

Westhaven

Live life the way you choose



Annual Report 2017 - 2018

Contents

CEO & Chairman's Message

The Board

The Year at a Glance

Support Services

Business Support and Employment

Support Planning

Community Participation

Our People

Corporate Services

Financial Reports

The Year Ahead

Our Vision

Live life the way you choose

Our Purpose

We provide ways for adults, children and young people with a wide range of disabilities to live life the way they choose.

Our Values

At Westhaven, people are at the centre of everything we do.

This means we value:

- Choice
- Happiness
- Opportunities
- Individuality
- Cooperation
- Equity

Families are the compass that guides us. They are the inspiration to reach great heights and our comfort when we occasionally falter.

Brad Henry

CEO & Chairman's Message



Andrew Everett

CEO

The Westhaven Association Ltd.

2017/18 was another successful year for Westhaven. Not only did we grow our service offering, but we invested in the things that matter too - our people through innovative training programs, our IT systems and our connections with the community and network of allied health providers in the NDIS sector. We also had the opportunity to refresh our Board, with new Directors and a new Chairman of the Board elected to enhance our governance and reporting framework. Today, Westhaven is in a strong position to continue to offer services in Dubbo and expand our operations as we leverage our unique knowledge and operational excellence in service delivery.

Operations

The NDIS transition has seen substantial growth in service delivery - specifically, we have seen an increased demand for services requested by the NSW Department of Family and Community Services (FACS) for residential out of home care for children and young persons with disability this year. To meet these growing needs, Westhaven is presently delivering services in Dubbo and Nyngan, with staff based in Dubbo, Nyngan, Orange and Broken Hill.

Westhaven have also made a significant investment in systems and processes this year, including a new client management system, financial accounting platform and rostering system. We will continue to work together, and with the board, to improve financial reporting and the tracking of key performance indicators (KPIs) as we move into the next financial year.

Financial Performance

Westhaven's strong financial performance this year was a reflection of revenue growth to \$29M, with a healthy surplus of \$2.5M. The balance sheet also remains solid with net assets of \$16.7M. Our strong financial result will allow us to continue to make investments in improving our service delivery, offer quality services to our clients and provide a platform for expansion in the region.

Investments

The team at Westhaven have been busy this year implementing our new financial management. Operationally, we are excited by the prospects this new system offers including robustness and ease of use, while adding a new dimension to ensure we accurately track all financial transactions in a single system. This year, Westhaven has been proactive in investing in our workforce. Our reputation and guarantee of quality, timely service is something that we have always taken pride in, and we know brings smiles to some of the most vulnerable members of our community. This level of service is a constant endeavour, as we continue to deliver out of home services for some of the most vulnerable in our community.



Matthew Irvine

Chairman

The Westhaven Association Ltd.

Our motto of offering varied services to our clients remains, but we realise that our clients have choice and control; therefore we need to ensure that our frontline care staff are well equipped and ready so that Westhaven continues to be the first choice for clients. In staying with our tradition of offering service with a smile, we also acknowledge that in order to maintain client satisfaction we need to continue to conduct periodic training sessions with our workforce, as we have done this year.

Innovation

While our mottos and traditions will continue to be our governing vision, we also aim to encourage innovation to the services we offer, thereby continuing to deliver the best to our clients.

Awards

Westhaven was awarded the 'Employer of Choice' in the 2018 'Australian Business Awards' and 'Outstanding Achievement' in the 2018 'Australian Charity Awards'. Recognition at this level gives us immense motivation and encouragement to continue to offer our services at the highest level - these awards are testament to the hardworking Westhaven workforce.

Looking ahead

The future of Westhaven is filled with promise and growth, however at the same time we know there are new challenges to face. Our transition to the NDIS is exciting but presents operational challenges as our workforce becomes accustomed to the new business process - from overseeing pre-planning meetings with the NDIS and coordinating support, to managing an individuals insurance budget - there is plenty to learn and we need to ensure that our workforce does not just meet the expectation, but exceeds it. We have no doubt that our dedicated and talented team are looking forward to meeting this challenge with earnest enthusiasm.

The CEO and Board has already started a strategic and operational review to bench mark our capability and establish a updated strategic plan, that will map out our priorities for next 3 years. The review will also identify where we need to make further investments - in people, process improvements and technology - to support our commitment to helping clients live the way they choose. We always have, and will continue to keep our clients at the centre of our decision making.

We would like to thank every employee of Westhaven for their on going dedication and hard work. We look forward to the next step in the Westhaven journey as we expand our services, geographical foot print and continue to improve how we deliver services to our clients so that they may live life the way they choose.

Thank you,
Matthew Irvine, Chairman Westhaven
Andrew Everett, CEO Westhaven

The Board



Matthew Irvine

Chairman

Matthew is a Graduate and Fellow of the Australian Institute of Company Directors (FAICD) and has a high degree of financial literacy with extensive experience in analysis and forecasting. He also has postgraduate qualifications in strategy, risk, corporate ethics, industrial relations, corporate and community governance.



Robert Tootell

Treasurer

Robert has been a Board Member of The Westhaven Association for 13 years. He was the Managing Director of Rolak Pty Ltd for 30 years until recently resigning from his position. He has also been a Shire Councilor, Manager and Director of a Photography business, Board Member and Manager and currently is the Assistant Manager of the Coonabarabran Bowling Club.



Graham Marchant

Director

Graham is a Member of the Australian Institute of Company Directors (MAICD), and has an Associate Diploma in Local Government Administration. He is a retired Local Government - Dubbo City Council, Director of Administration and Finance and Audit Committee Chairman.



Susan Bailey

Director

Susan has worked as a Lawyer both in-house and in law firms. After resigning as General Counsel of Ausgrid, Susan has worked directly with people who are homeless and prefers working in regional Australia. Susan is a PhD student with UTS Sydney focusing on the role of family in establishing housing options for people living with disability.



Andrew Harvey

Director

Andrew is currently Chief Executive Officer of the Western Health Alliance Limited which operates the Western NSW Primary Health Network and is based in Orange. He was previously the CEO of the Darling Downs South West Queensland Medicare Local Limited in Toowoomba. Andrew has a Bachelor of Agricultural Science, Graduate of the Australian Institute of Company Directors and has a Graduate Certificate in Management.



Sally Bryant

Director

Sally is currently a Rural Journalist at the Australian Broadcasting Corporation and has experience in research, producing and broadcasting stories about rural Australia, agricultural and resource industries.

The year at a glance...



Organisational Growth

\$6 Million - 2010
\$12 Million - 2015
\$15 Million - 2016
\$19 Million - 2017
\$28 Million - 2018



We operate business services from Nyngan Western NSW



We employed **500** local people



We deliver long and short term residential services for **17** children and young people each week



Our workshop has provided employment for up to

63 people living and working with disability



Two Sheep sold over **2,200** pairs of ugg boots and slippers this year



We have been manufacturing ugg boots, slippers and sheep skin products for more than **40** years.



The grounds maintenance team have mowed over **1500** yards



A huge reduction in workplace injuries improving premium costs in the past 12 months.



We have employed **182** new staff in the past 12 months



We delivered more than 23,588 hours of training. An average of **47** hours per employee.



18.6% of our people identify as Aboriginal or Torres Strait Islander.

SUPPORT SERVICES



Children's Services

With the ever increasing demand for support for children and young people with disability aged between 2 and 18 years, Westhaven has created a range of services designed to meet each child's individual disability support needs, cultural background and personal preferences.

Those services include Voluntary Out of Home Care (VOOHC) for individuals or groups of children and young people. When support is needed to assist with care for a child or young person with disability outside the family home, Westhaven is there to assist.

Voluntary Out of Home care provides overnight care and/or short term accommodation for children and young people who are living with their family members or carers.

Westhaven Children's Services team deliver the following services:

- Residential Out of Home Care
- VOOCH overnight support
- Community access
- After school/school holiday care
- Weekend support

Some of these services are funded by NDIS.

Children's Services offer children and young people the opportunity to take part in community participation activities and programs of their choice. The benefits for children and young people with this type of participation are the development of relationships with their peers and becoming valuable members of the community.

"I'm proud to announce that Westhaven Children's Services has passed their Accreditation Renewal with the Office of the Children's Guardian. This means that Westhaven are now accredited for the next 3 years to provide Residential Out of Home Care for children and young people."

Cath Deveigne
Westhaven General Manager Children's Services and Intense Support

This year we currently have 18 children and young people within our care. Two of the young people have turned 18 and have aged out into Intense Support adult group homes but continue to reside with Westhaven. When a young person ages out it means they have left the care of the Minister and are now able to live in a mainstream environment where they still receive care and support which is continued to be provided by Westhaven.

The NDIS leaving care services provide supports to assist the young person's transition from the responsibility of the Minister for Community Services into supported independent living. The service is designed to meet each young person's needs and aspirations, assisting them to live as independently as possible within the community.

Westhaven also work with individual young people to find employment pathways and planning for their future. We provide assistance in looking at options which consider the young person's disability, housing choices to suit their capabilities and to understand their developmental needs. Sometimes young people may have more complex support needs due to life events they have experienced. Westhaven identifies these issues and their needs and ensure their Team Leaders and Support Workers are correctly trained to support each young person within our care.

Children's Services and Intense Support currently have 9 highly trained Team Leaders working within this area and are able to manage the high medical and complex behavioural needs and requirements of our children and young people with disability.

General Manager of Children's Services and Intense Support and her Service Managers attended the Association of Children's Welfare Agencies (ACWA) conference in Sydney this year, where they provided in collaboration with the Department of Education, a presentation on Residential Out of Home Care on the children and young people in the care of Westhaven. The presentation was extremely well received. Participants were keen to find answers for their organisations on the Residential Out of Home Care which Westhaven provides. This resulted in Children's Services and Intense Support staff engaging in much discussion with other organisations attending the conference. It was great to see Westhaven receiving so much interest in Children's Services and Intense Support achievements.

“ Recently my son Jackson started overnight respite with Westhaven as part of our NDIS package. The improvement to our life has been tremendous. I couldn't ask for more caring and understanding staff.”

Karissa (Jackson's Mum)

Residential Out of Home Care (ROOHC) supports children and young people who are under the care of the minister.

It is aimed at children and young people who are under the care of the Minister. ROOHC involves placing the child and/or young person with disability and/or their siblings in a home environment that supports them.

Westhaven's trained staff support the child and/or young person within their home 24/7, 365 days of the year.

Children and young people living in ROOHC may have experienced separation from families, placement breakdowns, trauma and loss.

Westhaven has achieved accreditation with the Office of the Children's Guardian, with staff able to provide ROOHC within the local community for all children with a disability aged between 2 and 18 years. For children and young people who have complex disability support needs, we work with stakeholders to ensure the right support from their NDIS plan are accessed.

Westhaven also provide Non Placement Support Services (NPSS) for children and young people through:

- Family access
- Crisis placement
- Transport
- Mentoring





Hayden

Being at Westhaven has been a dream come true for Hayden, says his Mum, Natalie.

Through individual one-on-one training with Westhaven staff, Hayden is now able to shop for groceries, cook meals for himself and others and has the skills required to achieve daily personal skills.

He actively participates in Westhaven's group craft activities at one of the Inspired Learning Facilities and also participates in basic computer skills at the same facility. In the community, he attends one of Dubbo's local gyms three times a week where he participates in fitness training. This is something Hayden takes great pride in and is one of his main goals in life, to keep and maintain his fitness levels and a healthy lifestyle.

“Hayden is more independent and less reliant on us as a support network and more willing to do things for himself. I am hoping that with correct therapy this coming year, and more structure that this will only improve.”

Natalie - Hayden's Mum



Bailey

Bailey's grandparents are grateful to, “Westhaven carer's who have made a big impact on our little man's life for the better.

This time last year there was no way Bailey would have been able to attend a swimming carnival or swim at one as his anxiety levels wouldn't allow it to happen.

Bailey only lasted two and a half hours at the swimming carnival but he swam and came in fourth place. Maybe next year he'll stay all day and come in second place. So proud of our boy.”

Bailey has continued his interest in swimming and is looking forward to the warmer months where he can perfect his swimming technique and participate in the school swimming carnival.

Bailey is really enjoying life here at Westhaven, his family are happy with his progress and the support provided for him.

They really like, “the great relationship that Bailey has with Dylan and Josh, his support workers.”

Sudhir - Residential Support Worker

I started working for Westhaven in February 2018. I had seen Westhaven's Office and the vehicles with its logo all around Dubbo and came to know what this Association does. I have always had the very utmost love and care for people with disability and Westhaven provides services and the needed support on a day to day basis. That was the primary drive for me to join the elite team at Westhaven.

When I joined Westhaven, I wasn't sure where I would be working (Children Services, Group Homes or Intense Support). So, as I had conversation with the HR Manager who asked me what I would prefer, I chose to work and train in all the services that Westhaven provides.

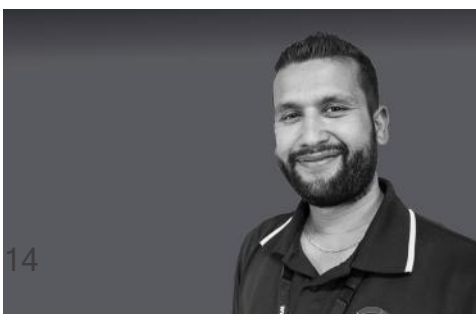
After a couple of months I started doing more of my shifts in Children Services, which I absolutely loved. I have always had the belief that children are the most vulnerable members of our society and are like a blank canvas, whatever you draw now can or will be the real picture for the rest of their lives. So, my plan for every shift I come to is to try my best to make the tiniest difference in their lives. It could be teaching them new words, new signs or teach them everyday living skills. I have created a bond with the kids with whom I work with, I personally have given them a knowledge of friendship which has helped me understand their needs and also helped in communicating effectively. Which has benefited both the parties (client and support workers). There are a lot of challenges and I think everyday in Westhaven is a learning curve, you learn new things each day which makes my job very interesting.

The working environment at Westhaven is a huge plus point in my personal experience. I was trained by very experienced colleagues who showed me the right path from the beginning and with whom I still talk to and share experiences with whilst we work together in the same outlet. The sense of a good and balanced team can be felt at Westhaven, we may have different approaches to work but the main focus is achieving the same common goal and that makes it all worthwhile. The approachable Team Leaders, Service Managers and Administration team are also the reason for our enhanced performance.

As the care service sector is very demanding and full of challenges Westhaven makes sure that a new employee is ready for that through the Training programs which run throughout the calendar year. I myself have benefited from all the training received and am looking forward to obtaining more.

I love coming to work every day and do my best to make a difference in the person's life whom I am looking after. I am planning to acquire more knowledge, attend more training sessions through Westhaven and start the relevant course at TAFE so that I can pursue my career further in Care services.

I would like to thank all of the Westhaven family who have helped me in my journey so far. I look forward to learning and working as team member within Westhaven and am looking forward to my future career.



If I can make a tiniest difference in someone's life by helping them than I consider I have done something worthwhile.

Sudhir Paudel

Health and Behaviour Support

Late last year, with the growth in Children's Services and the urgent need for review of some of Westhaven's children and young people as well as the local difficulty in accessing specialist paediatric and psychiatric services. Cath Deveigne spearheaded a welcome and important move for Westhaven to host Dr Wurth for regular clinics, commencing in December 2017.

Dr. Peter Wurth is a consultant Psychiatrist based in Chatswood, Sydney. He is an acknowledged expert, particularly in the area of dual diagnosis, intellectual disability and mental health. He has a special interest in Autism and the effects of medication. He takes a holistic approach and seeks to support the overall health of a person when treating them. Dr Wurth has worked with disability services for decades and is a senior practitioner in his field.

We have now hosted a number of clinics for children, young people and adult clients both internally and externally with more planned in the future. We have significant inroads into the backlog of people waiting for review with positive outcomes in the form of successful reduction and elimination of medication loads. Sometimes these loads have been in place for decades without proper review due to lack of expert local services.

Medication is now being evaluated and appropriately targeted in regards to diagnosis and with regular review by Dr Wurth and coordinated support from local GP services, our medical staff, pharmacy services (and monitoring by WASS staff and Behaviour Support Team) medication changes can be made quickly in response to the person's needs and responses.

Dr Wurth is also able to clarify diagnoses which then can be used to support the person in the application for appropriate NDIS funding. The art of diagnosis has improved greatly in the past few years with DNA testing and Dr Wurth is also able to facilitate this.

Our team provides a wide range of behavioural support services including:

- Promoting improved quality of life for each person by supporting the person to live life the way they choose
- Comprehensive assessment and analysis of the person's background, diagnosis and behaviours of concern
- Developing strategies in consultation with the person and their support team for learning life skills such as coping with change, anger management and other issues
- Developing strategies to help reduce behaviours of concern based on comprehensive assessment and analysis
- Developing effective communication strategies in consultation with the person and their support team so the person is able to communicate their needs and wishes without using behaviours of concern
- Providing advice on ways to manage the environment and support system eg. staffing and activities to reduce potential triggers

Intense Support

Westhaven's Intense Support Services offer a higher staffing ratio and more robust housing to cater to participants with mental health concerns, or dual diagnosis. Our Intense Support program also supports young adults coming from our Children Services area or coming into a care environment for the first time, as well as adult respite.

Overall this year we have seen a large increase in demand for accommodation services within Intense Support. We have grown our properties from 4 to 7, and our participants from 16 to 20, all while maintaining our standards of quality and service. Working closely with NSW Health this year, we have been able to bring clients out of mental health facilities and into a more homely environment. Most recently, we have opened a new home that has allowed us to accept a large number of incoming referrals and look forward to further expanding our accommodation services to meet this growing demand.

Through this year's transition, the NDIS has allowed us to provide more individualised support and our clients are now really flourishing. Specifically, we have been able to work with a client who was never able to access the community on his own. Through education and support, his team have been able to teach him road safety which allows him to ride his push bike to and from activities. Today, he is working or attending day programs 6 days a week. We are dedicated to striving every day to assist our clients to achieve their NDIS goals, and look forward to seeing what our team can achieve in the coming year.

Our clients are at the heart of everything we do, so it is hard to single out any specific achievement as this year has seen so many highlights for the Intense Support participants. We have however been lucky enough to assist many clients to attend holidays of their choosing including Carnival Cruises, beach holidays on the Gold Coast and trips to Camp Licola. As well as being able to offer service to a young man who was wheelchair bound, assisting him to come, enjoy and experience the Koori Knockout.

Westhaven offers a unique service that really allows our participants to thrive and enjoy every day without limitations. We really are one big family.

Julie Martin
Westhaven Intense Support Service Manager

Supported Independent Living

Westhaven staff and clients are experiencing the success of the National Disability Insurance Scheme - the biggest welfare reform Australia has seen since the introduction of Medicare to our health system. While the NDIS can be confusing and even challenging at times, our participants have enjoyed the new opportunities available to them, allowing more choice and variety in everyday activities, education and development programs and even travel - enabling them to live the life they choose. Some Supported Independent Living highlights for 2017-2018 include:

- Trangie Picnic Day - an annual event held in September that we always have a full bus for.
- Trip to Sydney to visit recording on the Home and Away set in October 2017.
- Westhavens' Biennial ball, held in October. Everyone dressed up and looked amazing.
- Westhavens' annual performance at the Christmas Liturgy was outstanding in December 2017.
- Carols by Candlelight was equally as successful - each year gets bigger and better.
- A small group attended the Queen concert in Sydney in February 2018
- The annual Bus trip to Camp Licola, Victoria in April 2018.
- Some clients experienced a holiday on the ocean, boarding a cruise in April 2018.
- Football enthusiasts went to a live NRL match in May 2018.
- State of Origin was well supported by Westhaven clients in Sydney in June 2018.
- Holidays to Canberra, Newcastle and the Gold Coast

We were also proud to pass Third Party Verification Audit in May 2018 allowing Westhaven to continue to provide the quality service we are accustomed to delivering to our residents. We continue to be committed to providing the most suitable and practical accommodation we can for our residents, and have also invested this year in upgrading facilities for our tenants and focusing on moving away from the Westhaven Village complex, mixing more within the community.

This year:

- Blue Gum house residents moved into a larger 4 bed dwelling in Baird Drive on 20 July 2017
- Jacaranda House residents moved into a modern 5 bed home in Peel Place on 2 February 2018
- Wattle House residents moved to a much larger house in Lansdowne drive on 28 March 2018
- Willow house residents moved into a new 5 bedroom property in Wheelers Lane on 22 June 2018

Today, Westhaven Supported Independent Living has 68 clients living in 16 properties, enjoying Westhaven support and accessing the Dubbo community as much as possible.

Westhaven is also committed to providing a pathway for young people in care to transition from the 24hr support model into Supported Independence Living. We saw our first resident aged 18yrs move into a flat located within our Westhaven Village complex as a transition move. He now has 2 casual jobs and is expanding his life skills to assist him to become more independent within the community, to live the life he chooses.

Finally, we would like to thank the many wonderful staff Westhaven employs to support our residents. They strive to provide the guidance and coaching necessary to allow each individual to reach their true potential. It is through the dedication of our staff, that we see so many of our clients achieve the goals they set for themselves - from taking a holiday of their choice, to finding employment, expanding their skill set, or simply experiencing some fun activities through community participation. It is wonderful to see such joy and happiness and our clients fulfilling their dreams.



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Business Support and Employment

Westhaven's Supported Employees certainly have had a productive year throughout 2017/2018.

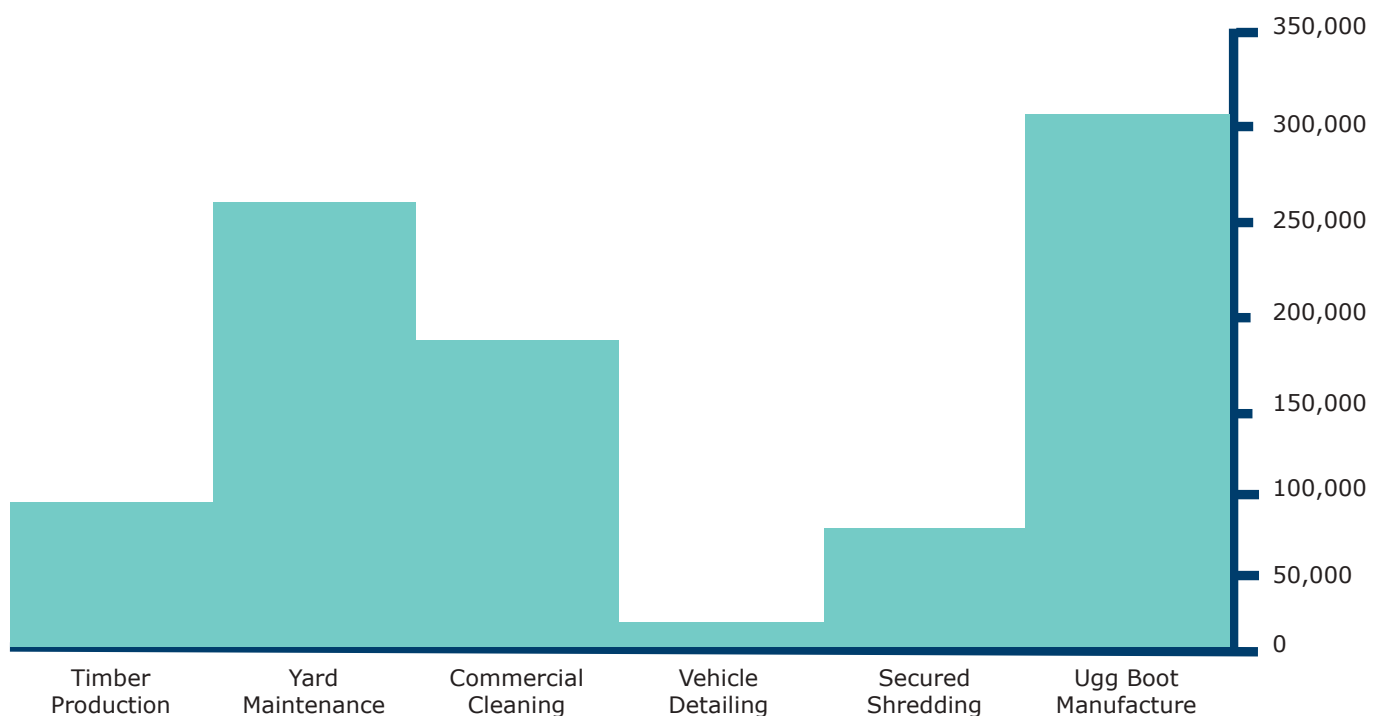
The supported employees have been reaching many of their goals and receiving awards for their achievements. Support Staff have encouraged all participants to learn new skills and try different working environments including working on the machines in the Two Sheep ugg boot manufacturing area, joining the commercial cleaning crew, detailing and cleaning cars, joining the yard maintenance crew for some outside work activities or making wood products in the Westhaven Business Services (WBS) wood manufacturing area.

It doesn't matter what time of the day you visit our supported employees, they are always smiling and eager to show you their outstanding skills and workmanship with every job they achieve. This is a real credit to the dedicated staff who support all our participants in their working environment.

This year has seen many improvements and achievements in production and turnover for WBS.

Some of these include:

2017-2018 WBS Production Annual Turnover





“I like my Team Leader, Fran, she cares for me and organises trips for me.”

David

David has been an employee with Westhaven Business Services since November 2015.

He grew up in Blayney, NSW and was raised by his Grandparents and Father. David also lived at Glenray House from September 1972 - December 1981 and Blayney again from December 1981 - February 1999.

In his younger years he attended School at Glenray in Bathurst, Bathurst Public School from 1976-1981 and attended boarding school at Glenfield from 1982-1984. David said, “I really enjoyed Mathematics and I am very good with letters and numbers.” After attending school David worked at Glenray in Bathurst, where he packed shelves and carried out cleaning duties.

David now resides at Westhaven, he says, “I like my Team Leader, Fran, she cares for me and organises trips for me.” He also enjoys attending the Westhaven Inspired Learning Facility (ILF) where he likes to use the computers. On other days he attends Westhaven Business Services where he enjoys being part of the shredding and cleaning teams.

David has made many friends at both WBS and ILF, he is an avid reader and has a wonderful memory for dates and numbers, including odometer readings.



“I love working with my teammates, talking to people and learning how to do things . I would be bored if I wasn't working.”

Margaret - “Margie”

Margie was born in West Wyalong and attended school there until she was 16. She then moved to Westhaven. Margie can remember attending the opening of the Westhaven Village Hostel in Wheelers Lane when it was opened by the then Prime Minister, Malcolm Fraser and his wife Tamie in 1980. Margie has been an employee with Westhaven since 1978, so has amassed an impressive 40 years working for Westhaven Business Services, at the Hawthorn Street premises. She has worked in many areas of WBS including the sewing of sheep skin products which she still does today, painting bee boxes, rolling dusters and making door/draft stoppers.

Margie also loves going on holidays to see her family at South West Rocks where she enjoys fishing with her Dad and catching whiting and bream. Margaret is an NRL fan who loves watching the NRL games and Footy Show on TV, she follows the Tigers, Canberra and Souths.

Margie enjoys going to Zumba, drawing, colouring in and watching TV with her favourite show being Doctor, Doctor. Most of all Margie enjoys going to the Macquarie Inn on Friday's and Saturday's with her work friends. She loves the social side of this which includes live music, people and the staff there. During Margie's time at Westhaven, she has made many friends including her partner, Daniel.

Our People

Adele - “Delli”

Adele was born in Peak Hill and attended school there as a child. She also attended Fairview Heights before coming to work at Westhaven in 1993.

“I’d just finished school when I came to Westhaven, I met the love of my life, Stephen, while working here. Stephen wrote me a love letter and we started talking and getting to know each other. Nine years later we are still married and still going strong.”

Adele likes to keep very busy, she has two jobs. She starts each day working at Westhaven where she carefully trims and checks Two Sheep sheepskin boots for faults prior to the gluing process. From 10am to 3pm, Adele attends work at Dubbo Base Hospital from Monday through to Friday where she enjoys changing and making hospital beds and baby cribs. She then returns to Westhaven where she continues with her quality assurance work. Adele says, “People are really nice to me at the hospital.”

Adele’s most favourite pastime is playing soccer, she has played since she left school. She loves her team and can’t wait each year for the soccer season to begin.

When you ask Adele if she would ever leave Westhaven she says, “ NO WAY! I’ve got friends here and coming to work makes me happy.”





SUPPORT PLANNING

National Disability Insurance Scheme (NDIS)

This year has seen the official transition to the NDIS and has been a learning experience for us all - families, participants, staff and even Westhaven as an organisation. Today, we are proud to report that all participants have transitioned to the NDIS or the Continuity of Support Scheme and are flourishing given the changes.

The key themes of choice and control have been exercised over the last year with participants, who now have more choice over their services and how these services are delivered. This is a definite positive for the scheme, and has allowed us to continue to build our partnerships with Marathon Health, Birrang Enterprises and Currajong Disability Services.

After a delayed start with support coordination, we ended the financial year with 108 referrals and have seen some growth with new participants entering Westhaven to receive a range of services from Community Programs, Accommodation (Supported Independent Living) and Employment. Overall, we have seen an increase in community delivered programs and have met some great new participants over the last twelve months.

Westhaven continue to lead the NDIS implementation Group which gives us a direct interface on issues around the transition to the NDIS. While the administrative process of NDIS and service agreements is cumbersome, we have approached the change with enthusiasm and are continuing to evolve and adapt our approach to the NDIS moving forward.

Most importantly, we have been able to see first-hand how the NDIS has changed the lives of participants and their support team for the better, providing opportunities they did not know were possible. We are proud to share some of these stories with you in our Annual Report.

“...we have approached the change with enthusiasm and are continuing to evolve and adapt our approach to the NDIS moving forward.”



Petrina

Petrina loves to swim but after recent surgery she found it difficult to participate and gain confidence again.

Through the assistance of her NDIS plan she has now been able to achieve her goal of getting back into the swimming pool and enjoying water activities such as water aerobics.

The NDIS has provided vital access for Petrina, she now has one-on-one support from her support worker and feels safe and confident to continue to enjoy swimming in the community with many of her friends.

“I love swimming with my friends.”



Peter

Peter has been developing his cooking skills, which has been made possible through his NDIS plan. He is able to access assistance with general day-to-day living skills. Each Friday a support worker assists Peter to learn about cooking meals, purchasing groceries and selecting the correct foods for his recipes. Peter is now able to cook meals for all his house mates. Every Friday he creates a special dinner for them with great pride.

He also volunteers at the Dubbo soup kitchen every Friday night where his job is to butter the bread. He then hands it out to people attending the soup kitchen for a meal. Working in the community has been of great benefit to Peter, he is more confident, has made some good friends and is very much appreciated for his dedicated work he achieves in the soup kitchen but also for being an active community minded person helping out where he can.

For more community involvement and fun Peter attends one of Dubbo's Zumba classes on Monday evenings with a support person to assist with traveling to and from the event. Peter is all smiles when it comes to his Zumba class and can't wait for the next class the following week. All this has been made possible by Peter's NDIS plan which is invaluable to his participation in the community, personal growth and learning in life.

“I like cooking for all my friends.”

*“I love
karate”*



**“ I am learning
Karate and I plan
to one day have my
brown belt in
Karate.”**

Guy

Guy needed a major increase in his home support to be able to stay in his own home for as long as possible.

Through negotiations with the NDIS, and an increase in Guy's funding, he is now able to stay in his own home and have additional support to access the community.

Guy feels much more confident with his support person assisting him and is able to participate in many activities throughout the community.

Guy's favourite activity is karate where he attends classes every week, gaining strength and agility and learning discipline as well as interacting with other members of the community who are the same age as him and have the same interests.



COMMUNITY PARTICIPATION

Inspired Learning Facilities

Westhaven offers a diverse range of social recreation and community participation services through the National Disability Insurance Scheme (NDIS). Westhaven participant services and programs are designed to meet individual needs and personal preferences. Supports may be provided in a centre based program such as one of Westhaven's Inspired Learning Facilities or directly within the Dubbo community.

Our programs give people with disability the opportunity to be involved in their community and enjoy a range of meaningful, social, recreational and leisure activities.

The services and programs focus on skills development, shopping, cooking, budgeting, adult education, taking part in the community and assistance with achieving personal goals and aspirations.

Westhaven encourages participation for people with disability so they are able to achieve and participate in activities which will benefit their wellbeing including swimming and water aerobics for fitness, ten pin bowling for hand-eye coordination and participation in activities with friends and the community. Computer skills which improve the way participants communicate and painting and craft activities to aid in self expression and to improve fine motor skills for each individual participant.

The Dubbo community is an essential part of providing opportunities for our participants out in the community. The generosity of the Dubbo business community does not go unnoticed by Westhaven. We appreciate the commitment to including people with disability into their businesses on a daily basis. This has provided an array of meaningful employment and learning opportunities for many of our participants.

Our Supporters:

- Dubbo Sportsworld
- PCYC
- Dubbo RSL Health and Fitness Centre
- Western College
- Orana Arts
- St Vincent de Paul Society
- Volunteer Rescue Association
- Scouts NSW
- Golden West Holden
- Zumba with Tracey and other personal trainers
- Dubbo Meals on Wheels
- Dubbo Base Hospital

On the medical front, Westhaven has a dedicated staff member who attends to participant's appointments with Doctors and Specialists. Liaison with both Doctors and Specialists and follow up appointments and schedules are imperative to the continual improvement of the health and wellbeing of all Westhaven's participant's.

Community Involvement

Westhaven participants are always out in the community participating in the many activities and opportunities made available to them.

This year we have found that participants are really enjoying their one-on-one experiences where they have the assistance from a support worker all to themselves. Participants have made their own garden beds, growing their own vegetables, attended the cinema, Taronga Western Plains Zoo, shopping for groceries and learning how to cook and much more.

These activities give participants confidence to achieve almost anything in their lives. They complete one set of goals and then go on to create even more.

Participants also attended the Licola Holiday Camp in Victoria which is organised by the Lions Club of Australia, Trangie Picnic Day organised by the Trangie community and traveled to Sydney to attend State of Origin and NRL matches on a number of occasions.

At Christmas time the Dubbo Regional Council invited new members of the community to participate in having their image on the flags that line the central business district of Dubbo which included Macquarie Street. Claudia, one of Westhaven's young participants was invited to participate and later welcomed to the community with other new residents at a ceremony held at the Dubbo rotunda. This was a tremendous experience for Claudia, she enjoyed it immensely along with her family and friends from Westhaven. Dubbo Regional Council has supported Westhaven participants over the years including their pictures on street flags and assisting them to create Christmas boxes to decorate the main street and much more.



Community Investment

There is nothing that makes us more proud here at Westhaven than seeing people with disability achieving their goals, working in the community and continually participating in the many activities made available to them every day. They really are living the life they choose.

Westhaven is still one of the largest employers in the Central West region now employing more than 400 people. This year we have seen a boost in our client management systems with the new CTARS system being introduced which has made documenting information about the people we work with much more streamlined and comprehensive.

In October 2017, Westhaven was named Dubbo's Most Outstanding Business winning the Regional Australia Bank, Chamber of Commerce coveted award and also picking up the Employer of Choice and Outstanding Business awards. It was a great achievement for Westhaven and brought much recognition for the work we achieve for people with disability and the dedication of our staff in achieving this on a daily basis.

In 2018 we were also awarded the Western Region Chamber of Commerce award for Employer of Choice which will see us compete against the state's best businesses in Sydney in November this year.

Still on awards, Westhaven also received notification it had been successfully awarded as one of the Australian Employers of Choice from the Australian Business Awards which is awarded every year to as many as 50 businesses Australia wide. We are very honoured to now hold this title. We also received an Outstanding Achievement in the Australian Charity of the Year awards and again have been recognised among ten other charities Australia wide, an astonishing achievement for the whole of Westhaven.

Apart from all our awards, we have continued to strive towards the betterment of everything we achieve for our clients, making their life easier, more fun and rewarding and allowing each and every person, child and young person to achieve their goals, whatever they may be. Part of this achievement has been the continual community involvement of our clients, even attending awards such as those mentioned above.

In October 2017, Westhaven had their biennial ball which celebrated 60 years of Westhaven. What a tremendous night this was. With almost all Westhaven clients attending, dressed in suits and beautiful gowns to dance the night away with family and friends. It truly was a memorable evening for both clients and staff.





OUR PEOPLE

Jill - Team Leader

Jill started working in Aged Care as a Private Care Assistant (PCA) in 1990 in Kilmore, Victoria.

In 2000, she moved to western Victoria and started in McGregor House, a day program and respite house that supported adults during the week and children on weekends.

After 3 years in Ararat, Jill was asked if she would support adults to go on holidays and for the next 12 years she travelled the world supporting people with disabilities to have the holiday of their choice.

Over this time Jill had some amazing experiences including supporting people to stay with family in their homes, reuniting a man with Down Syndrome with his family after 60 plus years, she drove along part of Route 66 to the Grand Canyon, went to Memphis to Elvis Presley's house several times, Disneyland and Las Vegas.

Jill saw the Olympics in Hong Kong and has been on 51 cruises, assisted an 83 year old man to ride an elephant in Singapore and even supported clients to come to Dubbo to see the Taronga Western Plains Zoo.

In 2005, Jill was home 38 days of the year, it was then she decided to pack the suitcase away and move to Dubbo.

She applied for work in every support agency in Dubbo and after starting with one agency, she quickly accepted an offer from Westhaven in Day Programs.

Jill says, "This was a little overwhelming at first but I have since settled in and enjoy my Team Leader role immensely. I enjoy every day, laugh about the tough bits and laugh about the good bits. I get great support both at work and at home and have finally found a great work/life balance."



Janelle (Nelly) - 30 years at Westhaven

Janelle was born in Bourke and lived in Cobar with family, before she joined The Westhaven Accommodation Support Service in 1977. She joined the staff at Westhaven Business Services in 1988.

In this time Janelle has performed many different tasks, both in and outside of the workshop environment. She is a very conscientious worker and is always willing to get in and give anyone a hand when required, whether it is with a task, or assisting a fellow co-worker.

Some of the duties Janelle has performed over her years of service include:

- Assisting with the folding of laundry at Dubbo Base Hospital when this was performed on site
- Assisting with laundry in a commercial premises in Dubbo
- The folding and packaging of chamois' at Fletchers International Exports at Yarrandale Road premises and at Hawthorn Street.

Whilst Janelle has been an employee at WBS she has worked in many sections of the business. These include:

- Assisting in the confidential document shredding section, as a sorter and machine operator.
- Helping in the footwear section using the clicking machine and helping with quality assurance and packing. She has also assisted with dusters in this section over time.
- Undertaking many collating jobs over the years, which included folding of flyers and the readying of envelopes etc. for posting.
- Assisting in the cleaning crew by helping keep the factory and offices clean.

Janelle even assisted staff with the picking, sorting and packing of onions when this task was undertaken by Westhaven many years ago.

Janelle has shown that she also doesn't mind learning new things either, undertaking at different times, TAFE courses in sewing, cleaning and car detailing.

Westhaven congratulates Janelle on reaching 30 Years of employment.



Rose (in her own words)

After spending my entire working life in administration, I made the decision to follow my heart and apply for a position as a Support Worker with the Westhaven Association.

In September 2015 this did become a reality when I commenced working as a Residential Support Worker. This decision was to become one of the best decisions of my life. My love of children and making a difference in their lives has been an amazing experience.

I have had the pleasure of working in both Adult and Children's Services. I have advocated for those who are not able, worked towards gaining acceptance of others and focused on their abilities. Their commitment has been truly inspirational.

I was privileged to be asked to accompany two young ladies on a trip of a lifetime with Carnival Cruise Lines to Queensland. Both ladies had an incredible experience that they will remember forever. I was honoured for the opportunity to join them on their journey, an experience I have also treasured.

I have met some amazing people in my role sharing the same passion and commitment as myself. I have had the pleasure of being involved in some wonderful achievements with our children. The dedication and commitment given to these children has been astounding. The dedicated hard work of our Team Leaders and Managers, who without their support and guidance, would not be made possible for the level of care given to our children, young people and adults.

I am very proud to be part of Westhaven Dubbo. I have truly enjoyed every single day in my role as a Support Worker and am looking forward to being part of Westhaven in the future.

“PASSION FOR SOMETHING YOU LOVE”



CORPORATE SERVICES



GOLD RHINO WINNERS

Dubbo's Most Outstanding
Business 2017

Corporate Services

Westhaven is building a lifetime approach to everything we do. Our strategic objective is to pursue sustainable growth for Westhaven in Central Western NSW, enabling more people including adults, children and young people, to receive the quality and diversity of disability services they require to live the life they choose.

This year, change has been a focus on all parts of Westhaven, and Corporate Services was no exception. In order to support the rapid growth of the organisation, we invested in new operating systems, additional staff and more accommodation for staff and clients to ensure the standard of our high quality services continued to be met.

In April 2018 Westhaven commenced the process of implementing a more efficient way to do business. While the process is in the preliminary stage, we have completed a review of our administration processes across the organisation and started a restructure of the department which has included employing an experienced Administration Manager to manage the process. Along with the development of this role, we have been focused on evolving the way we do business through the implementation of new technology and internal systems.

A highlight for us this financial year was being crowned 'Dubbo's Most Outstanding Business', winning the 'Gold Rhino' at Dubbo Chamber of Commerce and Industry (DCCI) Rhino Awards in October 2017. We claimed three gongs in total at the DCCI Rhino Awards gala event at the Dubbo Regional Theatre and Convention Centre: the coveted Gold Rhino, and Silver Rhinos for 'Employer of Choice' and 'Excellence in Business'. This was an unexpected honour as there were businesses around Dubbo that were also very deserving of these awards. However as a business that operates 365 days, 24 hours a day, this recognition was wonderful for the staff who work so hard. We also celebrated the Westhaven Biennial Ball in October 2017, which was another great opportunity to celebrate what we do and all we have achieved.

Having a good team is important to Westhaven and having the right staff to work for and with our clients is vital. We predict that our staff numbers will grow to in excess of 400 within the next year, putting \$20 million back into the Dubbo economy through wages.

Staff at a glance



Staff Training

23,588 total training hours

47 training hours per employee



Milestones Long Service

4: 40+ yrs
29: 20 to 39 yrs
21: 10 to 19 yrs
36: 5 to 9 yrs



Workforce Profile

400 employees
93.5% Full time or Part time
6.5% Casual



Staff Equality

Male - 186
Women - 214
Aboriginal & Torres Strait Islander - 18.6%

Staff Wellbeing

In September 2017 Westhaven introduced a New Employee Assistance Program (EAP) to our organisation for not only employees, but also their immediate family. The program is available 24/7 and is a confidential counseling and support service to help employees and their families deal with personal or work related issues in a positive way.

This year staff were also introduced to the new Fitness Passport membership, which optionally gives them and their family members the opportunity to attend 5 gyms/pools in the Dubbo region and more than 350 gyms/pools throughout NSW. When Fitness Passport commenced in June 2017 we had 40 members, and today have a total of 188 staff and family members using this membership.

Properties

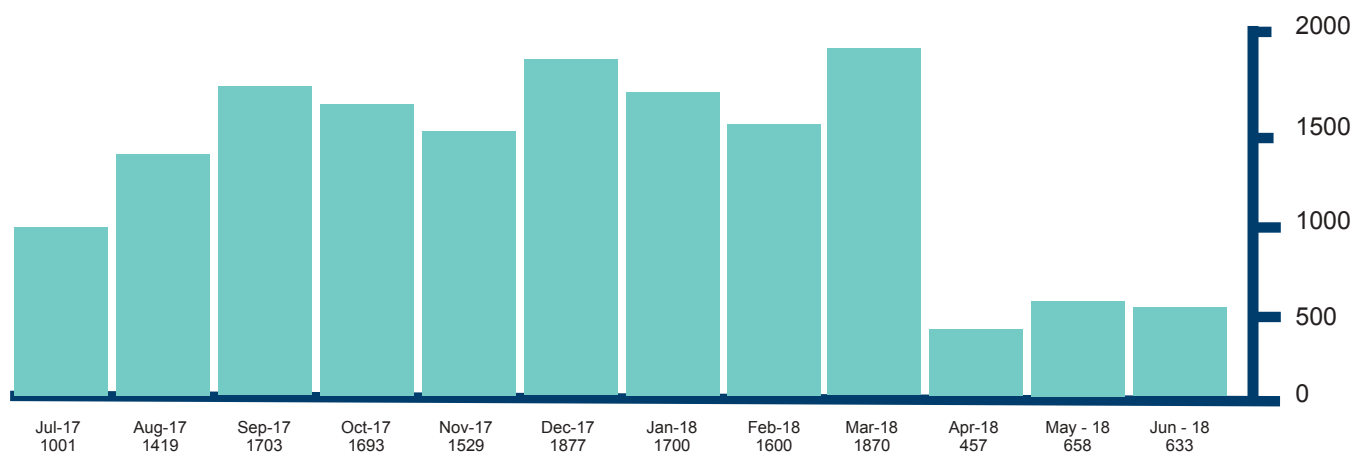
This financial year has seen continued growth in our Property department, with the profile increasing to encompass:

- 8 commercial properties, including 6 community property sites which are leased
- 41 owned accommodation properties for clients/children/young people
- 17 leased accommodation properties for clients/children/young people

Moving forward, there is a dedicated property team focused for the next financial year on managing and growing the portfolio for the benefit of the whole organisation.

Information & Technology

Westhaven engages the support of an external service provider for our IT services and during the last financial year there has been a shift in this service. With the introduction of the NBN to the majority of our services, we now have a better connectivity rate across the organisation which has seen a significant reduction in the amount of tickets raised with the service provider.

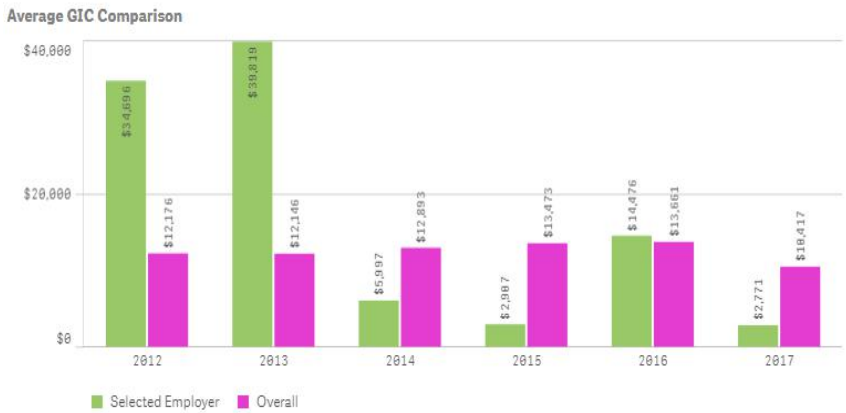


We have implemented infrastructure, moving our servers into 1 building, and integrating a new server which has also seen greater efficiencies and improved service delivery. Additionally, the introduction of new client management software and accounting software is underway, allowing us to capture information and bill for services. This is still in the transition phase, but will be completely rolled out by the end of 2018.

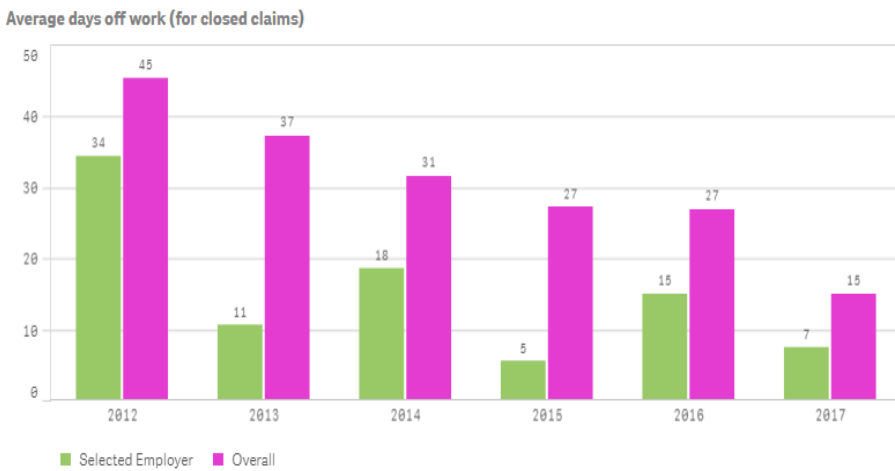
Work Health & Safety

Work Health and Safety continues to be of paramount importance to Westhaven, and will continue to be moving forward. Given that the type of support required by clients has changed over the past several years, our focus has been on delivering training that will allow our staff to keep themselves and our clients safe. For example, we have introduced resilience training to all staff - a training type we suggested due to the type of support that our clients require. The introduction of more specific training has contributed to a reduction in workplace injuries and while we acknowledge that reporting is still high, the preventative training has assisted in the reduction of lost time.

Since 2014 Westhaven has performed better than the industry average Gross Incurred Claims Costs (weekly benefits, medical and other)



Westhaven has also consistently performed better than the industry for recovery at work, which indicates that suitable duties are often made available for injured workers.



Finance

Westhaven has experienced a period of rapid growth over the past year, with most of the growth attributed to the transition to the NDIS. Westhaven’s services became available to a larger number of people this year, requiring an expansion of our facilities and team to meet this need. We saw an increase in funding received for adult services by 40% compared to the previous year, and our reputation as a provider of quality Residential Out Of Home Care for children saw growth of over 14% in this area.

One of the challenges presented by this year’s rapid growth was the expansion of our administration and support services. For example, the Finance Department has grown from four staff members to twelve, largely to cope with the high administrative burden of the NDIS. Overall, Westhaven’s revenue grew by 66% compared to the previous year and operating expenses grew by 46%, resulting in a healthy net surplus of \$2.5m.

THE WESTHAVEN ASSOCIATION
(A company limited by guarantee)
ABN 56 000 543 046

ABRIDGED FINANCIAL STATEMENTS
STATEMENT OF COMPREHENSIVE INCOME
FOR THE YEAR ENDED 30 JUNE 2018

	2018	2017
	\$	\$
REVENUE		
Revenue from Government Grants	25,750,886	15,439,864
Other Revenue	3,114,940	3,596,458
TOTAL REVENUE	<u>28,865,826</u>	<u>19,036,322</u>
EXPENSES		
Changes in inventories or finished goods and work in progress	(98,344)	123,468
Raw Materials and consumables used	(101,648)	(200,308)
Employee expenses	(21,161,143)	(14,379,473)
Depreciation expense	(469,944)	(359,246)
Other expenses	(4,480,170)	(3,163,258)
TOTAL EXPENSES	<u>(26,311,249)</u>	<u>(17,978,817)</u>
PROFIT FOR THE YEAR	<u><u>\$2,554,577</u></u>	<u><u>\$1,057,505</u></u>

THE WESTHAVEN ASSOCIATION
(A company limited by guarantee)
ABN 56 000 543 046

ABRIDGED FINANCIAL STATEMENTS
STATEMENT OF FINANCIAL POSITION
FOR THE YEAR ENDED 30 JUNE 2018

	2018	2017
	\$	\$
ASSETS		
CURRENT ASSETS		
Cash and cash equivalents	579,417	3,800,626
Trade and other receivables	6,950,424	1,955,042
Inventories	401,090	306,746
Other assets	67,597	28,547
TOTAL CURRENT ASSETS	7,998,528	6,090,,961
NON-CURRENT ASSETS		
Property, plant and equipment	12,404,291	11,036,445
TOTAL NON-CURRENT ASSETS	12,404,291	11,036,445
TOTAL ASSETS	\$20,402,819	\$17,127,406
LIABILITIES		
CURRENT LIABILITIES		
Trade and other payables	1,171,806	1,033,577
Financial liabilities	62,523	7,782
Provisions	1,059,176	750,773
Other liabilities	748,139	691,023
TOTAL CURRENT LIABILITIES	3,041,644	2,483,155
NON-CURRENT LIABILITIES		
Financial liabilities	165,856	56,799
Provisions	438,600	385,310
TOTAL NON-CURRENT LIABILITIES	604,456	442,109
TOTAL LIABILITIES	\$3,646,100	\$2,925,264
NET ASSETS	\$16,756,719	\$14,202,264
EQUITY		
Reserves	5,333,849	5,333,849
Retained Earnings	11,422,870	8,868,293
TOTAL EQUITY	\$16,756,719	\$14,202,142

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THE WESTHAVEN ASSOCIATION

Opinion

We have audited the financial statements of The Westhaven Association, which comprises the statement of financial position as at 30 June 2018, and the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year ended on that date, accompanying notes to the financial statements and directors' declaration.

In our opinion, the financial statements of The Westhaven Association are in accordance with:

- (a) the Corporations Act 2001, including:
 - (i) giving a true and fair view of the company's financial position as at 30 June 2018 and of its performance for the year ended on that date; and
 - (ii) complying with Accounting Standards in Australia and the Corporations Regulations 2001; and
- (b) other mandatory professional reporting requirements in Australia.

Basis for Opinion

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the company in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants* (the Code) and the *Corporations Act 2001* that are relevant to our audit of the financial statements in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

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

Other Information

The Directors are responsible for the other information. This is the other information contained in the annual report apart from the financial statement of the Company for the year ended 30 June 2018.

Our opinion on the financial statements does not cover the other information and accordingly we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and in doing so consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of Management and the Directors for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Australian Accounting Standards, and for such internal control as management deems necessary to enable the preparation of the financial statements that are free from material misstatement, where due to fraud or error.



INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF
THE WESTHAVEN ASSOCIATION
(Continued)

In preparing the financial statements, management is responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless management intends to liquidate the Company or cease operations, or has no realistic alternative but to do so.

The Directors are responsible for overseeing the Company's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but it is not a guarantee that an audit conducted in accordance with Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with Australian Auditing Standards, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with the Directors, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during the audit.



LUKA GROUP

2 River Street
Dubbo
Dated: 29 October 2018



JM SHANKS
PARTNER

The year ahead...

Looking forward to the future for Westhaven means continual improvement to the whole of Westhaven.

Westhaven's new property coordinator is now attending to our 67 properties to firstly make sure they are suitable for our people, children and young people living at Westhaven. This includes maintaining the properties, liaising with real estate agents and maintaining all sites which makes the Westhaven properties more manageable. Some properties when purchased or rented require alterations and fit-out of specific disability items to assist in the care of some of our people, children and young people.

We continue to have a great relationship with the business community of Dubbo and surrounding districts which provides many opportunities for our participants in the means of supported employment, community activities and engagement with events happening within the community. Westhaven participants are well accepted in the community and are cherished and supported by many caring people, we are certainly grateful for this.

Westhaven's management team has grown over the past 12 months and continues to do so for the betterment of the organisation.

More training will be provided for staff, especially where participants have high demands for supports. This is a specialised area, Westhaven has identified that having well trained staff particularly in these areas, provides the expertise required to manage our participants carefully and with skill.

Children's Services and Intense Support will grow further with the high demand of supports for children and young people with disability not only from the Dubbo community but children and young people from metropolitan areas such as Sydney and further afield.

All participants at Westhaven will enjoy a wonderful year ahead filled with learning, activities, fun holidays and continued supported employment and accommodation making them feel safe and cared for in every possible way. They will certainly be living the life they choose.

May the road rise up to meet you
May the wind be always at your back
May the sun shine warm upon your face
The rainfall soft upon your fields
And until we meet again
May God bless you in the palm of his hand.

Irish Blessing

Live life the way you choose



To find out more:

Phone: 02 6882 4111 or visit 475 Wheelers Lane Dubbo

www.westhavendubbo.com.au

