in place at our Barwon and Grampians Therapeutic Communities. By leaving smoking behind upon arriving at the Welcome House, new residents also very quickly have proof that they have the self-efficacy to challenge addiction.



Development and roll-out of a new Centralised Intake System

We have established clearer pathways into our services and consolidated our individual-service intake teams.

This means more efficient referrals and better access to Windana services for those referring to Windana. For our staff, structured pathways, triage processes and the establishment of a Team Leader Intake role have increased capacity for treatment matching across our services. Ultimately, clients benefit most. A centralised system ensures people receive clear and complete information on appropriate services, can access services more quickly and are supported along a trauma-informed, person-centred process.

Embedding lived experience in our Community Services model

By developing our approach to Peer Support and appointing a Community Services Peer Worker, we’ve positioned Windana to connect with more people at different stages of their journey and change more lives.

David Reichmann facilitates the weekly Peer Support group in St Kilda and explains how shared experiences are used to help others.

“In our groups, people can ask for feedback and share ideas that support recovery – such as practicing self-care every day, trying yoga, going to a 12-step program, going to the gym, stopping smoking or going back to TAFE and studying. After hearing peers’ journeys, people say *“I could do that!”*”.

Partnering for a new era in mental health and AOD support in the Geelong-Otway region

Windana was successful in a tender to join a new partnership designed to deliver mental health and alcohol and other drug services in the **Western Victorian Primary Health Network** region. This partnership is led by **Neami National**, and brings **Windana, Wathaurong Aboriginal Co-operative** and **Drummond Street Services** together.

The partnership has enabled us to expand our footprint in the Geelong-Otway region through creation of new alcohol and other drug roles - increasing the community's access to appropriate, person-centred treatment.

Presenting on Health & Healing at VAADA 'Shifting Landscapes' Conference

At this year's conference, we were able to share knowledge with the sector on Windana's Health & Healing program - which uses natural therapies, nutrition and yoga in alcohol and other drug treatment. Co-presenter **Erika Wiseman** said:

"A recent evaluation of Health & Healing showed that our model is unique in Victoria's alcohol and other drug sector. Presenting at 'Shifting Landscapes' gave us the opportunity to raise awareness of our holistic model and show how much clients benefit from it - so that other agencies can consider adding complementary therapies to their programs."

To see the presentation slides, visit the VAADA website:

https://www.vaada.org.au/wp-content/uploads/2023/03/PRE_The-Windana-Health-and-Healing-Program-a-holistic-complementary-treatment-approach.pdf




New gym for Windana Youth Community House

Ageing equipment has been replaced with eight new training machines - allowing several clients to achieve an all-over workout at once. The gym room also has a stylish new look.

Benefits for clients include better fitness, the opportunity to establish sustainable exercise patterns with the Personal Trainer and finding healthy ways to regulate moods. Operations Manager **Lea McDonald** says the new gym has had a remarkable effect on our ability to engage with young people.

"When young people visit us for a tour and see the gym, they often say "Okay, I can keep up my routine, I could do this program.""



Sharing our Harm Reduction approach with our clients, staff, sector and beyond

In January, our **Harm Reduction Policy Position Statement** was released – explaining why Harm Reduction belongs at the core of any truly client-centred response to substance use.

In addition to his direct work with youth and adult clients in our withdrawal programs, Harm Reduction Practitioner **Vasili Papalexis** has delivered Community Overdose Prevention Education (COPE) training to staff and continues to raise awareness of Harm Reduction in the community - including by presenting to diverse Bayside Catchment services and collaborating with other agencies on clients' care.

Accreditation journey and achievements

We have attained important accreditation and begun work towards renewed and further accreditation.

Achievements include:

- **Quality Innovation Performance (QIP) Accreditation** - Obtained 2022, valid to 2025
- **Australasian Therapeutic Communities Association (ATCA) Standards for Therapeutic Communities and Residential Rehabilitation Services Accreditation** – Obtained 2023, valid to 2026
- **Human Services Standards Accreditation** - Obtained 2022, valid to 2024 (Integration Housing only)
- **Rainbow Tick** – Journey towards accreditation began January 2023

A culture of quality – formalised through official accreditation - reduces our business risks, instils consumer confidence in our services and enables our staff to do their life-changing work. It's also led to important new initiatives including our **Quality and Safeguarding Framework** and **Client Voice Framework**.



Presenting on a three-month Therapeutic Community program at VAADA ‘Shifting Landscapes’ Conference

Grampians Therapeutic Community Operations Manager **Douglas Shaw** shared our evidence and research around realistic achievements within a three-month rehabilitation program. Douglas’ presentation explored the concepts of ‘achievement’, what can be achieved in three months, how Therapeutic Communities enable recovery and evidence-based approaches for maximising outcomes.

The knowledge Douglas shared helps set consumer expectations, aids in identifying referral pathways and supports the collaboration of alcohol and other drug professionals to identify service gaps.

To see the presentation slides, visit the VAADA website:

<https://www.vaada.org.au/conference-2023-program/understanding-realistic-achievements-within-a-three-month-therapeutic-community-residential-rehabilitation-program/>



Barwon Therapeutic Community’s transition to a thriving place of recovery, influenced by the seasons

Our youngest Therapeutic Community is operating at capacity and has recently seen an increase in women and younger people committing to their recovery. Its value for the sector and regional health and community services is immense. Local agencies frequently visit, giving our staff the opportunity to provide education on alcohol and other drug services. Our Therapeutic Community also provides opportunities for the development of the regional alcohol and other drug workforce.

Barwon’s landscape and program have been crafted to connect with nature and follow the seasons. Underpinned by sustainability, Barwon’s Community Gardener has worked with residents to establish a healthy topsoil, plant seasonal crops for use in the kitchen, practice composting, instil a culture of reuse and share knowledge about seasonal growing, shopping, cooking and eating.

Reflecting on the life-changing power of nature, our Community Gardener said:

“One client had never spent time in the garden, and we began chopping back mint – something she had never seen or smelt before. This simple experience inspired her to learn more about gardening, eat vegetables that she harvested herself from our garden and plant a garden when she graduates.”



Gabriela Georges
Writers in Residence Facilitator



Stories of Recovery

Windana's *Stories of Recovery* podcast series – recorded as part of our **Writers in Residence program** - features interviews with Therapeutic Community residents who share their experiences of substance dependence and recovery. Writers in Residence Facilitator **Gabriela Georges** explains how our platform for sharing lived and living experience enables Windana to be a strong voice for people whose lives are affected by alcohol and other drugs - helping us challenge stigma and inspire recovery.

Our *Stories of Recovery* podcast tells real stories in people's own voices. By shining a light on the diversity of people's experiences, it increases the wider community's understanding of recovery, and provides hope to those who are on the journey of addiction and recovery themselves. When a resident sits down to record their podcast, they have an opportunity to reflect on how far they've come in their journey - from active addiction to the later stages of their Therapeutic Community program. Their learnings reach others - including people who are contemplating going to a residential rehabilitation program and family members who provide love and support. Sharing experiences is a rewarding opportunity for residents to give back to the community - after receiving support from peers and staff at the Therapeutic Community - allowing their journey to come full circle.

In each episode, listeners hear how a person has grown and changed through vulnerable and honest storytelling. Often this delves into confronting themes in relation to a person's childhood, relationships, mental health and experiences interacting with society – and how these link to substance use. This insight has also helped develop the alcohol and other drug workforce. People working in varied roles have shared that through hearing the perspectives of residents and Peer Workers alike through our podcast, they broadened understandings of addiction and recovery – helping inform their capacity to always deliver person-centred care.

Just like Windana as a whole, *Stories of Recovery* is driven by hope. It offers a new avenue for people with lived experience to share their experiences in a non-judgemental, open and accessible way. This enables the community to rethink addiction and appreciate that behind each person – is a unique story.



Listen to *Stories of Recovery* on your favourite podcast platform, or via our website.

<https://windana.org.au/stories-of-recovery-windanas-new-podcast/>

Audrey's Story



Audrey's insight into recovery has made her a leader among her peers. Her story also shows why it's essential to deliver comprehensive, person-centred support across the client journey, and to always care without judgement.

In 2019, Audrey was ready to begin the life-changing process of addressing her relationship with substances – which have been part of her life since childhood.

“My addiction was affecting my mental and physical health, and my children's lives. That was when I entered Windana's Grampians Therapeutic Community for the first time.”

Audrey wants to help people understand that each person's recovery is unique, and often doesn't follow a straight path. For Audrey, this meant coming to Windana several times to reach the stage she's at now.

“I learned something about myself every single time. I've grown, learned from relapses, and worked alongside staff and peers to figure out what I can do to stay on track.”

This has included building self-awareness, developing emotional regulation strategies and forming connections in the community to help work through trauma. Audrey knows how recovery works for her, and everything she's learned helps her regain focus when needed.

Windana's caring, non-judgemental culture of meeting people where they are, helps make this learning and growth possible.

“Honestly, I've never felt judged by staff,” Audrey says.

This culture also gives residents the opportunity to self-evaluate, build capacity and be accountable.

Audrey continues to progress her journey, with plenty of goals to work towards and opportunities to share what she has to offer.

Being a leader is an important one. In her role as a Senior Resident and now in Integration, Audrey has stepped up to support newer residents to get into Therapeutic Community life. Audrey shared her story for our Annual Report on a Friday morning, right before driving a peer to the train station for their weekend leave. Responsibilities like these are an opportunity to ensure newer residents are prepared for challenges they may experience out in the community. Audrey's leadership is a prime example of the peer-led, Community as Method approach used in residential rehabilitation at Windana.

After Integration, Audrey plans to gain qualifications in animal welfare (she currently volunteers in wildlife rehabilitation locally), so she can turn her passion for animals into a professional skill set. Audrey would like to use these skills on a trip around Australia, working at local wildlife shelters along the way. Reaching tropical Far North Queensland to find her favourite animal, the crocodile in the wild is on the itinerary too.

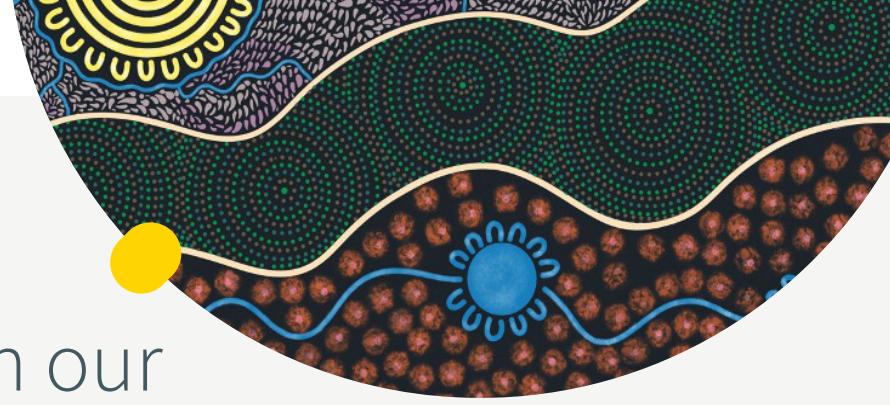
Audrey's relationships with her three children is another area she has worked hard to improve during her time in recovery. By building emotional capacity, she has opened communication and brought her family relationships to a much better place. It's been challenging to get there, but Audrey is so grateful to be present for her kids.

“Now I can be more than the mum who cooks and cleans - I can be the mum who helps her kids when they come home after a bad day!”

At the core of Audrey's journey is the relationship she has with herself. It's one she has improved profoundly and continues to work on.

“I'm more aware of myself, I have confidence and self-worth... It's just life-changing!”

*Name changed for privacy purposes



Reflecting on our *Reconciliation Action Plan*

For Windana, reconciliation means an ongoing journey of understanding historical injustices, making amends and committing to action that heals our relationships with Aboriginal and Torres Strait Islander communities.

Developing, launching and implementing our first Reconciliation Action Plan was an opportunity to formalise and build on principles that were already fundamental to Windana – as an organisation that recognises that where we live and work **always was, and always will be Aboriginal land.**

Our first Plan is at Reconciliation Australia’s Reflect level. It consists of 13 Actions and 32 Deliverables to be achieved between December 2022 and November 2023, around the pillars of **relationships, respect, opportunities and governance.**

Reconciliation Australia officially endorsed our Plan in December 2022. In front of clients, residents, community partners, special guests and staff – we publicly launched our Plan at two special events in April and May 2023.

We acknowledge and thank **Aunty Bea Edwards** (former Manager Winja Ulupna Women’s Recovery Centre) for sharing invaluable First Nations perspectives as part of our Working Group, and to each Aboriginal and Torres Strait Islander client who participated in lived experience advisory forums that helped shape our Plan.



TOP: ‘Growth from Within’ is a painting by Wiradjuri man *Dion Wait*.

LEFT: *Azlan Harris* from Ballarat and District Aboriginal Co-operative playing Yidaki at Grampians.

RIGHT: Supporter of Windana *Stuart Taylor* performing a Smoking Ceremony at our St Kilda Reconciliation Action Plan Launch.

Snapshot of achievements

Throughout 2022-23, our Working Group developed Windana's first Reconciliation Action Plan and implemented key initiatives, including:

- Compiling a diverse guide of Aboriginal and Torres Strait Islander stakeholders in the regions where we work
- Frequently and consistently communicating reconciliation messages to staff and externally (through online information hubs, news stories, posters, etc.) → Increasing people's engagement with National Reconciliation Week and NAIDOC Week, while maintaining conversations around reconciliation year-round
- Developing a guide for best practice and policies in areas of race relations and antidiscrimination → Ensuring our governance supports safety, inclusion and opportunities for current and future Aboriginal and Torres Strait Islander staff
- Launching an information hub on how to deliver an Acknowledgment of Country → Helping staff recognise and learn about the Traditional Owners of the lands where we work - the Bunurong People and the Wadawurrung People - and build capacity to deliver a genuine Acknowledgment of Country
- Meeting regularly to plan actions for reconciliation initiatives beyond the scope of our Plan → Ensuring we internally and externally supported the Aboriginal and Torres Strait Islander Voice to Parliament Constitutional amendment and engaged with organisational projects that support reconciliation, including planning for an Indigenous Healing Plant Garden at 88 Alma Road.



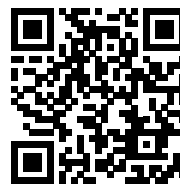
Joanne Caruso

General Manager People,
Safety & Quality

*Reconciliation Action Plan
Executive Sponsor*

For detail on our Reflect Actions and Deliverables, read our Plan online:

<https://windana.org.au/reconciliation-action-plan/>



Looking ahead

We are well underway with development of our second Reconciliation Action Plan (at the Innovate level). Our two-year Innovate Plan will guide reconciliation across a merged organisation, and we look forward to spreading its impact far and wide across Windana and TaskForce's unique and combined spheres of influence.



Sustainable Development Goals

A key success measure of the Sustainability Impact pillar in our Strategic Plan is to report against the United Nations Sustainable Development Goals. We analysed Windana's current and potential impact against these 17 Goals to determine how the work we do, as well as our future strategic decisions, contribute to these global goals.

What are the Sustainable Development Goals?

The United Nations 2030 Agenda for Sustainable Development outlines a roadmap for global peace and prosperity. This agenda includes 17 Sustainable Development Goals which are designed to address a wide range of global challenges, including poverty, inequality, environmental degradation, peace and justice. They provide a universal framework for countries and organisations to work towards a more sustainable and equitable future. Windana acknowledges that the health and wellbeing of residents, clients and staff is inextricably linked to the health of the planet and is committed to promoting wholistic well-being encompassing physical, mental and environmental health.

Windana makes a contribution to 10 of the 17 Sustainable Development Goals



Our Sustainable Development Goals

We have called out the following four Sustainable Development Goals as priorities for Windana, as our work and strategy have the biggest potential impacts on these Goals.

1. No poverty

Our client services address complex and intersecting vulnerabilities in the Victorian community. Our services map against this Sustainable Development Goal by providing access to basic services, property, care and assistance to clients through housing programs, family programs and residential rehabilitation and withdrawal services.

3. Good health and well-being

Our services directly align with this Sustainable Development Goal as they aim to strengthen the prevention and treatment of substance use and provide other services to support the overall health and wellbeing of their clients. We support our clients to improve their mental health, physical health, and overall quality of life in line with the Stepped Model of Care.

8. Decent work and economic growth

We support our clients to up-skill and re-engage with the workforce as a key component of recovery capital. The empowerment of young people is also a key focus in our Strategic Plan and includes a focus on supporting young people to succeed in employment.

10. Reduced inequalities

Many of our clients come from at-risk populations including Aboriginal and Torres Strait Islander people, LGBTQIA+ and neurodivergent clients as well as those with intersecting and complex vulnerabilities. Our services help address many social determinants of health and reduce inequalities.

Our commitments

Based on the detailed analysis, we commit to the following actions to demonstrate Windana's continued and measurable contribution to the Sustainable Development Goals:

- Enhanced client data collection around health and wellbeing, access to housing, reductions in rates of poverty, and access to services.
- Supporting social and economic inclusion for clients is a priority including facilitating increased social connection, access to community services, and employment.
- Establishment of a roadmap to Net Zero certification.



Adam Miller
General Manager
Communications and
Partnerships

Windana Board & Executive Team

Members of the Windana Board and Executive Team as of 30 June 2023.

Board Members



Jenny Gillam

Director and Board Chair

- Chair of the Remuneration & Nominations Subcommittee
- Member of the Finance Risk & Audit Subcommittee
- Joined the Windana Board in 2002



Stelvio Vido

Director and Deputy Board Chair

- Member of the Finance, Risk & Audit Subcommittee
- Member of the Quality & Safety Subcommittee
- Joined the Windana Board in 2021



Cameron Bird

Director

- Member of the Remuneration & Nominations Subcommittee
- Joined the Windana Board in 2016



Anthony Boffa

Director

- Chair of the Finance Risk & Audit Subcommittee
- Joined the Windana Board in 2022



Jen Riley

Director

- Member of the Remuneration & Nominations Subcommittee
- Joined the Windana Board in 2021



Marita Scott

Director

- Chair of the Quality & Safety Subcommittee
- Joined the Windana Board in 2021

Executive Team



Andrea McLeod
Chief Executive Officer



Mark Briglia
General Manager
Finance and IT



Joanne Caruso
General Manager People, Safety
and Quality

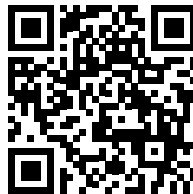


Adam Miller
General Manager
Communications and
Partnerships



Mark O'Brien
General Manager Operations

You can see details of our current Board and Executive Team, and read their profiles, at www.windana.org.au/our-people/ or by scanning the QR code here.



Mark Briglia

General Manager
Finance and IT



Financial Report

The following statements of Profit or Loss and Other Comprehensive Income, Changes in Equity and Cash Flows for the year ended 30 June 2023 and the Statement of Financial Position as at that date are extracted from Windana's audited Financial Statements.

The 2022-23 Financial Year presented Windana with an opportunity to draw on our agility, innovation and solid foundations to sustainably grow the organisation and finish the financial year in a healthy position.

Windana has reported a net operating deficit of \$1,147,428 (\$743,143 in 2022), and a net surplus of \$281,641 (\$980,345 in 2022) after accounting for capital grants. Other comprehensive income, resulting from an increase in the fair value of equity investments (\$45,139), brings the overall organisational result to a surplus of \$326,780 (\$940,289 in 2022).

Revenue from operations increased by 4.0% over the prior year, against a minimum wage increase of 4.6%.

Revenue growth through new business positions Windana to have a greater impact on community and to deliver synergies by combining and building on our collective skills, knowledge and expertise.

Sources of growth include:

- **New business** → Our partnerships with Neami National in the Western Victorian Primary Health Network and with South East Melbourne Primary Health Network have helped increase revenue from operations in the latter part of the year.
- **Increased service capacity and provision** → Our first full year of service at Barwon Therapeutic Community.
- **Increased returns** → Increased returns on Windana's investments have provided \$213,916 for allocation to the services provided to the community by investing in low risk, liquid investment opportunities (up from \$11,858 in the previous year).

This year was not without its challenges. Just like other agencies, business and households around Australia, Windana also felt the inflationary pressure on costs. Costs to support our client base increased by 15% largely due to universal increases in food and groceries. Rising costs that outstrip funding allowances have required resourcefulness and innovation by Windana to sustain our capacity to serve the community.

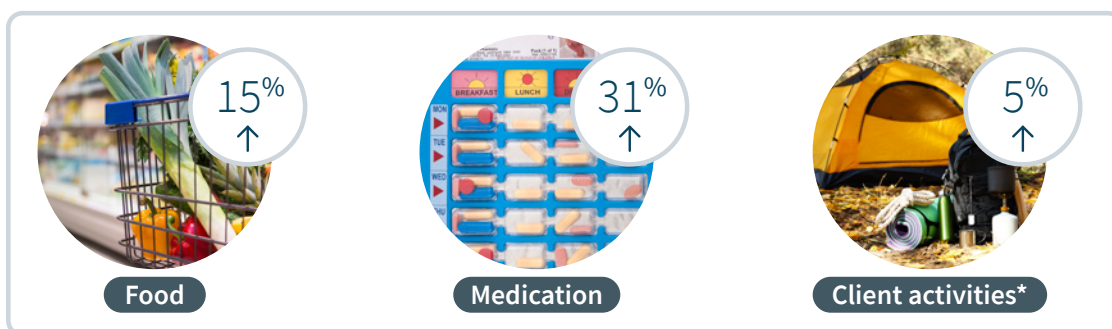
For example, by increasing the role of our ‘Food as Medicine’ program (whereby our residential services grow food), we are mitigating food costs while simultaneously providing nutritional and therapeutic benefit to clients. Utilities also increased by 7%, though far lower than the previous year’s increase of 30%. Costs associated with our workforce increased by 8% reflecting both wages escalation and our first full year of operation at our Barwon Therapeutic Community.

We have invested in our capabilities for future growth by pursuing initiatives that firm our bonds with the community and support the role that we play. This includes an uplift in consultancy fees of 44% to drive future growth and support learning and development. Computer expenditure increased by 10% as Windana continues to invest in system software and infrastructure to protect business data and client confidential information from cyber breaches. A key initiative included implementing the ‘Essential Eight’ to strengthen our baseline cybersecurity posture. Cash and cash equivalents at the end of the financial year totalled \$7,955,424 being a reduction of \$1,553,541 mainly attributable to the completion of capital works programs funded from contract liabilities of prior year grants in advance.

We’re an organisation that knows there is always a way, there is always a better way, and that we will find it. This is a hallmark of an organisation that values learning and growth. We continue to find opportunities for efficiency, innovation and growth and look forward to sustained financial performance in the coming year and beyond.

Key cost increases 2022-23

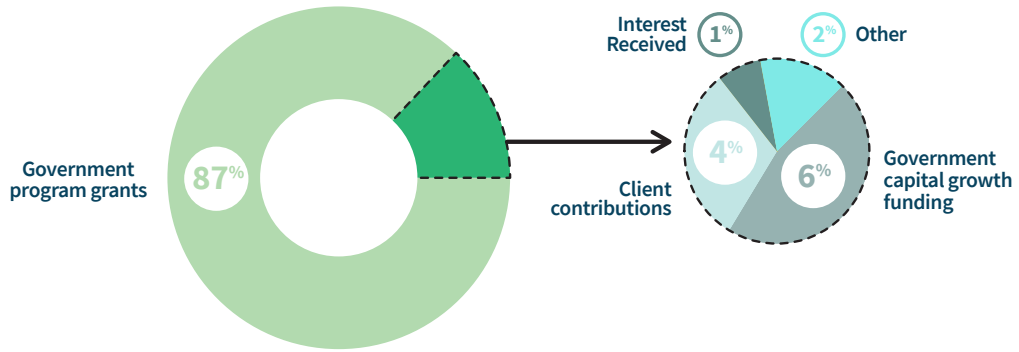
Client costs



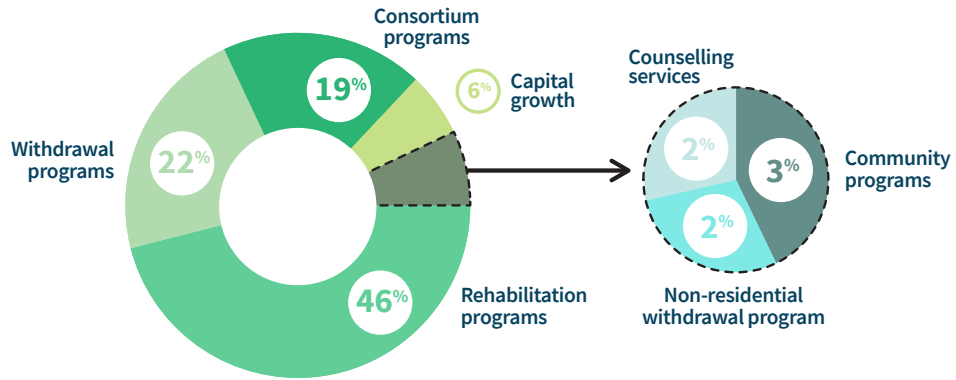
*(any off-site activity for our clients, e.g. camping)



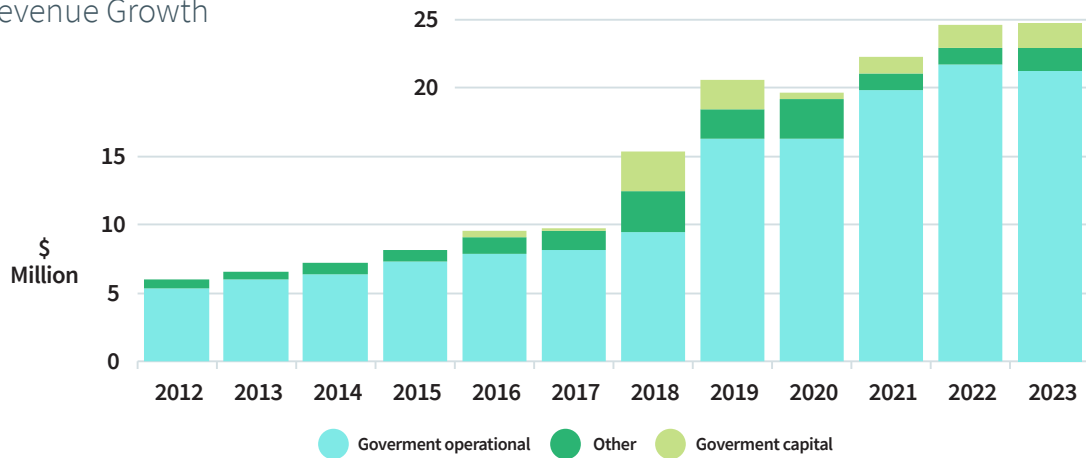
Revenue Sources 2022-23



Grants by program type 2022-23



Revenue Growth



Statement of Income and Expenditure and Other Comprehensive Income

For the year ended 30 June 2023

	2023	2022
	\$	\$
Revenue from operations	22,987,159	22,107,179
Employee expenses	-16,006,694	-14,891,548
Consortia partnerships	-2,839,400	-2,789,556
Depreciation	-1,287,787	-1,333,164
Consultancy fees	-774,422	-539,436
Computers	-518,477	-470,423
Food (Client expense)	-482,751	-420,488
Repairs and maintenance	-367,357	-384,471
Utilities	-265,564	-247,507
Cleaning	-177,465	-160,962
Management fees	-157,735	-160,140
Health & Safety	-149,936	-127,756
Motor vehicle expenses	-141,667	-95,228
Rent and rates	-126,382	-105,116
Telephone and internet	-108,152	-122,181
Natural therapies	-77,757	-75,960
Client activities	-70,022	-66,505
Minor asset purchases	-69,321	-414,896
Finance	-57,285	-53,032
Medication (Client expense)	-52,284	-39,805
Travel and accommodation	-17,997	-26,436
Other expenses	-386,132	-325,712
Surplus / Deficit from operations	-1,147,428	-743,143
Therapeutic Community refurbishment grants	1,429,069	1,723,488
Net Surplus / Deficit for the year	281,641	980,345
Other comprehensive income		
Net change in the fair value of investments taken to equity*	45,139	-40,056
Other comprehensive income for the year, net of tax	45,139	-40,056
TOTAL COMPREHENSIVE INCOME FOR THE YEAR	326,780	940,289

*An increase of \$45,139 in our Perpetual Future Fund recouped losses from the previous year.

Statement of financial position

As at 30 June 2023

	2023	2022
	\$	\$
ASSETS		
CURRENT ASSETS		
Cash and cash equivalents	7,955,424	9,508,965
Trade and other receivables	3,671	13,169
Inventories	6,123	9,183
Other assets	375,548	154,630
TOTAL CURRENT ASSETS	834,0766	9,685,947
NON-CURRENT ASSETS		
Investment in financial assets	510,535	338,196
Property, plant and equipment	19,343,066	18,733,784
Right-of-use asset	629,167	633,463
TOTAL NON-CURRENT ASSETS	20,482,768	19,705,443
TOTAL ASSETS	28,823,534	29,391,390
LIABILITIES		
CURRENT LIABILITIES		
Trade and other payables	2,523,618	2,412,396
Provisions	1,170,513	1,184,605
Lease liability	384,604	263,401
Contract liabilities	909,592	1,879,396
TOTAL CURRENT LIABILITIES	4,988,327	5,739,798
NON-CURRENT LIABILITIES		
Lease liability	312,629	447,641
Provisions	104,157	112,310
TOTAL NON-CURRENT LIABILITIES	416,786	559,951
TOTAL LIABILITIES	5,405,113	6,299,749
NET ASSETS	23,418,421	23,091,641
EQUITY		
Accumulated surplus	15,320,815	15,039,174
Reserves	8,097,606	8,052,467
TOTAL EQUITY	23,418,421	23,091,641

Statement of changes in equity

For the year ended 30 June 2023

	Accumulated surplus \$	Asset Revaluation Reserve \$	Investment Revaluation Reserve \$	Total \$
2023				
Balance at 1 July 2022	15,039,174	8,054,271	-1804	23,091,641
Surplus for the year	281,641	-	-	281,641
Revaluation movement	-	-	45,139	45,139
Balance at 30 June 2023	15,320,815	8,054,271	43,335	23,418,421
2022				
Balance at 1 July 2021	14,058,829	8,054,271	38,252	22,151,352
Surplus for the year	980,345	-	-	980,345
Revaluation movement	-	-	-40,056	-40,056
Balance at 30 June 2022	15,039,174	8,054,271	-1,804	23,091,641

Contract liabilities have reduced during 2023 as we completed capital works programs.

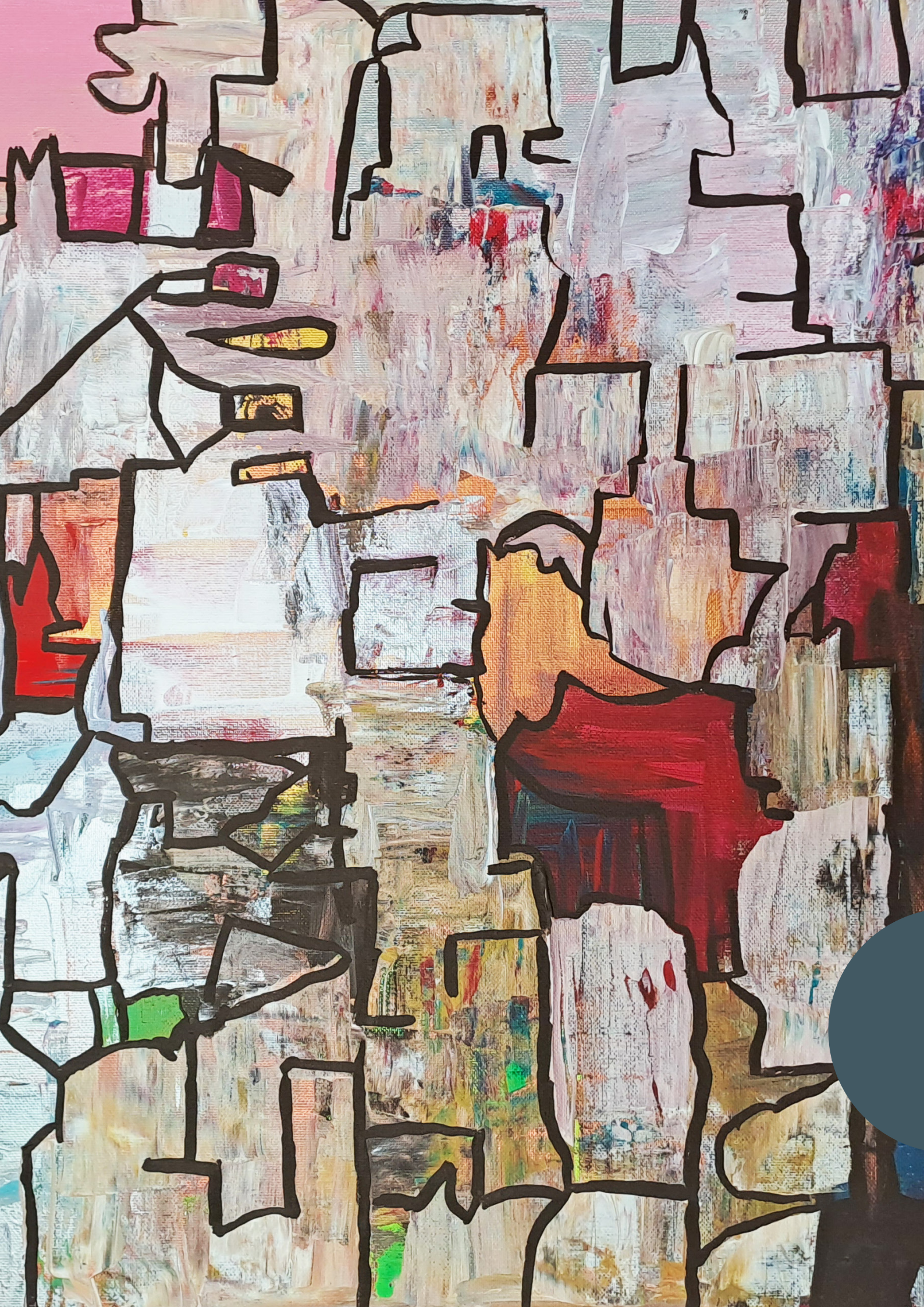
LEFT: New road at Maryknoll
MIDDLE/RIGHT: Drug Withdrawal House landscaping and Community Services Building renovations



Statement of cash flows

For the year ended 30 June 2023

	2023	2022
	\$	\$
Cash flows from operating activities		
Government grants received	20,607,277	21,831,412
Payments to suppliers and employees	-22,900,278	-21,493,830
Donations and contributions	1,431,656	1,742,394
Client fees	1,076,636	893,034
Other income received	118,824	171,659
Interest received	213,916	11,858
Net cash inflow from operating activities	548,031	3,156,527
Cash flows from investing activities		
Receipt of sale of property, plant and equipment	11,307	114,900
Payment for investments	-127,200	-120,000
Purchase of property, plant and equipment	-1,505,827	-1,700,533
Net cash outflow from investing activities	-1,621,720	-1,705,633
Cash flows from financing activities		
Repayment of lease liabilities	-479,852	-480,075
Net cash outflow from financing activities	-479,852	-480,075
Net increase/(decrease) in cash and cash equivalents	-1,553,541	917,787
Cash and cash equivalents at the beginning of the financial year	9,508,965	8,591,178
Cash and cash equivalents at the end of the financial year	7,955,424	9,508,965



Windana

Life. Changing.

Contact us

Windana Drug & Alcohol Recovery Ltd.
68 398 137 238

T. 03 9529 7955
E. windana@windana.org.au

windana.org.au