



# ANNUAL REPORT 2023



A Rudolf Steiner inspired organisation supporting individuals living with disability



## **‘Again & Again’ by Chris at Miroma**



### **About the Artist**

Chris, from our Miroma Day Service, uses mixed media to make works that entangle colour and the passage of time. Chris organises his colours into abstract grid patterns, marking off each box methodically like a calendar.

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## Inala's Vision

Inala's vision is for a community which is conscious of its members, and where each individual makes their unique contribution.

*"Our highest endeavour must be to develop free human beings who are able of themselves to impart purpose and direction to their lives." – Rudolf Steiner*

## About this report

Inala's 2023 Annual Report provides a summary of our activities and performance for the period 1 July 2022 to 30 June 2023.





# About Inala

*Inala is a Rudolf Steiner inspired disability support provider that was formed in 1958 by parents who believed their children each had the ability and the right to create and live meaningful lives.*

*Today Inala is a thriving, vibrant and creative community made up of participants, families, staff and supporters. We are committed to providing the highest quality supports and services to individuals living with disability through our individualised Day Services, Supported Independent Living, Specialist Disability Accommodation, Community Access, Support Coordination and Health Care Team.*

*At Inala we believe each person has the ability and the right to live a meaningful, purposeful life and to make their own unique contribution. We are committed to supporting the personal aspirations, development and direction of individuals living with disability. We are proud of our long-standing reputation for exceptional quality service and delivery, and for the care and dedication we give to every individual we support.*

## Rudolf Steiner & The Inala Ethos

*Dr Rudolf Steiner (1861-1925) was an Austrian-born educator, artist and philosopher who believed that each human being is an individual with a unique destiny to create a life of meaning and purpose. That belief is what drives Inala, and is the basis of The Inala Ethos, a guiding set of principles that give Inala its unique identity and substance.*



# Chair Report



In time we will move on from this thought, but right now it is fair to say that the early 2020s may be seen as a time of generational change: COVID has revolutionised our thinking, the NDIS is certainly past its honeymoon, we have a still-new CEO and senior management, there are wholesale changes to the Board and significant communal developments such as Cherrybrook station and council re-zoning. Recently a parent fondly reminisced that they are the last surviving founder from 1958.

Regardless of these changes, Inala's Board welcomes the navigational challenge. And firstly, we would like to warmly thank our past Chair, Bill Best, for his 11 years of exceptional stewardship. Thankfully, Bill continues to serve as a Director and we are grateful for the corporate knowledge, deep experience and clear guidance he continues to provide. We would also like to thank retired Board members Kim Nicholas, John Wilshire and Kimberley Holden for their long-standing and dedicated service to Inala. Kim joined the Board in 1995 and had various roles including Treasurer and Chair. John is a dedicated anthroposophist with a peerless contribution from his time including, but not limited to, CEO and member of multiple committees. Kimberley joined the Board in 2013, was Chair of the People, Ethics and Culture Committee and a member of the Finance Committee. Kim, John and Kimberley's contributions to Inala were, and continue to be, enormous and we are hugely grateful for their ongoing support.

With these retirements, the remaining Directors – including Judith Howard, Jeremy Gibb, Ian Copp and Caroline Jones – are delighted to welcome three new colleagues. Each brings a unique skillset and wealth of experience in their individual areas of expertise, and their election to the Board was a strategic process intended to provide Inala with role-model leadership. We are grateful to have the composition of a Board with such diverse perspectives and deep, relevant knowledge. Our new Directors are:



**Lori Middlehurst**, elected to the Board in November 2022 and bringing nearly 40 years of experience in law and human resources at a global level. Lori is currently at Salesforce, is a non-executive director of the Association of Corporate Counsel Australia, is a regular industry award winner and was recognised for her huge contribution as a Global Member of the Year in 2021. Lori is Chair of the Governance, Organisational Risk & Compliance Sub-Committee (GORC);

**Scott Bailey**, also elected to the Board last November and with more than 30 years' experience in finance and corporate taxation. Scott is a Partner at Deloitte, specialising in Corporate and International Tax. Scott is a member of the Finance & Asset Maintenance (FAM) and Strategy & Development (SDC) Sub-Committees; and

**Sally Mactier**, elected to the Board in March 2023. Sally lives with acquired disabilities and brings her uniquely invaluable perspective to Board deliberations. For the right reasons Sally volunteers regularly – including weekly at Dulkara and Miroma – but this first-hand experience is also crucial to Board decision-making. Sally is a member of the People, Anthroposophy, Families & Staff (PAFS) Sub-Committee.



As you can see, Inala's Board has adequately renewed its relevant professional expertise, while achieving gender equity, equity of sub-committee chairs and near-equity in family and non-family representatives. These benchmarks are not only important as matters of principle and to improve self-reflection, debate and governance, but also help to guard against possible external scrutiny arising from, for example, the Royal Commission into the disability sector.

As always, our primary purposes are participant care and creating the best possible vocational experience for our wonderful staff. Our attention, though, is also on operating finance difficulties which are on track to be resolved in approximately late-calendar 2025. Thanks to the fine stewardship of our forebears, we have adequate short-term back-up resources.

Nevertheless, it is with admiration and pride that the Board watches how our CEO Alexandra Davis and her team, from a cold start, have thrown themselves into understanding the situation and designing solutions. The following CEO and Board Sub-Committee Reports provide more detail on the areas of focus, what has been achieved and what is to come. Moreover, we congratulate Alexandra on her nomination by two other Industry CEOs for election to the National Disability Services NSW Divisional Committee. The NDS is Australia's peak body for non-government disability service organisations, and if successful in this election Alexandra will be providing her exceptionally relevant input on national and state-level issues and responding to the concerns and interests of NDS members. We are thrilled that, thanks to Alexandra, Inala would be in a position to contribute so directly and strongly to disability policy outcomes.

On a sombre note, we reflect that in 2023 some of our participants and their family members are no longer with us. The Board is acutely aware that these people were part of our wonderful Inala family and we extend our deepest and heartfelt sympathies, especially to staff and those who helped tailor sympathetic farewells in circumstances that sometimes have little or no roadmap.

Finally, it is with regret that we share the news of Blanche d'Alpuget's decision to retire from her role as Inala's Patron. Blanche first visited us in 1999 due to her interest in Rudolf Steiner and became convinced Inala was unique, important and worthy of her support. For the past 24 years Blanche has been a strong advocate and champion for people living with disability in general, and for the Inala community in particular. We are honoured to have had Blanche's untiring and immeasurable support and leadership, and are tremendously grateful for all she has achieved for Inala and its people. We know Blanche will remain a lifelong friend and supporter: indeed, she is helping to find a new Patron, who will be announced in due course. From the entire Inala community, past and present, thank you Blanche.

*While this report is being written and published, it is easy to envisage our participants and staff going about their business: the daily chores and meals in our homes, the innumerable back-end tasks that keep our complex organisation functioning, the gentle routine of coming and going to day service facilities and the quality work therein. Imminent are a Miroma art exhibition in Woollahra, Spring Festival creativity, the annual Inala Fair, and Christmas celebrations. It is the Board's job to serve staff, families and participants, but it is also a privilege to have a ringside seat at humanity's best.*

**Sam Holden | Chair**



# CEO Report



On 4 July I passed the milestone of my first year as CEO of Inala. I have enjoyed getting to know the residents and participants over the past year, and I continue to be awed by their gifts and talents. It has also been wonderful meeting the incredible staff who are so dedicated to the support of our residents and participants. We have had a very busy year with many changes for residents, participants and staff. This includes some long term senior staff leaving Inala, a number of new people joining the Leadership Team, having a mid-term audit under the NDIS Quality and Safeguards Commission's Practice Standards in November 2022, and realigning the Organisational Structure to provide better clarity for staff around role functions and career progression opportunities. You can read more about our Leadership and our new organisation structure later in the report.

I am very proud of the whole team here at Inala who have put a huge effort into continuing to provide individualised support to our residents and participants despite these changes. I would like to thank the Leadership Team particularly for their fantastic work ethic as they have achieved so much in such a short period of time. The Inala Board has also seen some changes as outlined in the Chair's Report. I would like to thank outgoing Board members Kimberley Holden, Kim Nicholas and John Wilshire for their many years of service to Inala and for the support they have provided me in my new role as CEO. I would also like to thank Bill Best as outgoing Chair and Sam Holden as incoming Chair for their unwavering cooperation and collaboration with myself and the Board to ensure we are achieving our Strategic and Operational Goals. My main focus in the past year has been working towards achieving the objectives outlined in Inala's Strategic Plan by focusing on workforce, staff training, culture, quality service and delivery, sustainability, and technological innovation. I am exceptionally grateful for the support I've received in each area by the relevant Board and the Leadership Team members.

## Workforce

Workforce has been by far the greatest challenge

for Inala and the Disability Services Industry overall throughout the past year. Quality staff with qualifications in Disability Support or people prepared to undertake training have been very difficult to find. Coupled with a high staff vacancy rate on my commencement, this has added pressure to our existing committed staff. With the realignment of our Organisational Structure to make roles and responsibilities clear, and the tireless efforts of our Legal, People and Culture Manager, Joanna Weglarz, and our Disability Services Manager, Wayne Curry, we have been able to recruit the majority of our Service Coordinators and Senior Support Workers from our internal staff, and they have had success in reducing the number of vacant shifts through ongoing recruitment strategies.

## Staff Training

Staff gave us feedback that they would like ongoing education. Natalie Fraser, Corporate Services Manager, has developed an Education Framework that includes over 14 modules of mandatory education which has been rolled out through the online DSC training platform to ensure staff have the most current knowledge and skillsets in disability education. We have also engaged external support to complete training in manual handling, dysphagia,

PEG feeding, palliative care and dementia. Barbara Baldwin has commenced Anthroposophical training with a group of staff which has continued over the year, and she has done an induction session which will also be mandatory for all new staff. We have also conducted training on incident reporting and open disclosure, and to support staff mental health we have trained a cohort of Mental Health First Aiders who are now available to provide assistance to all staff.

We will be commencing a formal Leadership Training program for our Managers and Service Coordinators early in the new financial year which will include a formal mentoring program to support their learning.

## **Culture**

Lucy Regan, former Communication & Engagement Manager, handed over to Alison Bennett as the new Communication & Marketing Manager at the end of 2022, both of whom worked tirelessly with Judith Howard and John Wilshire, the Board's Anthroposophical Representatives, to finalise and publish The Inala Ethos. The purpose of the document is to share Inala's vision, mission, core values and principles which underpin the Inala Culture and support the Anthroposophical Impulse. In supporting our Culture, Alison has introduced a program of staff recognition and celebration, including our inaugural Inala Worker's Week and the Inala INSPIRED Awards. Alison and her team have also coordinated the many festivals, events and fundraising activities synonymous with Inala and which bring our community together. The Board now has a sub-committee that focuses on Participants, Anthroposophy, Families and Staff (PAFS) and has been very active in engaging with participants, families and staff.

## **Quality Service and Delivery**

The NDIS Quality and Safeguards Commission's Practice Standards audit in November 2022 was overall very positive, and we have since been working towards our Re-Registration Audit due in May 2024. This is a huge task and I am very grateful to Natalie Fraser and Erkam Apaydin, Quality & Education Coordinator,

for developing our Quality Framework to ensure we are well prepared for the audit. This will include the Quality Team reviewing all organisational policies and procedures prior to the audit, and auditing every service within Inala by the end of 2023. Joanna Weglarz has convened a Work Health & Safety Committee with representation from across the organisation which is providing a focus on safe work practices.

## **Sustainability**

Wayne Curry and his team have reviewed operations, occupancy and resident/participant funding across the organisation with a number of gaps identified in all areas. Work has commenced to address this funding gap, and will continue over the next financial year.

Funding for the Disability Industry has continued to make headlines, with Government assuring us they are not capping funding but are working to reduce their spending. We have seen this with reductions in NDIS plan values, and a lot of work has gone into reviewing the Rosters of Care in accommodation and staff ratios in day services. We anticipate that funding will become more constrained over time, so Alison Bennett and her team have developed our marketing, engagement and fundraising strategy so that we can attract new participants, and new sources of fundraising income. We have been attending Expos to raise awareness about Inala's services and supports, and have run a number of successful fundraising events and appeals. Natalie Fraser has also streamlined our procurement and asset management processes, and is actioning a program of facilities maintenance. Our Radley Place development of two new houses is at the stage of documentation and investigations for the lodgement of a Development Application (DA) for subdivision. This should be completed by the end of 2023 when we will submit the DA for subdivision.

## **Technology**

We have invested in improved infrastructure that has enabled us to move to secure, online file storage, replace our redundant WiFi system and install Fibre Optic Cable to our main site.



We are in the process of identifying a system that will create enormous efficiencies by combining our payroll, client management and rostering systems, however to date we have not found one that meets our needs.

### **Looking forward to 2024**

We will continue to focus on these areas in the coming year, especially increasing our staff numbers, continuing to build out our staff learning and development offering, and continuing to invest in leadership training.

We have identified a number of vacancies across our services and look forward to welcoming new participants and their families to Inala.

We will continue to refine and upgrade our systems and processes, with a focus on continuous improvement and quality service delivery.

We will be introducing new fundraising initiatives and focusing on the empowerment of and advocacy for our

people through our new fundraising campaign, Access & Mobility.

I echo Sam's regret at Blanche's decision to retire as Patron of Inala. I haven't had the pleasure of knowing Blanche for very long, but I am very aware of the enormous contribution she has made to Inala for more than two decades. On behalf of all of us at Inala, I am extremely grateful for Blanche's dedication, commitment and energy. I very much look forward to keeping in touch with her as she continues to be Inala's friend and supporter.

I am exceptionally proud of all that has been achieved at Inala in the past year, and grateful for the ongoing support of everyone at Inala, including our participants, staff, families, and supporters. I am excited and energised about what is to come in 2024.

**Alexandra Davis** | CEO

## **Patron Report**



This year has brought the joy of seeing Inala return to its normal rhythm of activities and events, and it's been a pleasure for me to reconnect with all members of the Inala community. I attended last year's Fair, and this year's Family Brunch and Mothers' and Ladies Lunch. I've also enjoyed getting to know Inala's new Board members. How gratifying that those who retired last year have stayed connected to Inala and continue to provide invaluable support. I've also had the opportunity to get to know our new CEO, Alexandra Davis, and some of the new members of her executive team. The energy, expertise and fresh perspectives that new leaders have brought to Inala, combined with the deep experience and knowledge of those who have been with the organisation for many years, has resulted in some outstanding achievements. Descriptions of them are included in the CEO and Committee Reports.

On a personal note, I've made the difficult decision to retire from my role as patron. It was a wrench, but with

a new team, I believe it's time for a new patron. I'm honoured to have had a role in the Inala community for the past 24 years: when meeting new people it's one of the first things I tell them about myself, an indication of my pride in Inala and my association with it. It is a unique and special place. Indeed, I see it as a sacred place, because life is so precious there. Inala's core value of love for all, for those to whom a materialistic world has historically been blind, is a great treasure nestled inside its heart. It uplifts my own heart to contemplate it. While I will no longer be patron, I will remain a lifelong friend, supporter and advocate.

The new patron will be announced in due course and I know they will enjoy the role as thoroughly as I have. Thank you to all of you who have made my time with Inala such a pleasure. I wish you the best for the coming year, and into the future.

**Blanche d'Alpuget** | Patron



# Board Sub-Committee Reports

## Participants, Anthroposophy, Families & Staff

The Participants, Anthroposophy, Families & Staff (PAFS) Sub-Committee was created to strengthen our focus on all members of the Inala community, and our commitment to The Inala Ethos.

The Inala community is a thriving and supportive community, made up of participants, families, and staff, and the PAFS Sub-Committee has two purposes. One is to ensure the inclusion, involvement, and wellbeing of every member of our community. The other is to uphold our commitment to The Inala Ethos, which gives Inala its unique identity and substance.

Since the Sub-Committee was formed, we have undertaken a number of activities aligned to our purpose.

### Participants and Families

The 2022 Inala Fair was bigger and better than ever, as we all emerged out of COVID. We had a huge turnout from the Inala community as well as support from the broader local community. Thanks to everyone's hard work and generosity, we raised funds to purchase much needed support equipment.

We had many families and participants join us at our Annual Family Brunch in March, and it was a wonderful opportunity for friends and families to reunite after the Christmas break.

We have held many of our much-loved Inala Festivals, including the Easter Dinner, the Winter Spiral and the Spring Festival and we look forward to this year's Christmas parties and Carols.

We also revived our Inala Sibling Forums to create a supportive network for people with similar challenges, and to provide access to experience, knowledge and support. We have also added a regular CEO Update e-newsletter to keep families up to date on all that is happening at Inala. It's also an opportunity for us to seek feedback on a range of topics.

### Staff

In February we launched our monthly staff newsletter which allows us to share information with staff and celebrate their achievements. Each month we announce a Monthly Inala Hero, nominated by staff.

We held our inaugural Inala Worker's Week in May where we launched our new staff recognition program, including the Inala INSPIRED Awards. Unlike other essential workers, there is no dedicated day of recognition for disability support workers, so we decided to create our own. The INSPIRED Awards recognise staff anniversaries, promotions, and





dedication to learning, and culminate in a bi-annual Inala Hero award. Our next Inala Hero will be announced at our very first all staff Christmas Party being held in December.

We have set up a regular schedule of staff meetings across all services that allows us to share information, gather feedback, and work through any operational issues together.

We have also built out a cohort of Mental Health First Aiders whose role is to assist staff and ensure they get the support they need. We have also formed a Work Health & Safety Committee that focuses on the safety and wellbeing of our participants and staff.

## Anthroposophy

In addition to continuing with our traditional seasonal Festivals, we have refreshed and republished The Inala Ethos which encompasses the purpose, fundamental values and characteristics of the Inala community. We have also engaged an Anthroposophical Representative with a focus on Curative Education to provide training to all staff on the principles of Anthroposophy. We have formed a cohort of Anthroposophical Champions who in time will become advisors themselves. They are also the driving force behind our Festivals and provide guidance on how we operate from an Anthroposophical perspective.



## Looking forward to 2024

In 2024 we will continue to focus on these key areas, and look for opportunities to introduce new activities and initiatives as needed. It's been a great pleasure to work with the other Committee Members, The Board, Leadership Team, staff, families and participants this year and I look forward to our continued work together.

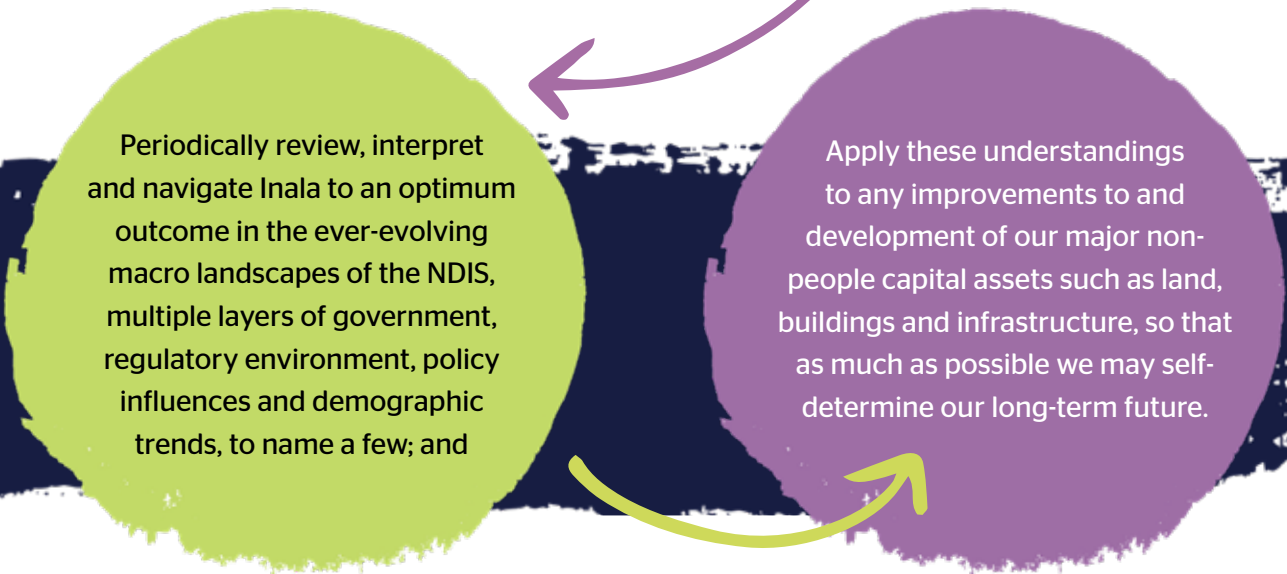
**Caroline Jones** | Chair Participants, Anthroposophy, Families & Staff Sub-Committee



## Strategy & Development Sub-Committee

The Strategy & Development Sub-Committee (SDC) takes this opportunity to again thank the many generous donors who contributed so successfully to the Accommodation Appeal. We are pleased to report progress on planning for the two new houses in Radley Place and hope to recognise some of the early landmark stages in 2024. Further, we thank Sub-Committee member Scott Bailey for achieving a healthy profit on the sale of our original proposed site in Britannia Road.

The Strategy and PCG Committee has two current overarching assignments:



Periodically review, interpret and navigate Inala to an optimum outcome in the ever-evolving macro landscapes of the NDIS, multiple layers of government, regulatory environment, policy influences and demographic trends, to name a few; and

Apply these understandings to any improvements to and development of our major non-people capital assets such as land, buildings and infrastructure, so that as much as possible we may self-determine our long-term future.

The Sub-Committee's remit was central to the Board's search for Alexandra Davis as CEO. Alexandra's comprehensive training, skills and experience in multiple relevant disciplines now means Inala is uniquely positioned to understand our landscape, which in recent months has been at the forefront of the national daily media conversation. Alexandra has digested the interim reports of the Disability Royal Commission and the Department of the Prime Minister and Cabinet's review of the NDIS and briefed the Sub-Committee (and Board) on their likely final recommendations. The good news is that Inala has not contributed to the causes of the NDIS's well-publicised swelling of participant types and costs. However, our concern is for how we may be caught up in bipartisan remediation measures. The Sub-Committee is pleased to report that Alexandra and her executive team are working tirelessly, in multiple forums and often in their

own time to represent Inala and get the best possible outcome for all of our participants.

Following on from the above studies, and in collaboration with the Finance and Asset Maintenance Sub-Committee (FAM), we have thus far identified the site at the rear of Dulkara as the easiest to develop, with the highest potential material return and least disruption to Inala's quotidian operations. Our aim is to keep title to the underlying land asset and partner with multiple private and public stakeholders to develop a building which can add to Inala's resources, give us annuity revenue and serve the wider community. Hypothetically, the new structure could include an underground carpark (for our staff and commuters using Cherrybrook station), a new disability day service and accommodation for both essential workers and higher-paying third party commuters.

Finally, we are grateful to remaining Sub-Committee member Jeremy Gibb for his unstinting evangelising of all things Inala in the public sphere, Bill Best for his corporate IP, wise counsel and clear guidance, and Ian Copp for his energetic and conscientious management of our financial resources. And most importantly, we would like to thank the recently retired John Wilshire for his many years of dedicated and expert contribution to the Committee and PCG: John has a long list of Inala accomplishments to his name and will be sorely missed.

The Committee looks forward excitedly to 2024.

**Sam Holden** | Chair Strategy & Development  
Sub-Committee



## Governance, Organisational Risk & Compliance Sub-Committee

The Governance, Organisational Risk and Compliance (GORC) Sub-Committee was created to ensure Inala adheres to the Inala Constitution and is governed with integrity and accountability. The Sub-Committee is also responsible for assessing and minimising organisational risk, and ensuring we comply with all legal and regulatory requirements as a disability service provider.

Since its creation, the GORC Sub-Committee has identified a number of areas of potential risk and has worked to minimise them.

One area of focus has been the work health and safety implications of staff overtime. We are currently facing the challenge of a shortage of experienced, qualified, quality support staff. It is an industry-wide challenge that is due to the slow return of immigration post-COVID, and competition for talent from other care sectors such as aged care.

As a consequence, many of our staff have stepped in to fill vacant rosters to ensure our participants continue to receive the support they need, resulting in some of our staff working excessive hours. We are grateful to have such dedicated and caring staff.

We have taken steps to minimise overtime as much as possible by dedicating much time and resource to recruiting additional staff. We are advertising across a variety of recruiting platforms, attending expos to create awareness of employment opportunities, and partnering with TAFE NSW and Bedford College to leverage student placements and new graduates. We are also actively recruiting volunteers with a variety of skills and capabilities to assist where possible. We are hugely grateful to the students of William Clarke College, St Ignatius' College Riverview, Tangara Girls' School and Redfield College who have dedicated their time to assist us this year.

As a result of our efforts, we have recruited 82 staff this year and have a team of around 20 regular volunteers assisting in a variety of ways.

Another area of focus for the GORC Sub-Committee has been staff training. We are committed to exceptional quality service delivery, and to providing our staff with opportunities for development, learning and career progression. In December we implemented the DSC online training platform which specialises in delivering NDIS-specific training. Staff have completed a number of mandatory training modules:

- |   |  |
|---|--|
| 1. Group Pricing Changes                              | 11. Supporting People to Stay Infection Free                   |
| 2. Managing Complaints                                | 12. Supporting People to Take their Medication                 |
| 3. Managing Incidents                                 | 13. Medication Policy and Practice                             |
| 4. NDIS Code of Conduct                               | 14. Open Disclosure and Incident Management                    |
| 5. NDIS Quality and Safeguarding Framework            | 15. Behaviour Management                                       |
| 6. Risk Management for Support Workers                | 16. Restrictive Practices                                      |
| 7. Supporting Choice and Control                      | 17. Manual Handling Theory and Competency Assessment - ongoing |
| 8. Supporting People at Mealtimes                     | 18. Dementia Support   |
| 9. Supporting People to Communicate                   | 19. Dysphasia  |
| 10. Supporting People to Move & Other Manual Handling |  |

In addition, we are building the skills of the broader leadership team by implementing a leadership training and mentoring program for our Service Coordinators and Managers. We will roll out the training to our Senior Support Workers in 2024, to continue to build Inala's leadership capacity.

Finally, we have been focusing on compliance, with our NDIS Registration Audit due in May 2024. In preparation, we are conducting internal audits across all day services and homes and are reviewing and updating all of our policies and procedures.

## Looking forward to 2024

In 2024, we will continue to focus on these areas as they are critical to the organisation. It's been a great pleasure to work with other Board members, the Executive Team, staff, families and participants this year and I look forward to our continued work together.

**Lori Middlehurst** | Chair Governance, Organisational Risk and Compliance Sub-Committee







# Our People



Our highly experienced, qualified and dedicated team of 265 staff is what gives Inala our reputation for providing the highest quality supports and services. Our team consists of qualified disability support workers, a team of health professionals, specialised therapists, and our leadership and administrative team.

We have said farewell to a number of staff over the past year for a variety of reasons, and have welcomed many new members to the Inala team, including to our Board and Leadership Team. In addition we have conducted an organisation-wide operations review, resulting in a more streamlined organisation structure. Meet our current Board and Leadership members.

## Board of Directors

**Sam Holden** | Chair  
Chair Strategy & Development  
Committee



**Ian Copp** | Treasurer  
Chair Finance & Asset Management  
Committee



**Scott Bailey** | Director  
Member Finance & Asset  
Management Committee Strategy  
Committee & Project Control Group



**Bill Best** | Director  
Member Strategy Committee  
and Project Control Group



**Jeremy Gibb** | Director  
Member Finance & Asset  
Management Committee



**Caroline Jones** | Director  
Chair Participant, Anthroposophy,  
Families & Staff Committee



**Sally Mactier** | Director  
Member Participant, Anthroposophy,  
Families & Staff Committee



**Judith Howard** | Director  
Anthroposophical Representative  
Member of the Participant,  
Anthroposophy, Families & Staff  
Committee



**Lori Middlehurst** | Director  
Chair Governance, Organisational  
Risk and Compliance Committee





## Executive Team

**Alexandra Davis**  
Chief Executive Officer



**Daniel Bowyer**  
Chief Financial Officer



**Alison Bennett**  
Marketing & Communications Manager



**Wayne Curry**  
Disability Services Manager



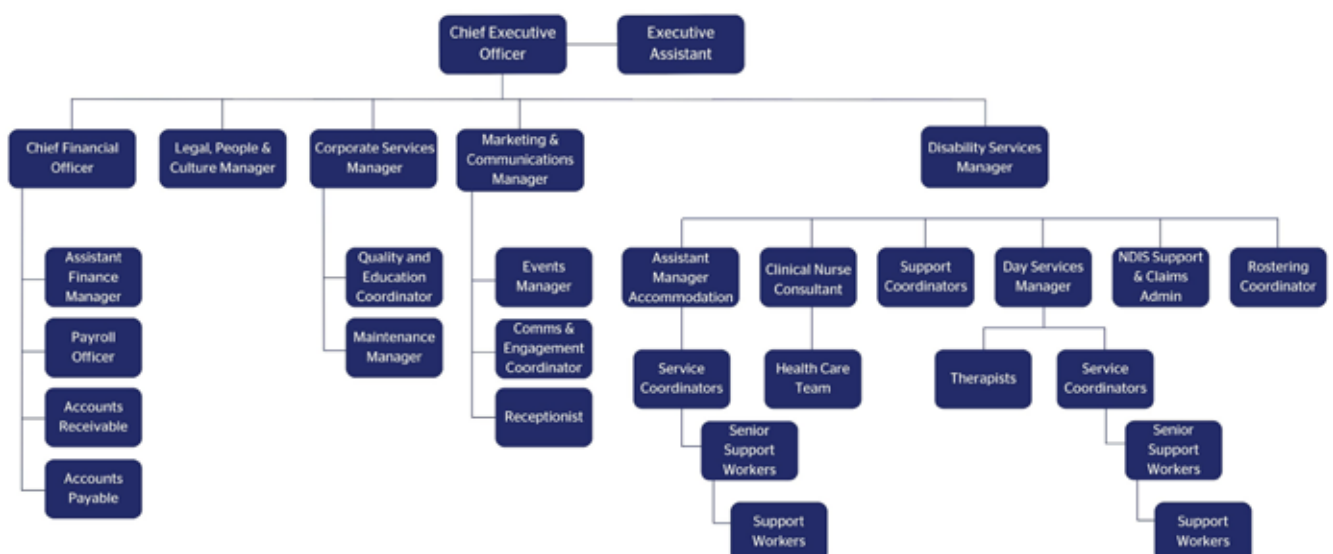
**Natalie Fraser**  
Corporate Services Manager



**Joanna Weglarz**  
Legal, People & Culture Manager



## Organisation Structure





# Our Services

*Inala offers a range of services and supports at tailored to meet individual needs and aspirations.*

## Specialist Disability Accommodation

### A home of one's own

Inala provides SDA with purpose-designed homes for individuals with a variety of support needs which may include wheelchair access, ceiling hoists, and modified bathrooms. Each shared home provides provides a place where friendships are made and is part of the larger, warm and supportive community where self-expression and independence are encouraged and supported.

## Supported Independent Living

### Supporting your independence

Inala provides 24/7 support that enables individuals to live the life they choose, while belonging to a nurturing and caring community. Our people are supported in actively running their shared home including menu planning, shopping, cooking, washing and cleaning, and in planning their daily activities. Family and friends are always welcome to visit, and our support staff are a caring, trained and qualified team.



67 residents

15 homes across  
Sydney's North West

1 new home

1 renovated home

14,182 hours of support  
per month

## Day Services

### Create experiences, build skills

Inala operates Day Service programs in seven locations in Sydney's North West and Eastern Suburbs. Each Day Service is designed to meet the needs of each individual, and offer a wide range of activities and programs based on individual interests. Our programs provide the option to participate in art, craft, painting, woodwork, pottery, music, dance, Pilates, cooking, micro-enterprise, horse riding, photography and filmmaking.

225kg of flour used  
in the Dulkara Kitchen

300 candles made

1 National Award  
winning film produced



## Community Access

### Connect and contribute

We provide a wide range of community-based programs that are recreational, build skills, and contribute to the broader community. Our programs include recreational excursions such as sailing, visiting galleries, eating out, horse riding, and going to the beach, as well as travel training, creating food hampers and delivering Meals on Wheels.

2,500 Vege  
boxes sold

16 Meals on Wheels  
volunteers

400km traveled  
on holidays





## Health Care Team


### Prioritising health

Inala residents are supported by our dedicated Health Care Team, led by our Clinical Nurse Consultant. The Health Care Team promotes preventative health practices, and identifies and coordinates meeting individual healthcare needs. We also support preventative health, medical appointments, specialised therapy, treatment options and access to the right medical equipment.

## Support Coordination

### Navigating the journey

Navigating the NDIS and identifying the best, individual services and supports can be challenging for participants and families. Our Support Coordinators are able to assist with developing and implementing individual NDIS Plans, and securing funding.



750 medical appointments  
1,777 hours of support coordination

*"The Health Care Team at Inala is always so helpful and you can rely on them to call and keep us and staff updated. As a parent we appreciate all they do to support our son so well" - Inala Parent*



# Access & Mobility Fundraising Campaign



We know that people living with disability achieve the best outcomes in life when they have access to the services, supports and facilities they need. That can include, but is not limited to modified housing, purpose-built facilities, adapted transport, specialised therapies and equipment, preventative healthcare, communication aids, social inclusion and community participation, and high-quality, individualised support.

Over the next two years we are focusing our fundraising efforts on increasing access and mobility for the individuals we support, so they each have the opportunity to fully participate in, engage with, and grow from the services, supports and facilities we provide.

In line with our Strategic Plan, the Access & Mobility campaign ensures we are focusing on empowerment and advocacy, quality services, innovation, our people, and our long-term sustainability.



In practical terms, fundraising income will be allocated where it is needed most, such as:

- Providing much needed support equipment such as hoists, treadmills, massage table, communication aids, and personal care equipment that is not funded in a resident's NDIS Plan
- Providing equipment, materials and funds to support our arts and community access programs
- Renovating existing sensory rooms, and creating new ones where needed
- Upgrading and renovating facilities to enhance our existing programs and to ensure they are fit-for-purpose and comply with current quality and safety standards
- Delivering an ongoing staff training program to ensure our workforce has the most relevant qualifications, skills and capabilities to continue to deliver high-quality support
- Upgrading administrative systems and tools to create efficiencies and enable support staff to focus on providing support.

We will be seeking funding from a variety of sources, including grants, appeals, existing and new fundraising events, corporate partnerships, and new donors. This, and the loyal, generous support of our existing friends and supporters will greatly assist us in meeting our access and mobility goals, and make a difference to all members of the Inala community.

**Read on to learn about the positive impact enhanced access and mobility has had on two of our community members, Michelle and Asha.**

## Meet Michelle

For more than 40 years Michelle has been part of the Inala community, first attending as a student at the school before she made it her home.

Michelle loves Inala and spends her days at Dulkara where she is supported in woodwork, leatherwork and art. She lives at Banksia where she takes pride in keeping her room clean and helping with the household chores like vacuuming.

She turned 60 this year and over the last 5 years has found her hearing to be in decline. This has made it very difficult for her not just throughout her day, but also at home. Everyone needed to shout for her to be able to hear them, and sometimes she would misunderstand a situation just because she couldn't hear properly. This led to increased anxiety for Michelle who was finding it hard to take part in daily activities simply because she couldn't hear.

Traditional hearing aids were too difficult for Michelle to wear and the Health Care Team at Inala was tasked with the job of finding a way to improve Michelle's hearing. They found a device that could be plugged into headphones and would amplify the sound so she could hear what was going on around her. After some trial and error with different headphones, the right combination was found that was able to provide comfort and improved sound quality.

Since Michelle has been wearing her new device many staff have reported a big difference in her understanding and her anxiety levels. No longer was there confusion over what was said and staff reported not having to shout for her to be able to hear them.

To be able to hear and take part in conversations has been a vast improvement to Michelle's daily life. It is access to technology like this which can ensure our participants are able to live their lives to the fullest, and Michelle is a testament to this.





# Meet Asha



Asha and her twin sister Bree have been part of the Inala community for more than a decade. To be able to both find a home at Inala means they can live close to each other, making it possible to spend time together and, more importantly, celebrate milestones like their 40th birthday next year.

Asha has always been happy in the water. It enables her to stretch out and move in a way not possible in her wheelchair. However, due to her complicated medical history, Asha's family has never been able to find a service willing to take her for hydrotherapy.

Service Coordinator, Ellessia Rinaldi, would not take no for an answer and took on the task of finding a service with the right equipment and training to allow Asha to participate in hydrotherapy. This included hoists to lower her into the water and appropriate areas to get changed. Having been turned away from many services, finally, she was able to find someone who would be able to accommodate Asha.

Now regularly taking part in hydrotherapy, Asha has been able, for the first time ever, to place her feet on the ground and take steps. She can float, stretch out her legs and arms, and find a sense of peace in the water.

Inala staff take part in the sessions each week and are being provided with the training they need to be able to use a hoist at the Inala pool to take Asha swimming. This will provide Bree and Asha the opportunity to spend the summer months together enjoying the Inala pool.

Access to these services, equipment and staff training will open opportunities for Asha to spend more time in the water. The impossible has been made possible for Asha, and Inala will continue to create opportunities for our participants like Asha to live a life they choose.







# Our Friends & Supporters

Inala is a community made up of participants, families, staff, friends and supporters. We would not be able to provide the high quality support we pride ourselves on delivering, or enable our people to live lives of meaning and choice if not for the incredible generosity of our friends and supporters. We are immensely grateful to every one of you—you make a significant difference in the lives of everyone in the Inala community.

## Grants

We are very grateful for the financial support we have received this year from a number of our regular supporters.

The James N Kirby Foundation generously provided us with \$14,500 which enabled us to purchase two much needed hoists for our Wandana Day Service.

The Hornsby Shire Council generously provided us with \$14,000 over two years to boost our fundraising efforts by assisting with the costs of the Inala Fair in 2023 and 2024.

## Inala Life Members

Inala Life Members are recognised as those who have rendered outstanding service and demonstrated exceptional commitment to Inala. We acknowledge the contribution of our existing and new Life Members, and are indebted to them for their service to Inala.

Bill Best  
Blanche d'Alpuget  
Coleen de Saxe  
Lori Farrar  
Barbara Gibb  
Richard Gibb AM  
Judith Howard  
Ian Hyman OAM  
Gail Marshall OAM  
James Morrow

Joy Morrow  
Kim Nicholas  
Edith Ormai  
Peter Ormai  
Wilma Riley  
John Rumpler  
Heather Ryan  
Mick Ryan AM  
Roy Sims  
Susan Stuby

John Wilshire  
Judy Whitlam

### 2023 New Life Members

Marissa Best  
Robyn Brookfield  
Tony de Saxe  
Kimberley Holden  
John Marshall  
Annabelle Nicholas

## Local Community

We are incredibly grateful for the longstanding and ongoing support of many members of the broader community. This year we would like to acknowledge the contribution of our 2023 Community Award recipients:

Ayla Ackling, School Captain of Cherrybrook Technology High School  
Hornsby Shire Council  
St Ignatius' College Riverview  
Redfield College  
William Clarke College

## Fundraising Events

Over the past year we have been able to get back to our usual calendar of fundraising events. The year kicked off with the Annual Charity Lunch, followed by the Bonnie Doon Golf Day, Trivia Night, Synth Social Art Exhibition, our much-loved Inala Fair, the Castle Hill Golf Day, and the Mothers' and Ladies Day Lunch.

Our fundraising events are incredibly important to the Inala community as they bring together supporters, participants, families and staff, and create broader awareness of who we are and what we do. We are extremely grateful to everyone who has taken part in our events, either as a sponsor, donor, volunteer, speaker or guest. Your generous support makes an enormous difference to everyone in the Inala community.

We will be adding some new fundraising events to our calendar next year, including the new Pennant Hills Golf Day and Father's Day Lunch.

## Appeals

Our 2022 Christmas and Tax Appeals were hugely successful, raising almost \$200,000. We had a record number of donors contribute, and the funds raised will be used to support our Access & Mobility campaign. We thank each and every donor for your incredible generosity.





# Thank you

We would like to say a huge thank you to our many donors, sponsors and partners. Your generous contribution and support assists us in making a difference to the lives of individuals living with disability.





Yvette Alexander	Bruce & Sharon Cooper	Hanne & Ian Hyman OAM
Beverley Allen	John & Julia Cordukes	Josephine Irish
Carina Amit	E Cox	Andrew Irving
John Armfield	Rob Cropper	Sharon & Peter Ivany AO
Johanna Ashburn	Morton Curdie	Katie & Todd Jaques
Anthony Astley	Rosemary Curtin	Mark & Sarah Johnson
Haydee Bainy	Peter & Jane Cush	Thomas Johnston
Jennifer Baldwin	Bryan Custodio	Luke Jokovic
Kevin Barber	Blanche d'Alpuget	Simon Jones
Simon Barden	Coleen & Tony de Saxe	Anna Joyce
Douglas Bartlett	Janet Dempster	Sally Kahlbetzer
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Andrew Buchanan	Richard & Elizabeth Gibb	Elizabeth Longmuir
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Rosey Burton-Bradley	William Gibb	Michelle Loxton
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Castle Hill Country Club	Derek & Sue Hall	Macquarie Group Foundation
Causeway Financial Pty Ltd	Vivienne Hannigan	Sally Mactier
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Juliana Clemesha	Kimberley Holden	Campbell Mason
Julie Collier	Anne Holmes A Court	Steve & Dawn McBride
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Koa Capital  
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Respond Electrical  
Saxons IT Solutions  
ScotPac Business Finance  
Smith & Sons Castle Hill  
Sparrow Loans  
Titan Cranes  
West Pennant Hills Sports Club



*Thank you*



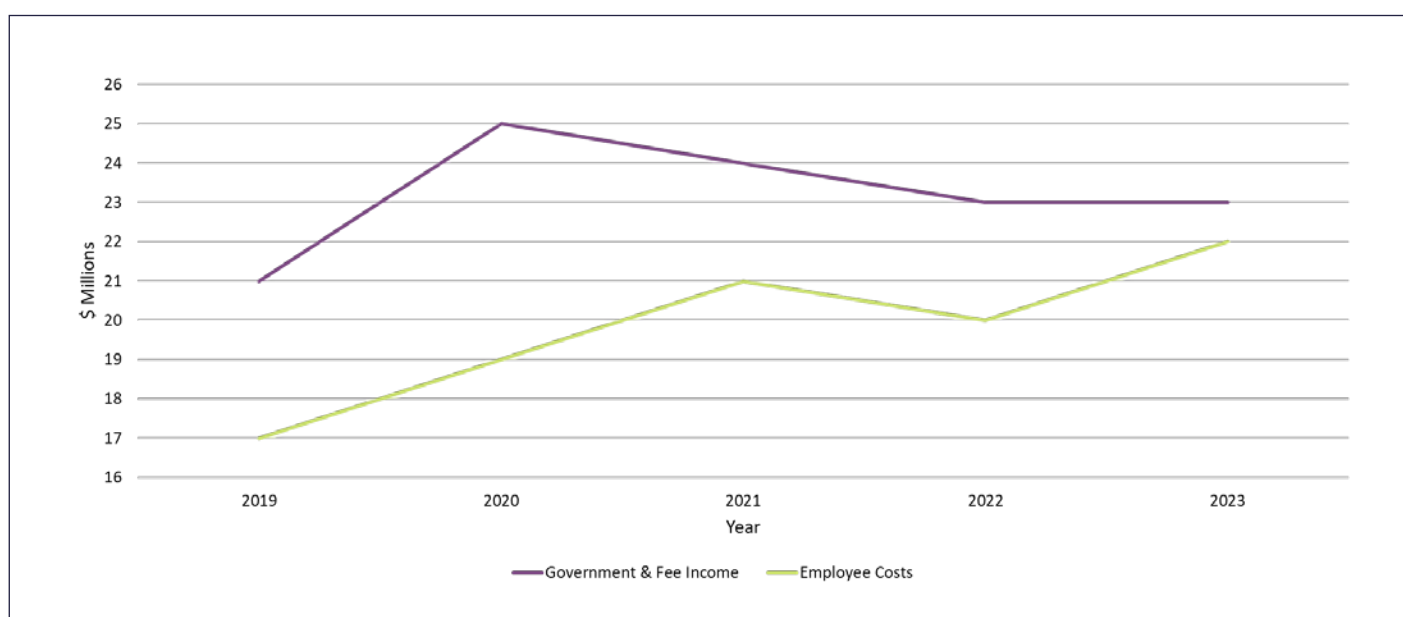
# Treasurer's Report



For the 2023 financial year Inala made an increased loss of \$1,609,857 from a loss of \$854,272 in 2022. This follows an unfortunate trend that has been developing for several years.

The table below shows that the five-year revenue from fees and government grants compared to total employee expenditure has not kept pace, and the gap between the two continues to shrink.

We were recently able to obtain a high-level benchmark of Inala's average NDIS Accommodation Plan values against industry averages, which were over 50% higher than our average Accommodation Plan funding. While we need to be cautious about adopting averages without knowing the composition of individual care needs, it suggests we have considerable opportunity to lift Inala residents' NDIS Accommodation Plan values.



Over the past four years, government and fee income has reduced by 7% while employee costs have risen by 20%. Even comparing 2023 to the previous year, we saw a 4% rise in government and fee income and incurred a 13% increase in employee costs. The gap between government and fee income and employee costs, to cover all other expenses, has been steadily shrinking.

The drop in revenue has two main causes. The most significant is that the NDIS Plans for our participants have frequently become disconnected from the staff rostering frameworks we use to ensure our participants are properly and optimally supported. The other main issue is much more constrained NDIS funding, which has been widely reported and itself has many causes within the NDIA structure.

Our increases in staff costs reflect both statutory wage increases and the very great difficulty in attracting suitable staff at the levels which match the NDIS funding available. This has been compounded with continued high levels of overtime to cover staff shortages and absences due to the run-off of COVID.

The impact of these factors is that we are not getting paid for the care we feel we need to provide, particularly in the Accommodation services.

We estimate it will take more than 12 months to re-work individual participants' NDIS Plans, deal with NDIS queries and substantiate the increased funding where necessary, then achieve the improved funding flow. Since year-end we have made a solid start on submission of plan revisions.



Improving staff cost management will also take considerable time, but again we have made a good start, along with cost curtailment in non-staff expenses. Until we restore a balance between these revenues and costs, we will continue to operate at a loss. We have budgeted for a higher loss for the 2024 year but are striving for a result better than the budget, with the catch up on revenues getting momentum and with staff structures progressively normalised over calendar 2024.

The Industry picture on profitability shows we are not alone. At an industry forum in June the industry body estimated 65% of participant service providers are operating at a loss.

Since year-end we have farewelled Deryk Andrew, who was Inala's Finance Manager since 2015. Both on behalf of Inala and personally, I sincerely thank Deryk for his enormous contribution to Inala during his time with us. On joining, Deryk had a huge task to establish a workable financial management system, to far better service Inala's financial management needs at that time. He has been a mainstay of the executive team over the past couple of



years in the context of major personnel changes. Deryk has our best wishes as he moves to retirement.

With a farewell comes a welcome to Daniel Bowyer, Inala's new Chief Financial Officer. Daniel has an extensive background in senior finance roles with service organisations and has quickly become an integral part of Inala's senior management.

Finally, I would like to thank Jeremy Gibb and Scott Bailey, who have both joined the Finance & Asset Management Committee, and brought the benefits of their expertise and preparedness to challenge past performance and encourage positive change.

**Ian Copp** | Treasurer

	2023	2022	2021	2020	2019	2018
<b>Income</b>						
Donations & Fundraising	988,440	1,103,315	1,368,320	2,654,507	1,299,360	824,135
Government Grant Income	1,753,339	1,427,741	407,098	486,115	407,834	1,470,172
Fee Income (8% down since 2020)	21,683,540	21,135,193	23,677,404	24,798,740	20,815,405	18,407,102
Investment Income	731,329	501,461	977,266	299,167	102,372	44,940
Other Income	589,405	326,498	434,603	147,908	892,367	147,505
<b>TOTAL INCOME</b>	<b>25,746,053</b>	<b>24,494,208</b>	<b>26,864,691</b>	<b>28,386,437</b>	<b>23,517,338</b>	<b>20,893,854</b>
<b>Expenses</b>						
Fundraising & Events	335,210	139,596	115,902	166,341	166,901	103,283
Employee Benefits ( up 19% since 2020)	22,035,560	19,775,248	20,650,393	18,547,871	16,659,746	15,550,480
Unrealised Investment Loss	0	1,029,694				
Other Expenses	4,701,478	4,403,942	4,566,673	4,648,180	3,823,980	3,591,346
<b>TOTAL EXPENSES</b>	<b>27,072,248</b>	<b>25,348,480</b>	<b>25,332,968</b>	<b>23,362,392</b>	<b>20,650,627</b>	<b>19,245,109</b>
<b>SURPLUS / (DEFICIT)</b>	<b>(1,326,195)</b>	<b>(854,272)</b>	<b>1,531,723</b>	<b>5,024,045</b>	<b>2,866,711</b>	<b>1,648,745</b>
Total Assets	33,981,747	34,292,871	35,257,584	32,663,068	26,279,074	23,711,864
Total Liabilities	8,715,145	7,700,074	7,810,515	6,747,722	5,387,773	5,687,274
<b>NET ASSETS</b>	<b>25,266,602</b>	<b>26,592,797</b>	<b>27,447,069</b>	<b>25,915,346</b>	<b>20,891,301</b>	<b>18,024,590</b>



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