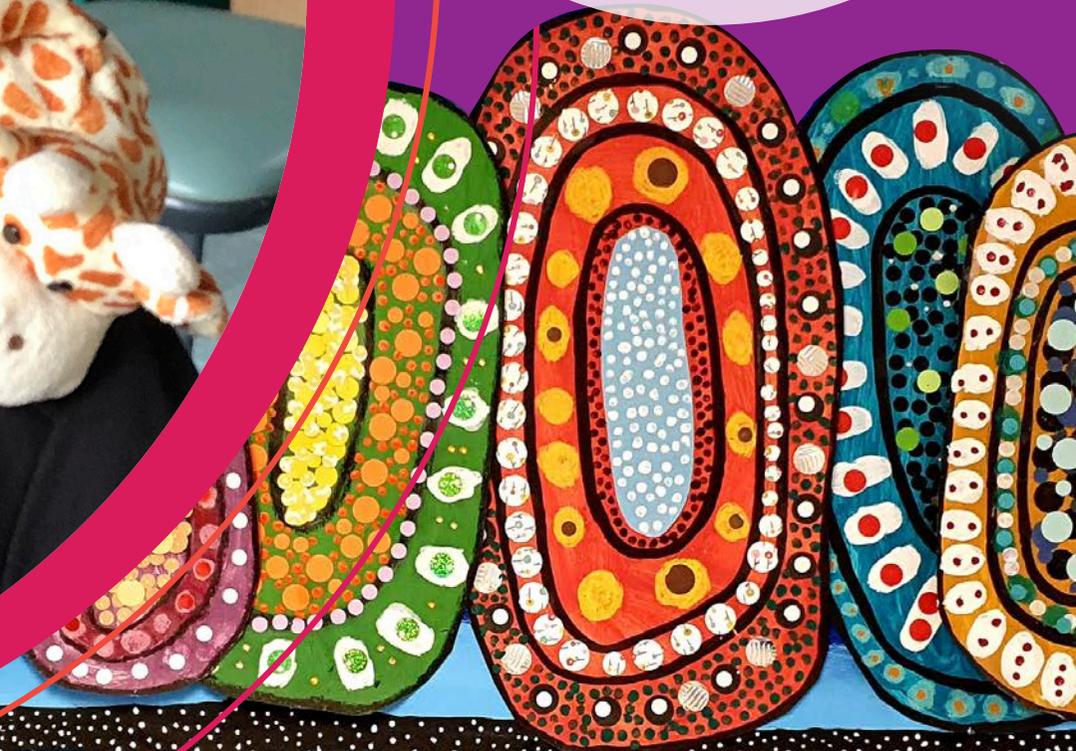




windarring

# ANNUAL REPORT 2019-2020





**GISBORNE SOCIAL SUPPORT, 8A HAMILTON STREET**  
**BENDIGO SOCIAL SUPPORT, FIR STREET, GOLDEN SQUARE**  
**BENDIGO SCR RECYCLING, 38 ROHS ROAD**  
**CASTLEMAINE SOCIAL SUPPORT, 317 BARKER STREET**  
**CASTLEMAINE RECYCLED STORE, 317 BARKER STREET**  
**KYNETON DAY SERVICE & CORPORATE, 67 BAYNTON STREET**  
**KYNETON COPY CENTRE, 58 MOLLISON STREET**  
**KYNETON MAKERS MARKET, 58 MOLLISON STREET**

### **Acknowledgement of the traditional owners and country**

Windarring acknowledges the Australian Aboriginal and Torres Strait Islander peoples of this nation. We acknowledge the traditional custodians of the lands on which our organisation is located and where we conduct our business. We pay our respects to ancestors and Elders, past and present and emerging leaders. Windarring is committed to honoring Australian Aboriginal and Torres Strait Islander peoples' unique cultural and spiritual relationships to the land, waters and seas and their rich contribution to society.

The meaning behind the indigenous word "Windarring" is sunrise or dawn. Windarring is committed to ethical and sustainable environmental practices.



*In our commitment to breaking down barriers to participation, inclusion and acceptance for all people with disabilities in their local community, we once again reflect on our achievements, challenges and milestones during the past 12 months.*

*We are proud to outline these in our 2019-2020 Annual Report.*

BRÜDGÖB LINDA  
+el

BRÜDGÖB LINDA  
T. Mika +el

NEW WINDARRING

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*Going from  
Good to GREAT*

# Windarring making a difference

Our Mission:

**Ensure the best outcomes for clients by providing high quality, responsive and personalised supports**

Our Values:

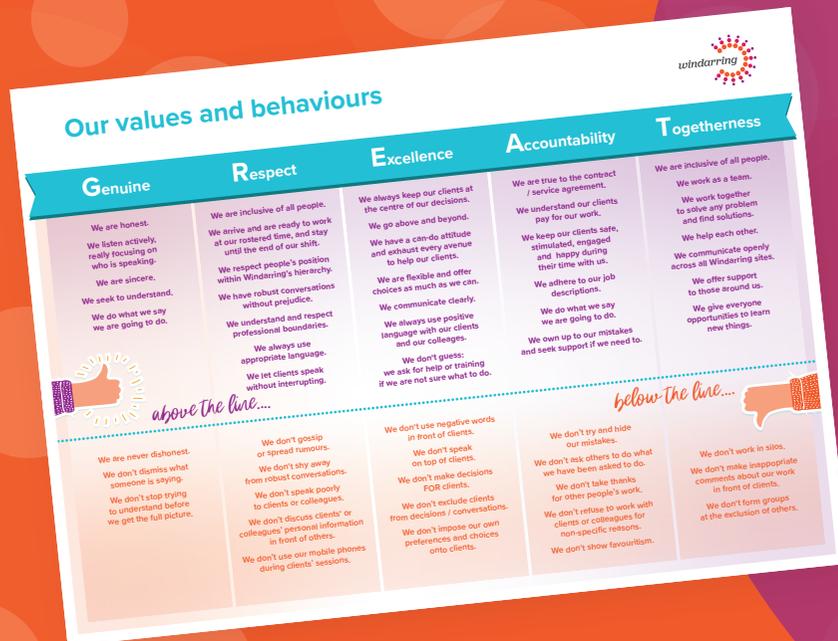
**Genuine**  
We are honest, trustworthy and caring.

**Respect**  
Our behaviours, attitudes and words all reflect respect: we strive to always be fair, honest and caring.

**Excellence**  
Only the best by us will do, by delivering the highest standards of care.

**Accountability**  
We are consistent and we do what we say we are going to do.

**Togetherness**  
We work together to support common values and vision for shared goals.



Our staff values and behaviours charter (2020)



# Chair and CEO report

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It has been another big year for Windarring, as we continue to pursue our aim of *going from Good to GREAT*, and keep implementing our strategic plan 2019-2021.



Dr Jan Mahoney  
Board Chair



Vicki Poxon  
Chief Executive Officer



At the very heart of our ethos of *“going from Good to Great”* is our focus on our clients.

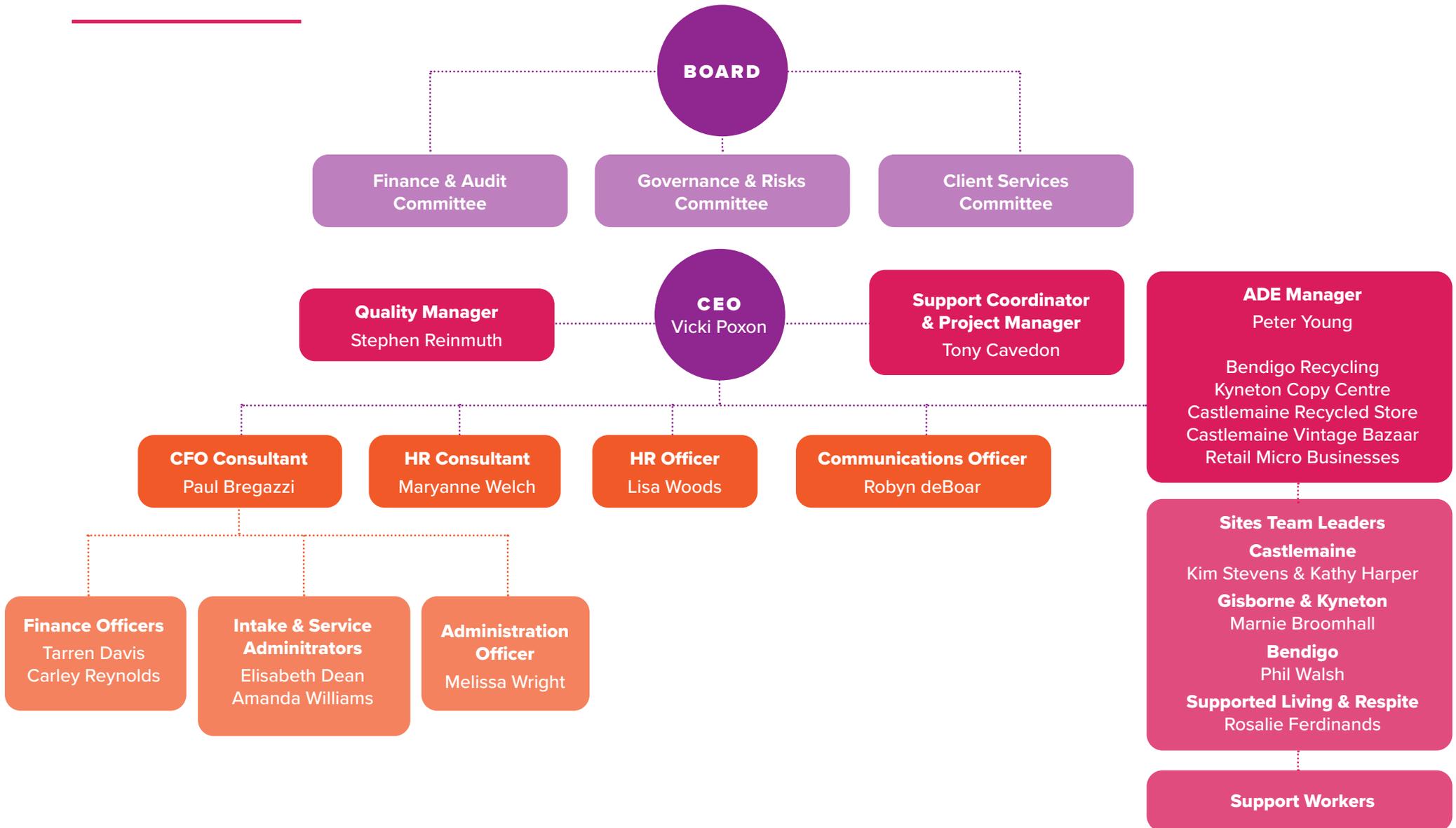
This means clients and their parents, families and carers are met with kindness, respect and provided with excellent services, and their views and preferences are sought and respected. We are committed to working in partnership with them and recognise the importance of their input into Windarring’s services and programs.

We understand that in a disability setting, people in our care can feel at their most vulnerable. Windarring’s staff and volunteers reflect and embody Windarring’s values through their actions, decisions and behaviours.

By living our values every day, we are creating a culture where people feel valued, respected and have opportunities to contribute in meaningful ways.

The Board would like to thank everyone involved with Windarring for their enormous contributions over the past year.

# Organisational structure



# Covid-19 response

It's important we acknowledge the turbulence caused by COVID-19.

Back in February 2020, Windarring immediately set about planning for contingencies.

We decided to remain open so our clients could still access the important services they required.

At every site, we distributed care packs for clients who decided to stay home, and worked in partnership with home support agencies and individuals. The Board is very proud of all the staff involved in community settings who kept providing supports to clients who were in lockdown.

We also all learned how to use ZOOM to make sure we could keep in touch with everyone.

Windarring has benefited from the JobKeeper package and we acknowledge the importance of this support that ensures our sustainability.



Hand sanitiser bottles, donated by Animus Distillery



Cooking up a storm while in lockdown



# Building the future

## New opportunities for everyone at Windarring!

During the last 12 months Windarring surveyed our young clients and their parents for their ideas, which led to the development of new exciting activities, especially around the school holiday program. Artists and gardeners have been leading these new activities and one of our staff, who is a chef, has had major positive impact invigorating our cooking program.

Our Food to Plate program where our clients grow some ingredients which they then use in their cooking has been an enormous success, great fun and great taste.

Windarring is always looking to provide our clients with opportunities to extend their capacity for independent living and through our various enterprises providing them with the opportunity to learn skills for employment.

As an example the recycling program and retail sites in Castlemaine have continued to be a fun place for clients to work and learn. They have gathered an impressive following and both the clients and the community are enjoying the interaction. Later in 2020, we also plan to open recycling stores in Kyneton and Bendigo.

Staff are also experiencing new opportunities with a new learning and development program enabling the team to learn online at their own pace. This has given Windarring the flexibility to rapidly add new training packages as circumstances change and new opportunities arise. For example, in March all staff completed the mandatory Hygiene COVID module.

**By working with and listening to all of our staff, clients, volunteers, parents, family and carers, we look forward to continue innovating and offering new services in the future.**



More focus on supported independent living



Greater access to a wider range of support services through Support Coordination



New disability employment opportunities at Kyneton Recycling centre



Youth programs providing regular, engaging and fun activities during weekends and school holidays

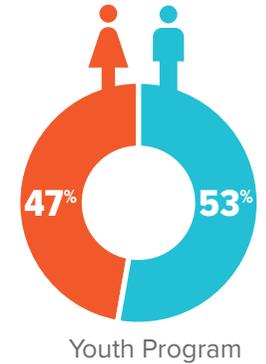
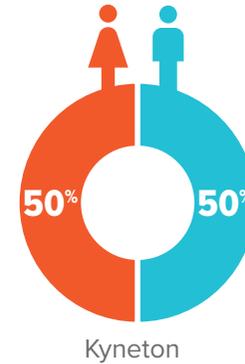
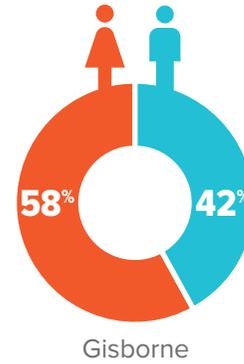
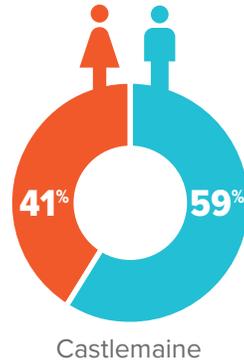
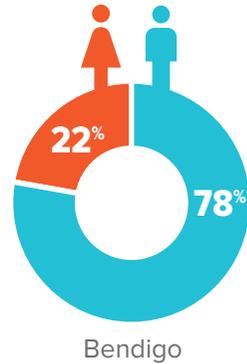


New specialised training and skill development for our team leaders

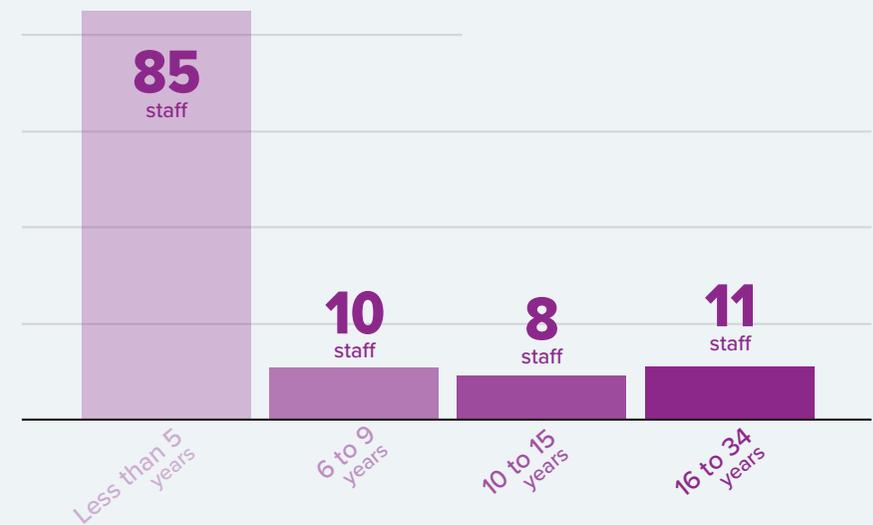


# Our clients, services and staff in numbers

## Our clients



## Our disability support workers' years of service



# Acknowledging staff who have been with us for more than 10 years!

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THANK YOU ALL!

## 34+ years of service!!!

Darryl Durham

## 30+ years of service!!

Kathy Francis

## 15 to 25 years!

Sabrina Lethbridge  
Helen Barnes  
Cheryl Kirk  
Bob Snelling  
Steven Morse  
Phill Gamble  
Marion Foster  
Sharon Kellett-Robertson  
Chris Palamountain  
Chris Lambie  
Kristen Dennis  
Deb Robinson  
Marlene Jeffery  
Brittany Light

## 10 to 15 years!

Kristina Nikolin  
Toni Snader  
Susan Jones  
Wendy Phypers  
Sandra DeRee  
Kim Stevens  
Rachel Gallagher  
Sue Gamble  
Liz Mead



# Our volunteers

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**Volunteering is important for Windarring because it provides a sense of purpose for many people.**

Our volunteers are role models for clients. They give our Windarring community so much purpose.

Volunteers come from all walks of life, are of all ages and help Windarring in many different ways. It is impossible to put a price on volunteers and their role but it is safe to assume that they make a huge contribution to the lives of our clients and staff.

Windarring is privileged because people choose to volunteer and they are doing this without expecting anything in return. We understand that our volunteers have a special connection with Windarring.

We thank them for everything that they do every day for clients and staff.





SENSORY  
GROOMING

Judy (volunteer)  
on the right helping  
clients make "Hairy  
Harrys" in Kyneton

# CFO's report

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**Windarring delivered services with a surplus in 2019- 2020. The collective efforts of the Board, Executive, and Team Leaders have been instrumental in achieving this outcome. We have all worked hard to improve our financial sustainability while continuing to provide safe, high-quality services and programs.**

**We are proud of the efforts of everyone to our positive financial result. This can only be achieved by working as a team. It is an excellent result after three years of hard work.**



This financial year has been a huge challenge for the entire Windarring team and our extended community.

Coming off the back of losing ~\$1.9 million over the last two financial years meant that a review of systems, processes and protocols was required. A significant amount of work was done in the first half of the financial year to streamline rostering and billing processes, and to improve intake, finance and payroll procedures. We reviewed gaps and this provided the opportunity to make improvements where required, to lay the foundation for a sustainable future at Windarring.

As COVID-19 changed our way of life (and business) in March 2020, Windarring was then far better positioned to deal with the enormous challenges which came as a result of this.

This year's small surplus is testament to the work achieved by our new finance and intake and administrative team, in conjunction with team leaders and support staff. As a result we

have improved our ability as an organisation to deal with the complexities of the NDIS model.

Thanks also go to our dedicated group of parents who provided us with feedback about how we could improve our service delivery billing and invoicing. We thank parents for their patience, support and improvement suggestions as we embark together on the NDIS journey.

Operationally, we have continued to grow our Australian Disability Enterprises. It has been very exciting to see Windarring clients moving to open employment. We wish them every success on life's new adventures.

In another boost to our ADE businesses, we received a grant from the Department of Social Services for equipment training and consultancy to support out Kyneton Copy Centre business and our clients working at the centre to ensure sustainability through COVID. We have been able to purchase new and updated equipment to offer a broader range of copying services and to further develop our business model.

## CFO's report (continued)

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In a further effort to grow our offerings to clients, Windarring has launched its Support Co-ordination service for NDIS clients. We listened to clients and we understand how challenging it can be to navigate the NDIS. Our Support Co-ordinators have been working together with clients to work out ways to make the most of their NDIS plans, and have choice and control over their lives.

Building on the financial improvements that have been made, Windarring will continue to build new opportunities for clients.

Plans are already underway, with the assistance of a donation from **DONs Smallgoods** in Castlemaine, to expand work opportunities for clients in Castlemaine and to create new Australian Disability Enterprises at Kyneton and Daylesford.

Over the coming months the Kyneton community garden will be built - this was made possible with a grant from **Macedon Ranges Shire Council**. We have also benefitted from

a grant from **Mt. Alexander Shire Council** to link and connect people living with disability to do volunteer work with local businesses and community groups in Castlemaine. This project is underway with local businesses in Castlemaine very interested in participating.

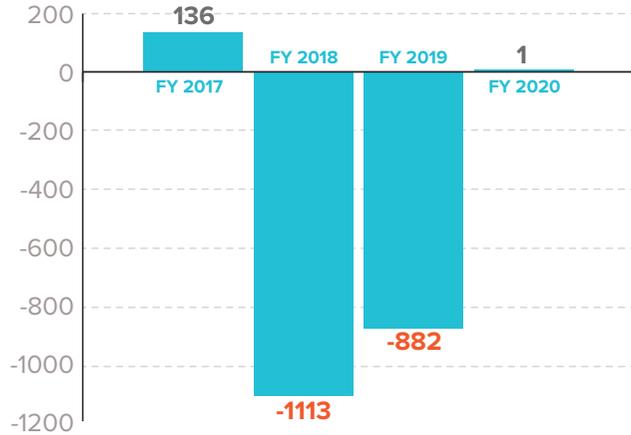
Having commenced the rebuild of our financial platform, Windarring looks forward to demonstrating further success in the next financial year.

Paul Bregazzi  
Consultant Chief Finance Officer



# Financial highlights 2019-2020

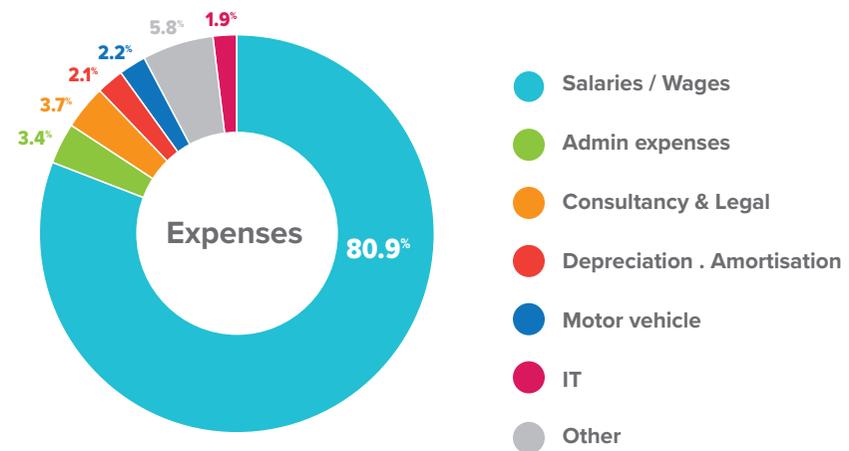
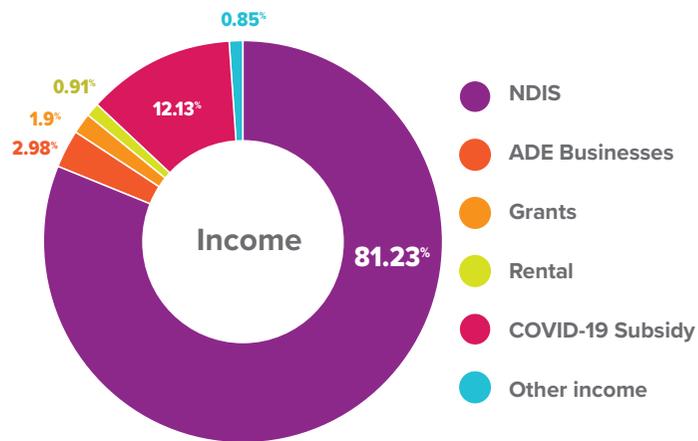
NPBT (\$K)



Cash & Cash equivalent (\$K)



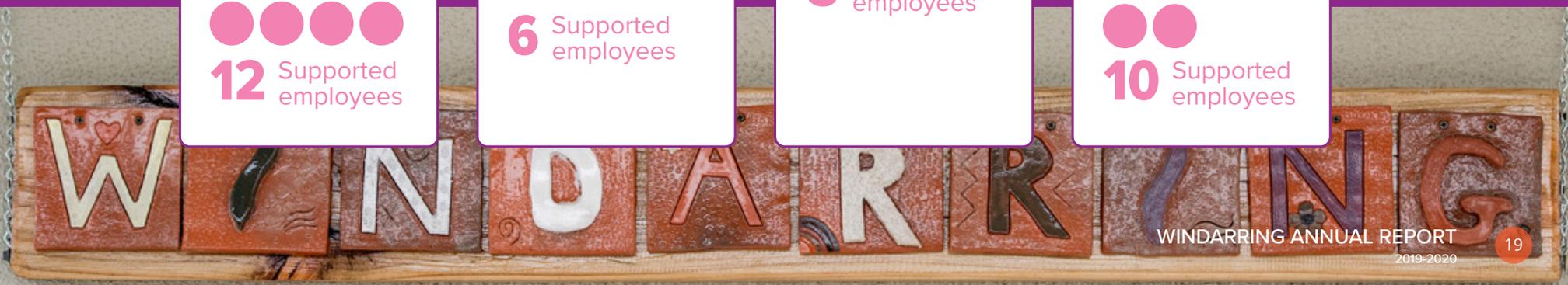
Aged debtors



# Our Australian Disability Enterprises (ADE)

The past year has seen significant and exciting changes to the Australian Disability Enterprise, as well as challenges due in part to COVID 19 and changes to the ADE funding model.

Windarring's amazing ADE team keeps rising above these challenges, and continues to bring expertise and passion to their work.



# Our Australian Disability Enterprises (ADE)

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***Bendigo Recycling has increased its workforce by six employees in the last financial year, enabling more individuals to make life choices and decisions about their careers.***

Bendigo Recycling also enabled two employees to move into open employment: one as a driver working in the laundry at Bendigo Health, and the other with the City of Greater Bendigo working at the livestock exchange. This would not have been possible without the experience gained at Bendigo Recycling.



Windaring supported employee Barry,  
with Windaring Bendigo ADE manager Peter Young.  
Picture: Noni Hyett

# Our Australian Disability Enterprises (ADE)

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In Castlemaine, we have been focused on developing the *Castlemaine Recycled Store*, located at the front of the *Windarring Barker Street* site.

This has been a positive move with our employees gaining experience in retail, customer service, and preparing stock for sale.

Windarring's partnership with the **Castlemaine Vintage Bazaar** also provided opportunities for our employees to engage with the community.

The staff have been able to learn useful skills about managing retail site, and as the business grows, more people will get employment opportunities.



# Our Australian Disability Enterprises (ADE)

***KCC (Kyneton Copy Centre) has now become a key hub for the printing needs of the wider community, particularly with the impact of the Covid-19 restrictions.***

KCC has been the recipient of a Department of Social Services grant, which allowed us to upgrade our equipment as well as expand our product range.

New products were introduced, including giftware and promotional items, which now supplement our printing services.

Over the last 12 months, we have also been very proud to welcome three new employees.

We also completely reviewed our process around employees' goal setting, which has enabled our team to have more realistic and achievable goals. Staff training to achieve these goals has also become a higher priority. The very tangible outcome of this has been a much improved attitude to the work environment, and greater enthusiasm for the job by all of our employees.



# Building our client's capacity with Support Coordination

**Support Coordination is one of the most important and least understood NDIS support categories.**

**Last year, we reviewed every client's plan and found that only about 60% of them used Support Coordination.**

From experience, we know that a client with a Support Coordinator is more likely to receive the funding required to meet their needs. We also know it is a complex area for clients, parents, families and carers to understand.

So this year, we decided to help build our clients' capacity by offering them support coordination services within Windarrang, or by encouraging them to access support coordination from other disability groups.

We now offer support coordination services to nine clients.



## The role of Support Coordinators

Support Coordinators help clients navigate the NDIS, and their role also includes:

- **Connection:** assisting with developing knowledge, experience and connections with the community and broader systems of support.
- **Support design:** working together with the client to understand Plan funding and purpose; understanding the client's confidence and skills, to help identify what they want from services; developing and designing support solutions to meet client's goals.
- **Supports set up:** assisting the client to identify and consider support options, and linking them to the broader systems of supports; where practical creating a supports and action plan to facilitate the plan implementation.
- **Crisis management:** assisting to resolve points of crisis and developing capacity and resilience in the client's network.
- **Coach, refine, reflect:** coaching the client through challenges; helping them to prepare for review and report on achieved outcomes.

# Youth programs

This year, we surveyed our younger clients and their parents about our current programs.

We were very excited to get their feedback and see such a range of exciting ideas.

It gave us the impetus to adapt and make lots of changes to our program for holidays, weekends, respite and after school.

## What they told us...

Children expressed they wanted more opportunities to be involved in creative activities, problem solving skills and learning how to make things by having others model skills and teaching them step by step.

They were also very interested in understanding more about the environment, so we've added environmental aspects to our programs.

It has been a great for Windarrington to learn directly from our younger clients, so we can offer youth programs designed by kids for kids!



**Sept. - Oct. 2020**

**It's School Holiday at Windarrington!**

Welcome to the Windarrington School Holiday Program!

We have many exciting games and activities in store for you!  
And if you have a birthday or anything else you want to celebrate, just let us know and we'll help make it a special day!

First name: \_\_\_\_\_  
Last name: \_\_\_\_\_  
Phone: \_\_\_\_\_

Turn the page and tick all the fun activities you'd like to participate in!

MONDAY 21/09 KYNETON	TUESDAY 22/09 BENDIGO	WEDNESDAY 23/09 CASTLEMARINE	THURSDAY 24/09 KYNETON	FRIDAY 25/09 BENDIGO	SAURDAY 26/09 KYNETON
<b>Make a plush toy jacket</b> Create your own unique cuddly jacket out of recycled soft toys! It will be one of a kind!	<b>Recycle &amp; make anything!</b> Go on a recycling scavenger hunt and build a project for your bedroom, a bed feeder or anything else you like!	<b>Let's make some toys!</b> Use found objects and your imagination to invent your own toy car, truck, soft toy, lets have fun!	<b>Junior Master Chef</b> Work with a chef and your friends to cook your own delicious masterpiece!	<b>Wendarrington Olympics</b> Play your favorite games, and join your friends for fun team games!	<b>Youth group</b> Everyone is welcome to join the fun!
<b>21. Tie dye your clothes</b> Watch the magic happen, bring a white shirt and tie it different ways to create amazing patterns!	<b>22. Music, music, MUSIC!</b> Work with a musician to create a song, learn to play guitar, join a band or set up a disco.	<b>23. Searching for gold.</b> Come on an fun adventure and dig out some gold nuggets!	<b>24. Build a Lego masterpiece</b> Create your own Lego masterpiece from thousands of Lego blocks!	<b>25. Make a story book</b> Create a cover with our own artwork and learn how to bind your book!	<b>26. Looking after pets</b> Visit to a pet shelter, learn how to look after a pet, and make dog toys and coats.
<b>27. Growing and making things for your garden</b> Grow flowers or vegetable seedlings, make art for your garden, build a scarecrow, and turn recycled object into plant pots!	<b>28. Let's make some toys!</b> Use found objects and your imagination to invent your own toy car, truck, soft toys, lets have fun!	<b>29. Build a cubby house</b> Collect materials and build a cubby either inside or outside - whatever your prefer!	<b>30. Party time!</b> Cook party food, enjoy a Barbeque lunch, and put on your party hat for Disco time!	<b>31. Youth group</b> Our usual Saturday group will keep meeting as usual during the school holidays. Everyone is welcome to join the fun!	<b>32. Setting up a chook pen</b> Chooks are coming to Windarrington! Help collect all the things they'll need and watch them discover their new pen!
<b>33. Scavenger hunt</b> Depending on weather, it may be outdoor or indoor, but whatever the case, it is sure to be fun!	<b>34. Holiday memories scrap booking</b> Make a book to remember and show everyone what a special time you had!				

Let us know if you'd like a support worker to be with you to join in an activity





# Corporate Services team report

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**The Corporate Services' team has been actively focused on enhancing our systems, including:**

- **Occupational Health & Safety**
- **Risk Management**
- **Quality and Compliance**
- **Contingency Planning**
- **Facilities Management**
- **Information Technology**
- **Communications**
- **Human Resources**

## **Human Resources**

Windarring understands that an engaged and positive workforce improves clients interactions.

The Corporate Services' team focused on improving employee satisfaction, and streamlining systems to ensure a positive workplace environment.

We worked to move everyone interested from casual to permanent contracts, and 90% of our staff are now on permanent contracts. This has significantly improved staff satisfaction as they can now access the benefits of salary packaging, paid holidays and personal leave.

In a recent clients' survey conducted around interactions with Windarring staff, our clients were unanimous in their support of Windarring's disability support workers.

We are very proud of our staff and the quality work they do every day.

## **Quality and Safeguarding**

Windarring will be assessed against the new NDIS Quality and Safeguarding Framework in October 2020. For the last 12 months we have been reviewing all processes including incident and complaints management, code of conduct, workplace culture, client satisfaction with programs and reviewing all policies and procedures.

We implemented a formal complaints and incidents framework, which has been a very useful tool to follow up complaints and incidents, make further improvements at Windarring, and report regularly to the board.

## **Risk Management**

Windarring's comprehensive audit program assesses risks, hazards and identifies areas for improvement. Reports are regularly sent to the Board for review.

Windarring always welcomes comments from anyone who has an association with Windarring to inform the Quality Manager about any issues.



# Clients stories

## Alinta Miller's amazing journey

Alinta attends day services at **Windarring Bendigo**. Over the past 12 months she has joined the team at Windarring Recycled.

Alinta has always been a terrific person to work with and enjoys setting goals for herself. One of Alinta's goals 12 months ago was to lose weight. While on the weight loss journey, staff have had the privilege of supporting her and she showed huge commitment and dedication.

Another of her goals was to gain employment at **Bendigo Recycling**, and she started working there in September 2019. After the initial orientation about workplace expectations, Alinta developed into a studious employee, specialising in packing clothing bales and Bric-a-Brac into boxes. She also helps out with cleaning which is vital in keeping the workplace safe.

Alinta used all her skills to gain permanent employment two days a week. This has had

a great impact on her sense of self-worth and confidence. She has developed into a key member of the Windarring Bendigo Recycled team.

Alinta now approaches life energized and with zest. She has embraced being independent and thrives with the day-to-day upkeep of her unit, attending day services and supported employment.

Alinta loves her daily walks and is very proud of her achievements and determined to commit to her new lifestyle.

Alinta also enjoys working in the **Ground to Plate** program where she has been learning how to grow vegetables, make garden beds and cook healthy foods.

Alinta has also learned about COVID -19 and the importance of hygiene to stay safe and the correct use of PPE.

Her family are incredibly proud of her.



# Clients stories

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## Michael Hartland's hard work pays off

Michael works at Windarring's recycling centre at Rohs Road, Bendigo. Windarring has a contract with Southern Cross Recycling to sort clothes and bric brac that goes to Melbourne for further recycling. The donations come from Bendigo, Castlemaine, Kyneton and Moama. The goods are sorted and packed at Rohs Road, Bendigo and transported to Broadmeadows.

Windarring's recycling work comes under an NDIS funded program called, Australian Disability Enterprises and the program supports 14 workers in Bendigo.

Since Michael has started his relationship with Windarring he has a drivers licence, works independently and takes on a leadership role within the team. Michael is a committed and driven employee. One of Michael's dreams was to work at the Bendigo Sale yards. He has now been offered work at the Saleyards. His family are incredibly proud of Michael's achievements.



# Clients stories

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## Joe Smith's bright look on life

Joe enjoys taking on a number of roles at Windarring. In fact, Joe regularly says "I love my life!"

Joe is a very positive and active participant at Windarring. Community participation matters a lot to him, and he is an important and valued member of the Castlemaine community.

Joe has many talents: he is an incredible Ten Pin bowler and has bowled for the Australian national team in the Paralympics.

He is also a very talented drummer, guitarist and singer.

Joe drums for the Bendigo Scottish Marching Band and takes on the lead drummer role at every Castlemaine Anzac Day commemoration.

He is also an active contributor to Castlemaine's ABLE 94.9 FM radio and can independently travel to meet all his obligations and grow positive community relationships.



**"I LOVE MY LIFE AND THE THINGS I DO AT WINDARRING!"**

Joe, a Castlemaine client



# Opportunities for life

There are many paths to becoming part of the Windarring family!



## Work

Prepare for work

Train for a job

Participate in internal work with a mentor

## Learn

Learn to improve your Health and Wellbeing

Learn new Life Skills

## Smile

Volunteer

Discover our Creative Arts Programmes

## Live

Make friends and try something new

## EMPLOYMENT

Join our Creative Enterprises

Access the open job market

## ENGAGEMENT

Get involved in your Community

Participate in group activities

## INDEPENDENT LIVING

Enjoy social independent living options

Gain independence with individual support

Participate in leisure and recreational activities

Share your experience in a client review

Choose how you'd like to be involved, or tell us how we may support you!  
Email us at [admin@windarring.org.au](mailto:admin@windarring.org.au)  
or give us a call on **(03) 5422 7001**