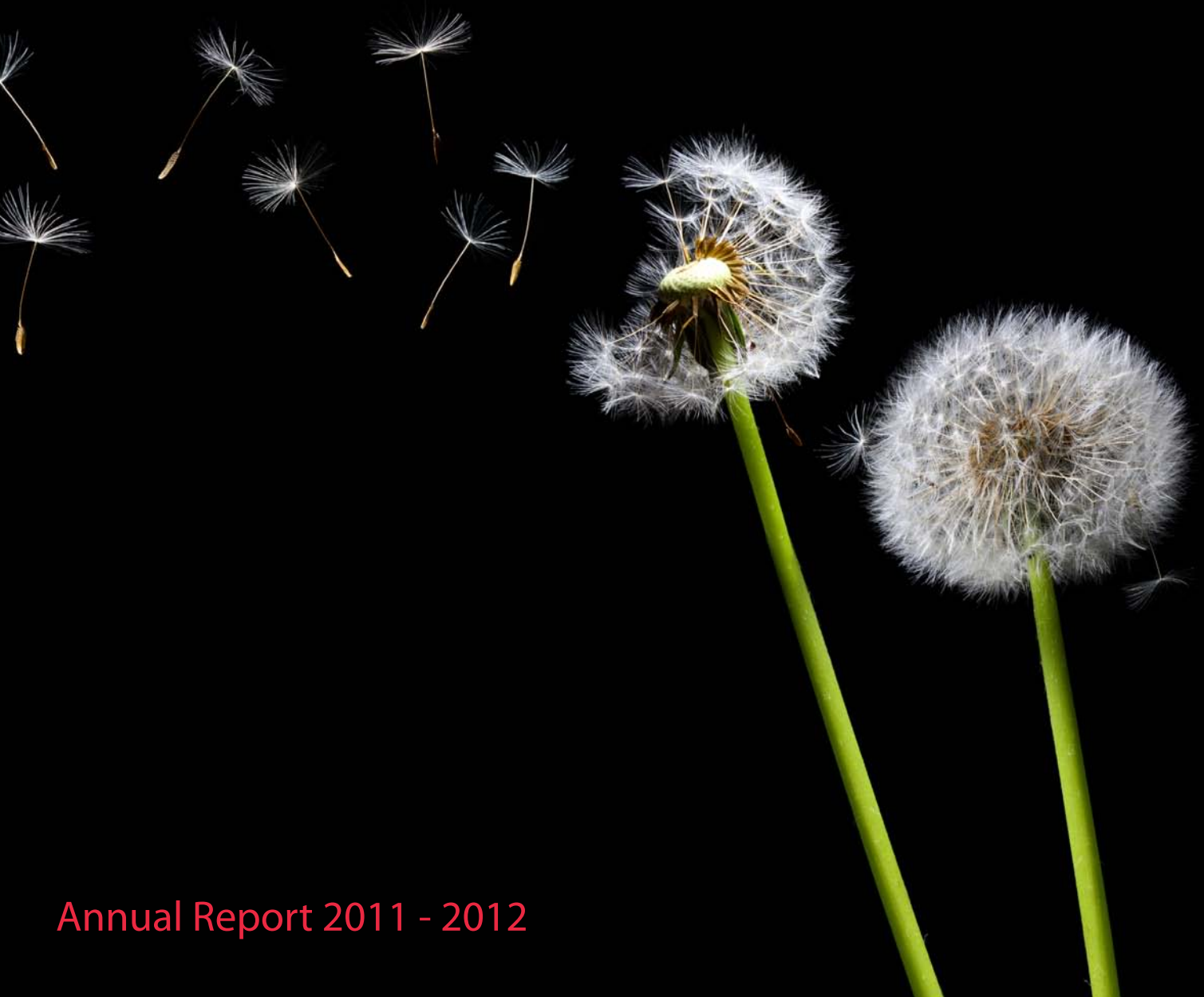


windana

Drug & Alcohol Recovery



Annual Report 2011 - 2012

I am privileged and delighted to have been a supporter and Patron of Windana for almost 20 years.

Each year, over 1000 clients and their families are assisted to participate in Windana programs, as they overcome the harmful effects of alcohol and drug misuse.

My role as Patron has allowed me to connect directly with the clients and staff in a way that touches my heart. I enjoy visiting on special occasions to meet clients who show great courage and a deep commitment to a new life. It is always a pleasure to hear about the success of clients who have completed their program and are now living happy and fulfilling lives within the broader community.

Very few families remain untouched and we must all work together to increase compassion, advocacy and respect for the clients of Windana, as they create new opportunities and change their lives.



Dame Elisabeth Murdoch AC DBE

A message from our Patron	Inside Cover
Who we are	2
Message from our Chairman	3
Message from our CEO	4
Our Board Members	6 - 7
Friends of Windana	7
Windana Life Members	7
The Peter Bucci Award	7
Windana Drug and Alcohol Withdrawal Services	9
The Outreach Program	10 - 11
Organisational Development and Human Resources	13
Therapeutic Community	14 - 15
Community Services	16 - 17
Concise Financial Report 2011 - 2012	18 - 24
Thank you and Volunteers	25
How you can help Windana	28

Helping people rebuild their lives

Who we are

Windana is a major provider of drug treatment services in Victoria. Our aim is to offer holistic, innovative services through encouraging our people and clients to work in partnership. The value of community is intrinsic to our culture and promotes a sense of purpose and hope for the future. We envisage a society that enables individuals and families to recover from harmful alcohol and drug use and to build positive lives in mutually supportive and accepting communities.

Who we help

We help people who have become disconnected from their family, children, friends and community - because of harmful drug and alcohol use.

What we believe

We believe that people can rebuild their lives.

What we do

We build a trusting relationship with our clients and offer a range of integrated services, across our programs. Over time, clients can achieve real change and personal growth.

Windana provides a variety of programs, where clients learn new social and practical life skills to equip them for a successful life within the community.



A message from the Chair of our Board

I am taking this opportunity to reflect on the year that has passed and believe that Windana is very well placed to continue to make a real and meaningful difference to our clients' lives. It is a privilege to be associated with this wonderful organisation. Commencing the new financial year, it became apparent that Management, with the support of the Board, would need to make some significant organisational change to ensure that Windana was financially viable to continue to deliver quality services. There were some tough decisions made and ongoing review and monitoring required. I am happy to say that by the end of the year, Windana is again in a very strong financial position to deliver an even broader base of quality services to respond to the complex needs of our clients.

As a volunteer Board, we rely heavily on the expertise and skill of the CEO and his management team for information and informed recommendations. Brad Sadler has been absolutely focused on ensuring that he has the best team in place so that Windana is able to deliver superior services in the treatment of drug and alcohol recovery. Brad continues to work closely with both State and Commonwealth Government, complementary service providers, community and peak bodies so that current and planned services are in line with government philosophy and funding frameworks. He is not only focusing on 'today' but where to 'tomorrow' - how can we continually improve our services to meet the complexity of needs in our community. Testament to Brad and the team's hard work has been the success of our applications for Commonwealth funding where all our programs have been funded for another three years. We have also received additional funding for residential beds in our Withdrawal and Therapeutic Community rehabilitation services.

I would like to thank Brad and his management team for their outstanding leadership of this wonderful organisation. Thank you to each staff member for your professional, committed, selfless approach to delivering outstanding services for our clients.

Also, thank you to my fellow Board members for the guidance and support they have offered during what has been a challenging year for Windana. I would like to make a special thank you to Sally Webster who resigned earlier in the year after commencing on the Board in 1999. Sally has made an outstanding contribution to Windana from a governance perspective but in addition to that has shown amazing insight to the needs of our client group from both a 'human rights' and equity perspective. Whilst no longer with the Windana Board, Sally continues to contribute her professional experience in the areas of refugee and not for profit governance.

Thanks also to Mandy Rashleigh who resigned earlier in the year due to personal and work commitments. In the short time Mandy was on the Board, she was absolutely diligent in helping Windana with its financial reporting and due diligence. I would also take this opportunity to welcome three new Board members who have already made significant contributions, Ms Julie Prideaux, Mr Frank Dyett and Ms Esra Ozege.

Lastly, thank you to our patron Dame Elisabeth Murdoch for her ongoing wonderful support and to our financial supporters and friends who allow Windana to do that little bit extra to make a difference for our clients.

Jenny Gillam
Chair of the Board



A message from our CEO

Client story

May you live in interesting times...

Some see this ancient Chinese proverb as a blessing and some a curse, for some of us the glass is always half empty and for some always half full and for many of us our perception of this wavers over time. Even for the heartiest of souls, the Windana glass has at times seemed half empty this year as we have worked through some very interesting times indeed.

In a year of considerable change and challenge, we have had to make some difficult decisions to keep Windana in good financial shape and ensure we maintain our focus on our clients, their families and the communities we serve. At times it has been genuinely tough and what has consistently impressed me is the quality of the people that make this organisation, our employees, volunteer board, volunteers and most especially our clients.

I have been impressed with the professionalism and client focus of our people when faced with program closure and job loss, the tenacity of our Board and Senior employees, and the resilience of our clients as they strive to change themselves and their worlds. This is a great place to work and what we do is inspiring. We influence real and positive change in the world. What we do is truly worth fighting for and we have certainly fought hard this year.

How has Windana weathered these challenges and set the path to a more promising future? We have retained all our Commonwealth funded programs for another three years. In addition, we have received funding for all of our previously non funded residential beds for both Withdrawal and Rehabilitation.

We have embarked on new service types to increase access and support for clients and received extra funding to increase our capacity to assess people for our services.

Windana is back on budget and providing more services to more people for longer periods of time than we ever have. Windana has been innovative and resilient and we can each be proud of our achievements.

All in all I think that the Windana glass is more than half full at the end of this financial year. We are in great shape to continue to make a real and meaningful difference to so many people's lives.

One of the many things I love about my job are the precious moments when I get to see firsthand the interaction with employees and clients; when the magic happens, when we help people to change. I have been privileged to witness some of our clients over the last year as they grow and change as they walk and sometimes stumble along the pathway to recovery. I love saying hello and chatting with people attending one of our groups - usually in St Kilda or Ormond and remembering how they were and seeing them where they are now. I delight in knowing that we were instrumental in providing the conditions for that change.

We know that we will continue to live in interesting times. For the year to come, I ask each of you to continue to strive to see the glass half full so we can impart this to our clients, their families and the communities we serve. Let's draw inspiration from the courage of our clients so that we may in turn be inspirational to them.

Stay well and be happy.

Brad Sadler
CEO



AODSS Program

With a history of alcohol dependency stretching further than five years, Richard* had almost lost everything; his marriage, his children, his job and his reputation. In an effort to come back from the losses that he had experienced, Richard made the life changing decision to get help and so he entered the Windana AODSS Program. In talking with Richard about his experience, he describes that as being as determined as he was to make the program work for him, he recalls days when he was just hanging on by his finger tips. And hang on is exactly what Richard did, and within twelve months he was ready to re-enter the community. Richard had met his initial goal of total abstinence from alcohol, and also achieved other goals along the way; successfully enrolling himself into a Certificate IV course in Training and Assessment, with the intention of taking steps toward a new lifestyle and a new career path. Richard is also working towards a qualification in Alcohol and Drug Studies.

It takes courage and determination and as Richard says "every journey begins with just one step at a time".

* Richard is not his real name

Our Board

Windana's work is overseen by a committed Board whose members provide strong governance and strategic guidance to Windana. All Board positions are honorary and we greatly value the contribution made by past and present Board members. Board meetings are held monthly with an annual general meeting scheduled in November of each year.

Jenny Gillam - Chair

Board commencement date 2002

Jenny currently runs her own Consulting business in Talent Sourcing Solutions. Over the last 14 years she has consulted to many medium and large private companies and not-for-profit organisations on the appointment of middle, senior and executive managers. Prior to this, Jenny enjoyed an extensive and varied career with the Commonwealth Government in the areas of employment, training and education. As a senior manager, she worked closely with the community and specific companies on a range of initiatives to create employment opportunities for the unemployed and other disadvantaged groups. Jenny has strong experience in the public, private and community sectors and consulting skills in human resources management and executive recruitment. Youth, family issues, drug and alcohol service provision and education are all areas of particular interest for Jenny.

Peter Hay - Deputy Chair

Board commencement date 2004

Peter is a Director at KPMG in Melbourne, specialising in advisory services. Peter joined KPMG more than 14 years ago from ANZ, where he was a senior manager with the investment banks and a Trustee of the ANZ Australian Staff Superannuation Fund. Peter's career spans more than 30 years in the financial markets sector, including over 10 years with both ANZ and Merchant Bank, Capel Court. Risk management, fraud reviews, corporate governance reviews, board self-assessments, strategic planning and compliance reviews are all part of Peter's extensive skill set.

Amy Jewell - Treasurer

Board commencement date 2008

Amy is a Director at KPMG in Melbourne. She has been with KPMG for more than 10 years and specialises in internal and external audit and accounting services to superannuation and financial services clients. Amy is the Chair of the Finance and Governance Committee.

Sally Webster

Board commencement date 1999 - resigned June 2012

In addition to experience in research and television journalism, Sally has built a career in various areas of law such as workers compensation, litigation, and migration. Her current work is in migration, which has led her into the area of human rights. Sally was a founding member of The Justice Project in 2004, together with Julian Burnside QC and others, and continues to contribute her professional experience in the areas of refugee law and governance of not-for-profit organisations.

Des O'Connell

Board commencement date 1987

Des has a particular interest in the Windana Therapeutic Community where he was active in the planning, fundraising and building of Peter's Place - a mud brick building which is used for the purpose of reflection and quiet meditation by our clients. His background of employment was as a Navy Officer and he holds qualifications in finance management, aircraft inspection and architecture. On a personal level, Des has a strong commitment to alcohol and other drugs rehabilitation services.

Mandy Rashleigh

Board commencement date October 2010 - resigned August 2012

Mandy joined NAB's Financial Institutions Group as Head of Business Development in May, 2011. In this role, Mandy is responsible for implementation of business strategy, focusing primarily on ensuring alignment of product strategies across NAB's financial institutions business globally. Mandy has over 25 years experience in banking and financial services primarily with ANZ where she held various senior roles in the Institutional and Corporate Banking Division including Head of ANZ Custodian Services, Chief Operating Officer of Trade & Transaction Services and Head of Cash Management & Transaction Services. She also spent 10 years in ANZ's Global Markets business and held various senior positions including Regional Head of Markets - Asia, Head of FX Sales and Head of Treasury Services, Australia. In her most recent role at ANZ, she was responsible for leading the strategic initiative to grow market share in ANZ's Corporate Banking sector by leveraging their network in Asia. Mandy holds a Bachelor of Science from Monash University, a Graduate Diploma in Business (Banking & Finance) from Monash University and is a Senior Associate of FINSIA (SA Fin).

Esra Ozege

Board commencement date July 2012

Esra is part of the Misconduct and Breach team at the Australian Securities and Investments Commission (ASIC) and is responsible for exercising ASIC's compulsory powers and assisting in the assessment of misconduct and breach reports to assess the availability of criminal, civil and administrative remedies. Esra is passionate about using her legal and commerce background to contribute to various not-for-profit and community organisations and is also part of the Board for an organisation that provides support and refuge to women and children stepping out of domestic violence. Additionally, after a trip to East Timor in November 2011, Esra is now helping a community in Dili build a special needs school for disadvantaged and disabled children. Achieving the right balance between her legal career and commitment to the community sector have been one of her driving motives and Esra looks forward to making an ongoing contribution to Windana.

Julie Prideaux

Board commencement date 2012

Julie has undertaken a range of senior executive roles in the Victorian Department of Human Services, the Victorian Auditor General's Office and the Victorian State Services Authority. Previously she was Principal and Director of her consulting company, providing services to Federal, state and local governments, and for not-for-profit and community sector clients. Julie has expertise in public sector management and governance, strategic and corporate planning, corporate services management, organisational change and development, performance audit, program review and evaluation and communications and stakeholder management.

Frank Dyett

Board commencement date 2012

Frank was a Judge of the County Court of Victoria for 29 years until his retirement at the end of 2007. Thereafter he was a Vice Chairman of the Racing Appeals Tribunal until its abolition in 2010 and then he was appointed a senior sessional member of VCAT. Before his appointment to the County Court Bench he had practised as a barrister at the Victorian Bar for 20 years. During his long service on the County Court Bench, Frank had to deal with many offenders whose alcohol and/or drug use brought them before the Court."

Our family and friends

Brad Sadler - Windana CEO

Commencement date October 2010

Brad has more than 25 years experience in the Community Sector the last 14 years in senior executive roles. His background is quite diverse encompassing Nursing, Counselling, Health Promotion, Community Health, Local Government, Disability Services, Aged Care, Child and Family and Drug and Alcohol services. He has worked across three states from rural remote areas of Central Queensland and the New England/North Western area of NSW to Regional and Capital cities. Brad brings an engaging passion and energy to his work around Leadership and staff development with a unique perspective focusing equally on data and personal relationships. Brad has undergraduate qualifications in Social Science and Psychology and graduate qualifications in Management, is a Fellow of the Australian Institute of Management and an alumni of the Cranlana Leadership program.

Friends of Windana

Michael Pontifex (Chair), Rebecca Smith, Dr John Sherman, Barry Main, Suzy Walker and Geoff Knorr.

Windana Life Members

Life Membership is an honorary title awarded by the Board in recognition and appreciation of outstanding support of Windana.

John Sherman	Diana Sher
Murray Gerkens	Anne Parsons
Peter Bucci (dec)	Des O'Connell
Jenny Johnston	Barry Main
Michael Pontifex	Jan Pontifex

The Peter Bucci Award

The Peter Bucci Award is awarded to a staff member or volunteer of Windana who encompasses the qualities of Windana's founding CEO Peter Bucci. Some of these qualities include his unending compassion and non-judgemental approach to serving Windana's clients. This year's recipient of the Peter Bucci Award was Melinda Grant, Family Services Coordinator.

Jeff* is new to our service. He has been “running amok” since primary school and now finds himself in trouble. He has a court appearance in two months and being held on remand “scared the shit out of me”.

Supporting Jeff in the community are workers from youth specific services and housing. He has just separated from his partner of 3 years; together they have been parenting his 6 month old daughter. WYCH provided Jeff with the conditions and support to make a real and significant change in his life.

Jeff wanted to address his usage of cannabis and ice. Since the age of 12 when the problems at home got the better of him, he has found himself attracted to drug usage, escaping his own thoughts and feelings. He has been unable to establish new routines and patterns that enabled him to remain drug free. He now faces an uncertain future with a potential jail sentence and his partner is saying enough is enough.

Jeff wants to parent his daughter differently to the way he was parented and considers the risk of losing contact with her has made him view his actions very differently. Jeff spent 2 weeks at WYCH. During that time he learnt relapse prevention strategies, and strategies to address anxiety and depression. He established a regular sleeping and eating pattern and found different ways to address his boredom. He started to explore apprenticeship options and with the help of Windana’s Family Program commenced regular contact with his daughter. Doing some cooking and putting on a load of washing doesn’t sound like much fun, but Jeff embraced these tasks as things that will service him well in the future.

Windana Youth Community House (WYCH)

“To Everyone at WYCH!

*You all helped me to realise what I was capable of, I can’t say thank-you enough, for supporting me and helping me - there couldn’t be a better bunch of people!
I will miss everyone but at the same time I hope to never see any of you ever again! I’m sure you know what I mean.*

Peace. Jeff”

* Jeff is not his real name

Windana Drug and Alcohol Withdrawal Services

The announcement by the state government of the ‘Whole of Government Reform’ has put the focus on Drug Treatment Services in Victoria. Over the past 12 months, we have been involved in many discussion forums where Department of Human Services (DHS) representatives have attempted to bring together the sector and develop a streamlined approach for the consumers of Drug Treatment Services. The feeling is one of hope; hope that after all of the commissioned reports over the last 10 years, there is a government attempting to make change and willing to act upon recommendations for the better of our consumers. These changes will not be immediate. Windana is heavily involved in the consultation process and looking forward to working with the end results.

During this time, the staff at both the Drug Withdrawal House (DWH) and Windana Youth Community House (WYCH) have adapted to a new Clinical Information Management System - all client files are now electronic. These are now more readily shared amongst the staff group, allowing our people to better align their daily schedules to meet the needs of their clients. We will be welcoming another staff member to the DWH team after successfully acquiring more funded beds. There is now greater liaison with other Windana services with DWH staff rotating through attendances at the Therapeutic Community, members of the Forensic Counselling team, Intake and Assessment team and Windana Community Centre attending case meetings and supervision with the DWH staff. I would like to thank the teams for their tireless efforts in working with our client group. The work has not become easier in fact the clients are becoming more complex and therefore the work load is greater. Many clients are new to our service and new to drug and alcohol treatment. The staff group uphold the name Windana in working with difficult clients. Working as a solid team, treating people as individuals and with respect creates effective outcomes for our clients as we refer them on for further treatment.

Meridy Calnin
Withdrawal Services Manager



The Outreach Program The Outreach Program has continued to support its clients in re-engaging with their families and communities. The team was pleased to receive the news that the Federal Government will continue to fund five of the Outreach Programs for another three years and that we are able to continue to offer Art Therapy across all Windana programs due to the generous donation from our benefactor.

Family Program

We are pleased to announce that the Federal Government has refunded SAFE @ Home and the Parenting Program for a further three years. These two programs make up the Family Program. Over the past year, Windana Family Program has continued to work with Windana clients who are parents or the carers of children through both parenting groups and one on one sessions. During the year, there have been several Windana clients that have required the Programs' support due to pregnancy. This has brought some interesting and exciting challenges to the team. We continued to offer a Yarning Group to the women of Winja Ulupna and the team has attended NAIDOC Week activities hosted by the women from Winja Ulupna. The team has continued to offer activities to the client group including Family Fun Days over the school holidays at Melbourne Zoo and Myuna Farm, and has been able to provide the funds for children and their parents to attend holiday camps, recreational activities and childcare. We have actively collected client feedback from current ongoing clients and the overwhelming response has been the program is meeting and exceeding their expectations. All clients reported that they would recommend the program to others. Well done to our Family Program team.

Integration House

We are all pleased to hear that the Integration House has been re-funded for a further 3 years. This year we were able to expand the program to offer not only the long term stay for Therapeutic Community graduates, but also short term

Pam Williams,
Outreach Services Manager



stays to residents that are in the final phase of their stay. The feedback from those clients that have accessed the Integration House as part of their phase three program has been positive, as they experience life back in the community and the challenges that they are likely to meet.

Alcohol and Drug Support Services

AODSS continues to reach out to clients who are looking to address their substance use issues whilst living in the community. The program includes attending weekly groups and engaging in one to one sessions with Case Workers. This year has seen many changes in the program through movement of staff and modifications to the program structure.

We are pleased to announce that the Federal Government will continue to fund the Women and Women and Children component of AODSS. During the year we have seen many long term clients move on which has been a rewarding experience – both for them, and of our hard working staff. We currently have full staff numbers and look forward to the coming year with enthusiasm and renewed energy.

Peer Support

The Peer Support groups remain a great forum for providing information to clients, enabling them to socialise and boost their support network throughout their recovery in a safe and non-threatening environment. This environment is influenced by the experience and dedication of our facilitators. During the past year, we have been able to take a weekly group into the Drug Withdrawal House so that residents have met the facilitator and experienced an introductory session before they leave. The St Kilda group continues to grow with the thought that we might have to open a second group in the near future. The reason for the success of this group is no doubt due to the support given to them by the facilitator. Well done.

Street Project

The Street Project is another Outreach Program that has successfully been re-funded by the Federal Government for a further three years. This vital program reaches out to people that attend Sacred Heart Mission who are experiencing homelessness associated with alcohol/substance use. There has been several challenging clients that have been referred to other Windana programs including the Family Program, Drug Withdrawal and AODSS. This is a unique program in that the Street Project worker is located at Sacred Heart for four days per week and comes back to the Outreach team one day each week. This unique program needs an equally unique worker and we've achieved that – well done.

Art Therapy

The art therapist, clients and other Windana programs were pleased to hear the news that this program has been refunded for another year due to the generous donation from a Windana benefactor. During the year, we collected client feedback with comments such as; "I wasn't sure at the start but now it is one of my most important groups", "helps to express emotions that are otherwise difficult", "it helps you to look at yourself in ways you wouldn't normally do". This feedback reassured the art therapists that their clients were benefiting from this form of therapy. Thank you to the wonderful art therapists for their dedication and commitment to the program and clients.

I was introduced to Windana Family Program in early 2011, after completing a seven day detox at Windana for long term (marijuana/cannabis) use. I was in early stages of pregnancy with twins and had newly separated from my fiancé, which resulted in me experiencing homelessness. Alone and without direction, the workers from Windana Family Program provided me with ongoing support, which without I dread to think where I would be today.

With their help in accessing information and attending appointments with me, I was able to get permanent accommodation for myself and the twins, along with assisting me with all pregnancy related matters by accessing me a midwife. They also provided me with material aid in preparation for the arrival of my twins.

With their patience, encouragement and ongoing support I have accomplished so much, and have now been drug free for more than twelve months. With their help and commitment, my determination to move towards a drug free life and successful recovery has been cemented and for that I am eternally grateful for the team at Windana Family Program.

August 2012 - Kerry (not her real name)

Family Program

Organisational Development & Human Resources

2011/2012 was an exciting year of cultural change and consolidation for Windana. We continued our simple but effective policy of 'attracting and retaining the very best people'. I'm pleased to say that we now have the largest and most highly qualified workforce in our history.

We have continued our journey towards developing our workforce based on real data. During 2011/2012 we rolled out the Community Sector 360 Degree Feedback Tool across all levels of our organisation to assess the performance of our staff from coal-face to senior management. Drawing on direct reports, peers and line-managers, this community sector 'best practice' approach gives a well rounded, statistically sound way of tracking performance and providing targeted professional development for our people. The Feedback Tool will continue to be utilised each year to inform organisational development and support staff to grow in their roles.

The second iteration of our Staff Engagement Survey showed that morale year-on-year is tracking upwards and we continue to garner quality feedback to continually improve staff working conditions. It was pleasing to note that morale continues to be very high given the complex industrial relations changes that occurred during the 2011/2012 financial year that altered Award classifications and employee conditions significantly. We have established a Staff Wellbeing Committee whose task it is to help improve the environment in which Windana employees work. In particular, the Staff Wellbeing Committee concentrates on developing and recommending 'non-financial rewards' and our all-of-organisation days. The committee provides a fantastic 'value-add' for Windana, providing a mouthpiece for staff at the coal face to help change the organisation for the better.

Windana is presently preparing for its third quality assurance accreditation against Quality Improvement Council (QIC) standards. I am very pleased to now have a dedicated quality and compliance resource who will provide an enormous

amount of benefit around organisational development - thorough quality auditing of our policies, updating our program manuals, a Culturally and Linguistically Diverse (CALD) review and the implementation of funding agreement based compliance and performance reporting.

The past financial year was a big year for information systems, with our Client Information Management Systems (CIMS) going live across Windana. Almost a year on, the system continues to provide Windana with efficient, highly customised client management processes, from intake to exit. The detailed data we are obtaining from the system is now assisting us in continuous quality improvement, statutory reporting and improved client service provision.

Looking to the future, big things are afoot industrially. With the reclassification of the Social Community Homecare and Disability sector, along with the fantastic news of the Equal Remuneration Order, which steadily increases incomes of SACS sector workers over the next 8 years to fall in line with the public sector, the outlook is very positive in regards to being able to attract and retain highly experienced and qualified personnel. Windana will be embracing an enterprising bargaining platform to further improve baseline conditions for our people - aiming to become increasingly competitive in a tight market. The future looks very bright indeed as we continue to establish Windana as a beacon of excellence in the delivery of drug and alcohol services in Victoria - the way we will achieve this is through the hard work and excellent reputation of our fantastic people.

Brad Armstrong
CAHRI - Organisational
Development Manager (HR)



Therapeutic Community

Following the restructuring process at the Therapeutic Community during 2010 – 2011, the past year has been one of intense focus on rebuilding our numbers and Therapeutic Community (TC) traditions. We have successfully achieved many important milestones in this time. The TC daily routine has now settled into a predictable and consistent pattern of regular therapeutic and educational groups, work allocation periods, and personal development time. With more than 80 percent of our residents having identifiable mental health and addiction issues, we have established an environment in which mental health challenges are as much a part of what we as a community talk about as we do substance related issues. We seek to be a place that appreciates complexity as normal and welcomes diversity as part of who we are.

We now have weekly clinics at the TC with Dr John O'Donaghue offering on-site services. This provides us with the possibility of more consistent and integrated health care with regular case conferencing and assessments, and improved post-treatment health linkages. Having a nurse on staff with mental health qualifications has enabled proper follow-up of these medical clinics, clinical oversight for residents, and a reference and consultation point for other TC employees. During the past 12 months we have also entered into an agreement with a training provider to have nationally recognised certificate level training available for all residents. This will provide residents with a qualification that will assist them to obtain employment in the future. Program facilitators have been attending the TC weekly to present these programs. In the near future, we will be meeting with another training provider to expand learning opportunities for TC residents. Over the coming year, we anticipate being able to offer a suite of training programs based around the TC work allocations of kitchen and food preparation (hospitality), caring for animals and garden work (horticulture and animal husbandry) along with basic office management.

The continuation of federal funding has provided Windana with the opportunity to continue the reintegration program for TC graduates using a house in Mentone. TC graduates who feel the need to continue on a program with more support can stay in the house for up to 4 months. This program has been expanded to allow members of the last phase of the TC to go to the house for a week at a time to test their readiness for leaving the program. Residents without exception have returned to the TC and spoken of important learning that has occurred and of the focus they now need to work on gaps in their departure plans.

The success of our restructuring process was recently acknowledged with the Department of Health (DoH) awarding Windana increased funding for the next three years. For the TC, this means four additional beds to be used for slow pharmacotherapy withdrawal: opening a new chapter for the Windana TC. There will be new challenges and many possibilities as we take our place as a service that provides effective, evidence based recovery treatment for a range of diverse populations in Victoria.

Three years ago, a review of the TC program found that the average length of stay at the TC was 55 days in a 12-month program. Reviewing our figures from the past year, we find that the average stay has been 88 days and we currently have 9 residents on program who have been with us for more than 110 days. The average period of stay for all residents including those still on program is 81 days. Length of time in treatment is a recognised powerful indicator of post-treatment success. These figures would indicate that the Windana Therapeutic Community has achieved much in the past few years. The TC team and residents have taken up the challenge presented by a demanding health environment and responded with commitment to working to achieve outstanding outcomes.

Bruce Brown
Manager, Residential Rehabilitation



Community Services

The Community Services Program has embraced significant changes this year with the introduction of our Client Information Management System (CIMS), changes to counselling eligibility and the growth of our naturopathy and acupuncture program.

Members of the Intake and Assessment Team have been instrumental in the development and introduction of the CIMS and are the team responsible for recording the details of our first engagement with clients where goals, assessment details and needs are discussed. The move from paper-based recording to electronic is well known to be a challenge for any organisation and the fact that our transition has been relatively smooth is testament to the skill, professionalism and teamwork across Windana. Work is ongoing to refine our processes and the software itself. This change has delivered faster communication of vital client information and coordinated care across sites and programs.

The Intake and Assessment Team has introduced Therapeutic Community information groups and continued to provide preparation groups in collaboration with senior Therapeutic Community residents. It appears that the introduction of these groups has contributed to an improvement in successful admissions to the Therapeutic Community and fewer exits early from the program.

Late 2011 saw an important change to counselling at Windana with a shift to forensic counselling & linkages only, to reflect our funding profile. The program is staffed at the level equivalent to one full-time practitioner and provides post residential linkages for forensic clients and brokered counselling. The linkages program has been a vital response both to clients who complete residential treatment and for those who are discharged early and need extra assistance in taking their next step.

Some remarkable and inspiring transformations have occurred for clients within the forensic counselling stream. It is always exciting, especially in such a tiny program, to see client courage and worker ability to engage and provide the right kind of intervention leading to truly significant outcomes.

Naturopathy, acupuncture, reiki and massage have continued under the banner of the Windana Community Centre (WCC). The WCC has also achieved some remarkable goals including introducing a monthly newsletter and a dispensary point of sale system. The system has streamlined both sales and stock management, improved income via dispensary sales & online ordering, increased the availability of healthy snacks and allowed for promotion of dispensary products to staff. The system has also facilitated an increase in acupuncture and massage student clinics. The adoption of high quality prescription procedures has improved the protocol of vitamin, herbal medicine and other supplement dissemination during drug withdrawal episodes, at the Therapeutic Community and during face to face naturopathic consultations.

A big thank you goes out to all the Community Services employees and volunteers for their diligence, insight and generosity of spirit over the year. We have worked extremely hard in new terrain and set a foundation for even greater things to come.

Sarah Fair
Manager Community Services



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We have audited the accompanying concise financial report of Windana Drug & Alcohol Recovery Inc. which comprises the statement of financial position as at 30 June 2012, the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, and related notes, derived from the audited financial report of Windana Drug & Alcohol Recovery Inc. for the year ended 30 June 2012, as well as the discussion and analysis. The concise financial report does not contain all the disclosures required by Australian Accounting Standards and accordingly, reading the concise financial report is not a substitute for reading the audited financial report.

Board's Responsibility for the Concise Financial Report

The board are responsible for the preparation of the concise financial report in accordance with Accounting Standard AASB 1039: concise financial reports, and for such internal control as the Board determines is necessary to enable the preparation of the concise financial report.

Auditor's Responsibility

Our responsibility is to express an opinion on the concise financial report based on our procedures which were conducted in accordance with Auditing Standard ASA 810: Engagements to Report on Summary Financial Statements. We have conducted an independent audit, in accordance with Australian Auditing Standards, of the financial report of Windana Drug & Alcohol Recovery Inc. for the year ended 30 June 2012. We expressed an unmodified audit opinion on that financial report in our report dated 29 October 2012. The Australian Auditing Standards require that we comply with relevant ethical requirements relating to audit engagements and plan and perform the audit to obtain reasonable assurance whether the financial report for the year is free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the concise financial report. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the concise financial report, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation of the concise financial report in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Our procedures included testing that the information in the concise financial report is derived from, and is consistent with, the financial report for the year, and examination on a test basis, of audit evidence supporting the amounts, discussion and analysis, and other disclosures which were not directly derived from the financial report for the year. These procedures have been undertaken to

form an opinion on whether, in all material respects, the concise financial report complies with AASB 1039: concise financial reports and whether the discussion and analysis complies with the requirements laid down in AASB 1039: concise financial reports.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Auditor's Opinion

In our opinion, the concise financial report including the discussion and analysis of Windana Drug & Alcohol Recovery Inc. for the year ended 30 June 2012 complies with Accounting Standard AASB 1039: concise financial reports.

Matters Relating to the Electronic Presentation of the Audited Financial Report

This auditor's report relates to the financial report of Windana Drug & Alcohol Recovery Inc for the year ended 30 June 2012 included on Windana Drug & Alcohol Recovery Inc's website. The association's Board are responsible for the integrity of Windana Drug & Alcohol Recovery Inc's website. We have not been engaged to report on the integrity of the Windana Drug & Alcohol Recovery Inc's website. The auditor's report refers only to the subject matter described above. It does not provide an opinion on any other information which may have been hyperlinked to/from these statements. If users of the financial report are concerned with the inherent risks arising from publication on a website, they are advised to refer to the hard copy of the audited financial report to confirm the information contained in this website version of the financial report.



William Buck Audit [Vic] Pty Ltd
ABN: 59 116 151 136



A.P. Marks
Director

Dated this 14th day of November, 2012

STATEMENT BY MEMBERS OF THE BOARD

The Board of Windana Drug & Alcohol Recovery Inc. declare that the concise financial report for the financial year ended 30 June 2012:

1. Complies with AASB 1039 – concise financial reports;
2. This report is an extract of the full financial report and is consistent with the full financial report, as such the statements and disclosures in this report have been derived from the full financial report;
3. This concise financial report cannot be expected to provide as full of an understanding of the financial performance, financial position, financing and investing activities of the entity as the full financial report;
4. Further financial information can be obtained from the financial report and that the financial report is available, free of charge on request to the entity.
5. Furthermore, the entity has elected to early adopt AASB 1053 and as such the full financial report was prepared in accordance with Australian Accounting Standards – Reduced Disclosure Requirements in-line with this standard.

This statement has been made in accordance with a resolution of the Board and is signed for and on behalf of the board by the undersigned.

Dated this 12th day of November 2012



Jenny Gillam - Chair



Peter Hay - Treasurer

DISCUSSION AND ANALYSIS OF THE FINANCIAL STATEMENTS

Report

The concise financial report is an extract from the full financial report for the year ended 30 June 2012. The concise financial report has been prepared in accordance with Accounting Standard AASB 1039: Concise Financial Reports. The discussion and analysis is provided to assist members in understanding the concise financial report. The discussion and analysis is based on financial statements and the information in the concise financial report has been derived from the full 2012 Financial Report.

Income Statement

The Entity returned a deficit from operating activities this year. The deficit of \$107,018 was greater than the budgeted deficit of \$18,000 and in sharp contrast to the previous year in which a deficit of \$636,625 was returned. The variance to the budget deficit largely related to an increase in expenditure on repairs and maintenance and staff costs from restructures.

Balance Sheet

Net Assets increased by \$636,372. This was mostly attributable to:

- Total assets (increasing by \$114,039)
- cash & funds in terms deposits decreased by \$505,642
- inventories decreased by \$15,627
- property, plant & equipment, predominately as a result of revaluations, increased by \$635,308

Total liabilities (decreasing by \$549,333)

- payables, provisions & income in advance decreased by \$549,333

CASH FLOWS FROM OPERATIONS

Net cash out flows for operating activities was a decrease of \$442,433 (2010/11 being a decrease of \$813,424). The movement between 2011/12 and 2010/11 being a reduction of \$370,991. This represents a combination of:

- grants & customer receipts decreased by \$208,044
- interest received decreased by \$45,134
- payments to suppliers & employees decreased by \$624,169

CASH FLOWS FROM INVESTING

Net cash out flows from investing activities was \$63,209 (2010/11 being \$398,735). The movement between the years being a reduction of \$335,526 cash outflow is a combination of:

- Proceeds from the sale of plant & equipment decreased by \$129,545
- Purchase of plant & equipment decreased by \$465,071.

STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR ENDED 30 JUNE 2012

	2012 \$	2011 \$
Revenue NOTE 2	5,992,625	6,022,289
Employee benefits expense	(4,907,602)	(4,730,622)
Depreciation and amortisation expense	(198,291)	(190,875)
Administration expense	(993,750)	(1,737,417)
Total Expenditure	(6,099,643)	(6,658,914)
Profit / (loss) before income tax	(107,018)	(636,625)
Income tax expense	-	-
Profit / (loss) for the year	(107,018)	(636,625)
Other comprehensive income after income tax:		
Net gain on valuation of land or buildings	770,390	-
Total comprehensive income / (loss) for the year	663,372	(636,625)
Total comprehensive income / (loss) attributable to members of the entity	663,372	(636,625)

STATEMENT OF FINANCIAL POSITION AS AT 30 JUNE 2012

	2012 \$	2011 \$
ASSETS		
CURRENT ASSETS		
Cash and cash equivalents	556,570	1,062,212
Inventories	10,491	26,118
TOTAL CURRENT ASSETS	567,061	1,088,330
NON-CURRENT ASSETS		
Property, plant and equipment	7,331,431	6,696,123
TOTAL NON-CURRENT ASSETS	7,331,431	6,696,123
TOTAL ASSETS	7,898,492	7,784,453
LIABILITIES		
CURRENT LIABILITIES		
Trade and other payables	660,561	933,315
Provisions	62,278	14,765
Income in Advance	-	239,211
TOTAL CURRENT LIABILITIES	722,839	1,187,291
NON-CURRENT LIABILITIES		
Provisions	48,000	132,881
TOTAL NON-CURRENT LIABILITIES	48,000	132,881
TOTAL LIABILITIES	770,839	1,320,172
NET ASSETS	7,127,653	6,464,281
EQUITY		
Reserves	4,161,619	3,391,229
Retained earnings	2,966,034	3,073,052
TOTAL EQUITY	7,127,653	6,464,281

The accompanying notes form part of these concise financial statements.

STATEMENT OF CHANGES IN EQUITY FOR THE YEAR ENDED 30 JUNE 2012

	Retained Earnings \$	Surplus Revaluation Reserve \$	Total \$
Balance at 1 July 2010	3,709,677	3,391,229	7,100,906
Profit (loss) for the year	(636,625)	-	(636,625)
Balance at 30 June 2011	3,073,052	3,391,229	6,464,281
Balance at 1 July 2011	3,073,052	3,391,229	6,464,281
Total comprehensive income for the year			
Profit (loss) for the year	(107,018)	-	(107,018)
Other comprehensive income for the year			
Revaluation Increment (Decrement) on revaluation Of land and buildings	-	770,390	770,390
Total other comprehensive income	-	770,390	770,390
Total comprehensive income for the year attributable to members of the entity	(107,018)	770,390	663,372
Balance at 30 June 2012	2,966,034	4,161,619	7,127,653

STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 30 JUNE 2012

	2012 \$	2011 \$
CASH FLOWS FROM OPERATING ACTIVITIES		
Receipts from customers	407,073	373,465
Operating grants receipts	5,315,203	5,556,855
Interest received	40,027	85,161
Payments to suppliers and employees	(6,204,736)	(6,828,905)
Net cash provided by operating activities	(442,433)	(813,424)
CASH FLOWS FROM INVESTING ACTIVITIES		
Proceeds from sale of property, plant and equipment	-	129,545
Purchase of property, plant and equipment	(63,209)	(528,280)
Net cash used in investing activities	(63,209)	(398,735)
Net increase in cash held	(505,642)	(1,212,159)
Cash and cash equivalents at beginning of financial year	1,062,212	2,274,371
Cash and cash equivalents at end of financial year NOTE 3	556,570	1,062,212

The accompanying notes form part of these concise financial statements.

NOTES TO THE CONCISE FINANCIAL REPORT FOR THE YEAR ENDED 30 JUNE 2012

NOTE 1: BASIS OF PREPARATION OF THE CONCISE FINANCIAL REPORT

The concise financial report is an extract from the full financial report for the year ended 30 June 2012. The concise financial report has been prepared in accordance with Accounting Standard AASB 1039: concise financial reports.

The financial statements, specific disclosures and other information included in the concise financial report are derived from and are consistent with the full financial report of Windana Drug & Alcohol Recovery Inc. The concise financial report cannot be expected to provide as detailed an understanding of the financial performance, financial position and financing and investing activities of Windana Drug & Alcohol Recovery Inc., as the full financial report. A copy of the full financial report and auditors report will be sent to any member, free of charge, upon request.

	2012 \$	2011 \$
NOTE 2: REVENUE		
Revenue		
Grant revenue		
• State and Federal Grants	5,315,203	5,556,855
Other revenue:		
• Client fees	391,044	248,939
• Profit/(loss) on sale of non-current assets	-	6,509
• Interest received	40,027	85,161
• Other income	246,351	124,825
Total Revenue	5,992,625	6,022,289

NOTE 3: CASH AND CASH EQUIVALENTS

	2012 \$	2011 \$
Cash at bank / on hand	27,368	(2,931)
Short-term bank deposits	529,202	1,065,212
	<u>556,570</u>	<u>5,556,855</u>

Reconciliation of cash

Cash at the end of the financial year as shown in the statement of cash flows is reconciled to items in the statement of financial position as follows:

Cash and cash equivalents	556,570	1,062,212
	<u>556,570</u>	<u>1,062,212</u>

The entity has an overdraft facility of \$30,000 with the ANZ Banking Group. This overdraft facility is subject to annual review by the bank.

NOTE 4: PROPERTY PLANT AND EQUIPMENT

Freehold land and buildings are shown at fair value based on periodic, but at least triennial independent valuers, less subsequent depreciation for buildings. The entity's land and buildings were last re-valued on 31st May and 1st June 2012 by independent valuers. The Board elected to bring the valuation to account at 30 June 2012.

Our Patron, Dame Elisabeth Murdoch for her love, commitment and ongoing support.

Windana's Ambassadors:

Andrea Coote (Inaugural Ambassador), Laini Liberman, Matthew Gould, John Guest, Rob Larkins, John McLeod (Eco Therapy), Moya Mills, Paul Pattison, Darren Ray, Barbara Rozenes, Elizabeth Stoney (Arts) and Megan Stuart.

We would like to thank our supporters and volunteers, who have provided greatly appreciated collegial, financial, recreation access, therapeutic and other support. Thank you!

Volunteers:

Davey Pinder, Jo Haywood, Ian Miller, Glen Horrigan, Chris Ryan, Andrew Reid, Neville Broache, Simon Altman Young, Jong Kim, RMIT, Tino D'Angelo and the Southern School of Natural Therapies, Lisa Casanelia, Sonya Bailey and Endeavour College of Natural Health, Daniel Ross, Sue Beamish, Ilse Jamonts, Joy Robins, Stacey-Lea Gibson, Fabia Paull, Ana Pepa.

Partners, individuals and corporate supporters:

Bernard Hansen of ACSO, The ACSO Brokerage Team, Elzbieta Zorska of DoH, Robyn Webb of DHA, Anne Marie Cupples and Ian Thompson of the ADIS Help Desk, Wendy Brokenshire of Dandenong Drug Court, Sue Grigg, Andrew Darcy and the J2SI team, Benny Monheit, Sharon O'Riley and the team at SouthCity clinic, Rob White of Pendap, Guy Robbins of Windermere, Mathew Berry and Sue Fitzgerald of Caraniche, IP Trading, Secure Global, The Australian Psychological Society Limited, Department of Health and Ageing, Sacred Heart Mission, Fadnet, SHARC, Family Drug Help, WAYSS, Hanover, Homeground, Dorevitch, Winja Ulupna, Myuna Farm and St Kilda Mums.

Notes - for the use of the Annual Report user

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20 horizontal lines for writing notes.

Donate Donations are directed to our Wish List items, or to a specific program or project of your choice. Donations may be made by cheque, money order, or online. See our website ('You can help') for further details on our Wish List and how to donate. Windana is a registered deductible gift recipient and income tax exempt not-for-profit organisation. All donations of \$2.00 and over are tax deductible.

Workplace Giving A donation through workplace giving is a great way to make a big difference with a small, regular donation. Ask for one of our brochures or see our website for further details.

Remember us in your Will See our website for samples of bequest clauses.

Volunteer In-kind and professional pro bono support is always welcome. Or, consider becoming an Ambassador for Windana. Contact Windana to find out how your skills can help.

Natural Health Care Visit the Windana Community Centre for a range of competitively priced natural health services and therapies. All profit is directed to the free or low-cost services we provide to our clients.

Quality Windana is QIC accredited organisation

For further information:

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Email : windana@windana.org.au
Website : www.windana.org.au

Windana is a fully registered not for profit organisation with no religious or political affiliations. Windana acknowledges that we are gathered on the traditional lands of the Kulin Nation. At Windana we value the heritage and traditions of the indigenous people of this area.

We believe that change and growth are possible in all individuals as long as they so choose. We acknowledge the diversity in the nature of individuals and the many aspects of their lives (physical, psychological, spiritual, social). We therefore will be holistic in our attitudes, universal in our approach and provide as many facilities, options and stratagems as possible. We will ensure that not just one aspect of life or one single basis for change will dominate the whole.

We believe that growth is an ongoing learning process and that it will be sustained by providing a safe, caring environment where new behavior and ideas can be freely experienced in an open, honest interaction with the whole Windana Community.



www.windana.org.au

