



WINDANA
Life. Changing.

Annual Report

2023-24



Providing **connected services** for more people in need

Chair and CEO message

We are thrilled to present Windana's 2023-24 Annual Report, showcasing a year of remarkable transformation as we continue implementing our ambitious 2024-26 Strategic Plan.

A defining merger with TaskForce Community Agency

In November 2023, we marked a pivotal milestone with our merger with **TaskForce Community Agency**, uniting two client-centred organisations under a shared vision. This merger strengthens our capacity to deliver more connected, impactful services to those who need them most. Together, we've built a stronger, more sustainable foundation to address the complex needs of our communities.

Today, Windana is proud to offer a diverse array of services across Victoria, supporting adults and young people facing alcohol and drug-related harms, family violence, mental health challenges, and social disadvantage. This is reflected in our expanded service offerings ([see page 5](#)) and our refreshed brand identity, which represents a bold step into the future.

2024-26 Strategic Plan: delivering real impact

At the heart of our Strategic Plan is a commitment to delivering measurable, meaningful outcomes in the lives of clients. The plan is anchored in six **impact pillars**, underpinned by our professional, skilled and dedicated workforce. These pillars shape the structure of this Annual Report, where we detail our progress and key achievements over the past year.

Resilience and dedication through change

Maintaining seamless client services during a time of significant change was our top priority. Our extraordinary team rose to the challenge with unwavering dedication, ensuring continuity of care while managing the complexities of integration.

The adaptability, resilience, and expertise of our workforce - both in client-facing and support roles - enabled us to meet the needs of clients and the community. We are profoundly grateful for their tireless efforts and the positive impact they make every day.

Throughout this report, you'll find powerful client stories ([pages 9 and 17](#)) and a snapshot of outcomes ([page 8](#)) that illustrate the transformative work happening at Windana.

Strengthening our foundations

Understanding and improving client outcomes remain central to our Mission. This year, we secured a **Victorian Government Empowerment Fund grant**, which will enhance our data and evaluation capabilities. You can learn more about this crucial initiative on [page 6](#).

Building a unified culture

Bringing together two organisations is no small feat. To begin with, we focused on fostering a shared culture rooted in our newly developed **organisational values**. These five values embody the strength of our merged identities and set the tone for our collaborative future. We also made strides in **diversity and inclusion**, completing our **Reflect Reconciliation Action Plan** and progressing our **Innovate Reconciliation Action Plan**. For the first time, we proudly participated in the **Midsumma Pride March** and Carnival, as we work towards achieving **Rainbow Tick accreditation by 2026**. Discover more in our Workforce impact report on [page 10](#).



Jenny Gillam
Chair

Navigating external challenges

The external landscape continues to pose challenges, with increasing competition for limited funding. Advocacy remains a cornerstone of our approach as we work to influence policy and funding decisions at both the Victorian and Federal levels. Learn more about our advocacy efforts in the Sector impact report on [page 12](#).

Guided by the lived and living experiences of clients and communities, we will continue to advocate for investment in community services, delivering innovative and sustainable care that improves health and wellbeing across the community.



Andrea McLeod
Chief Executive Officer

We extend our thanks to our funders, donors, and partners, whose contributions power our life-changing work. We also welcome **Minh Nguyen, Deborah Dobbie, Larissa Seymour, and Robyn Batten AM** to our Board, whose leadership will help shape Windana’s bright future.

The achievements and lessons of this transformative year lay a strong foundation for Windana’s future as we grow, innovate and change more lives. Windana is well-positioned to achieve its bold Strategic Plan, expand our services, and make a lasting, positive impact on the lives of those we support.

At Windana’s Annual General Meeting held on Monday 25 November 2024, Robyn Batten AM was appointed as the new Chair of the Windana Board of Directors. Robyn brings a wealth of experience, leadership, and vision to the role, and we are excited to embark on this next chapter under her guidance.

Robyn’s appointment comes after outgoing Board Chair, Jenny Gillam, indicated her intention to step down from the Windana Board after 22 years of service – 12 of these years as Board Chair.

Windana thanks Jenny for her exceptional 22 years of service on the Windana Board. Jenny has been a tireless advocate for our Mission, leading with integrity and an unwavering commitment to the growth and success of Windana.



We celebrate and respect diversity in all its forms including Aboriginal and Torres Strait Islander identity, sex, gender, sexuality, age, culture, language, disability and lived experience.

About Windana

Providing connected services for more people in need.

Windana provides services across Victoria for adults and young people experiencing alcohol and other drug harms, family violence, mental health challenges and social disadvantage. Our Model of Care puts clients at the centre of what we do to create positive change in people's lives. We work with families, communities and other organisations to deliver trauma informed, equitable, culturally safe and integrated services based on evidence and practice wisdom.

By intervening early and creating purposeful partnerships, we help clients achieve improved outcomes while reducing demand on acute services. And we are influencing policy, practice and research to help shape better systems for clients. Together, we influence the broader system for a more positive and connected future.

Our Mission

Helping people to rebuild their lives.

Our Values

Acting with
integrity

Showing
respect
for each other

Being
authentic
and honest

Fostering
connection
and collaboration

Pursuing
growth
and learning

Strategic Plan 2024-26 Overview

Impact Areas



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Client impact

Changing lives is at the heart of our Mission.



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Workforce impact

Our people are integral to the work we do.



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Sector impact

Our impact extends beyond our own organisation.



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Sustainability impact

We work to promote a healthy environment and planet.



Growth for
impact

We want to reach more people to change more lives.

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We are committed to continuously improving through evidence and technology.



Innovation for
impact

Impact Drivers

Read our full 2024-26 Strategic Plan at: www.windana.org.au/corporate-publications/



Client impact

“We will create more change in each life we are a part of by building trauma informed, equitable, culturally safe and integrated services, informed by evidence and practice wisdom. We will also grow our impact by increasing the number of clients we reach.”

Strategic Plan 2024-26

Providing connected services

Our evidence-based programs and services are designed to deliver measurable impact in people’s lives. There are many pathways a client may take, and the complexity of Victoria’s health system means that enhancing client referrals into, out of, and within Windana is vital to ensure we deliver person-centred services.

Our expanded suite of services means Windana is now uniquely placed in the Victorian health sector to provide alcohol and other drug, mental health, family violence and other services for adults and young people (see diagram 1) across a Stepped Model of Care (see diagram 2).

Building truly connected services takes time, and we are focused on enhancing the processes and systems needed to create seamless client pathways at Windana.

Less than a year into our merger, we are already seeing these pathways emerge. For example, young people now have access to a comprehensive suite of services (see diagram 2), with enhanced pathways between services.

A young person accessing our Alcohol and Other Drug Outreach program can now visit our youth residential detox facility for a tour. If the program is right for them, they will continue receiving support from their outreach worker while they prepare for admission.

Another young person who has completed their residential detox program and is looking to continue their recovery can smoothly enter the ResetLife Youth program.

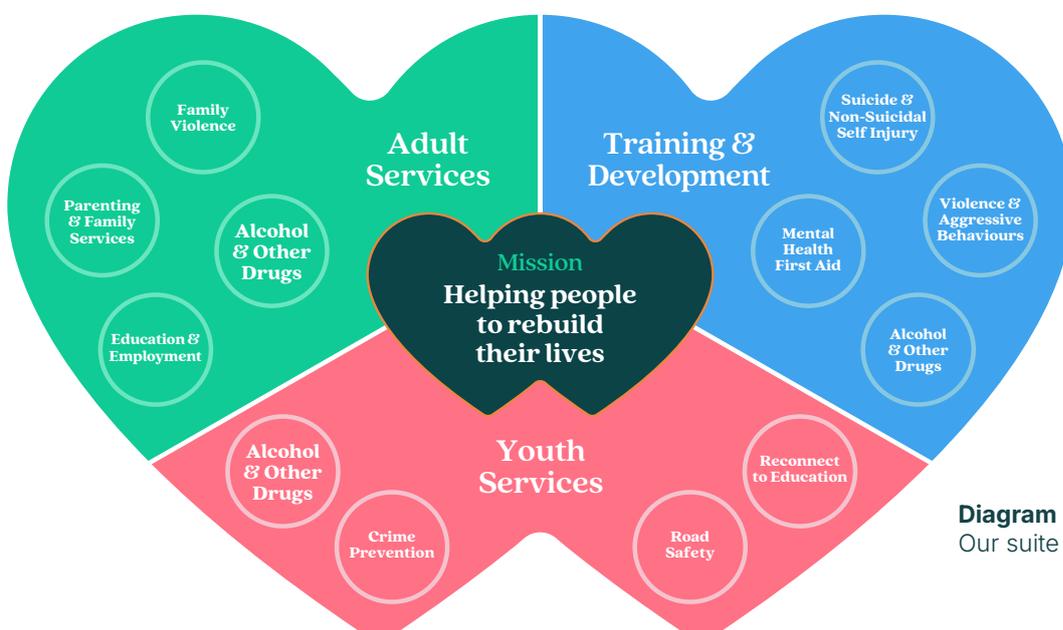
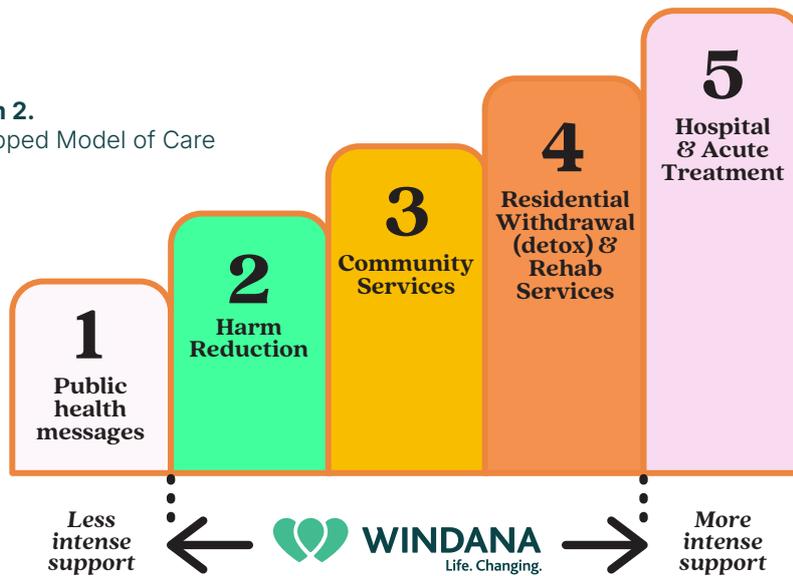


Diagram 1. Our suite of services

Diagram 2.
Our Stepped Model of Care



Windana's Stepped Model of Care allows clients to adjust the intensity of their service engagement to align with their needs and goals.

Connected data

People access Windana's services for many reasons. Each client is unique, which means we need to look at what's going on in each person's life to understand and address the bigger picture.

Our recent merger gave us the opportunity to combine formerly disparate data sets to build a comprehensive picture of client needs that will enable us to deliver services that are truly person-centred. This work is currently underway, and thanks to a Victorian Government grant, we will fast track this work over the next year.

In the meantime, our interim data starts to reveal the fuller picture. One that clearly shows that the reason someone accesses Windana's services rarely, if ever, occurs in isolation. There is always a bigger picture to consider.

For example, of the people who accessed our alcohol and other drug services in 2023-24:

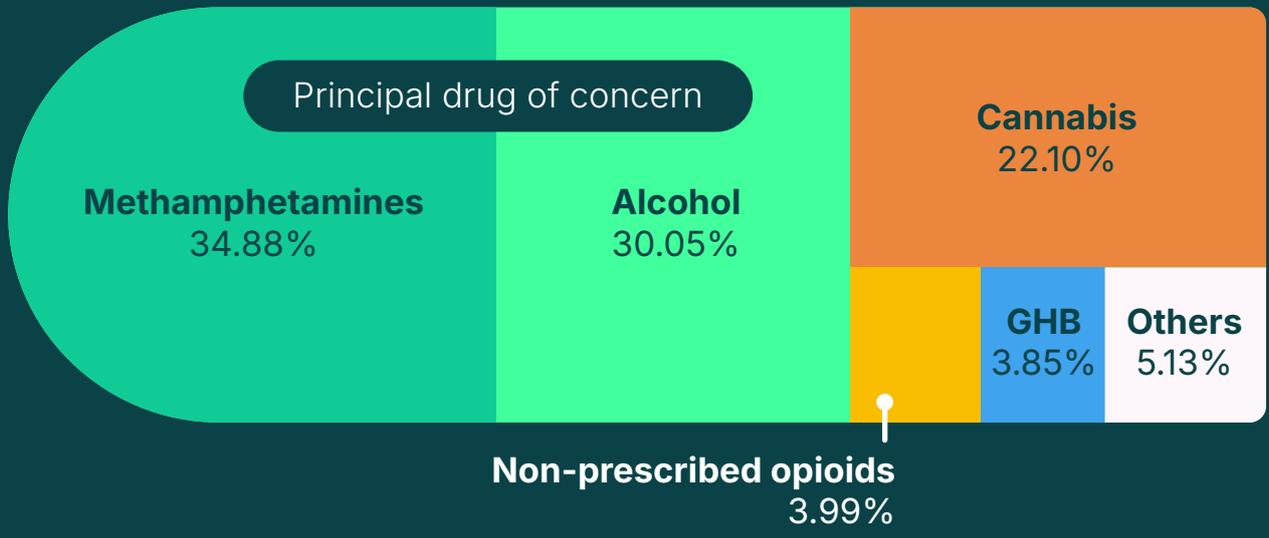
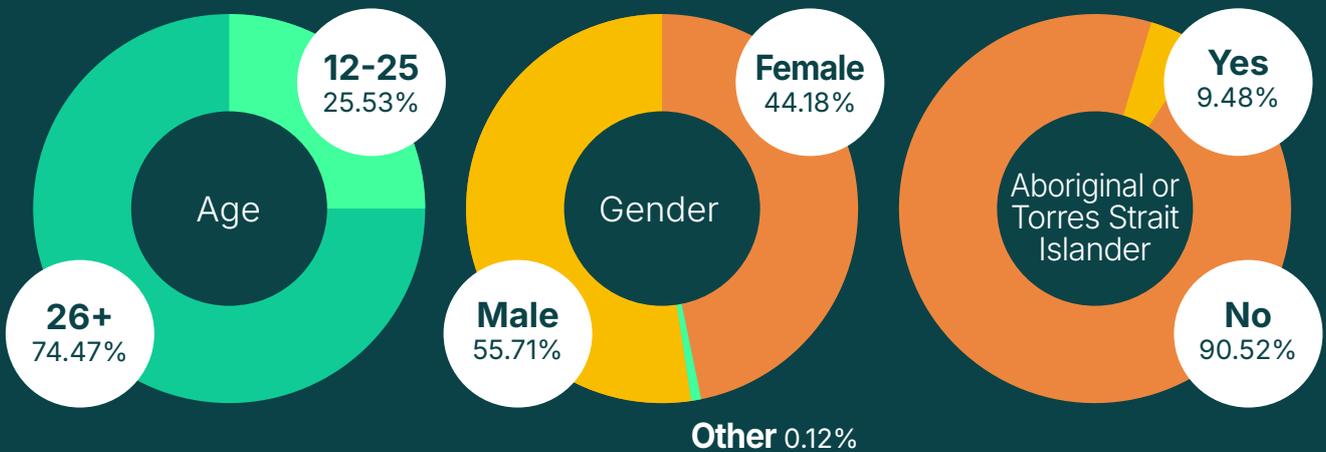
- **One in ten** were homeless
- **Two in three** had a diagnosed mental health condition
- **One in three** had a diagnosed Acquired Brain Injury
- **More than one in three** women are victim survivors of family violence, and one in five men have used violence
- **One in three** were referred to Windana via the justice system
- **Almost three quarters** were not engaged in education or employment.

The necessity of connected services – both within Windana and with other health and community services – could not be clearer.

Building, maintaining and streamlining these connections is at the core of our Model of Care, and is fundamental to creating lasting, positive change in people's lives.



Who do we support?

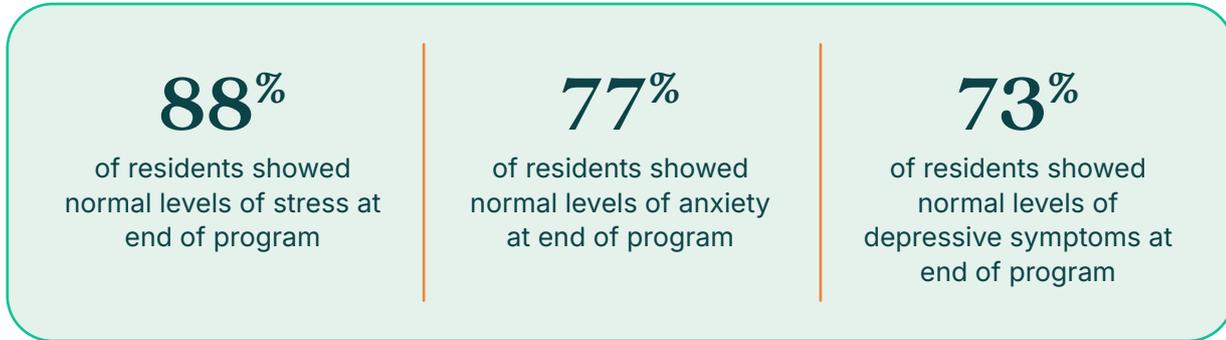


Client data reported is from the 2023-24 financial year.

Client impact at our Therapeutic Communities

Depression, Anxiety and Stress Scale

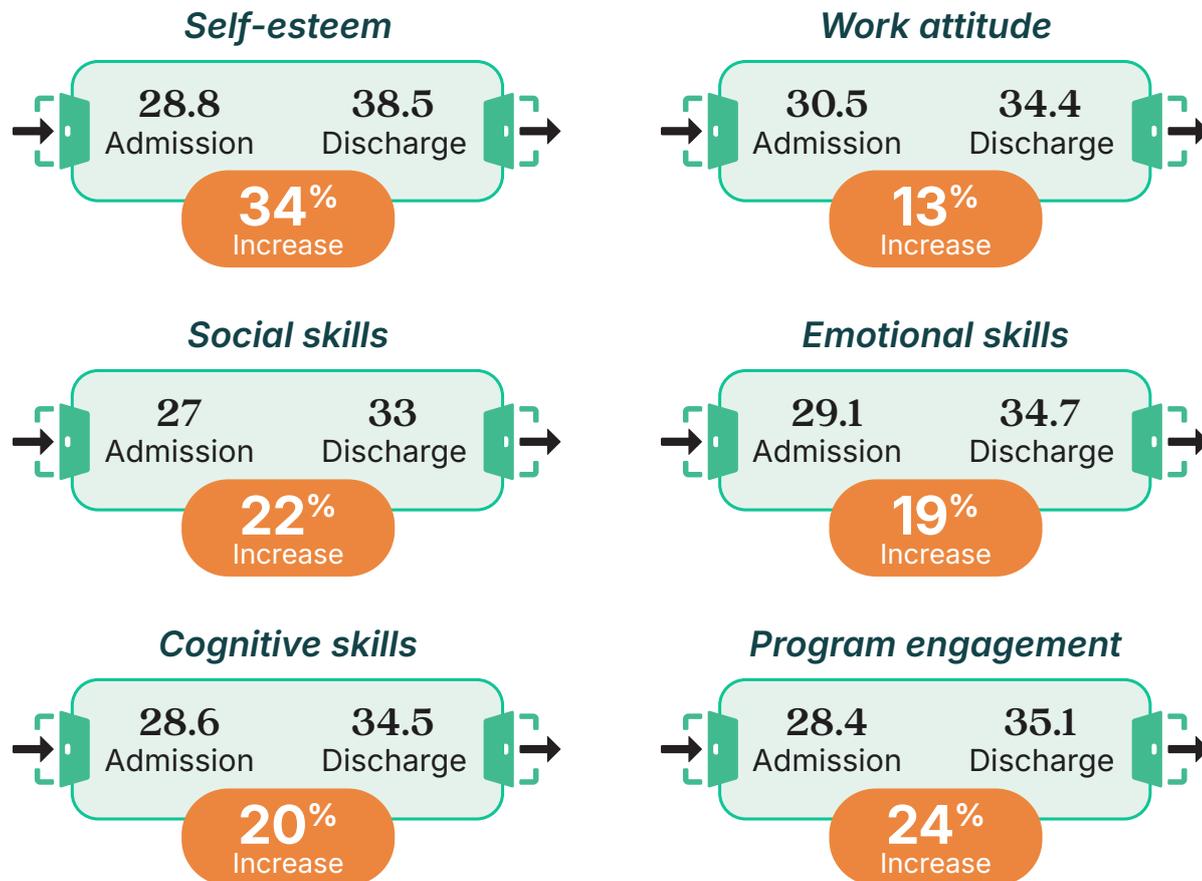
Using the Depression, Anxiety and Stress Scale as a measure, we have seen significant improvements in levels of depression anxiety and stress at our Therapeutic Communities.



Client Assessment Inventory Survey Tool

Therapeutic Community residents complete a self-assessment tool assigning a score up to 40 against various domains of recovery. By completing this at different stages throughout their treatment, we see powerful improvements.

Below are averages for 197 unique residents.





Daniel's story

This is my story, in my words, of my journey from school disengagement to reengagement.

I'm 16 years old, in Year 10 at a secondary school in southeast Melbourne. I am an only child living with my mum, though I still see my dad regularly. I come from an Italian background, and I have a large extended family.

In 2021 I stopped going to school. By the end of 2023 my attendance was 13% which was causing a lot of problems at home. My school contacted mum and discussed the support they could offer and arranged a meeting. I refused to attend, but mum said that they were going to refer me into a program called [Navigator](#) that helped young people get back to school. I wasn't sure if I wanted this, but I went along with it to please my mum.

In November 2023 a Navigator worker came out to meet me. I thought she was going to be hard on me for not attending school, but she wasn't. We talked about why I didn't attend, and she made suggestions about what we could both do together to get me back to school. When she left my house that day, I didn't feel so bad cause she said she would be with me every step of the way. That helped me decide that it was time for me to go back to school. My worker arranged a meeting at the school. On the day I was really anxious about getting out of the car until my worker came and said, "I'm here with you, we're going to do this together". I felt ok then, and went to the meeting.

We came up with a plan to return to school a few days a week to start with, and increase over time until I was back full time. The plan was easy to follow, and I chose the days that I would attend. I did need some extra support because I had missed a lot of work, but my worker arranged that. She met with me regularly to check in and make sure I was ok,

and that everything at school was good. And I got to see my friends again which was great.

Over time as I got to know my worker well, we talked about lots of things, like what I wanted to do when I finished school. I have always wanted to be a train driver or an electrician. She continued to encourage me to keep going. My worker had regular contact with the school to check my attendance, and always told me that they were very happy with how I was going, which made me feel good. I have now reached 90% attendance.

It's now been 8 months since I agreed to participate in the Navigator program. I'm glad I did, because I'm not sure where I would be today if I had said "no".

I feel good about school again and can now see a pathway for me as I get older.

I will move into Year 11 next year and will complete my VCE Vocational Major with an Electrical VET subject. My worker is closing my case as I have met my goals and I don't need any further support. She's right about that, so the feedback I would give to any other person who is struggling with school and motivation, accept the support from Navigator because it works, and if you work with your worker, you too will be back at school and enjoying it just like me.



Workforce impact

“Our people are integral to the work we do. We develop, enable and inspire our team through effective leadership, learning and development to build strong professional teams and a safe, inclusive and diverse culture that delivers quality outcomes for clients. In an increasingly competitive labour market, we need to ensure we are positioned to attract, develop and retain the highest quality staff across all positions.”

Strategic Plan 2024-26

Windana continues to develop, articulate and expand the unique benefits and experiences available to all Windana staff - empowering our people to **contribute, grow and thrive**, while improving client outcomes.

Integrating our workforce

This year, the merger presented a significant challenge – integrating two workforces by bringing together structure and culture. We began 2024 with a focus on integrating our culture to build engagement, connection and change readiness. In 12 culture building workshops, over 180 teammates from across our organisation generated over 1500 ideas to develop our **refreshed set of values** (integrity, respect, authenticity, connection and growth) and the behaviours that represent them.

Our new, **integrated organisational structure** was implemented to support Windana’s vision for the merger – positioning us to offer more services to more people. Reflecting feedback from team consultations and evidence for successful organisational design, our new structure has strengthened connections between programs, created career development pathways, and promoted leadership integrity.

Developing our people

The development of Windana’s **Capability Framework** has given our people the structure to grow. The Framework covers the qualifications, competencies and behaviours essential for each role at Windana – giving our workforce at all levels a blueprint for career development across our expanded service offering.

Introducing **Individual Development Plans (IDPs)** to our Learning & Development Framework – and enshrining them in our Strategic Plan as a requirement for our permanent workforce – sent a clear message to present and future staff: that Windana is a place where you will learn and grow.

Staff continue to enthusiastically develop and implement their Plans with support of their managers, advancing their current practice and pursuing new areas of professional interest through exposure, experience and education. Early insight has indicated that IDPs have boosted engagement and are providing a mechanism for job enrichment and rotation. In the long-term we expect IDPs to enhance staff retention and build a more capable workforce.



Managing, promoting and celebrating diversity and inclusion

Our **2024 Diversity and Inclusion Staff Survey** revealed that Windana's workforce has become more diverse over the past year. LGBTIQ+ staff numbers increased by 2% to 14%, the proportion of staff born overseas rose by 5% to 26%, and Aboriginal and Torres Strait Islander staff grew by 1% to 2%. Additionally, there is a higher proportion of younger professionals in our workforce.

Staff from diverse backgrounds responded favourably about their inclusion experience at Windana, and reported higher levels of engagement. These results signal the success of our ongoing efforts to improve the employee experience.

Our journey towards **Rainbow Tick Accreditation** is one way we have strengthened Windana's ability to be a safe, inclusive and affirming employer for LGBTIQ+ staff. We have begun to implement actions around the Six Standards – including Organisational Capability and Workforce Development. A highlight during the year was Windana's strong presence at the 2024 Midsumma Festival - which included a stall at Carnival to share what we do and promote harm reduction, and participating in the Pride March.

Windana is thankful to have received receive funding from the Victorian Government to support us to achieve full Rainbow Tick Accreditation in 2025-26.

This year, we developed our second **Reconciliation Action Plan** (at the 'Innovate' level), which emphasises recruitment, retention, and professional development for Aboriginal and Torres Strait Islander staff. Key deliverables involve utilising data from our Diversity and Inclusion Staff Surveys and collaborating with Aboriginal and Torres Strait Islander staff to gain insights on becoming an employer of choice. The invaluable expertise of our First Peoples' Healing Program team has greatly influenced the Plan's development. We look forward to launching our Plan in early 2025.

These accomplishments and ongoing initiatives have helped us advance towards our objectives of being an employer of choice, building capacity and creating a safe and inclusive workplace where a diverse workforce can thrive.



Inter-team collaboration at one of our 12 culture building workshops



Windana team at the 2024 Midsumma Pride March



Sector impact

“We will actively influence the sectors in which we operate in order to improve outcomes for the people and communities accessing our services. We work with others to tackle cross-sector issues, and we play a role in building tomorrow’s workforce by partnering with universities and training providers to create more pathways into our sectors.”

Strategic Plan 2024-26

Windana is committed to being a **voice for change** by influencing policy, practice and research to **improve outcomes** for the people and communities accessing our services. We are a strong advocate for effective evidence-based policy and funding, and have used our expanded knowledge and expertise as a larger organisation to **push for change at a local, state and federal level**.

Influencing the Victorian alcohol and other drug sector

Windana is playing a key role in shaping the Victorian Government’s new **Alcohol and Other Drug Strategy** by advocating for a truly client-centred response to substance use. One that includes harm reduction, early intervention and the need to challenge stigma, alongside the workforce and program funding models required for an effective statewide response.

As part of the strategy development, Windana co-chaired one of the five **consultation sessions** held by the Victorian Government to gather insights from leaders in the sector and beyond. This session explored sector workforce, workforce education, research and leadership. Representatives from Windana also participated in the other four consultations sessions.

Advocacy at the Federal level

Following our [submission](#) to the Federal Parliamentary Standing Committee on Health, Aged Care and Sport’s **Inquiry into the health impacts of alcohol and other drugs in Australia**, Windana was asked to present further evidence at the public hearings held in Melbourne. We were also pleased to welcome members of the committee to our Alma Road site to hear more about Windana’s work.

We took the opportunity to share expertise, and expand on our recommendations relating to:

- Longer-term funding for services
- A focus on outcomes and the social determinants of health in data collection
- The importance of social support for people leaving treatment
- Improving equity between the states for residential rehabilitation beds.

Standing Committee visit to Windana: Left to right are Jodie Belyea MP, Mel Thomson (Head of Adult Community Services), Anne Stanley MP, Dr Mike Freeland MP, Adam Miller (Chief Communications Officer), Dr Michelle Ananda-Rajah MP, Mark Graham (Head of Withdrawal and Intake) and Mark O'Brien (Chief Operating Officer).

Cross-sector influence

Our expanded suite of services and staff expertise brings with it opportunities for Windana to be a voice for change in new areas, including **mental health, education and training** and **family violence**.

Collaborating with the Victorian Government, the Victorian Alcohol and Drug Association and other cross-sector partners, we've been a part of efforts to **update family violence screening tools** used across the alcohol and other drug sector. These tools now more accurately assess family violence risk, prioritising the safety of victim survivors and their families and keeping men who use violence accountable.

Recognising our work at the intersection of family violence and alcohol and other drug use in programs like U-Turn and Engaging Families, Windana also trialled these tools across our youth and adult programs prior to statewide rollout.





Sustainability impact

“We acknowledge that the health and wellbeing of clients and staff is inextricably linked to the health of our planet. In addition to achieving our Mission, we must also promote and preserve a healthy environment by reducing our carbon footprint, improving resource efficiency, enabling climate resilience and greening our built environments.”

[Strategic Plan 2024-26](#)

Windana’s refreshed Strategic Plan prioritises our environmental performance. The merger has enabled us to **embed sustainability into our culture** through policies, plans, and initiatives that support sustainability at a structural level. At the same time, ongoing practices and projects at our locations continue to foster a healthy environment.

Governance for sustainability

Windana’s new **Procurement Policy** minimises the environmental impact of procuring goods and services across our many programs, services, locations and back-of-house functions. Implemented this year, the policy requires procurement to meet strict environmental sustainability criteria and requires staff to choose suppliers who are committed to better environmental performance. In addition to providing a framework to maximise value and nurture beneficial relationships, the policy’s introduction has sent a clear message to vendors and suppliers that they must include environmental benefits in their offering. Through this, Windana is acting as a voice for change.

With services across Victoria, minimising emissions from travel between our locations is an impactful way we are working to reduce our carbon footprint. We are pleased to have transitioned to a **fleet comprising a majority of hybrid vehicles** (58%) and promote usage of hybrid vehicles for longer trips, such as between the Barwon and Grampians Therapeutic Communities. As we continue to improve our fleet, we are prioritising the use of hybrid vehicles to maximise sustainability.

Site-based sustainability

We are reducing the overall environmental impact of our services through reducing our carbon footprint, improving resource efficiency and greening our environments. Key initiatives include:

- Waste management approach: Ensuring composting occurs at all residential Windana sites
- Production of fresh fruit, vegetables, and herbs in residential programs: Reducing food miles and embedding sustainable eating practices in our clients’ lifestyles, which they can continue after treatment
- Restoration of local environments: Partnering with Landcare Victoria Inc. on projects in South-Eastern Melbourne and West Gippsland to remove invasive weeds and plant native species.

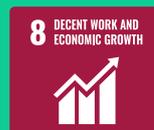
The Indigenous Healing Garden Project supported by City of Port Phillip, and planted in partnership with Ngwala Willumbong Aboriginal Corporation.



Sustainable Development Goals

Following a detailed analysis, 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
2. Good health and wellbeing
3. Decent work and economic growth
4. Reduced inequalities.



Last year we committed to reporting against the following three key actions that demonstrate our continued and measured contribution to the Sustainable Development Goals:

Commitment

Enhanced data collection around health and wellbeing, access to housing, reductions in rates of poverty and access to services.

Progress

Received Victorian Government Empowerment Grant to fund enhanced outcomes data collection. Project will be implemented by June 2025.

Commitment

Establishment of a roadmap to Net Zero certification.

Progress

Included as a strategic initiative in the 2024-26 Strategic Plan, to be developed in 2025.

Commitment

Supporting social and economic inclusion for clients is a priority, including facilitating increased social connection, access to community services and employment

Progress

We are enhancing social and economic inclusion by addressing the social determinants of health affecting client outcomes:

- Our service offering increasing from 11 to over 30 programs allows us to address the bigger picture of what's going on in each client's life, with services for family violence, employment and education
- An enhanced network of purposeful partnerships (including 12+ formal consortium, service delivery and colocation partnerships, plus hundreds of established referral pathways) allows us to connect clients with targeted support across sectors to address complex needs.

An example of our progress is embedding Adult, Community and Further Education (ACFE) pre-accredited training at the Maryknoll Therapeutic Community Works Program, providing residents with an opportunity to upskill for post-program workforce engagement.

Impact drivers



Our Impact Drivers – growth and innovation – enhance Windana’s ability to achieve our Client, Workforce, Sector and Sustainability impact pillars.

For more information see our Strategic Plan 2024-26

Growth for impact

The merger of Windana and TaskForce was fundamental to our purposeful growth agenda, driving an increase in revenue from \$23 to \$32.5 million, reinforcing our financial foundations, and growing our geographic footprint in South-East Melbourne and the Mornington Peninsula.

Growth has laid the foundation for Windana to change more lives – the first objective in our Client impact pillar. Examples throughout this report speak to the positive impact of this growth, from providing connected services to more people, to a more diverse workforce, to increased influence in the sectors we work in.

An exciting part of our growth has also been the development of our **refreshed Windana brand**. More than a logo on the door, our branding approach reflects how our clients and other stakeholders perceive Windana. Our expanded suite of services are now grouped into Youth, Adult and Training & Development categories – making them easier for clients and referrers to find the service they need.

Our brand articulates the many factors that make Windana unique, built around four key pillars:

- A Holistic Approach to Support
- Person-Centred Services
- Life-Changing Impact
- Voice for Change.

Windana’s brand provides clarity for clients now, and has set us up for further growth.

Innovation for impact

Innovation in our Strategic Plan focuses on technology, research and building a culture of innovation. Outcomes data is one area where these three components intersect.

As detailed on [page 6](#) of this report, Windana received a grant from the Victorian Government’s **Empowerment Fund**. This funding will help us develop an innovative evaluation framework to strengthen our evidence base, measure outcomes, and share valuable insights to inform policy and practice.

Involving teams from across Windana, this new approach will use the latest technology to capture and report immediate and longer-term client outcomes and improve the overall client experience.

We also successfully integrated two organisations' IT systems, a crucial step to improve operational efficiency and client impact. Our **IT migration** to a unified platform supports agile service delivery, enhances client and staff security, and empowers staff in their roles.

Sara's Story

Sara* has rebuilt her life, and continues to learn, grow and make choices that nurture the health and wellbeing of her young family. She also now gives back to people earlier in their recovery. Sara's story illustrates the human impact of intervening early, working with families and collaborating with other organisations to create positive change in people's lives.

"Anything is possible, and I'm proof of that," says Sara. Sara first engaged with Windana at 25 years old, facing complex challenges. She was sleeping in a garage, serving a Community Corrections Order and using heroin and ice – often showing up to our Frankston location while substance affected and reluctant to engage with services. Sara needed person-centred support that was trauma informed, culturally safe and responsive to her changing needs.

Through trust, understanding and respect, Sara's Care and Recovery Coordinator Junelle worked with Sara to set and work towards recovery goals. This involved Sara beginning Windana's [ResetLife](#) day rehabilitation program, and connecting Sara's partner with voluntary [Alcohol and Other Drug Counselling](#) and our [Harm Reduction](#) group. While working on her recovery, Sara learned that she would be having a baby.

A flexible approach to services meant Sara could continue her rehabilitation program around periods of nausea and other pregnancy-related challenges, allowing her to keep moving towards her goals. This shows why a model of care that puts clients at the centre is essential for effective care. With her baby on the way, Sara worked with Junelle to access housing, where she and her partner secured the stability they need for their family's future.

Sara completed the ResetLife program while pregnant - and maintained her abstinence.

Through purposeful service partnerships, Sara obtained essential baby items and engaged with baby support groups – building new connections with other young mums in her local community. This collaborative approach resulted in Child Protection closing their file. Not long after, Sara and her partner became parents to a very healthy baby girl.

Today, Sara volunteers in our ResetLife program – each week using her experiences to empower and inspire others to stay on track towards reaching their goals.

“In the future I would like to leave the old Sara behind, and help others do the same by sharing my stories and progress, and give people the life raft Windana gave me.”

Sara's journey is a profound example of Windana's holistic approach to support and person-centred services.

"All the services Windana have linked us in with have got us to where we are today," Sara says. "Happy, healthy, sober, saving money and with a roof over our heads."

“Connected services have pushed us forward – up and up!”

*Name changed for privacy purposes.

Windana Training & Development

Windana's Training & Development team furthers our Mission of rebuilding people's lives by building the capacity of Victoria's workforce to respond to social issues. We engage workers from diverse sectors and industries in professional development courses that enhance practice and lead to better outcomes for people in need.

Education Manager and expert Windana Trainer *Sally Fountas* reflects on Windana Training & Development's impact over the past year.

During 2023-24, Windana Training & Development delivered around 35 courses to approximately 500 professional participants working in diverse roles across healthcare and social assistance services, not-for-profit organisations, state and local government and private business.

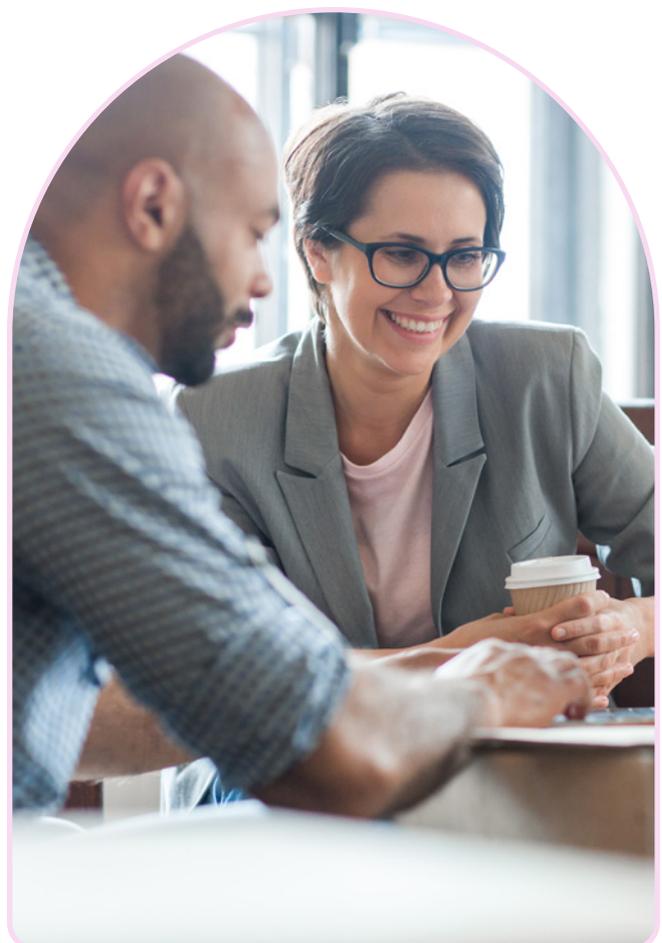
We train workers in topics that reflect the life-changing services we deliver to the community, with courses across the four learning areas of:

- Alcohol and other drugs
- Mental health first aid
- Suicide and non-suicidal self injury
- Violence and aggressive behaviours.

This specialisation allows us to design and deliver courses informed by evidence and practice wisdom.

In addition to the unique courses designed by Windana's Strategy and Impact Group, we are licensed to deliver **Mental Health First Aid Australia's** sought-after courses (Standard Mental Health First Aid, Conversations About Suicide, Conversations about Non-Suicidal Self-Injury) and the globally renowned **LivingWorks** Applied Suicide Intervention Skills Training (ASIST) course.

Windana's trainers come to each course with first-hand experience providing services to people experiencing alcohol and other drug harms, family violence, mental health challenges and social disadvantage. Delivering courses with integrity and respect, our trainers contextualise theory with real-world case studies and practical skills participants can take back to their workplaces.





We know that many people facing challenges with alcohol and other drugs, mental health and other issues experience stigma when engaging with services – delaying people from seeking help or leaving services that are there to support them.

Through our courses, we train people in our sectors and beyond to understand the human experiences – including trauma – behind harmful behaviours, a precursor to respectful professional practice and better outcomes for individuals and the community. This allows Windana Training & Development to act as a voice for change.

During the past year, we're proud to have grown Windana Training & Development's impact through delivery of custom training solutions for the **Victorian Department of Justice and Community Safety, City of Casey, Jesuit Social Services, Hester Hornbrook Academy** and other prominent clients. These bespoke contracts run in addition to our regular courses which allow workers across Victoria to book online.

A key goal for the next year is to grow Windana Training & Development's cross-sector reach, so that professionals from diverse disciplines and in a range of roles can benefit from training that supports both careers and communities.

Learn about upcoming Training & Development courses and book your spot online at: www.windana.org.au/training-and-development

Windana Board & Executive Team

Board Members



Jenny Gillam

Director & Board Chair

- Chair Remuneration & Nominations Subcommittee
- Member Finance Risk & Audit Subcommittee
- Year joined Board: **2002**



Stelvio Vido

Director & Deputy Board Chair

- Member Finance Risk & Audit Subcommittee
- Year joined Board: **2021**



Robyn Batten AM

Director

- Year joined Board: **2024**



Cameron Bird

Director

- Member of Remuneration & Nominations Subcommittee
- Year joined Board: **2016**



Anthony Boffa

Director

- Chair Finance Risk & Audit Subcommittee
- Year joined Board: **2022**



Deborah Dobbie

Director

- Member Remuneration & Nominations Subcommittee
- Year joined Board: **2023**



Minh Nguyen

Director

- Year joined Board: **2023**



Jen Riley

Director

- Member of Remuneration & Nominations Subcommittee
- Year joined Board: **2021**



Marita Scott

Director

- Chair Quality & Safety Subcommittee
- Year joined Board: **2021**



Larissa Seymour

Director

- Member Quality & Safety Subcommittee
- Year joined Board: **2023**

Executive Team



Andrea McLeod

Chief Executive Officer



Mark Briglia

Chief Finance Officer



Joanne Caruso

Chief People Officer



Adam Miller

Chief Communications Officer



Di Nally

Chief Impact Officer



Mark O'Brien

Chief Operating Officer

You can see details of our current Board and Executive Team, and read their profiles, at:

www.windana.org.au/our-people/

Financial Report

As detailed throughout this report, the merger between Windana and TaskForce has strengthened our ability to provide connected services to more people in need, now and into the future.

A significant milestone that underpins our service delivery was successfully combining the operations of Windana and TaskForce into a single reporting entity. As such, the 2023-24 annual financial statements include the operating results of Windana pre-merger (1 July – 19 November 2023) and the merged organisation (20 November 2023 – 30 June 2024).

Windana's operating revenue increased by 41% to \$32,467,888. This increase is largely due to combining former TaskForce revenue (\$7,829,142) into Windana's total operating revenue, as well as contracted funding growth and indexation on Government grants.

Operating expenditure increased by 38% to \$33,300,706, partly offset by savings through the consolidation of back-of-office resources and systems.

Windana has reported a net deficit of \$832,818 after accounting for refurbishment grants. Other comprehensive income, resulting from an increase in the fair value of financial assets (\$166,180), brings the overall organisational result to a deficit of \$666,638.

Areas influencing our financial position

The financial result from operations is substantially impacted by the significant investment that Windana has made in the merger (\$824,660). The cumulative impact of inflation, which, while it has trended downward from 6.6% in 2022, 5.6% in 2023 to 2.8% in 2024, has had significant impact on the costs to provide client services. This includes increases to prices of food, utilities, fuel and medications.

This, combined with recent award rate increases by the Fair Work Commission (FWC) of 5.75% in 2023 and 3.75% in 2024, mean costs are higher than funding allowances.

As custodians of community funds, we remain committed to ensure the responsible and sustainable use of resources. Our staff have worked to consolidate our back-of-house resources and systems to achieve some of the early functional benefits of merging. For example, bringing all staff onto the single finance system and IT platform, consolidation of IT hardware and subscriptions (page 16), streamlining procurement (page 14), and combining back-of-house teams (page 10) have all resulted in improved process across the organisation and have a positive impact on the budget.

Windana has invested heavily in the merger with TaskForce to design and implement a financially sustainable organisation that provides the broader range of holistic services into the future.

For Windana's full audited financial report please visit:
www.windana.org.au/corporate-publications



WELCOME
TO THE
HUB



WINDANA

Life. Changing.

Contact us

ABN | 68 398 137 238

T | 03 9529 7955

E | windana@windana.org.au

P | PO Box 372 St Kilda, Victoria 3182

windana.org.au

