



Purposeful Partnerships

ANNUAL REPORT 23 | 24

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We acknowledge the Traditional Owners of the land where we work and pay our respects to Elders past and present and to emerging community leaders. We also acknowledge the important role of Aboriginal and Torres Strait Islander people within the communities we work.

This year's Annual Report is printed on 100% recycled stock.

2023-24 Snapshot

HEALTHY LIVING CENTRE



Physiotherapy: **2,359** hours

BRISBANE:



Exercise Physiology: **2,202** hours



Fitness Hub: **70** members



Assistive Technology and IT: **40** hours



Allied Health Assistant: **577** hours



Dietitian: **31** hours



Physiotherapy: **2,832** hours

CAIRNS:



Exercise Physiology: **368** hours



HLC Gym: **22** members



Hydrotherapy pool: **1,984** hours



Allied Health Assistant: **1,256** hours



Accommodation: **2,007** nights stayed

LEARNING & DEVELOPMENT



Personal Support Worker Assessments: **134** days



Personal Support Worker Orientation: **82** days



Extended competencies training: **158** days



Complex Support Training: **55** days



Training provided to external organisations: **193** days

COMMERCIAL SERVICES



Hours of Personal Support: **592,283** hours



Support Coordination: **314** clients



Plan Management: **193** clients



Occupational Therapy: **6,539** hours



Community Nursing: **3,089** hours



Back2Work: **183** hours

MEMBERS



2,091 members and supporters



Peer Support Facebook group: **2,360** members

SPINAL LIFE AUSTRALIA BACK2WORK



66 referrals
Industries include Aircraft Maintenance, Engineering, Teaching, IT and Farming

MEDIA CAMPAIGNS



1,678 mentions

From the Chair



The 2023-24 financial year marked a period of remarkable growth for Spinal Life Australia, positioning us for future success and creating new opportunities for our members, clients, and broader community.

The Board remained steadfast in our commitment to advancing accessible, equitable, and empowered lives – values that are central to all our endeavours. We collaborated with the Executive team to refine our 2024-25 Strategic Plan, continuing our focus on the needs of our members, and ensuring the organisation's long-term financial sustainability.

Key Organisational Developments

One of the most significant organisational milestones during the 2023-24 financial year occurred in January, when members of Sporting Wheelies unanimously voted to merge with Spinal Life Australia. This decision followed months of careful negotiation and due diligence by the Boards of both organisations. Together, we assessed the financial viability and explored how best to support people with disability in staying healthy, active, and connected to their communities.

In addition, our partnership with Move Mobility continued to flourish. Move Mobility is an equipment supply company that we invested in, responding to the needs of our members and community. The goal of this investment was to address the difficulties that can occur when sourcing appropriate products, as well as provide improved access to after-sales support. During the year, Move Mobility expanded its footprint with new showrooms in the Logan Hyperdome and Bundaberg, adding to its location in Robina on the Gold Coast.

Progress on the Brisbane Precinct Project

The Board continued to advance the proposed Brisbane Precinct, modelled on our successful Healthy Living

Centres in Cairns and Woolloongabba, but on a larger scale. We submitted a Development Application for our Woolloongabba site to Brisbane City Council in August 2023, which was approved in September 2024. This approval will enhance the site's value, with proceeds from any future sale contributing to the new Brisbane Precinct that will be located nearby and have much more room for expansion.

The envisioned precinct will serve as a comprehensive hub for health, wellness, and rehabilitation services, offering fully accessible accommodation, fitness and hydrotherapy facilities, and a range of sport and recreational services.

Regional Engagement and Member-Centred Growth

In May, the Board visited the Healthy Living Centre in Cairns, where we held our monthly meeting and engaged with members, staff, and volunteers from the region. This hands-on engagement, along with ongoing member feedback, continues to guide the expansion of services, supports, and advocacy efforts to tackle systemic barriers to access and inclusion for people with disability across Australia.

Looking back on 2023-24, I am proud of the Board, the Executive team, and all our staff for their resilience and tireless efforts. Together, we have embraced growth, faced challenges, and made meaningful strides forward.

I extend my heartfelt thanks to our employees and volunteers for their dedication, and to our members for their ongoing support and active involvement. Whether through advocacy participation or voting at our Annual General Meeting, your contributions are integral to our success. I look forward to another exciting year ahead.

GYL STACEY

From the CEO



As we look back on the financial year, our organisation has continued to grow and evolve despite significant challenges facing our industry. The cost-of-living pressures, changes in legislative requirements, and a nationwide workforce shortage presented formidable hurdles. However, we have emerged stronger, positioning ourselves well for the future.

While the recruitment and retention of casual Personal Support Workers remained a challenge, we saw significant progress in overcoming these issues. In fact, we increased the number of Personal Support hours delivered in 2023-24 by almost 20,000 hours (19,254) compared with 2022-23. This forward momentum provides a solid foundation as we move into the next phase of our strategic plan.

Strategic Planning and Financial Performance

The Board and Executive team worked collaboratively throughout the year, focusing not only on long-term planning but also on the effective management of our current budget. I am pleased to report that our financial performance was positive, with an increase in net assets and an improvement in total comprehensive income compared to the 2022-23 financial year.

This Annual Report outlines several major accomplishments, including our investment in Move Mobility, the acquisition of Sporting Wheelies, and the advancement of plans to establish a health and rehabilitation precinct in Brisbane. These initiatives are key milestones that reflect our commitment to growth and enhancing service delivery.

Advocacy and Community Engagement

Our advocacy efforts spanned a wide range of critical issues affecting our members. From ensuring access to essential personal support services in hospitals, such as bladder and bowel therapy, to advocating for accessible ticketing systems for concerts and events, we have made significant progress. Additionally, we worked to improve real estate websites, making it easier to search for accessible housing options.

In 2023-24, we continued to push for reforms to address age discrimination against Australians aged 65 and over,

particularly those living with disability who are unable to access the National Disability Insurance Scheme (NDIS).

Our team also focused on promoting accessible tourism, advocating for more inclusive travel options – whether exploring faraway destinations or local attractions.

Celebrating Everyday Achievements

While our larger accomplishments are noteworthy, I would also like to acknowledge the many small yet impactful moments throughout the year. Each member of the Spinal Life team contributed to these achievements, whether through rehabilitation milestones reached at our fitness hubs, life-changing equipment sourced for those in need, or the critical nursing support provided to maintain health and wellbeing.

Our teams made a tangible difference by supporting individuals in Cairns to stay connected with loved ones and have a much-needed break with a stay at the Healthy Living Centre. Through our Support Coordination and Plan Management services, we helped NDIS participants navigate their funding, reduce stress, and achieve their goals.

Furthermore, our dedicated Personal Support Workers and behind-the-scenes staff played a crucial role in empowering individuals to go about their day and engage with their communities.

There are far too many contributions to name individually, but I would like to extend my heartfelt thanks to all our staff, members, and customers for their unwavering support.

I look forward to the opportunities and growth that 2024-25 will bring.

A handwritten signature in black ink, appearing to read 'Mark Townend'.

MARK TOWNEND

ADVOCACY

Driving Meaningful Impact Through Advocacy

Throughout the year, we remained dedicated to advocating for increased access, inclusion, and support for our members facing challenges that significantly impacted their daily lives.

This advocacy included personalised, one-on-one assistance for individuals navigating the Administrative Appeals Tribunal process related to NDIS funding and other concerns.

We achieved notable outcomes through several of our key campaigns, many of which will continue into the upcoming financial year.

ACCESSIBLE TOURISM

With 2023 designated as the Year of Accessible Tourism in Queensland, we actively participated in various initiatives in collaboration with regional and state tourism organisations, businesses, operators, and local governments.

Our efforts in Queensland included:

- Conducting a comprehensive assessment of tourism offerings on Hamilton Island.
- Reviewing popular holiday destinations in Maroochydore and Mooloolaba as part of the Accessible Australia Sunshine Coast project, supported by the Sunshine Coast Council.
- Partnering with the Australian Tourism Industry Council (ATIC), the national representative body for Australia's tourism industry councils.
- Delivering an 'Access Accelerator' program for tourism operators in the Sunshine Coast and Fraser Coast regions, in partnership with Cérge, to hold workshops and introduce technology that informs users about the accessibility features of participating businesses.
- Collaborating with the Queensland Parks and Wildlife Service to review accessibility at select national park locations.

In Western Australia, our advocacy efforts included:

- Reviewing accessible tourism offerings in Geraldton in partnership with the City of Greater Geraldton, Visit Geraldton, and volunteers.
- Conducting site visits to five beaches in the City of Wanneroo, providing feedback on beach wheelchairs, with a different model available at each of the locations.
- Sponsoring the 'Excellence in Accessible Tourism' category at the 2023 Perth Airport WA Tourism Awards.

These initiatives also contributed to first-hand reviews and experiences featured in our Accessible Australia web app, a free tool that helps individuals with disabilities 'know before they go' when planning their travels.

Improving Ticket Purchasing Processes

Over the course of several months, our members and Advocacy team worked diligently to address challenges and frustrations faced by people with disability when purchasing tickets for major sporting and music events online.

We were pleased to see significant improvements in this area, with Ticketek upgrading its ticket purchasing platform to ensure that people with disability can now use the same online booking system as others, and purchase tickets for family, friends, and carers simultaneously.

As major stadiums across the country adopted the new system, we leveraged media channels to raise awareness and encourage additional venues to follow suit.

FACILITATING ACCESS TO ACCESSIBLE HOUSING

In 2023-24, we achieved a significant milestone with the culmination of years of advocacy, successfully encouraging real estate websites to introduce accessibility filters. This initiative is designed to make it easier for people with disability to find accessible homes for purchase or rent and to encourage real estate agents to provide more comprehensive listing details.

We collaborated with REA Group, which implemented new accessibility filters on its platform, realestate.com.au, with further updates anticipated in the future.

This achievement was highlighted in the media as we continued to advocate for real estate agents to prioritise accessibility when listing properties and to ensure this information is readily available to the public.

Additionally, we publicly supported the roll-out of changes to the National Construction Code, which now includes minimum accessibility requirements for new homes and units. These changes are expected to have a significant impact on the real estate market moving forward.

MEMBERS AND PEER SUPPORT

Empowering Our Members and Strengthening Communities

CONNECTING COMMUNITIES

Our dedicated volunteers played a pivotal role in fostering connections, sharing knowledge, and advocating for change within local communities.

Throughout the year, we facilitated Peer Support Catch-Ups for individuals with spinal cord damage and polio survivors in various locations, including Brisbane, Bundaberg, Bribie Island, the Gold Coast, Moreton Bay, Rockhampton, and the Sunshine Coast. In Cairns, our members were provided with numerous opportunities to connect with one another and our Far North team, while Townsville hosted two events focused on returning to work or study, and travelling with confidence. Members also enjoyed morning tea and trivia sessions with our local team.

We extend our heartfelt thanks to our volunteers and staff for their commitment to hosting these community-building events.



SHARING LIVED EXPERIENCE

Our Peer Support team continued to provide vital mentorship and guidance to newly-injured patients and their families within the Spinal Injuries Unit at the Princess Alexandra Hospital, as well as other wards and in the community.

To expand our reach, we hired casual Peer Support Officers in Townsville and Cairns to support the Far North and North Queensland communities.

In Brisbane, we welcomed our first Peer Support Officer dedicated to individuals with Spina Bifida and Hydrocephalus, following the closure of Spina Bifida Hydrocephalus Queensland.

In addition, we focused on raising awareness of the psychosocial support available through our Peer Support teams.



MEMBER FEEDBACK

In June 2024, Spinal Life conducted a comprehensive member survey, distinct from our customer engagement survey for service clients.

A key indicator of satisfaction is the Net Promoter Score (NPS), which measures how members perceive our services. The latest survey resulted in a positive NPS of +39, reflecting a five-point increase from the previous year and indicating a growing trend of satisfaction within our membership group.



Members highlighted *The Advocate* magazine and regular Member Update emails as the most valued communication channels. The ‘Disability Doesn’t Discriminate’ advocacy campaign remained a prominent focus, along with improvements in accessible tourism.

A majority of respondents also reported that Spinal Life had positively impacted their wellbeing and independence, further contributing to an overall enhancement of their quality of life.

OUR ORGANISATION

Building Expertise and Strengthening Our Reputation

At Spinal Life, our Board remains committed to carefully balancing financial sustainability while pursuing opportunities to expand our services and provide comprehensive support for our members. In 2023-24, we invested in strategic initiatives aimed at enhancing our capabilities and expanding our reach to better serve our community, now and into the future.

Integration with Sporting Wheelies

In early January 2024, following extensive discussions and due diligence, Sporting Wheelies members unanimously voted to transition the organisation to become part of Spinal Life. This decision allows Sporting Wheelies to benefit from Spinal Life's leadership and access essential corporate services such as IT, Human Resources, Finance, and Marketing, ensuring the continued provision of critical sports, recreation, and rehabilitation services for people with disability.

Continued Partnership with Move Mobility

Our ongoing investment in Move Mobility, an equipment supply business, further reinforced our commitment to providing high-quality, timely access to essential products and exceptional after-sales support. In late 2023, Move Mobility opened its Logan Hyperdome showroom, followed

by the launch of a new location in Bundaberg in March 2024. Our local Spinal Life team also relocated to this new Bundaberg site, enhancing service delivery for members and clients across the Wide Bay region.

Expanding Services in Townsville and Brisbane

We are proud of our continued regional support, with offices in Cairns, Bundaberg, Townsville, Rockhampton, and Perth providing invaluable services to our members. In Townsville, we began several initiatives, including working with the Townsville Hospital Rehabilitation Unit to expand services for individuals with spinal cord injuries, with plans for further growth in the future.

Brisbane Precinct Development

Planning also progressed on our proposed Brisbane Precinct, modelled on our Healthy Living Centres in Cairns and Woolloongabba. This important project will provide a hub for health, wellness, and rehabilitation services, as well as fully accessible accommodation, fitness facilities, and hydrotherapy pools, all in one location. Situated near the Princess Alexandra Hospital, this new precinct will provide essential support for people transitioning home from the Spinal Injuries Unit.



ENHANCING PUBLIC AWARENESS AND ADVOCACY

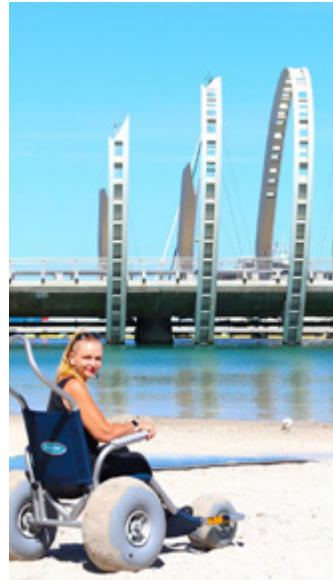
Throughout the year, we actively engaged with the media on a wide range of issues impacting our members and the wider disability community. Our advocacy efforts covered topics such as accessible tourism, ticket purchasing for major events, updates to the National Construction Code, and new accessibility filters on real estate websites. These campaigns, along with media coverage of key events like Spinal Cord Injury Awareness Week and Sporting Wheelies' CEO Wheelie Challenge, resulted in more than 1,678 stories across print, radio, TV, and online publications, raising awareness and driving positive change.

Financial Year Highlights

Growing our Western Australia Services

Throughout the year, our Perth office continued to deliver exceptional services to new and existing customers and the Western Australian community, including Personal Support and Home Care, Support Coordination, Plan Management, Peer Support, and Advocacy.

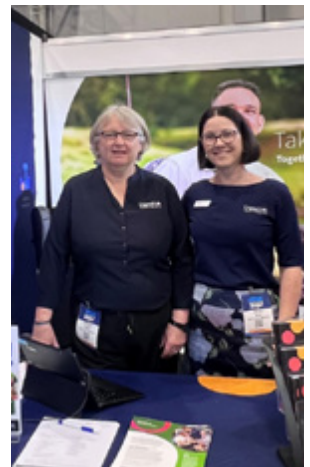
In February, we proudly partnered with the Bunbury City Council to host the 'Making Bunbury More Accessible' event. This initiative aimed to promote inclusive tourism opportunities and introduce our dedicated team in the region. Additionally, we implemented a series of media activities to highlight the advantages of accessible tourism across the state. As part of our ongoing commitment, we also sponsored the 'Excellence in Accessible Tourism' category at the 2023 Perth Airport WA Tourism Awards.



Showcasing Our Expertise at Key Events

We continued to showcase our expertise at various national and regional expos. Highlights include:

- The Assistive Technology Suppliers Australia (ATSA) Independent Living Expo in May 2024, with Spinal Life hosting a stand and Sporting Wheelies holding wheelchair basketball demonstrations in the Sports Zone.
- Participation in the Brisbane Disability Connection Expo in March and Regional Disability Expos in Cairns, Bundaberg, and Townsville.



Innovative Support Solutions

In 2023-24, we made significant progress on the development of our new app designed to link users with independent support workers in their local community. This intuitive app will offer features such as job posting, instant messaging for rate and appointment confirmations, and the ability to save preferred Support Workers for future bookings.

Initial user testing is underway, and we look forward to launching the app in the coming financial year, further empowering people with disability to manage their care with greater choice and control.



OUR PEOPLE

Building a Fully Engaged and Empowered Workforce

Throughout 2023-24, we maintained a strong focus on initiatives designed to help our team achieve their professional goals, recognise those who go above and beyond, and provide essential health and safety support.

In February 2024, we conducted our annual Employee Engagement Survey, capturing valuable feedback, with 34% of staff participating to share their experiences and suggestions. The insights gained from this survey are shaping our decision-making and helping us identify improvements to better support our employees.

During the same month, we introduced Sonder, a free and confidential service available 24/7 through a user-friendly app, with phone support also available. The Sonder app connects our staff with a range of professionals offering mental health support and medical advice. It also features safety functions that can be activated to check on team members while they're out or working late.

In addition to supporting our current employees, we continued to address the ongoing recruitment challenges within our sector, particularly for Personal Support Workers and Allied Health professionals.

To tackle the difficulties in recruiting and retaining Personal Support Workers, we launched a collaborative project

between our Recruitment team and Personal Support and Home Care Services and reviewed strategies to reduce the cost of service delivery.

Across the organisation, we encouraged staff participation in our 'Refer a Friend' program and invested in digital marketing to promote job vacancies.

To further incentivise retention, we offered our Personal Support Workers the opportunity to complete a Certificate III in Individual Support as a traineeship, providing dual benefits: career development for our team members and Government funding for traineeships.

Additionally, to enhance the skills of our Personal Support Workers and foster career growth, we introduced the Spinal Life Australia Complex Support Certificate, enabling staff to advance their expertise and potentially increase their earning potential.

Workplace health and safety also remained a key focus throughout the year. We actively reviewed our processes to ensure open communication with our team and to support their timely return to work following absences.



RECOGNISING EXCELLENCE

Congratulations to Sarah McVeigh, a Client Service Officer for Personal Support and Home Care Services, who was awarded the Yearly Spinal Life Thrive Award and a \$200 voucher.

Based at our Healthy Living Centre in Cairns, Sarah was nominated for exemplifying Spinal Life's core values and demonstrating an unwavering commitment to staff and clients. Notably, she went above and beyond by assisting a guest during their stay, including helping when their wheelchair malfunctioned over the weekend.

The Thrive Awards allow employees to nominate colleagues who embody our workplace values: *Accountable, Generous, Courageous, Learning, and Authentic*. We recognised 20 quarterly winners throughout the year, each receiving a \$100 Thrive voucher, before selecting an overall annual winner.

Financial Year Highlights

Building Connections

In 2023-24, we hosted various events that brought our team together, showcasing their baking skills and fostering community spirit.

In September 2023, our Brisbane team gathered to recognise R U OK? Day, with our annual baking competition providing an ideal opportunity for connection and meaningful conversations.

In April 2023, we hosted a special morning tea to commemorate ANZAC

Day, honouring our veterans and their families. As part of this important occasion, we also celebrated the 20th anniversary of our Veterans' Home Care Service, with events held at our Brisbane, Bundaberg, Rockhampton, and Townsville offices, connected via video link.

Our Healthy Living Centre in Cairns also hosted the popular Australia's Biggest Morning Tea to support cancer research, which was a hit with everyone who attended.



2023 Bridge to Brisbane

Our staff, members, and community came together for fitness and fun in October 2023, participating in the Bridge to Brisbane event. Many of the team trained at the Healthy Living Centre, supported by our Exercise Physiologists, Physiotherapists, Occupational Therapists, and Allied Health Assistants.

A special mention goes to fundraisers Anthony Sullivan, Joel Fernandes, and Fred Nitz, who collectively raised close to \$2,000 for Spinal Life Australia. We extend our heartfelt thanks to this generous trio, with a special acknowledgement to Anthony, who raised \$1,395 for the cause.



National Volunteer Week

During National Volunteer Week in May, we expressed our gratitude to our incredible volunteers at Spinal Life, whose contributions are invaluable to our clients and community.

Our dedicated volunteers at the Healthy Living Centre in Cairns assist in the gym and hydrotherapy pool, as well as with gardening and maintenance. Additionally, volunteers at our Woolloongabba office and the fitness hub work behind the scenes to support our operations.

We also acknowledged team members who dedicate their time to making a difference in their community, like Teresa Hinspeter, a Client Service Officer in Townsville. Teresa is an inclusive junior Tenpin Bowling coach, offering individual and group training sessions and helping participants prepare for upcoming competitions.



OUR CUSTOMERS

Delivering Exceptional Customer Service: A Core Focus

Delivering high-quality customer service remained a key focus throughout the financial year, with a particular emphasis on expanding our offerings based on feedback received from clients.

Across Queensland and Western Australia, our Personal Support and Home Care Services provided 592,283 hours of assistance to clients in their homes, workplaces, and communities. Our team is composed of highly trained Personal Support Workers and Key Workers, Team Leaders and Client Service Officers who liaise directly with clients and staff, and a busy Shift Fill team who manage vacancies both during and outside business hours.

Spinal Life's Personal Support Workers and Key Workers receive additional specialised training from our Learning and Development team, made up of clinical nurses, in areas such as catheter flushing, stoma support, PEG feeding, bowel irrigation, ventilation assistance, and epilepsy management.

Our Healthy Living Centres in Cairns and Brisbane continued to offer essential services aimed at enhancing the health, wellbeing, and independence of people with disability. This includes the work of our Occupational Therapists, who provided services ranging from assistive technology prescription, functional and driving assessments, home and workplace modifications, seating and postural assessments (including pressure mapping), to daily living skills support. Our Community Nurses were similarly dedicated, delivering critical healthcare services such as bladder and bowel management, wound care, tracheostomy and ventilator support, and general health assessments.

Within our fitness hubs, our Exercise Physiologists supported clients in achieving their health, wellness, and rehabilitation goals, while our Physiotherapists focused on improving, restoring, and maintaining clients' movement and functionality. Hydrotherapy continued to be extremely popular at our on-site pool in Cairns due to its numerous benefits.

In response to demand, our Physiotherapists and Exercise Physiologists established additional hydrotherapy appointments in Brisbane at the nearby Colmslie Aquatic Centre. In Cairns, upper limb therapy classes were a particular highlight, focusing on functional activities aligned with clients' personal goals, such as handwriting and using cutlery.

We also introduced an Allied Health Assistant service, with dedicated professionals who assist clients with their treatment plans and exercise programs as prescribed by Physiotherapists, Occupational Therapists, and Exercise Physiologists. Furthermore, we continued to deliver invaluable NDIS Support Coordination services, helping individuals navigate their plans, linking them with service providers, and managing funding.

In addition, Plan Management service continued to expand across the country, offering one-on-one support to help clients manage the financial aspects of the NDIS, such as invoice payments and access to our Careview Advantage app, which enables customers to track their budgets effectively.

CUSTOMER ENGAGEMENT SURVEY RESULTS

Spinal Life regularly conducts customer surveys to identify areas for improvement, measure satisfaction, and ensure the highest standards of service delivery. A key metric in assessing the customer experience is the Net Promoter Score (NPS), which measures how clients perceive our services.

In November 2023, a survey was distributed to customers of our key services: Personal Support and Home Care, Allied Health, Support Coordination, and Plan Management. Spinal Life received an NPS of +55, reflecting a 23-point

improvement from the previous survey period. This demonstrates that the enhancements made throughout the financial year have had a positive impact. Notably, our NPS has increased each year for the past three years. Our Plan Management service stood out with a customer satisfaction rate exceeding 90%.

+55
NPS SCORE

Steven Maximises the Benefits of Assistive Technology



Our Assistive Technology (AT) team supported Steven Fell, who uses a wheelchair and lives with chronic pain after his pelvis was crushed in a motorbike accident in 1982.

Steven first met with Spinal Life's dedicated AT Mentor Jocelyn (Jos) Stocker to discuss the challenges he was having at home and find possible solutions.

"I went to the Assistive Technology showroom in Brisbane and Jos showed me all these things that could make my life easier around the home, including how to turn lights and electrical appliances on and off by simply saying, 'Hey, Google,'" says Steven. "The funny thing is, I'd already bought a Google hub a couple of years ago, in order to get extended range for my internet - I just had no idea I could use it in this way! So Jos said, 'Well, I'll get somebody around to show you.'"

Steven was supported by a Spinal Life IT team member who visited to sort out his Google hub, install smart plugs to operate lights, as well as a video doorbell which is particularly helpful when parcels are delivered.

"Now, when they ring the doorbell it comes through on an app on my phone," Steven says. "I push a button and then I'm staring at the delivery driver and able to speak to them. So I just say, 'Hello, just leave it at the door please, sir or madam,' and head up at my own pace to collect the parcel."

In early 2024, our AT showroom at the Healthy Living Centre in Brisbane was upgraded with a fully integrated home automation system.

This system demonstrates room controls using a number of methods, including voice, a touchscreen panel on the wall, phone, iPad or remote control. Lamps, lights, blinds, TV, security cameras and doorbell, plus motorised kitchen benches, overhead cupboards and a bed are just some of the equipment that have been integrated.

STRATEGIC PARTNERSHIPS AND INNOVATION

Collaborative Partnerships in 2023-24

Throughout 2023-24, we valued the opportunity to collaborate with a diverse range of partners, funding bodies, and supporters across various sectors.

In response to insightful feedback from the National Injury Insurance Scheme Queensland (NIISQ), we launched the 'Travelling with Confidence' program. This initiative supports newly-injured participants in learning about travel post-injury, and we look forward to expanding its reach in the near future.

Our Back2Work project, made possible through vital funding from the Motor Accident Insurance Commission (MAIC), provided early intervention vocational rehabilitation to patients in the Princess Alexandra Hospital's Spinal Injuries Unit and select hospitals. Delivered in collaboration with the Princess Alexandra Hospital, Metro South Hospital and Health Service, and Griffith University, this project aims to support individuals in returning to meaningful employment or study after injury.

We were also pleased to welcome the Queensland Government's announcement of a \$20 million investment to upgrade the existing Spinal Injuries Unit, with plans for the construction of a modern replacement. This follows many years of advocacy for these essential improvements.

In 2023-24, our Advocacy team worked closely with all levels of government to represent the lived experiences of our members and advocate on their behalf.

In partnership with Cérge and with funding support from the Queensland Government's Accessible Tourism Enablers program, we delivered the Access Accelerator program in the Sunshine Coast and Fraser Coast regions. Cérge is a communications platform that enables businesses to share accessibility information, allowing users to plan their visits and notify staff of specific needs in advance.

Additionally, our ongoing EnABLED Business program provided one-on-one mentoring, disability awareness training, and facilitated connections between businesses and potential employees with disability. Following its success in Moreton Bay, the program expanded in 2023-24 to the Sunshine Coast, Wide Bay, and Ipswich, working alongside disability employment specialists EPIC Assist in Maroochydore and Hervey Bay, and STEPS Group Australia in Gympie and Caloundra.

We also hosted Realistic RACE events as part of the Access Accelerator and EnABLED Business programs, along with other initiatives. These events, inspired by *The Amazing Race*, give participants a first-hand understanding of disability by having them complete tasks while navigating common accessibility challenges.

In the research space, we continued our partnership with The Hopkins Centre, a joint initiative between Griffith University and the Division of Rehabilitation, Metro South Hospital and Health Service. This collaboration focuses on advancing research in rehabilitation and resilience.

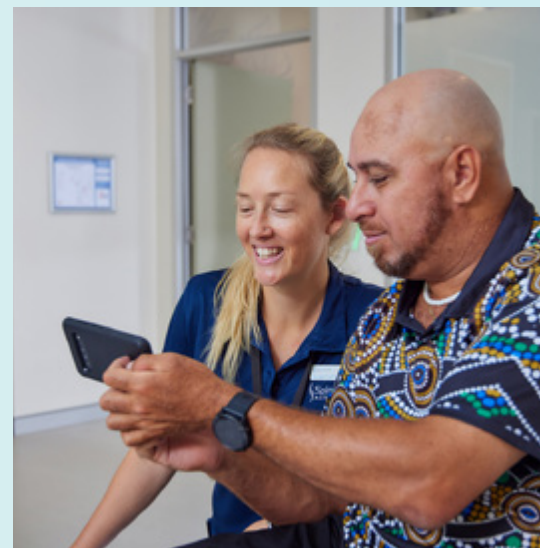
DELIVERING HIGH-QUALITY SUPPORT

During the year, we successfully completed another audit of our NDIS services, reinforcing our commitment to delivering the highest quality support to our clients.

The audit, conducted by independent assessors, ensures that service providers meet the NDIS Practice Standards. A final report was submitted to the NDIS Quality and Safeguards Commission as part of this

rigorous process, which aims to protect participants and ensure they receive safe, respectful, and high-quality services that help them achieve their goals.

As part of the audit, several of our clients and staff were interviewed about their experiences – both in person, in Cairns and Brisbane, and over the phone. Additionally, our systems and processes were thoroughly reviewed to ensure continued compliance and excellence in service delivery.



Hannah's Return to the Workforce: A Commitment to Helping Others



Our Advocacy team collaborated closely with GIVIT, a not-for-profit donation platform that connects community organisations and the individuals they support with those wishing to donate goods and services.

GIVIT is also the workplace of Hannah Tate, who was assisted by Spinal Life's Back2Work project after sustaining incomplete paraplegia in a motor vehicle accident in 2020.

Hannah had only been part of the GIVIT team for four weeks when she was injured and is full of praise for the support she received from her employer to return to work, in a newly-created digital marketing role.

While in the Princess Alexandra Hospital's Spinal Injuries Unit, Hannah was referred to the Back2Work team, who provide early vocational rehabilitation support to patients.

"My caseworker played a huge and important role in guiding me through the process," Hannah says.

"It was great to get advice and insights into the challenges I would face when returning to work with a spinal cord injury."

Hannah engaged a physiotherapist to help her set up an ergonomic workstation at home, and the Back2Work team were on-hand to support her throughout the process, particularly returning to the office.

"They got me really thinking about my work hours – not just the total number, but how to structure them in a week and organise them cleverly to avoid fatigue and burnout," Hannah says.

"In my first year back at GIVIT, I worked from home 100% of the time, and I will always need access to a work-from-home option.

"But these days I work a four-day week, for five hours each day."

SPORTING WHEELIES

Creating a More Active, Healthy, and Inclusive Community

Established in the 1960s as a small sports club within Queensland's Paraplegic Welfare Association – which later became Spinal Life Australia – Sporting Wheelies has a proud legacy of empowering people with disability. In January 2024, with a shared commitment to accessible, equitable, and empowered lives, members voted to rejoin Spinal Life.

Here's an overview of Sporting Wheelies' key activities from the past financial year, as we look forward to the future.

Opening of Australia's First Para Clubhouse in Milton

On 5 September 2023, Sporting Wheelies proudly opened the Para Clubhouse in Milton – a groundbreaking, fully accessible facility dedicated to sports, recreation, and rehabilitation. As Australia's first inclusive sports hub of its kind, the Para Clubhouse supports athletes of all ages and abilities and encourages people with disability to engage with the community. This state-of-the-art facility combines a fully accessible gym with multi-sports courts, offering Wheelchair Basketball, Boccia, Goalball, Para Powerlifting, and more.

Expanding Our Sports Programs: Competitive and Social Opportunities

Throughout the year, Sporting Wheelies delivered a diverse range of sports programs, including Boccia, Wheelchair Basketball, Wheelchair Rugby, and Goalball. Our new Wheelchair Fundamentals program offered participants the chance to learn the basics of wheelchair sports and boost overall health and wellness.

In Wheelchair Basketball, we announced our commitment to the Sporting Wheelies Queensland Comets as part of the Women's National Wheelchair Basketball League (WNWBL), proudly sponsored by Apollo SDA Homes. We hosted 'The Classics' State Wheelchair Basketball Championships and the Southern Challenge in Brisbane, alongside regular refereed games for advanced players.

We also hosted the Boccia Queensland State Titles (Boccia Battle) and the Australian National Championships, supported by Coloplast, and continued our annual Boccia Tri-Series. As the home of Queensland's only Goalball court, Sporting Wheelies provided dedicated support for athletes to train for the Goalball Australia National Championships in Western Australia, giving them the opportunity to proudly represent Queensland.



Our Para Squad program continues to grow, providing children and teenagers of all abilities the opportunity to engage in sports, make new friends, and build valuable skills in a supportive, inclusive environment.

Access Active Rehab Program

Following the conclusion of the Access Active Rehab program in late 2023, Sporting Wheelies secured additional funding from the PA Research Foundation, allowing us to continue delivering fortnightly one-hour visits to the Spinal Injuries Unit (SIU) and Brain Injury Rehabilitation Unit (BIRU), as well as monthly visits to the Jasmine Unit, a specialist in-patient unit for patients with an acquired brain injury. This one-year funding highlights the program's impact, with patients expressing a strong desire for more sessions and interest in joining Sporting Wheelies' programs post-discharge.

At the Jasmine Unit, eight scheduled sessions were delivered, engaging 40 patients in Boccia, achieving a 100% delivery rate.

At the BIRU, 14 sessions engaged 111 patients in Boccia and basketball skills, showcasing consistent participation.

In the SIU, 16 sessions were delivered with 49 patient contacts, focusing on Boccia and basketball skills, with a 90% delivery rate, reinforcing the program's impact on rehabilitation.

Exercise Therapy for Independence

In 2023-24, Sporting Wheelies supported clients and athletes in improving their health, fitness, and independence through Exercise Physiology and Physiotherapy. We offered telehealth, home visits, and hydrotherapy sessions in Brisbane, enabling participants to access tailored therapies. Our accessible Milton gym, equipped with a Functional Electrical Stimulation (FES) bike, helped many achieve their fitness goals.

At the Para Clubhouse in Milton, we offer group training programs tailored for all abilities. Led by Exercise Physiologists, the Equal Ops workouts feature circuit-style training with equipment such as dumbbells, barbells, kettlebells, and ropes, each exercise customised to match participants' abilities.

Engaging Events: Promoting Inclusion and Participation

In May, we hosted a seminar for coaches, athletes, and students interested in Para Sports, offering insights into key areas such as injury prevention and sports psychology. Attendees also had the chance to try inclusive sports firsthand and network with other professionals.

Our team showcased Wheelchair Basketball at the Assistive Technology Suppliers Australia (ATSA) Independent Living Expo and participated in several expos including the Brisbane Disability Connection Expo and Source Kids Disability Expo.



In September, we hosted 'Social Friday', featuring comedy and DJ performances by our talented clients, celebrating the grand opening of the Milton Clubhouse.

Fundraising and Partnerships: Empowering Our Mission

Our work is made possible through generous donor and sponsor support. Whether through corporate partnerships, individual donations, or event fundraisers, every contribution helps people with disability stay active, healthy, and connected.

Our Art Union lottery raised funds for our services, with ticket buyers having the chance to win cash prizes. In June 2023, 41 CEOs took part in the CEO Wheelie Challenge, raising \$155,043 and gaining first-hand insight into mobility and access challenges. Special congratulations to Andrew Godden from BMS Group, our top fundraiser with \$18,425.

Raising the Bar: Bringing Inclusive Sports to Schools

Through our Raising the Bar and I Can, You Can programs, we visited schools across Queensland to educate students about disability and provide opportunities to participate in inclusive sports. In 2023, the program reached a milestone by engaging over 4,000 students in Term 4 alone.

We partnered with the Artie Academy to deliver the I Can, You Can inclusive schools program, reaching schools across Queensland and helping break down misconceptions about disability.

With a strong foundation built on inclusion, health, and active participation, we look forward to continuing our mission to empower people with disability in the years ahead.

Our Board

GYL STACEY

CHAIR, ELECTED DIRECTOR

What was a key initiative that the Board focused on during this year?

Getting development approval from Brisbane City Council for our Woolloongabba site has put us in an excellent position to continue our strategic direction and further expand our services for members, with a new Brisbane Healthy Living Centre squarely in our sights. This new precinct will offer a range of specialist services as well as fully accessible accommodation.



PROF PHILLIP MORRIS

ELECTED DIRECTOR

Can you share a highlight from our advocacy efforts throughout the year?

We've continued to advocate for accessible public transport and taxi services which will make it easier for members to engage in community-based and leisure activities. I'm also proud of our ongoing efforts supporting individuals with issues impacting their daily lives, like accessing NDIS funding.



GERARD O'BRIEN

DEPUTY CHAIR, APPOINTED DIRECTOR

How is Spinal Life working to grow our community and expand our services?

The investment in Move Mobility is an exciting development for Spinal Life Australia. It was primarily driven by the Board's desire to improve the experience for members, clients and all those living with mobility issues. In May, Move Mobility was awarded 'Dealer of the Year' at the ATSA Independent Living Expo in Brisbane.



CAROL TAYLOR

ELECTED DIRECTOR

Can you share a highlight from our advocacy efforts throughout the year?

One of the standout advocacy efforts this year has been Spinal Life Australia's campaign to nominate 2025 as the 'National Year of Accessible Tourism'. This initiative is crucial in raising awareness and driving improvements in accessibility across the tourism sector, ensuring that people with disabilities can experience travel with dignity and ease.



BOARD UPDATES AND LEADERSHIP CHANGES

At the Annual General Meeting on 23 November 2023, members elected Rebecca Tweedy to the Board, following her tenure as Alternate Director since 2021. Rebecca brings significant expertise as a Musculoskeletal Physiotherapist and a respected leader in Allied Health, as well as a personal connection through her experience as the parent of a son with a spinal cord injury.

Members also approved a minor amendment to Spinal Life Australia's Constitution. Furthermore, former Board

Director Mark Dillman was honoured with an Honorary Life Membership for his exceptional contributions over the past 15 years, after stepping down from his role in August 2023.

WELCOMING NEW DIRECTORS

The year also saw some changes within the Board. Directors Michelle Wilson and Dr Dinesh Palipana pursued new opportunities, and we thank them for their invaluable contributions. We welcomed two new Directors: corporate lawyer Cathy Russo in August 2023, and finance executive Mark Fenton in February 2024. Cathy brings extensive

MARK FENTON
APPOINTED DIRECTOR

How is Spinal Life working to grow our community and expand our services?

Through a focused effort we have increased the number of Personal Support Workers in our workforce, as well as the number of service hours we have provided. We worked on a range of initiatives to attract and retain new team members, so we can deliver more services and improve the lives of more people.



CATHY RUSSO
APPOINTED DIRECTOR

What was a key initiative that the Board focused on during this year?

All Board Directors coming together with the Executive to formulate our Strategic Plan for 2024-25, which has helped us define our future direction and alignment with Spinal Life's vision and mission. It also fostered a greater sense of collaboration and shared responsibility, which was particularly important for newer Board members.



REBECCA TWEEDY
ELECTED DIRECTOR

How is Spinal Life working to grow our community and expand our services?

A significant milestone was the acquisition of Sporting Wheelies. This strategic move has broadened Spinal Life's mission via empowering our members to access sporting opportunities. With the Brisbane Paralympics fast approaching, we have a unique opportunity to position ourselves as the peak advocacy group for people with disability.



experience across diverse industries, including not-for-profit and professional services, while Mark's 25-year career spans disability, aged care, and various corporate sectors.

SPECIAL GENERAL MEETING

On 17 June 2024, we held an online Special General Meeting, during which members voted to amend our Constitution to formally integrate Sporting Wheelies into Spinal Life Australia. This change supports the inclusion of sports and recreation in our range of activities, reinforcing our commitment to promoting healthy, active lives for

people with disabilities and positioning us to apply for relevant sports and recreation grants.

Visit spinal.com.au to read more about our Board and Executive.

Our Executive

MARK TOWNEND AM
CHIEF EXECUTIVE OFFICER

It's challenging to single out just one highlight from the past 12 months, as there have been so many. Our team has worked relentlessly to advance our mission of empowering people with disability to lead accessible and equitable lives. Whether through our advocacy campaigns or the services we provide, this mission guides every decision we make. We're committed to ensuring that the message is clear, both locally and nationally: access and inclusion are a fundamental right, not a privilege.



NATALIE VON SNARSKI
CHIEF COMMERCIAL OFFICER

I was proud of how we worked together across the organisation when facing ongoing challenges with recruitment and retention for Personal Support Workers, which are being experienced across the sector. Our dedicated efforts led to a range of new initiatives including an Open Day in Brisbane, which will be expanded virtually in 2024-25. The entire team, from Recruitment through to Shift Fill, demonstrated their commitment to delivering essential services to our clients when and where they need us.



DANIELLE READY
CHIEF FINANCE OFFICER

I am proud of our team, including Finance, Accounts, IT and Plan Management, who have adapted to many changes over the past year and taken it in their stride. From NDIS pricing updates and new systems to supporting Sporting Wheelies to become part of Spinal Life, everyone has worked exceptionally hard and has focused on delivering the best possible services to our members, clients, staff and community.



FRANCES PORTER
EXECUTIVE MANAGER, BUSINESS DEVELOPMENT

We expanded services across our Healthy Living Centres, including a full automation upgrade within Brisbane's Assistive Technology room. Group therapy in Cairns has grown, along with hydrotherapy across both Centres, and our Occupational Therapists and Nurses continued to provide essential support every day. The Back2Work program is helping newly injured individuals return to roles like mining and mechanics, while our Support Coordinators remain focused on ensuring people get the most from their NDIS plans.



ROSS DUNCAN
EXECUTIVE MANAGER, MEMBER SERVICES

Through our Realistic RACE awareness training, we saw participants have that 'lightbulb' moment after experiencing just a brief insight into what it may be like to live with a disability while trying to maintain their independence. This unique program is creating a profound shift in attitudes and I'm looking forward to delivering to even more people in 2024-25, including our first in Western Australia, as we approach all levels of government, community organisations, businesses, tourism operators and venues.



Our Patron and Ambassadors

AFTERNOON TEA WITH THE GOVERNOR OF QUEENSLAND

Her Excellency, the Honourable Dr Jeannette Young AC PSM, Governor of Queensland, graciously hosted an afternoon tea on Thursday 30 November, in recognition of International Day for People with Disability (3 December).

The event celebrated individuals and organisations dedicated to making a significant impact on the lives of people with disability. This included advocates for human rights, leaders in accessible tourism and employment, and those providing essential services to our clients. Members of our Board and Executive were also in attendance to honour these contributions.

We extend our sincere gratitude to Her Excellency for hosting the event and for her continued support as Patron of Spinal Life Australia.



ACKNOWLEDGING OUR COMMUNITY AMBASSADORS



WARREN PITT AM

Warren has served as our Community Ambassador for Far North Queensland and Cairns, supporting the Spinal Life Healthy Living Centre and various initiatives across the region.



GREG CORNELSEN OAM

A long-standing supporter of Spinal Life, Greg has consistently used his public profile to advocate on our behalf and offer assistance whenever needed.



TIM HORAN AM

Tim has facilitated visits by rugby players to the Spinal Injuries Unit, providing encouragement and support to patients and their families during their rehabilitation journey.

Financial Summary

The past year has been marked by significant growth, innovation, and strategic collaboration across our organisation. We have made great strides in expanding our service offerings and enhancing the quality of our programs, all while maintaining a solid financial foundation.

Strong Financial Performance

As disclosed in the financial statements, the Group's net assets increased by 2.6% to \$41.4M (2023: \$40.4M). The Group's comprehensive income for the financial year reached \$1.044M, a significant improvement from the \$181,000 reported in 2023.

Our financial success is a testament to the resilience of our organisation and the steadfast support of our stakeholders and donors, all of whom share our commitment to making a meaningful difference in the lives of people with disability.

Revenue Growth and Advocacy Investment

Despite industry-wide challenges, including rising costs and ongoing recruitment difficulties, we have remained focused on our mission. A strategic focus on resourcing essential staff, along with the integration of the Sporting Wheelies team, contributed to a remarkable 12.4% increase in revenue.

This financial success enabled us to invest over \$750,000 in non-funded advocacy initiatives, further empowering people with disability to lead accessible, equitable, and empowered lives.

Investment in Enhancing Member Experience

Our commitment to improving the experience of members and clients remains unwavering. This year the Group added the Sporting Wheelies brand to its expanding service portfolio to include sport and recreation. This is an exciting initiative with the aim to increase inclusive participation in sports and improve participation towards the Brisbane Paralympic Games in 2032.

In August 2023, the Group lodged a development application for the head office property in Woolloongabba, and are pleased to report it was approved by the Brisbane City Council in September 2024. The application allows for the development of a residential property with mixed usage up to 20 storeys. This approval opens new avenues for the Group to explore within our real estate portfolio, ensuring we can continue to grow and offer more innovative services to our members and clients.

We continued to explore new investment opportunities through Spinal Futures Ltd, a registered charity and fully owned subsidiary of Spinal Life Australia. This included our strategic investment in Move Mobility, which has resulted in a more streamlined purchasing process for mobility devices, aids, and equipment – with two new showrooms opened in 2023-24.

Sustained Progress and Strategic Growth

In conclusion, the past year has been one of significant progress and strategic advancement. The Group's strong financial performance reflects an ability to adapt and thrive in a challenging environment, while our strategic initiatives position us for continued success.

We remain deeply committed to our mission, and we are excited about the opportunities that lie ahead.

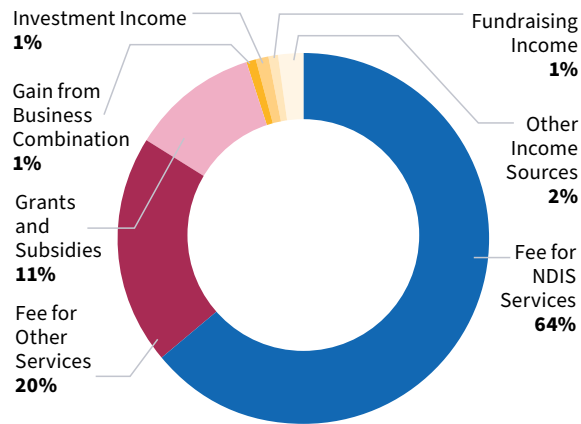
We extend our sincere thanks to our dedicated staff, stakeholders, and donors for their ongoing support and commitment to our shared mission.

For more detailed information, please refer to our full financial report available on our website. We welcome your feedback and are happy to answer any questions you may have.

DANIELLE READY
Chief Finance Officer

Financial Highlights

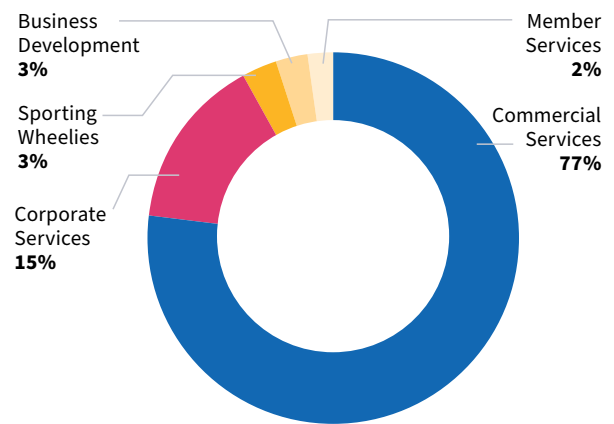
WHERE THE MONEY COMES FROM



\$'000

Fee for NDIS Services	37,132
Fee for Other Services	11,491
Grants and Subsidies	6,472
Gain from Business Combination	824
Investment Income	592
Fundraising Income	679
Other Income Sources	1,057
TOTAL	58,247

WHERE THE MONEY IS SPENT

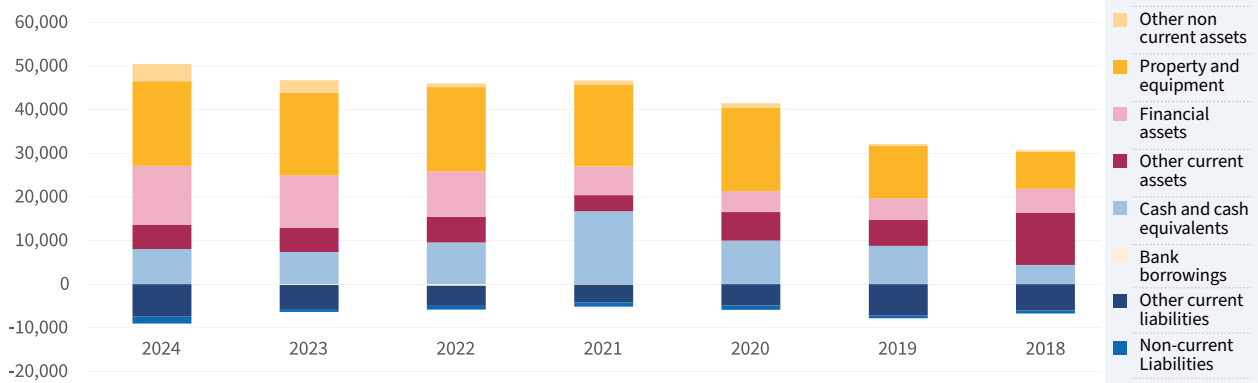


\$'000

Commercial Services	44,018
Corporate Services	8,386
Sporting Wheelies	1,823
Business Development	1,638
Member Services	1,338
TOTAL	57,203

These are extracted from the full set of Consolidated Financials. Full sets of Consolidated Financials are available on request.

EQUITY (\$'000)



As disclosed in the financial statements, the organisation's group net assets have increased by 3% to \$41.4M (2023: \$40.4M). The total comprehensive income for the financial year, as shown in the Consolidated Statement of Profit or Loss and Other Comprehensive Income, was \$1,044K (2023: \$181K).

Consolidated Statement of Profit or Loss and Other Comprehensive Income

FOR THE YEAR ENDED 30 JUNE 2024

	2024	2023
	\$'000	\$'000
REVENUE	57,326	51,012
EXPENSES		
Salaries and on-costs	48,949	44,364
Staff related costs	1,046	819
Client support costs	448	433
Depreciation and amortisation	1,271	1,079
Information technology & telecommunication expenses	1,937	1,670
Motor vehicle expenses	195	175
Occupancy costs	802	680
Other expenses	2,464	2,058
TOTAL EXPENSES	57,112	51,278
GAIN AS A RESULT OF BUSINESS COMBINATION	824	-
NET OPERATING INCOME/(LOSS)	1,038	(266)
FINANCE COSTS	(91)	(51)
OTHER INCOME/(LOSS)		
Capital grants received	-	47
Share of (loss)/profit from associates, net of tax	(110)	6
TOTAL OTHER (LOSS)/INCOME	(110)	53
NET PROFIT/(LOSS)	837	(264)
OTHER COMPREHENSIVE INCOME		
ITEMS THAT MAY BE RECLASSIFIED TO PROFIT OR LOSS		
Changes in the fair value of debt instruments at fair value through other comprehensive income	5	5
ITEMS THAT WILL NOT BE RECLASSIFIED TO PROFIT OR LOSS		
Changes in the fair value of equity instruments at fair value through other comprehensive income	202	440
TOTAL OTHER COMPREHENSIVE INCOME	207	445
TOTAL COMPREHENSIVE INCOME	1,044	181

Consolidated Statement of Financial Position

FOR THE YEAR ENDED 30 JUNE 2024

	2024	2023
	\$'000	\$'000
CURRENT ASSETS		
Cash and cash equivalents	8,020	7,385
Trade and other receivables	1,814	1,620
Term deposits	1,035	1,784
Other current assets	2,737	2,169
TOTAL CURRENT ASSETS	13,606	12,958
NON-CURRENT ASSETS		
Financial assets at fair value through other comprehensive income	5,793	5,339
Financial assets at fair value through profit or loss	7,785	6,619
Investment in associates	904	1,014
Property and equipment	19,404	18,901
Right-of-use assets	1,346	223
Intangible assets	1,649	1,672
Other non-current assets	13	-
TOTAL NON-CURRENT ASSETS	36,894	33,768
TOTAL ASSETS	50,500	46,726
CURRENT LIABILITIES		
Trade and other payables	3,239	2,115
Unexpended grant funds	1,637	1,333
Lease liabilities	354	81
Provisions	2,280	1,940
Bank loan - Insurance premium finance facility	-	207
TOTAL CURRENT LIABILITIES	7,510	5,676
NON-CURRENT LIABILITIES		
Lease liabilities	997	190
Other liabilities	30	5
Provisions	563	499
TOTAL NON-CURRENT LIABILITIES	1,590	694
TOTAL LIABILITIES	9,100	6,370
NET ASSETS	41,400	40,356
MEMBERS' FUNDS (EQUITY)		
Other reserves	1,250	1,043
Accumulated surplus	40,150	39,313
TOTAL MEMBERS' FUNDS (EQUITY)	41,400	40,356

Consolidated Statement of Cash Flows

FOR THE YEAR ENDED 30 JUNE 2024

	2024	2023
	\$'000	\$'000
CASH FLOWS FROM OPERATING ACTIVITIES		
Receipts from government and customers	56,255	51,230
Payments to employees and suppliers	(55,146)	(50,489)
Dividends and realised gains	605	603
GST (paid)/received, net	(363)	55
Cash generated from operating activities	1,351	1,399
Interest received	218	166
Interest paid	(91)	(51)
NET CASH INFLOW FROM OPERATING ACTIVITIES	1,478	1,514
CASH FLOWS FROM INVESTING ACTIVITIES		
Proceeds on sale of financial assets, net	4,191	3,270
Cash acquired on business combination	396	-
Investment in associates	-	(1,007)
Acquisition of financial assets	(4,345)	(3,903)
Acquisition of property and equipment	(464)	(428)
Payments of intangible assets	(113)	(1,336)
NET CASH OUTFLOW FROM INVESTING ACTIVITIES	(335)	(3,404)
CASH FLOWS FROM FINANCING ACTIVITIES		
Principal elements of lease payments	(301)	(85)
Repayments from borrowings	(207)	(175)
NET CASH OUTFLOW FROM FINANCING ACTIVITIES	(508)	(260)
Net increase/(decrease) in cash and cash equivalents	635	(2,150)
Cash and cash equivalents, beginning of year	7,385	9,535
CASH AND CASH EQUIVALENTS END OF YEAR	8,020	7,385

Our thanks

Our funding partners

Australian Government – Department of Health
Australian Government – Department of Social Services
Australian Government – Department of Veterans Affairs
Motor Accident Insurance Commission (Queensland)
Queensland Government
– Department of Child Safety, Seniors and Disability Services

Queensland Government
– Department of Justice and Attorney General (Gambling
Community Benefit Fund)

Queensland Government
– Growing Workforce Participation Fund

Our key partners and supporters

Bionics Queensland
Bowerbird Industries
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Followmont
GIVIT
Griffith University
Menzies Health Institute Queensland
Moreton Bay Region Industry and Tourism
Polio Australia
Queensland Spinal Cord Injuries Service (Queensland Health)
QUT
Seqwater
Sunshine Coast Council
The Abbott Boutique Hotel (Cairns)
The Hopkins Centre
Visit Mandurah
Visit Rockingham
Visit Sunshine Coast
Youngcare

Our donors and in-kind contributors

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