

2025 ANNUAL REPORT



Resilience in Action



Our Values

Integrity, respect, openness, person-centred, accountability, life-long learning.



Our Vision

To be an organisation of excellence; a growing, flexible and proactive person-centred service.



Our Mission

To provide exceptional services for people with disability, primarily those with an intellectual disability, and their support networks. Through person-centred support, we empower people to reach their individual goals and aspirations.



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Chair and CEO Report

Pauline Vamos | Brett Thompson

Introduction

We are pleased to present this combined Chair and CEO report for Interaction's 2025 Annual Report. The theme for this year's report is, Resilience in Action.

All disability providers continue to be under pressure – the NDIS system is creaking and subject to continued gaps in plans, fraud by unscrupulous providers and political uncertainty. Our results for this year clearly show the resilience of the Interaction team, its operations and its Board.

Our financial results are sound, a significant legal dispute has been resolved, our leadership team has been strengthened, and systems and processes improvements continue to drive efficiencies. We have also expanded in terms of geography and service offerings.

Our focus on supporting people living with Prader-Willi Syndrome remains and our CEO is now a Director of the Prader-Willi Syndrome Association (Australia) and has also been co-opted as a Trustee of the International Prader Willi Syndrome Organisation. These connections foster relationships nationally and internationally, which will continue to support our services as we look for ongoing improvement.

We are proud of our continued focus on families and carers of our participants and continue to respond to feedback and questions.

Operational Detail

The Behaviour and Allied Health team has expanded its footprint over the past year, with an office opening in the Illawarra. This enables us to provide psychology and positive behaviour support to people living with disability in the Illawarra, Shoalhaven and Macarthur regions. At the same time, the team on the Central Coast is also growing and expanding into the Newcastle region.

Despite the ongoing discussions regarding the removal of support coordination and the transition to "Navigator roles", as reported last year, we have retained and expanded our Support Coordination service, including additional Specialist Support Coordination services. We have adopted this approach whilst the lack of clarity around the implementation and timing of the proposed Navigator roles has caused many other providers to stop offering support coordination, despite the need.

Throughout the year, our wonderful Administration team have been working tirelessly on our archived record storage. They have successfully transferred many years of paper-based records into electronic scanned records, reducing our need for storage capacity and making the process for retrieving records much simpler. This process commenced as we began preparing for the Coronial Inquiry and has continued through to the point that almost all paper-based records have been electronically archived.

The Accommodation and Community Access teams have focused on and delivered the strategic groundwork required for sustainable growth in the coming year. This included building new relationships with developers and housing providers, as well as fostering a greater strength of team, particularly for the Community Access service through greater networking and connectivity.

The organisation's largest and most important asset is our staff. The People and Culture team have supported us navigate changes to the Awards, streamlined our rostering and payroll processes, improved the way we manage and support any staff member who has the misfortune of being injured whilst at work, reinstated our service recognition awards and achieved our goal of increasing the proportion of permanent staff. Our staff engagement and alignment scores also remain very high, all of which is a testament to our focus on our workforce, much of which has been driven by our People and Culture team.

The year ahead

The year ahead promises to be filled with both challenges and opportunities. At Interaction, we are committed to delivering exceptional services. We will continue to focus on empowering our participants to lead the lives they choose, with care, respect, and support at the heart of everything we do.

As members, carers and participants we thank you for your continued support.

We also want to thank and acknowledge the Interaction Board for its continued oversight and contribution which has been instrumental in supporting the resilience over the last 12 months.



Board of Directors Profiles



Pauline Vamos, Chair

Pauline is an experienced Chair and Non-Executive Director. Her noble cause is to ensure "systems do not destroy people's dreams". She is a Chair and a Non-Executive Director of both Not for Profit and Public organisations and has over 30 years' experience in financial services.

A qualified Lawyer, she has also been a CEO and held various senior positions in financial services including with ASIC. Pauline Vamos is the Chair of the Board and member of the People, Practice and Culture Committee.



Rob Binskin

Robert is an accomplished technology executive with over 25 years of senior leadership experience in the Disability and Aged Care sectors. He brings a strong strategic, operational, and business-oriented approach to technology management, with a focus on delivering impactful and sustainable solutions. Driven by a passion for enhancing organisational capability, Robert is committed to enabling better outcomes for clients and staff through the implementation of innovative and efficient technology platforms. Prior to his recent retirement from full-time executive work, Robert held senior leadership positions at UPA of NSW, BaptistCare, HammondCare, Anglican Retirement Villages (Anglicare), and the Royal Institute for Deaf and Blind Children (NextSense). Robert holds a Master of Business in IT Management, is a Graduate of the Australian Institute of Company Directors, and is an active member of the Finance & Risk Committee.



Dr Michael Fairley

Michael is a child and adolescent psychiatrist with a special interest in intellectual delay and has been in private psychiatry practice since 1986. Michael consulted with Interaction's Behaviour and Allied Health Services team for several years before joining the Board of Directors.

Rachel Riley

Rachel is Co-founder and Chief Commercial Officer of Drova Pty Ltd, a SaaS sustainability, risk and governance software company. Rachel was previously Co-founder and Head of Strategic Operations at Ansarada (ASX:AND). Rachel is a qualified Chartered Accountant (ICA) with a Bachelor of Business. Rachel brings significant experience in business strategy, capital allocation, project and fund management disciplines to the Board. Rachel's passion for the disability sector is a personal one. Growing up with a sister with Down Syndrome, she saw the difficulties in finding the supports needed. Rachel is the Chair of the Finance and Risk Committee (appointed 20 February 2023) and member of the People, Practice and Culture Committee.



Gavin Pearce

With a career in financial services spanning over 40 years, Gavin has significant management experience in strategic business development and growth, at CEO level for 25 years. Before his recent retirement, Gavin held the position of Chief Operation Officer of Zurich Life & Investments. Gavin prides himself on his strong commitment to personal values and the importance of shared team values. He holds a BSc in Mathematics and Statistics and is a Fellow of the Institute of Actuaries. Gavin is the Chair of the People, Practice and Culture Committee and member of the Finance and Risk Committee.



Dean Thomas

With over 40 years of experience in the financial services industry, Dean's expertise covers a broad range of disciplines, including Tax, Law, Superannuation, Retirement Incomes, Product Management and Development, Investment Management, Strategy, Advice, and Insurance. He has held C-suite roles in some of Australia's largest financial services organisations and has worked closely with Government, Treasury, and Regulators, providing expert advice on legislation and policy. Passionate about fostering industry growth and development, Dean's commitment to this goal is the primary reason for his consideration to join the Interaction Board as a Director. He is a former Board Member of the Association of Superannuation Funds of Australia (ASFA) and has been honoured with Lifetime Achievement Awards from the Financial Services Council of Australia for his contributions to superannuation. Dean also holds a Master of Laws, Bachelor of Commerce degree and is a Graduate of the Australian Institute of Company Directors.



Tomas Rowlandson

Tomas is a NDIS participant and an emerging autistic social worker with a special interest in neurodiversity. In 2023, he joined Interaction as a Board Observer. Impressed by the organisation's strong commitment to a human rights framework, he was pleased to later accept a position on the Board as a Director. Drawing on his lived experience and sector knowledge across both disability and homelessness, Tomas brings valuable insight to the Board. With expertise in strategy, governance, and policy, he is committed to ensuring that those whose voices are often unheard are included in decisions that affect their lives. Tomas' connection to Interaction is also personal, having a nibbling with Prader-Willi Syndrome. He currently serves as Chair of the Stakeholder Engagement Committee.

Committee Reports

Executive Leadership Team

The Executive Leadership Team (ELT) have demonstrated ongoing resilience throughout the year, particularly as there had been the underlying matter of the Coronial Inquiry that all were involved with, either directly or supporting their staff. Despite this, the ELT have remained focused on delivering quality services whilst navigating the continually moving landscape of the NDIA.

The ELT continues to enhance our systems and processes to ensure all funding opportunities are fully captured, while reducing inefficiencies and promoting continuous improvement. As part of this commitment, the team has revisited some previous decisions through a thoughtful process of review and evaluation. One example was the strategic reversal resulting from reassessing the rostering process and systems. We value ongoing reflection as part of our growth journey, and course corrections are encouraged as part of this culture of openness, learning, and adaptability.

As always, the NDIA has provided a lot of opportunities to test our resilience and the ELT and our respective teams have risen to the challenge each and every time. We have provided input through the National Disability Services and have advocated through direct contact with local politicians. Members of the ELT and their

teams have also contributed to webinars, information sessions and discussion forums on a range of matters including the new portable long service leave and review of the SCAHDS Award.

Our use of information technology and the software systems we introduced is improving and becoming more refined. The ELT are currently focusing on streamlining the reporting structure for the Board as part of the Board governance requirements, but also to ensure we are maximising the use of the software and eliminating the need for manual (human) intervention. Our use of Artificial Intelligence (AI) is beginning, but already we can see the benefit of embracing this.

The last quarter of the year saw our CFO require unplanned leave and there were also a number of changes within the Finance team. This created a level of instability during the budget development and end of year audit period, but with true resilience, the ELT supported by new Finance staff and some contracted staff saw these activities completed. Robyn, our CFO has since resigned, and a new CFO has been appointed.

Brett Thompson
CEO

From left to right: Jessica Ramsey - General Manager Accommodation, Kim Konowec - Practice Manager, Lauren Asmussen - Executive Officer and Company Secretary, Brett Thompson - Chief Executive Officer, Gideon Lawrence - Chief Financial Officer



Finance and Risk Committee Report

This year has again demonstrated Interaction's resilience amid sector-wide pressure and ongoing NDIS uncertainty. The Committee's focus remained steady: safeguarding financial sustainability, strengthening risk oversight, and supporting management to deliver reliable, participant-centred services.

I summarise our focus, and results of these, below;

Financial performance and capital stewardship

- **Strengthening financial position:** Interaction recorded a Net Deficit of \$424k, this result included a one-off \$620k settlement, excluding this non-operational expense FY25 reflects a \$196k underlying surplus (On an underlying basis, FY24 would have been a (\$394k) deficit). Achieving this operational surplus reflects the organisation's consistent focus on strengthening its financial position and underlying business model, and is a commendable outcome given ongoing NDIS changes, uncertainty, and sector-wide pressures.
- **Revenue mix and service delivery:** Revenue grew year-on-year across Accommodation and Behaviour and Allied Health services, supporting medium-term sustainability despite cost and workforce pressures. The expansion of both our Behaviour and Allied Health team and our Support Coordination service, despite NDIS uncertainty, has allowed Interaction to provide needed services and show strong resilience against financial pressures, ultimately benefiting our participants.
- **Assurance:** The external audit for FY25 was completed and resulted in an unqualified opinion. The Committee reviewed auditor reports, management representation, and action plans. notably, despite finance team transitions during the year, the audit reported no material variances or management letter findings.
- **Budget discipline:** We oversaw formulation of the FY26 budget, with emphasis on prudent assumptions, cash discipline, and margin protection in core services.

Risk, controls and governance focus

- **Strategic and operating risk:** We continued oversight of key enterprise risks linked to NDIS settings (pricing, regulatory change, audit/scrutiny), workforce capacity, and insurance cost escalation. Management's actions (operational leverage, vacancy reduction, and service planning discipline) remain central to risk mitigation.
- **Data, systems and processes:** The Committee monitored benefits realisation from investments in systems and processes that has materially improved records accessibility, decision making and efficiency of work and staff.

- **Performance management:** Building on last year's shift to a Board-level balanced scorecard, we maintained emphasis on timely financial and operating KPIs, cash-flow trends, and remediation tracking.
- **Legal matter resolution:** A significant legacy dispute was resolved; the associated one-off settlement is reflected in FY25 results and removes a source of uncertainty.

Priorities for the year ahead

Building on this year's resilience, our focus is to turn steadiness into sustained performance; protecting margins, sharpening cash discipline, and staying adaptive to evolving NDIS settings. These priorities translate resilience into repeatable operating habits: consistent margin management, cash excellence, clear-eyed risk oversight, and faster, insight-led decisions to support participant outcomes. For FY26 the Committee continues to focus on:

- **Strengthen operating margins in Accommodation and Behaviour and Allied Health** through mix, occupancy, rostering discipline, and cost control.
- **Cash management:** continue focus on revenue capture and mix, billing speed, collections, and working-capital.
- **Risk posture:** maintain rigorous oversight of our strategic risks and opportunities, NDIS policy changes, insurance market dynamics, cyber/privacy obligations, and workforce safety and capability.
- **Systems and insights:** deepen automation and reporting to enhance decision-quality and timing.

Interaction's resilience translated into tangible results: an operational surplus (excluding one-offs), a clean audit with no material variances, and continued service expansion despite sector uncertainty. We enter FY26 on a stronger footing with a clear plan to turn that resilience into consistent, participant-centered performance

The Committee acknowledges the committed efforts of the Executive team and our finance function through a year of team transition and delivery under pressure. Underpinning these efforts is the leadership of the Board and the dedication of our people supporting participants and families every day.

Rachel Riley
Chair, Finance and Risk Committee

People, Practice and Culture Committee

The People, Practice and Culture Committee is responsible for overseeing the organisation's people and culture. The committee's focus has been staff capability, learning and development. The Committee also monitors performance and remuneration frameworks to ensure that we maintain an appropriate mix of skills, knowledge, and experience.

The Committee noted strong levels of staff engagement (74%) and staff alignment (68%) during the reporting period. These results are encouraging, given the pace of organisational change, and demonstrate that staff remain well supported throughout transition.

IDS has a strong Investment in training and development, with strengthened links to training providers and recruitment underway for a leadership development program. We have continued to ensure our mandatory training requirements match the needs of our participants and our staff. This matches IDS's goal to keep our participants and people safe and to meet all compliance obligations.

Progress against the workforce plan remains positive, with permanent staff now representing over 73% of the workforce. This has reduced reliance on casual employees and improved workforce stability and service consistency.

The Committee also monitored workplace injury management and workers' compensation performance, noting further improvements during the year. Enhanced processes are delivering better outcomes for both employees and the organisation.

The Committee will continue to oversee initiatives designed to strengthen culture, support staff capability, and ensure the organisation remains an employer of choice.

Gavin Pearce
Committee Chair

Safety and Quality Committee

The Safety and Quality Committee actively monitors developments in quality assurance and safeguarding within the sector. It undertakes regular reviews of organisational policies, procedures, and systems to ensure alignment with relevant legislation and standards. Committed to promoting and protecting participants' rights, the Committee integrates these principles into all areas of its discussions. Its membership reflects a broad representation across programs and various levels of service delivery.

Key achievements for the Committee included:

- Participant-led Easy Read policy consultations.
- Launch of the Easy Read Policy Folder at the 2024 Annual General Meeting.
- Confirmation of Interaction's re-registration under the NDIS Quality and Safeguards Commission.
- Reviewing the NDIS Amendment (Getting the NDIS Back on Track No. 1) Act 2024 and the NDIS Quality and Safeguards Commission's Regulatory Reform Roadmap for its impacts on participants and service delivery.
- Reviewing thirty-one policies over the July 2024 to June 2025 period for CEO, Board and participant endorsement.
- Ongoing internal quality audits of programs and accommodation sites. This process involved cross-departmental reviews of program practices, site visits and participant feedback.
- Bolstering governance with the development of internal audit tools, evidence guide and schedule.
- Oversight of compliance audit requests and responses ensuring all matters were addressed within their set timeframes.

Lauren Asmussen
Committee Chair

Business Systems Steering Committee

The Business Systems Steering Committee has made considerable progress enhancing Interaction's operational capabilities, ensuring our systems and technologies evolve in step with our business objectives. This year we concentrated on optimizing and integrating existing systems, improving reporting, and boosting efficiency through process automation. Looking ahead, the committee will turn its focus toward adopting AI, expanding reporting capabilities, and further integrating systems via APIs, reducing manual work, and streamlining workflows.

Key Accomplishments for 2024-25

System Enhancements and Change Management

In 2024, the Committee successfully governed 40 system change initiatives, ensuring both user-requested and forward-looking improvements were executed efficiently. The implementation of a formal change management framework early in the year ensured all modifications were logged, assessed, and deployed systematically, with minimal disruption to users. These changes were designed to enhance platform functionality, improve data integrity, align systems with corporate objectives, and strengthen security throughout.

Interaction managed several complex requests that involved collaboration with external vendors, custom development, and thorough testing of new features in Salesforce, and Microsoft Dynamics. These efforts not only elevated system performance but also contributed to a more agile, responsive, and secure IT infrastructure.

Reporting and Data-Driven Decision Making

A primary focus this year was refining our reporting capabilities. By developing custom reports and dashboards, we enabled teams to access insights independently minimizing reliance on manual data requests. These reporting tools were designed with usability in mind, ensuring that key performance indicators (KPIs) are easily accessible and actionable by the teams.

We are enhancing our business intelligence (BI) infrastructure by evaluating new tools to support more advanced data analysis and reporting. These initiatives are laying the groundwork for next year's priorities, which include expanding reporting functions to incorporate predictive analytics, enabling proactive management and more informed decision-making.

Workflow Automation and System Integration

In 2024, the Committee focused on workflow automation and enhancing task tracking. Interaction developed and deployed a Web-to-Lead form, which has significantly reduced manual data entry and improved enquiry capture efficiency. We also advanced system security and streamlined authentication processes, delivering a safer and more intuitive user experience.

To further optimise operations, the Committee is exploring API integrations across systems to achieve full interconnectivity. This will minimise manual intervention, reduce data duplication, and establish more streamlined workflows across platforms enabling us to respond more effectively to changing business requirements while maintaining robust security and operational integrity.

Support and System Maintenance

Over the past year, the team responded to more than 800 support enquiries, reflecting users' early adoption of the system. This not only provided essential assistance but also enabled IDS to identify opportunities to make the platform more user-friendly and accessible. Interaction successfully led the decommissioning of outdated legacy systems, reducing system complexity and strengthening data integrity.

Focus for 2025

Looking ahead, the Committee will focus on three strategic priorities: AI adoption, advanced reporting, and API integrations. Additionally, we will undertake several key projects, including the development of a mobile application, enhancement of communication tools, and the implementation of a new risk and management software system.

AI Integration: Interaction will explore how artificial intelligence can be leveraged to enhance decision-making, streamline processes, and improve user experiences. AI solutions will play a central role in automating repetitive tasks, strengthening predictive capabilities, and optimising workflows.

Advanced Reporting: Building on the progress achieved this year, we will expand reporting capabilities to deliver more granular insights and predictive analytics. These enhancements will provide the organisation with deeper visibility into operational performance, enabling proactive management and informed strategic planning.

API Integrations: The Committee will continue to drive system interconnectivity through API integrations, ensuring seamless data flow, reducing manual intervention, and supporting scalability as the organisation grows and evolves.

Conclusion

The progress achieved in 2024 highlights Interaction's commitment to enhancing operational efficiency through strategic technology deployments and continuous system optimization. By focusing on AI integration, advanced reporting capabilities, and seamless API connectivity in the coming year, Interaction aim to further improve the functionality and interconnectivity of our systems, thereby ensuring sustained growth and success.

Naveen Bharathi
Business Systems Project Manager



Stakeholder Engagement Meeting

Over the past year, the Stakeholder Engagement Committee has played a central role in strengthening Interaction’s connections with participants, families, and carers. A major organisational restructure introduced specialised accommodation hubs focused on Complex Behaviours, Ageing in Place, Prader-Willi Syndrome, and Generalised High Support. This change has been positively received, with participants noting that Interaction is “truly listening” to their needs.

The Committee’s membership expanded this year, with Bronwyn Harrison joining and bringing valuable insights from her experience in the education sector. Together, the Committee oversaw several initiatives, including an estate planning information session delivered in partnership with de Groot’s Wills and Estate Lawyers. Community events remained a highlight, with the annual Christmas party drawing strong feedback, particularly for DJ Darran, who will return by popular demand.

This year highlighted Interaction’s growing commitment to the Prader-Willi Syndrome community. Interaction sponsored the Asia Pacific Conference in Sydney, and senior staff, including myself, attended the International Conference in America, sharing expertise, learning from global best practice, and reinforcing our commitment to participants.

The Committee has encouraged open conversations, reinforcing that progress relies on hearing both concerns and positive feedback. It has played a key role in reviewing survey results, complaints, and feedback, ensuring that participant voices directly inform key initiatives. Participant members have also contributed to the co-design of Easy Read materials, the creation of staff training resources, and the pilot of All About Me Profiles, which allow participants to share personal details, including optional video introductions, that express their likes, dislikes, and how they wish to be supported.

Looking ahead, the Committee will focus on strengthening participant involvement in decision-making and creating more opportunities for families and carers to engage. By fostering open feedback, the Committee will support Interaction to deliver services that are responsive and person-centred.

Tomas Rowlandson
Committee Chair

Work Health, Safety, and Wellbeing Committee

At Interaction, we continue to show our commitment to industry standards by keeping a strong focus on Work Health, Safety, and Wellbeing (WHS&W). Our WHS&W Committee plays a key role in this, with members from all departments including both Management and Support Workers. This wide representation helps bring different perspectives and encourages active involvement across the organisation.

To support shared responsibility and skill-building, the Committee uses a rotating Secretary role. This gives members the chance to grow their skills and take part more fully in WHS&W activities.

Our priorities for 2025/26 are:

- 1. Strengthening Safety Practices**
Wherever Interaction operates, ensuring safe, consistent, and high-quality WHS standards are maintained.
- 2. Supporting Wellbeing**
Creating and promoting programs that care for both the physical and mental health of our employees.
- 3. Managing New WHS Risks**
Keeping up with new and emerging safety risks in our sector and taking proactive steps to manage them.
- 4. Improving Audit Processes**
Reviewing and improving how we audit WHS&W to boost safety, compliance, and overall effectiveness.
- 5. Building a Positive Culture**
Promoting a workplace culture where health, safety, and wellbeing are part of who we are.

Through these goals, Interaction continues to prioritise the health, safety, and wellbeing of our employees, participants, and stakeholders, making WHS&W a central part of everything we do.

Cindy Werbenec
People and Culture Manager



Accommodation

The 2024 /2025 financial year has been a pivotal period for the Accommodation Department at Interaction. A year defined not by expansion in numbers, but by the groundwork laid for meaningful, sustainable growth. True to the theme “Resilience in Action,” the department has demonstrated focus, adaptability, and strategic foresight in positioning itself for long-term impact.

A major focus this year was building strong, strategic partnerships with housing providers, developers, and key support services. These relationships have set a solid foundation to enable the opening of new homes in the 2025/2026 financial year, with planning well underway for sites across key regions.

Currently, the department operates 24 SIL homes, supporting 68 participants. Across these locations, staff have continued to deliver quality, person-centred support, ensuring that every individual receives tailored care in a safe, stable, and inclusive environment.

Internally, this year saw important structural improvements. The introduction of a new Leadership structure with the implementation of Service Leader and Service Manager Roles with an experienced

Leadership team onboarded, has helped streamline accommodation services based on the expertise and interests of individual leaders. This change has supported development opportunities, improved service delivery and participant outcomes.

Communication and collaboration with families continued to be a cornerstone of our work. We continue to engage with stakeholders through Interaction’s Stakeholder Engagement Committee, regular case conferences, written communication and our feedback processes including family and carers survey. These efforts have strengthened trust, improved transparency, and provided families with a clearer voice in planning and service decisions.

Looking forward, the Accommodation Department is strategically focused on service expansion in 2025/2026. Plans are in motion to develop at least 3 new homes in areas identified through community need and stakeholder engagement. Workforce development will continue to be a priority, with the recruitment of a new Clinical Lead –Registered Nurse Position to oversee training, compliance and have clinical oversight of our services. Interaction is excited to

be working towards the launch of a Leadership training pathway designed to build leadership capacity for current leaders and develop emerging leaders with capability and readiness for future service demand.

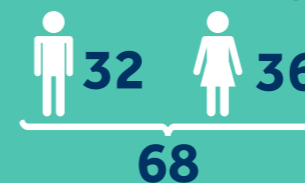
While the absence of new home openings may appear at first glance as a pause in growth, this year has been anything but stagnant. The department has worked diligently to stabilise existing services, strengthen internal systems, and create a strategic foundation that will support sustainable expansion. It is this intentional and resilient approach that defines our progress.

The challenges have been real recruitment pressures, evolving participant needs, and a complex housing landscape but our response has been steady, strategic, and grounded in our mission. As we close the 2024 /2025 year, the Accommodation Department is not only prepared but well positioned to move forward with confidence, clarity, and purpose.

“Resilience in Action” has been more than a theme it has been our guiding principle. And with the groundwork now laid, we are ready to build the future.

Jess Ramsey
General Manager, Accommodation

Number of accommodation participants



Our properties



Participant Story



Todd Visits the Museum of Fire

Todd had a blast exploring the Museum of Fire in March! He took in each and every interesting fact, learning all about vintage fire trucks and fire safety; it was an unforgettable day out.



Support Coordination



In 2025, the Support Coordination team has focused on ensuring that the providers supporting our participants are safe, compliant with NDIS rules and regulations, and aligned with the goals participants have set for themselves. We have increased face-to-face engagement with participants across their Day Programs, Accommodation, Work Placements, and other areas of support. This allows us to observe how they participate in activities, ensure their goals are being met, and address any gaps. Open communication and a holistic approach have been key to achieving positive outcomes. Where services or situations are not aligned with a participant's goals, we work towards building their capacity and reinforcing that their choices matter.

The Support Coordination team has grown in both participant numbers and team members. In response to NDIS changes, provider closures, increased referral demands, and the urgent needs of current participants, we made the decision to reduce caseloads and bring in another strong team member. This has allowed Coordinators to provide more one-on-one, face-to-face support and focus on all aspects of participants' needs, not just crisis management. Despite the challenges of NDIS legislative changes, this shift has led to strong outcomes.

As Support Coordinators, we feel the impact of NDIS changes immediately. We are the first point of contact for participants and the organisation when changes occur. To meet this challenge, we have ensured our organisation is well-informed and confident in the information we provide. We have attended NDIS training sessions, participated in networking events focused on NDIS changes, and sought direct clarification from the NDIS. While answers are not always clear or consistent, we have remained creative and collaborative within the industry to determine accurate, practical interpretations.

The demand for Support Coordination has never been higher. We are responding to record numbers of participants awaiting plan reviews or tribunal outcomes. Although legislation requires the NDIS to respond within 21 days, we are currently experiencing delays of 3–6 months for non-home and living outcomes, and 6–12 months for home and living outcomes. We have navigated these challenges by working creatively with existing funding and advocating for plan escalations. This has strengthened our resolve to fight for the best outcomes for our participants.

I am extremely proud of our team. They have delivered life-changing results, maintained their passion for the work, and achieved many successful

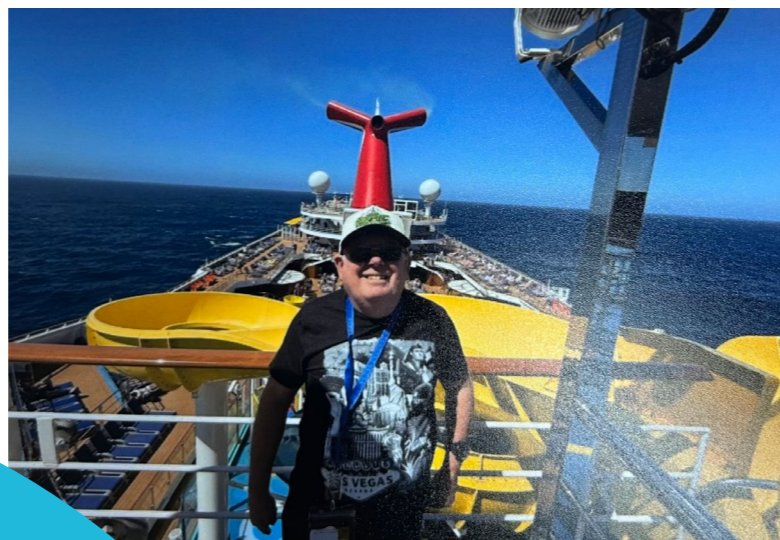
hospital discharges. We have received heartfelt feedback from families and built strong, positive relationships with other providers.

Looking ahead, the team is eager to upskill and pursue further education to ensure we continue delivering high-quality support. We have a particular focus on specialist support coordination and the Prader-Willi Syndrome community. Marketing and Support Coordination will work together to promote this area of the business through targeted campaigns that showcase our quality service.

We have also established an online networking group, the Specialist Support Coordination Community of Practice, in collaboration with three other providers. This forum is open to all specialist support coordinators and those aspiring to become one across NSW. Our first session featured a speaker from the NDIS and received excellent feedback. We look forward to building stronger connections and sharing expertise with other specialists in the field.

Taylor McGuiness
Senior Specialist Support Coordinator

Participant Story



Terry Goes to Las Vegas

Terry planned his dream vacation to Las Vegas in March to watch the NRL games. Despite being a die-hard Parramatta Eels fan, Terry showed his support for the Penrith Panthers while there. He enjoyed every moment of the games and the vibrant city of Las Vegas. To top it off, he went on a cruise and made friends with everyone on board!



Community Access and Drop-In Support

The 2024/ 2025 year has been one of renewal, refinement, and readiness for the Community Access and Drop-In Support team at Interaction. In keeping with this year's theme, the team has made substantial strides in improving internal processes, strengthening service delivery, and laying the groundwork for even greater participant experiences in the year ahead.

This year saw a renewed focus on operational excellence. A major achievement was the improvement of the billing systems, resulting in more accurate invoicing, reduced delays, and greater transparency for both participants and the organisation. These changes have enhanced administrative efficiency and freed up more time for staff to focus on what matters most, delivering quality, person-centered support.

To support growth and consistency, the team also implemented a new internal structure designed to streamline communication, strengthen supervision, and improve accountability across the service. This restructuring has created clearer roles and responsibilities, boosted staff morale, and increased overall cohesion within the team. As a result, service quality has

measurably improved, with feedback from participants and families noting more reliable scheduling, increased activity options, and better continuity of care.

Recruitment has also been a success story this year. Key positions were filled with passionate, skilled staff who have brought fresh energy and creativity to the team. These new additions have supported the delivery of a broader and more exciting range of activities, from community outings and social skill-building programs to interest-based groups and one-to-one supports tailored to individual goals. The feedback has been overwhelmingly positive, with participants consistently engaging in programs that build confidence, connection, and independence.

One of the most exciting developments this year was the early planning and preparation for the implementation of Interaction's Camp, a beloved event that has been on hold in recent years. The decision to bring the camp back has been met with enthusiasm from participants, families, and staff alike. Preliminary planning, site scoping, and activity design have already begun, setting the stage for a memorable and inclusive experience in 2025 – 2026.

Despite the evolving challenges within the sector, the Community Access and Drop-In Support team has remained agile, responsive, and deeply committed to participant wellbeing. The team's ability to adapt and lead through change while never losing sight of the human connections at the heart of their work has been a powerful demonstration of resilience in action.

As the department looks ahead, it does so with momentum, a strengthened foundation, and a renewed sense of purpose. The year has been one of transformation and alignment, and we are confident that what we've achieved behind the scenes in 2024 – 2025 will translate into even greater impact and participant satisfaction in the year to come.

Jess Ramsey
General Manager, Accommodation

Participant Story



Nathan Embraces Adventure

Nathan embraced the thrill of adventure in January, diving into the depths to snorkel with stingrays and sharks at Anna Bay! The water was alive with excitement as he adventured alongside these majestic creatures.



Behaviour and Allied Health Services

This year has been a transformative period for the Behaviour and Allied Health Services (BAHS) team, led by continued dedication to delivering high-quality, person-centred care to individuals living with disability, primarily under the National Disability Insurance Scheme (NDIS). In response to evolving community needs and sector challenges, we have strategically expanded our service offerings to include Medicare and privately funded pathways. This diversification not only enhances accessibility for a broader range of participants but also strengthens the resilience of our team and service model, ensuring sustainability, adaptability, and continued excellence in service delivery across all funding streams.

Each participant receives a tailored service that outlines specific interventions and goals. This individualised approach ensures that the support provided is relevant and effective in addressing unique needs. Support plans are regularly reviewed and adjusted based on participant progress and evolving circumstances, helping to maximise outcomes and maintain relevance.

The BAHS team works closely with other providers, including support coordinators, medical practitioners, carers, and allied health services, to ensure a holistic approach to care. Our services include:

- **Behaviour Assessment and Support Plans:** Strategies to address challenging behaviours and promote positive outcomes.
- **Psychological Therapy:** Therapeutic services to support mental health and emotional well-being.
- **Consultation and Training:** Guidance for families, caregivers, and support workers on best practices and effective strategies.

This year has marked a period of exciting growth and expansion. The team has grown in both size and capabilities, expanding services to more suburbs and regional areas around Sydney, including the Illawarra and Central Coast regions. A new office in Shellharbour has strengthened our presence in regional communities and enhanced our capacity to meet increasing demand.

Increased utilisation of our client management system has continued the streamlining of processes, reporting leading to improved service delivery, compliance and increased reporting capabilities. Our participants have demonstrated significant progress in emotional regulation, community participation, managing behaviours and achieving personal goals.

Throughout the year, our clinicians and psychologists have remained

focused on delivering evidence-based interventions and meaningful outcomes for participants with complex needs. We have continued to invest in professional development, collaborative practice, and innovative service delivery models that align with NDIS goals and Interaction's core values.

Plans for future growth include:

- Expanding services to additional regions to reach a broader participant base.
- Introducing new allied health services based on emerging needs and evidence-based practices.
- Building partnerships with local organisations, schools, and healthcare providers to enhance collaborative efforts.
- Implementing regular reviews and feedback mechanisms to continuously improve service delivery and adapt to changing needs.

The BAHS team plays a vital role in supporting participants by providing specialised, individualised care. Our collaborative approach and focus on tailored interventions significantly contribute to improved outcomes and enhanced quality of life for our participants.

Kim Konowec
BAHS Practice Manager

Christmas Party

Our 2024 Participant Christmas Party was a joyful day filled with fun, laughter, and festive cheer. The participants had a great time snapping lots of photos at the photo booth, having memorable conversations over delicious dishes, and enjoying DJ Darran's tunes.



International Women's Day

On 8 March, we celebrated International Women's Day, honouring and celebrating the incredible achievements, ambitions, and individuality of every woman. This year's theme, Accelerate Action, highlighted the need for swift and decisive steps towards gender equality. Together, the team reflected on the progress we've made and recognised the work ahead in order to accelerate action and create a more inclusive world for future generations.



Lyn during International Women's Day

Staff Training

Many of our team members partook in staff training this year, being dedicated to investing in safer, stronger support. The Mental Health First Aid, CPI Safety Intervention, and CPI Dementia Capable Care training expanded our support workers' skillsets needed to navigate various complex situations safely and respectfully.



Sydney Disability Connection Expo

In May, our teams from Accommodation, Community Access and Self Care, and Support Coordination attended the Sydney Disability Connection Expo at the International Convention Centre Sydney. They had the pleasure of meeting many wonderful people who were curious about our services, including Behaviour and Allied Health Services, and the broader work that we do. It was a fantastic opportunity to connect, share, and support the community.

Participant Story



The Hills Easter Show

The Hills Easter Show was an absolute blast for Andrew, Katriona, and Jennifer! They had a fantastic day exploring, meeting adorable animals, riding the train through the park, and even snapping a pic with a dinosaur.

People and Culture Report

Over the past financial year, Interaction has made significant progress in strengthening workforce stability and improving continuity of service. A key initiative has been the conversion of casual employees into permanent roles, providing greater consistency for participants and creating a more engaged and secure workforce. Permanent employment now represents 73% of the workforce, reflecting our commitment to reducing turnover, improving participant wellbeing, and offering employees greater job security and predictable hours.

Interaction continues to value diversity across all levels of the organisation and is committed to fostering an inclusive environment where all employees can thrive. Succession planning remains a priority, with a focus on identifying and developing internal talent for future leadership roles. Workforce planning continues to evolve, balancing immediate staffing requirements with the long-term skills needed to ensure capability and resilience across the organisation.

Behaviour Support Practitioners have seen the most significant staffing growth this year, closely followed by Support Coordination. Strategic resource allocation has enabled Interaction to meet growing participant needs while maintaining high service quality, and we remain focused on expanding services to support the wider community.

The People and Culture team has played a vital role in supporting Interaction through a year of legislative and operational change, ensuring the organisation stayed not only compliant but connected and engaged. A key achievement has been the delivery of targeted training programs designed to build capability and confidence across the workforce.

Training highlights delivered in FY 2024/2025

Safety Intervention, High Intensity Support Training, Mental Health First Aid, Manual Handling and A Manager's Guide to Understanding the SCHADS Award

These programs have equipped staff to work safely, deliver high-quality services, and navigate the complexities of the sector with confidence.

The team also focused on strengthening communication, supporting managers with practical tools to lead their teams effectively, and fostering a culture where feedback is encouraged and acted upon. These efforts were reflected in the most recent staff engagement survey, which highlighted strong confidence in the People and Culture team's support and responsiveness, as well as improved communication and clarity around organisational changes.

A comprehensive review is underway across all departments to ensure Interaction is fully leveraging its systems and addressing any gaps. Managers are meeting with their teams more regularly to share knowledge, reinforce compliance, and ensure that staff are using the most up-to-date policies and best practices.

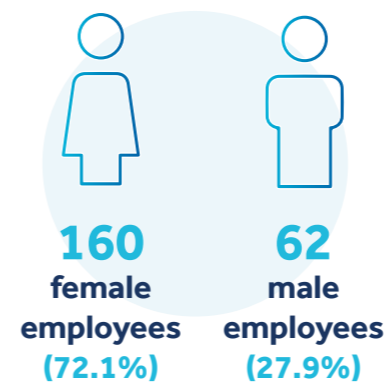
Looking ahead, the People and Culture team will continue to focus on process improvement by engaging staff to provide fresh perspectives and suggest enhancements to existing practices. Workforce development will remain a priority, with an emphasis on upskilling employees and creating clear pathways to leadership roles to strengthen organisational capability. System optimisation will also be a key focus, ensuring all teams have access to the right tools, systems, and information they need to perform effectively.

Cindy Werbenec
People and Culture Manager

Workforce Composition

Interaction's workforce consists of 160 female employees and 62 male employees, reflecting the organisation's commitment to building a diverse and inclusive team that represents the community it serves.

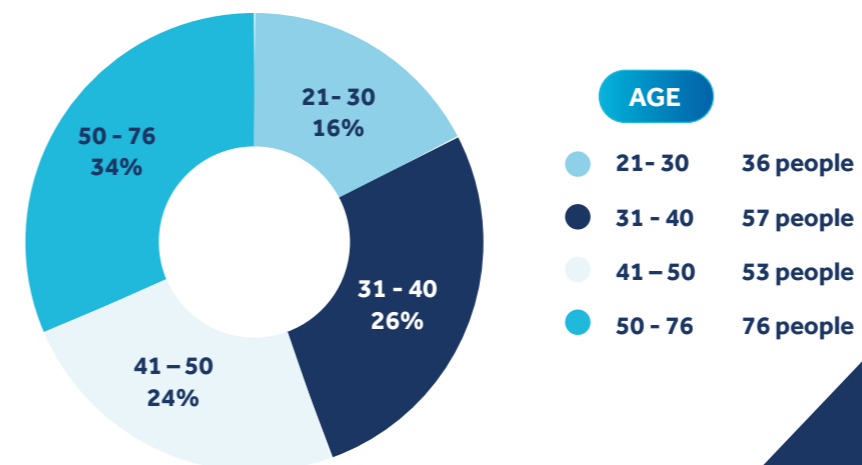
GENDER BREAKDOWN



STAFF BREAKDOWN BY CATEGORY

Accommodation	138
Support Coordination	20
Community Access and Drop-In Support	38
Behaviour and Allied Health Services	9
Shared Services	17

STAFF BREAK DOWN BY AGE



Staff Satisfaction Survey

At Interaction, we strongly believe that if our employees are happy, there will be a roll-on effect resulting in positive relationships with our participants. To ensure that we are providing the support our staff need to be able to best perform in their individual roles, we engage Insync, an external agency to survey all employees.

TOP 6 PERFORMING ITEMS

	2024 AES		2025 AES
The person I report to supports teamwork (Team leadership)	81%	+6%	87%
The person I report to communicates effectively with me (Team leadership)	77%	+10%	87%
The person I report to is trustworthy (Team leadership)	79%	+8%	86%
My team is focused on participant outcomes (Team effectiveness)	81%	+5%	86%

TEAM LEADERSHIP

	2024 AES		2025 AES
The person I report to is trustworthy	79%	+8%	86%
The person I report to supports Interaction's chosen long term aims	74%	+8%	82%
The person I report to communicates effectively with me	77%	+10%	87%
The person I report to values my opinions	77%	+6%	83%
The person I report to supports teamwork	81%	+6%	87%

STAFF SURVEY FEEDBACK

- Respect for everyone.
- Providing appropriate help to all departments and staff and members involved in achieving goals
- Keeping support on highest levels
- Participant wellbeing is always the primary decision making factor
- Provides an opportunity for people to learn and develop their skills
- Always tries to do the right thing
- Continuous Improvement - proactive in adapting to sector related changes and continuously looks for opportunities to improve processes, systems and service outcomes. Collaboration and Teamwork
- Good culture of collaboration across teams and departments, fostering open communication and a supportive working environment

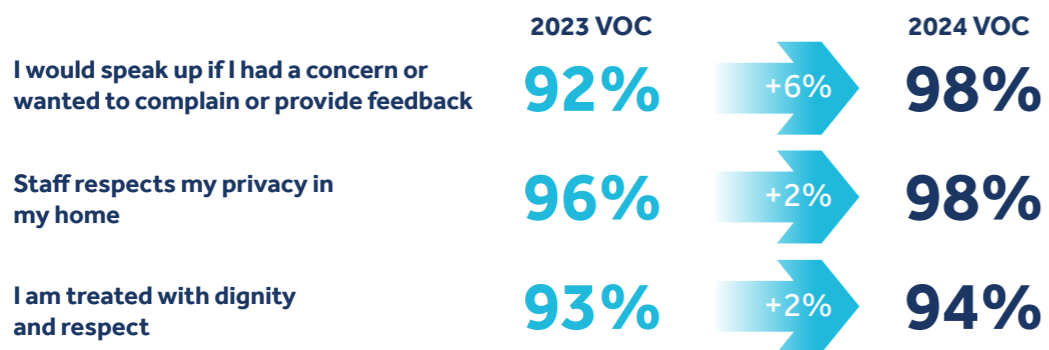


Participant and Family Satisfaction Survey

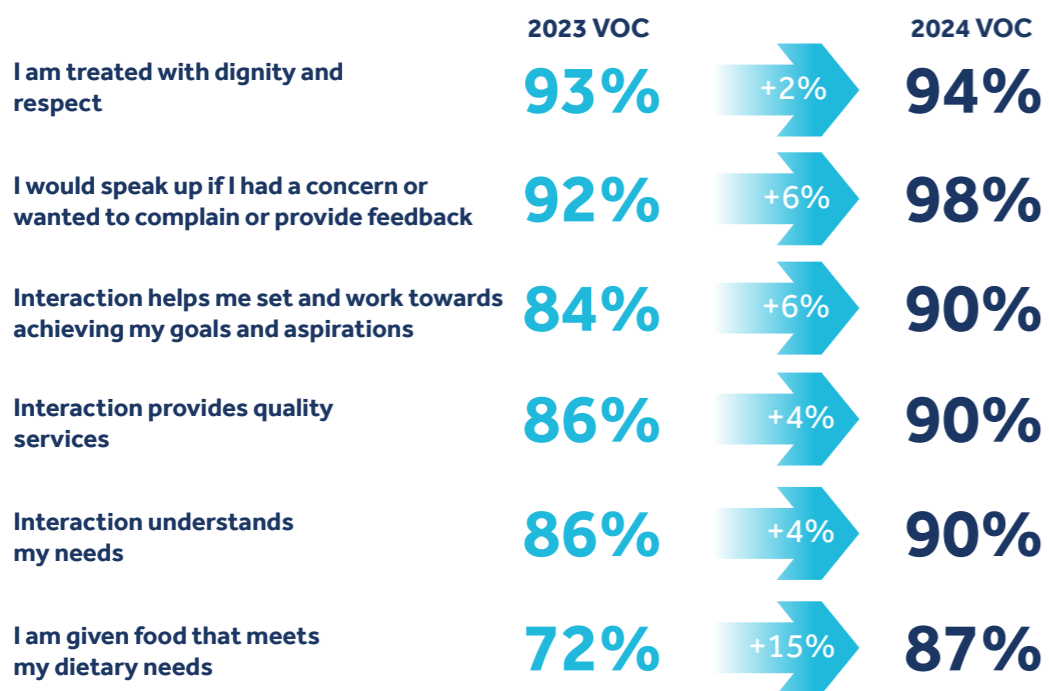
Focusing on the needs and wants of participants and families allows Interaction to provide the best possible supports. The annual Participant and Family Satisfaction Survey carried out by Insync helps us to better understand the quality of our current practices as well as areas for improvement.

In the most recent survey, participants and families responded that their top 3 experiences with Interaction are:

OUR TOP 3 EXPERIENCE ITEMS

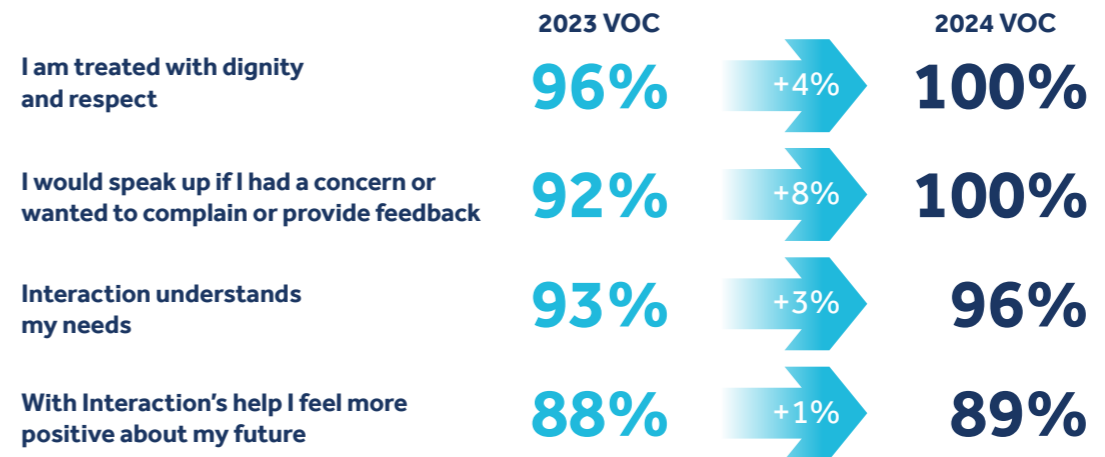


EXPERIENCE WITH INTERACTION



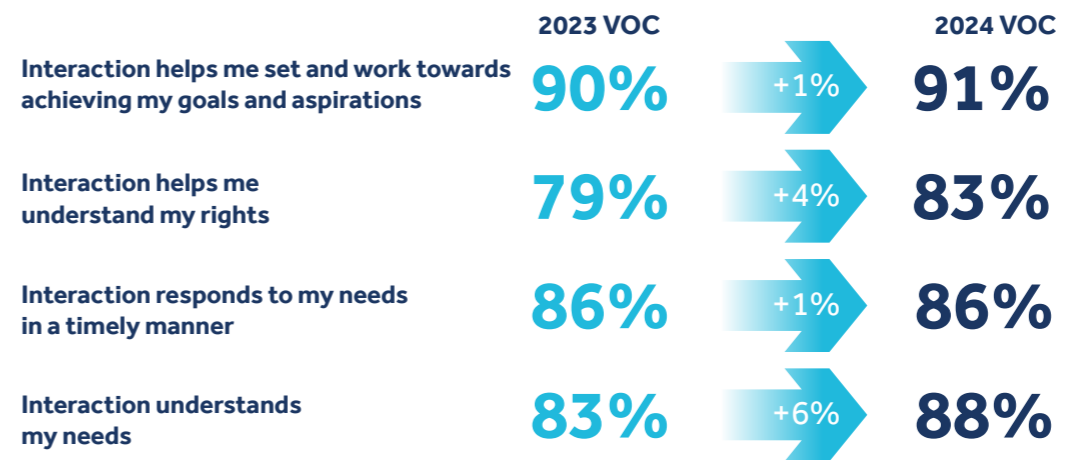
The consistent upward trend across all metrics suggests that Interaction has made effective improvements in service delivery, particularly in areas that were previously lower. The data also reflects a culture of respect, empowerment, and responsiveness, which are critical in disability and support services.

ACCOMMODATION SUPPORTS



These results reflect a highly positive customer experience, with Interaction excelling in respect, communication, and understanding. The upward trends suggest that recent initiatives or service enhancements are resonating well.

BEHAVIOUR AND ALLIED HEALTH SERVICES



The results reflect steady improvements in person-centered support, especially in understanding individual needs. However, rights education and timeliness may be areas to explore for further enhancement.

PARTICIPANT AND CARER/ FAMILY FEEDBACK

- Being able to communicate with the CEO directly. Brett has been very hands-on and tries his best to help out always.
- He treats people with respect, and it's great that he replies to my email promptly, finds out what the problem is and then finds someone who can help, or he helps us himself.
- My staff help me have relationships with my family and helped me become comfortable using my walker
- I value the support that my sister receives from Interaction's Support Workers. The support workers treat my sister with kindness and respect and offer the right type of guidance and support so that she can achieve her goals. She is always well-dressed and groomed.
- I am very happy with services provided by IDS my son is settled and happy in accommodation. I am relieved that he is well and enjoys his home and the staff
- The love and care given by the group home staff is amazing!

Employee of the Year

We congratulate all staff nominated for Employee of the Month Awards. Listed are the recipients, along with the Employee of the Year, who were recognised by Interaction's CEO and Executive Leadership Team.

2024 Employee of the Month

Ashleigh Collins

For being a fantastic leader who leads by example, advocates for your team and the gentlemen you support, and consistently shows kindness, empathy, patience, and confidence.

Hadi Rached

Great work at Barina Downs, stepping up and earning positive feedback and for your ongoing support and advocacy at Linden.

Holly Nicol

For her quick action, teamwork, and support shine, plus great feedback on Wakely Accommodation.

Hayley Becus-Higgins

Supporting a colleague when having an emotional day and needing a debrief.

Jessica Aguero

Jess has shown exceptional professionalism and care, supporting a parent through a challenging 6–8 months with home visits, advocacy, and practical guidance.

Tina Bindal

Delivering outstanding support to participants and was praised by a participant's doctor as the most organised and efficient Support Worker he has worked with.

Natasha Tmusic

Natasha consistently goes above and beyond, delivering compassionate care to participants and vital support to the BAHS team, her positivity and dedication make her truly invaluable.

Jessica Randall and Fiona Spinks

Outstanding care and dedication at Wakely, their efforts truly shine and bring refreshing energy to the team!

Mya Clemente

Mya consistently goes above and beyond, tackling challenges with professionalism and enthusiasm while uplifting the marketing team.



Employee of the Year

Ashleigh Collins

In recognition of exemplary leadership, demonstrated through your unwavering commitment to leading by example, advocating for your team and consistently embodying the values of kindness, empathy, patience, and confidence.

Goal Kicker of the Year

Goal Kicker of the Month is a way for us to recognise the hard work our participants put in to achieving their goals. Monthly winners are listed below.

Goal Kicker of the Month

Nathan

He has lost weight and is thriving at Mingara Leisure Centre, where his friendly nature and enthusiastic spirit shine as he eagerly competes with gym classmates in cardio classes.

Jack

Jack assisted in reviewing two Easy Read policies, offering valuable insight that emphasized the importance of making the imagery, language, and intent clear and accessible for all readers.

Naomie

Naomie, a BAHS participant from the Central Coast, has secured her first job at Amazement Farm, growing from one to three days a week and thriving in her role caring for animals.

Aidan

Aidan, one of Interaction's newest participants, has successfully moved into shared accommodation and received glowing feedback for his impressive progress in a short time.

Anthony

Anthony went through some extensive travel training over the last few months to get to his day program via the metro.

Kiara

Kiara spoke at the Asia Pacific Prader-Willi Conference in Sydney, confidently sharing her holiday story.

Thomas

With staff support, Tom has tried new activities like bowling, horse riding, and CPR training, making great progress and connecting with others.

Dylan

Exceptional progress in emotional regulation, social skills, and applying therapeutic strategies in real-life situations.

Nathan

Nathan has embraced big changes in his day program with ease and seems happy in his new setting.

Jennifer

Jen is consistently achieving her goals and very grateful participant.



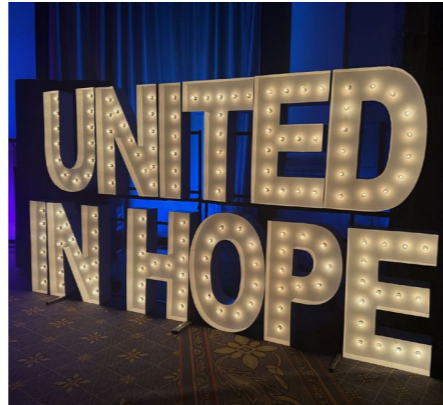
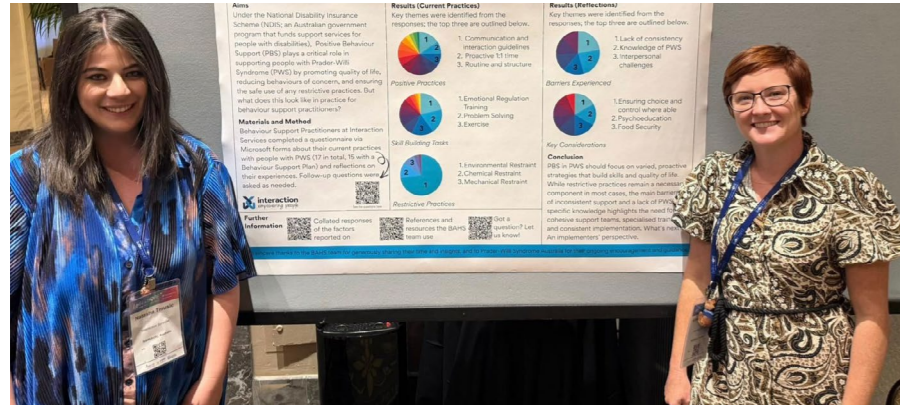
Goal Kicker of the Year

Nathan

Nathan has embraced big changes in his day program with ease and seems happy in his new setting.

PWS conference in the United States

In June, a few of our team members attended the United in Hope 2025 PWS Conference in Phoenix, Arizona—a four-day international event uniting professionals, families, and organisations to share knowledge and explore innovative approaches to supporting individuals with PWS. Our Behaviour Support Practitioners proudly presented a research poster, offering valuable insights into best practices and contributing to the global conversation. It was a powerful opportunity to learn, connect, and share expertise with the wider community.



VOX FM

Our very own Gizelle Tadros joined Dr Reetu Verma on VOX FM to chat all things Behaviour Services and Psychology. At the heart of what we do is a commitment to making a meaningful difference, and conversations like this help shine a light on how we support individuals and communities every day.



Finance Report

In the financial year 2025, Interaction demonstrated resilience in the face of both internal and external challenges. Despite staff turnover within the finance team and the impact of one-off costs, we successfully navigated the year while maintaining operational stability and supporting the organisation's strategic objectives.

Interaction's revenue grew year on year across both Accommodation and Behavioural and Allied Health Services. Interaction's operating performance for 2024–2025 was a Net Deficit of (\$424k), compared to a Net Surplus of \$1.14m in 2023–2024. It is important to note that the prior year result was strengthened by asset revaluations totalling \$1.5m. Excluding these revaluations, the underlying operating result for 2023–2024 was a Net Deficit of (\$394k).

The 2024–2025 result also includes a one-off settlement cost of \$620k relating to a prior year claim. Excluding this one-off expense, the underlying result reflects a surplus of \$197k.

A defining feature of this year has been significant staff turnover within the Interaction finance team. Despite this,

the new finance team remained resilient and focused on key deliverables including:

- Successfully completing the year-end financial reporting process, including the external audit, resulting in an unqualified audit opinion.
- Delivering the 2025–2026 budget to the Board for approval, ensuring the organisation remains well-positioned for the year ahead.
- Continuing to support day-to-day business operations without disruption, despite the pressures of new resources getting up to speed.

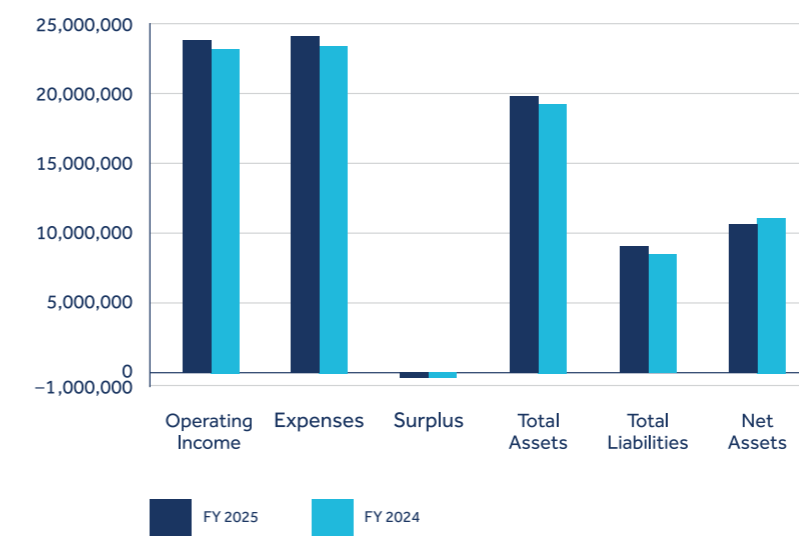
This outcome highlights the strength and resilience of Interaction's core operations, even against the backdrop of financial and operational challenges.

Looking ahead, the new finance team remains committed to strengthening their knowledge of Interaction's operations, streamlining and automating finance processes and supporting their key stakeholders and business partners.

Shomal Parekh
Interim Chief Financial Officer

Financial Highlights

FY 2025 vs FY 2024



Statement of Financial Position AS AT 30TH JUNE 2025

	2025	2024
	\$	\$
ASSETS		
Current Assets		
Cash and cash equivalents	3,243,422	1,734,545
Trade and other receivables	1,132,035	1,567,472
Assets held for sale	6,379,236	6,840,000
Total current assets	10,754,693	10,142,017
Non-current assets		
Property, plant and equipment	8,919,895	9,040,918
Right-of-use assets	413,518	245,008
Total non-current assets	9,333,413	9,285,926
TOTAL ASSETS	20,088,106	19,427,943
LIABILITIES		
Current liabilities		
Trade and other payables	2,592,468	1,414,441
Borrowings	252,595	464,760
Lease liabilities	73,728	37,429
Employee benefits	1,486,159	1,400,659
Total current liabilities	4,404,950	3,317,289
Non-current liabilities		
Borrowings	4,042,514	4,142,464
Lease liabilities	355,552	224,786
Employee benefits	497,597	532,252
Total non-current liabilities	4,895,663	4,899,502
TOTAL LIABILITIES	9,300,613	8,216,791
NET ASSETS	10,787,493	11,211,152
FUNDS		
Accumulated funds	4,665,126	5,088,785
Reserves	6,122,367	6,122,367
TOTAL FUNDS	10,787,493	11,211,152

Statement of Profit or Loss and Other Comprehensive Income FOR THE YEAR ENDED 30 JUNE 2025

	2025	2024
	\$	\$
Income	24,342,206	23,525,817
Employee benefits expense	(16,748,809)	(16,297,578)
Gross Margin	7,593,397	7,228,239
Interest received	11,860	11,938
Other income	40,836	33,489
Gross Income	7,646,093	7,273,666
Other Expenses		
Indirect wages & on-cost	(3,919,398)	(4,002,690)
Depreciation expense	(378,689)	(387,252)
Finance expenses	(348,068)	(369,900)
Loss on disposal of assets	-	-
Motor vehicle expense	(102,634)	(109,059)
Occupation costs	(153,338)	(195,564)
Other client expenses	(688,237)	(825,191)
Service charges	(621,836)	(709,326)
Other expenses	(805,298)	(734,810)
Professional fees	(1,052,254)	(334,051)
	(805,298)	(7,667,843)
Surplus (deficit) before income tax	(423,659)	(394,177)
Income tax expense	-	-
Surplus (deficit) for the year	(423,659)	(394,177)
Other comprehensive income	-	1,538,299
Total comprehensive income(loss) for the year	(423,659)	1,144,122

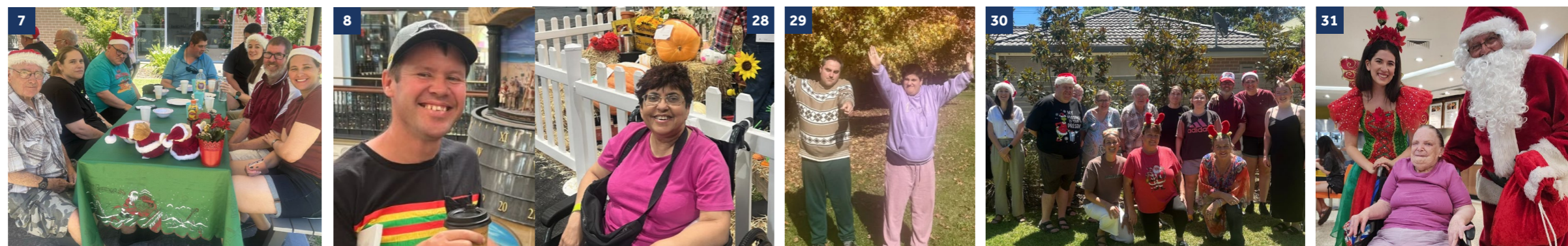
Statement of Changes in Equity FOR THE YEAR ENDED 30 JUNE 2025

	2025	2024
Opening retained equity	11,211,152	10,067,030
Surplus/(loss) for the year	(423,659)	(394,177)
Net gain on revaluation of land and buildings	-	1,538,299
Closing retained equity	10,787,493	11,211,152

Out and About

This year, our participants enjoyed a vast array of experiences! From going to zoos, going to exhibits, and celebrating birthdays, to celebrating great achievements and meeting Santa; there was always something new to explore.

1. Cameron during Christmas
2. Beth's Outing
3. The Howard brothers at the park
4. Andrew playing the guitar
5. Jenny and Andrew meeting Santa
6. Adrian in the Hunter Valley
7. Accommodation Christmas lunch
8. Todd exploring the City
9. Matthew wins an Award
10. Wilfred cooling down with a slushie
11. Sandra and Edna's Birthday
12. Todd admiring Christmas lights
13. Graham and Fairy at the market
14. Bowling with friends
15. Beth's computer journey
16. Adrian at Hunter Valley Gardens
17. Elissa makes a furry friend
18. Bradley at the Panthers game
19. Troy's Birthday
20. James meets the Royal family
21. Cameron at the Zoo
22. Bradley, Nathan and Kade at mini golf
23. Troy at a basketball game
24. Bowling outing
25. Jennifer's Birthday
26. Tara's Valentine's Day lunch
27. James at Vivid
28. Shereen at the Easter Show
29. Dane and Marija soaking in the sun
30. Accommodation Christmas lunch
31. Sandra meets Santa





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