



## **Contact Us**

1800 CHOICE choice@westhaven.org.au westhaven.org.au









## Offices

**Dubbo** 475 Wheelers Lane

Orange 120-122 Summer Street

Broken Hill 633 Lane St

## **Postal Address**

PO Box 4695, Dubbo East NSW 2830

ABN: 56 000 543 046

Front Photo: Harry Sinclair, Supported Employee at McDonald's, Dubbo

# Contents

Live how you choose (Westhaven introduction)	4
Letter from Chairman & CEO	6 - 7
W27 Strategic Report	8 - 9
Children Services Story	10 - 11
Adult Services Story	12 - 13
Our Year in Numbers	14 - 15
Board of Directors	16 - 17
Executive Leadership Team	18 - 19
Financials	20 - 29
Auditor Independence Declaration	22
Statement of Financial Position	23
Statement of Profit and Loss and Other Comprehensive Income	24
Statement of Changes in Funds	25
Statement of Cash Flows	26
Director's Declaration	27
Independent Auditor's Report	28 - 29







We at Westhaven acknowledge First Nation peoples as the Traditional Owners, the Custodians of the land. We acknowledge the connection to land and waters, and as allies, we support their aspirations for Country. Westhaven is committed to reconciliation. We promote equity, provide education and opportunities, participate in culture, and partner with Community. **Reconciliation is all of our responsibility.** 

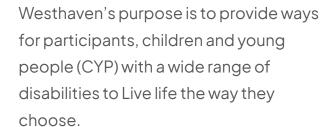
# Live how you choose

We help people with disability in Regional NSW live their best life with industry leading housing, meaningful employment and connection to community.





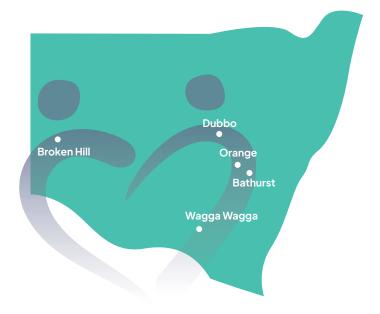




Westhaven is a not for profit, community-based charity in NSW, and we reinvest all our profits into supporting people with disability.

We focus on quality and flexible disability services such as social support, living arrangements and employment opportunities.

Our story is one of success, beginning as a humble rural provider in the 1950's running a school in Dubbo for children with intellectual disabilities.





Close to 70 years later Westhaven has expanded it's services and reach, making it the provider of choice in Orange,
Bathurst, Wagga Wagga and Broken Hill in addition to Dubbo.

We're proud that all our staff are based locally in Western NSW, keeping a finger on the pulse ensuring Westhaven continues to be the clear leader in service delivery for Regional NSW.





# Letter from Chairman & CEO

## Transforming Challenges into Opportunities: A Year of Progress and Resilience

## Dear Stakeholders,

We are pleased to present the Annual Report for Westhaven Group for 2024. This year has been defined by remarkable achievements and strategic progress, even in the face of a complex operating environment.

## **Delivering on Our Strategic Vision**

We have continued to make significant strides in implementing our W27 Strategy, focusing on our clients, our people, our culture, and our impact. Our commitment to this strategic framework has guided our decisions and actions throughout the year, ensuring that we remain steadfast in our mission to empower individuals with disabilities.

## **Expanding Our Reach and Services**

We expanded our operations into Bathurst and Wagga, broadening our reach and allowing us to serve a wider community. We deepened our relationship with the NSW Department of Community and Justice (DCJ), demonstrating our commitment to collaboration and our capacity to provide high-quality services.

## **Embracing Innovation and Efficiency**

We harnessed the power of Artificial Intelligence (AI) and robotic process automation (RPA) to drive productivity improvements across our organisation. This strategic investment has enabled us to streamline processes, reduce costs, and enhance the quality of our services. We acknowledged the legacy of Westhaven Business Services and closed the 2 Sheep Ugg boot factory, marking almost 50 years of dedicated service to our community. The closure was a difficult decision but was in response to client and their families feedback and community expectations that people with a disability should be supported in open employment, not a 'sheltered workshop'. This represents a significant transition for Westhaven, and we are excited about the opportunities that lie ahead.

## Fostering a Culture of Diversity, Equity, and Inclusion

We celebrated diversity, equity, and inclusion throughout our organisation, recognising the unique contributions of our diverse staff cohorts. We invested in comprehensive training programs, including leadership development for our frontline teams, to ensure that our workforce is equipped with the skills and knowledge needed to thrive in a dynamic environment.

#### **Prioritising Quality and Compliance**

We continued to invest in our quality systems to ensure the safety and well-being of our clients and children and young people (CYP). We maintained strict adherence to compliance standards, reinforcing our commitment to providing exceptional care.

## Strengthening Our Digital Infrastructure

We invested in our digital and IT systems to enhance user experience for our staff, optimise business processes, and safeguard against cyber threats. This ongoing commitment to technological innovation ensures that our organisation remains resilient and adaptable in an ever-evolving landscape.

## Navigating a Challenging Operating Environment

We faced a challenging operating environment characterised by cost pressures and tight funding. However, through prudent financial discipline and ongoing productivity improvements, we successfully managed these challenges.

## **Adapting to Sector Changes**

We actively engaged with stakeholders, including clients, families, staff, funding providers, sector advocacy bodies, suppliers, and the communities we serve. Their insights and support have been invaluable in shaping our direction and ensuring that we remain responsive to the needs of our community.

## **Looking Ahead**

As we look to the future, we are prepared for further changes in the disability sector as the recommendations from the Disability Royal Commission and the NDIS 10-year review are implemented. We remain committed to adapting to these changes and ensuring that we continue to provide high-quality, person-centred services.

Thank you for your unwavering support, which is instrumental in making Westhaven successful.

#### Sincerly,



**Aspiration:** Over the next few years towards 2027, we will expand our impact by sustainably growing our personalised, high quality and innovative services for people with disability to thrive and live life the way they choose.

# **Our Impact**

# Create sustained growth and impact for our stakeholders.

Grow our impact by increasing the volume of services we deliver to enable people with disability to live life the way they choose. Be the provider of choice across the services we offer to make a difference in the lives of our clients.

Maintain cost discipline to ensure financial sustainability and invest in our future. Foster a strong ecosystem of funders, partners and collaborators.



To achieve our W27 aspiration, we have framed our strategy and objectives in four integrated pillars. Our overarching focus continues to be on quality growth, with our clients being the common thread that weaves our strategy together with our mission and purpose.

# **Our Culture**

Deliver on our purpose through learning and innovation.

**Continue** to place clients at the centre of everything we do. **Build** a culture of leadership accountability and effectiveness. **Lead** with a digital first and data driven mindset. **Establish** Westhaven as a socially and environmentally responsible organisation.

# **Our Client Experience**

Provide an exceptional client experience that you can count on.

Be known for high quality and safe services

Increase personalisation of service delivery for our clients

Improve our client outcomes

Elevate the client voice in Westhaven



# **Our People**

Be the place you want to work

Empower our frontline managers to be quality and value-aligned leaders. Partner with our clients to provide the right support, in the right place, at the right time.
Enhance the Westhaven employee experience.
Celebrate and nurture an inclusive, diverse and supportive workplace.

# **Children Services Story**

# Scott's dream of returning to country fulfilled

Scott's uplifting journey embodies resilience and growth as he fulfills his dream of returning to his roots and embracing his connection to Country. After joining Westhaven Dubbo Children Services in May 2021, his unwavering goal to relocate back to his hometown finally came to fruition in Wagga Wagga in April 2024.

Supported by his caring team, Scott has flourished since settling in, immersing himself in the community and pursuing his passions.

Scott's story serves as a testament to the transformative power of determination, care team support, and self-discovery as he navigates towards a future filled with promise and growth. Alongside reconnecting with his cultural heritage, Scott embodies resilience and a pioneering spirit, setting a shining example for others on their own unique journeys.





## **Highlights**

- Successfully relocated to Wagga Wagga Westhaven winning tender with the DCJ Intensive Therapeutic Care (ITCSD) program.
- Thrives in his new environment, enjoying outdoor activities, maintaining fitness routines, and exploring career possibilities.
- Supported by family ties in Wagga Wagga, Scott is actively preparing for independent living and future employment opportunities.

Learn more about our Children Services



\* To protect his identity, 'Scott's' name has been changed and stock photos used

## **Adult Services Story**

# A Journey of Self-Care and Discovery

The past year marked significant achievements of our organisation in empowering individuals with disabilities to achieve increased independence, improved skills, and greater social participation. We showcase the positive impact of our programs through the success stories of our participants.

This year, Brendon Thomasz, a young individual with sensory processing challenges, embarked on a transformative journey with his individual NDIS goals of increasing personal care and social participation. For the entirety of Brendon's life he has experienced limited engagement with water in both self care and recreational settings due to sensory sensitivities.

Our team designed a personalised program that addressed Brendon's specific needs whilst applying patience and sensitivity to his challenges.

#### We focused on:

- Promoting Self-Care: We facilitated the development of daily personal care routines. This included tasks like showering, hygiene, and grooming.
- Breaking Down Barriers: Through gentle desensitisation techniques, Westhaven alongside his extended care team helped
- Brendon become more comfortable with water. This involved gradual introduction to water activities in a safe and supportive environment.
- Building Confidence: We provided positive reinforcement and celebrated even small victories. This fostered a sense of confidence and encouraged Brendon to embrace new challenges.



This approach proved to be instrumental in Brendon's journey. By acknowledging progress and celebrating even minor triumphs, Brendon obtained a sense of accomplishment and self-belief. This newfound confidence has had a ripple effect, leading Brendon to explore exciting new possibilities.

- Desire for Employment: The boost in confidence has sparked an interest in exploring employment opportunities.

  Brendon is now actively seeking ways to contribute his skills and talents in the workforce.
- embracing Competition: The courage to embrace challenges has extended beyond water activities. Brendon has recently entered The Dubbo Show, showcasing newfound confidence and a willingness to step outside their comfort zone. This exemplifies the transformative power of self-belief and the desire for social participation.

The dedication of our team and the unwavering determination of Brendon and his extended care team led to remarkable progress:

- Increased Personal Care: Brendon has now established a consistent routine for personal care tasks, demonstrating greater independence in daily life.
- Introduction of Grooming: Brendon has also embraced new self-care practices such as regular haircuts and beard grooming, fostering a sense of personal pride.
- Transformation with Water: The most significant achievement was the successful introduction of water activities. Brendon overcame initial discomfort and now enjoys outings to the pool where he has successfully entered the water to engage with his peers, a skill that opens doors to social interaction and additional recreational opportunities.

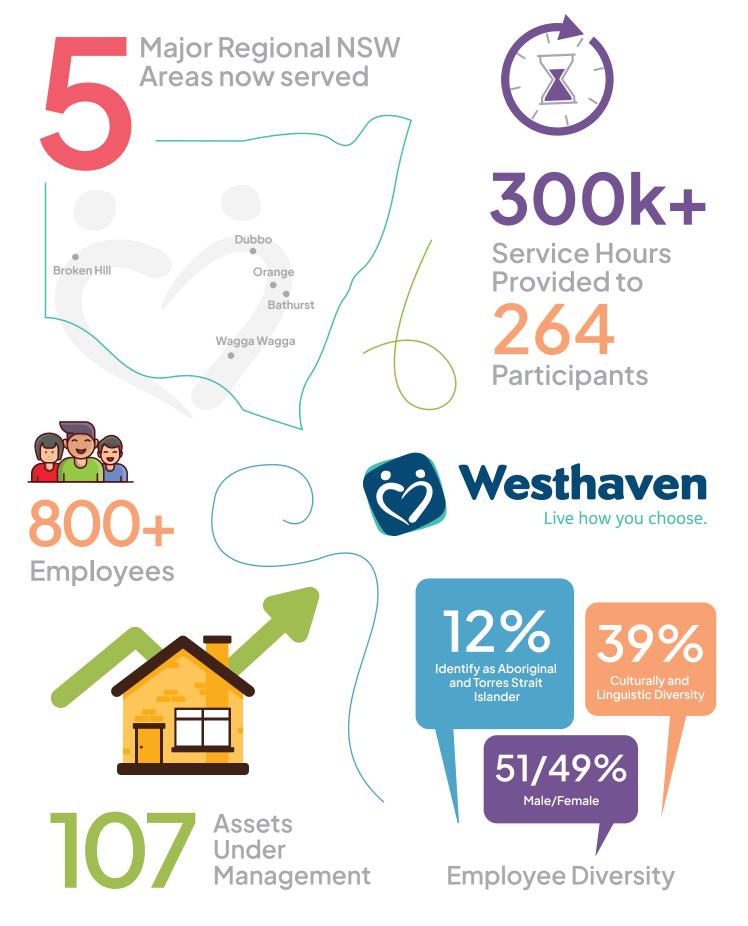


Brendon's story exemplifies the transformative power of our programs. Through tailored support, individuals with disabilities can achieve remarkable progress in areas of self-care, skill development, and social participation. We are committed to empowering individuals like Brendon to lead fulfilling and independent lives.

Learn more about our Adult Services:



# **Our Year in Numbers**





# **Board of Directors**

The board oversees the overall business and compliance performance and brings a wealth of knowledge and expertise which augments Westhaven's ability to grow as an organisation.



"The best way to find yourself is to lose yourself in the service of others"

Mahatma Gandhi



Chairman
Matthew Irvine

in matthew-d-irvine

View credentials on our website:



Director **Alexandra Geddes** in alexandra-geddes-b5a3542



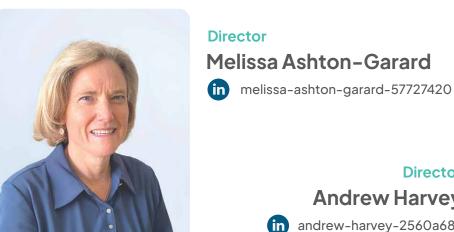
**Director Grahame Marchant** in grahame-marchant-a0161787



**Director Grant Simpson** in grant-simpson-gaicd-65aaa0b



**Director Diane Gray** in dianemgray





**Director Andrew Harvey** in andrew-harvey-2560a687



wh.ltd/bm

# Executive Leadership Team

The leadership team continually focuses and aligns the purpose and values of the organisation to support the outcomes of participants, children and young people to live life the way they choose.

View credentials on our website:



wh.ltd/elt





Chief Executive Officer (CEO)

Andrew Everett

in andreweverett



Executive Assistant to CEO
Karen Meredith

in karen-m-meredith



GM of Childrens Services
Midhun Francis
in midhun-francis



GM of Adult Disability Services
Penny Gibbs
in pennygibbs



Director of IT & Digital
Ben Camilleri

in ben-camilleri

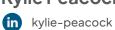


GM of Zapti
Brandan Weeks
in brandan-weeks





**Director of People & Culture Kylie Peacock** 





**Chief Financial Officer (CFO) Peter Jones** 



in peter-te-jones



**GM of Corporate Services** Lynda Haksteeg in lynda-haksteeg





**GM of Excelsior Housing Services Andrew Pansini** 



in andrew-pansini

# "To handle yourself use your head; to handle others, use your heart"

Eleanor Roosevelt



# Financials



Auditor Independence Declaration	n 22	Statement of Cash Flows	26
Statement of Financial Position	23	Director's Declaration	27
Statement of Profit or Loss and Other Comprehensive Income	24	Independent Auditor's Report	28-29
Statement of Changes in Funds	25		



LEVEL 2 / TOWER 1 / 495 VICTORIA AVE CHATSWOOD NSW 2067 / AUSTRALIA

PO BOX 5515 CHATSWOOD NSW 2057 / AUSTRALIA TEL: 61 2 9412 3033 FAX: 61 2 9411 3242

EMAIL: INFO@STEWARTBROWN.COM.AU
WEB: WWW.STEWARTBROWN.COM.AU

ABN: 63 271 338 023

#### CHARTERED ACCOUNTANTS

# WESTHAVEN LIMITED AND CONTROLLED ENTITIES ABN 56 000 543 046

#### **FINANCIAL REPORT - 30 JUNE 2024**

# AUDITOR'S INDEPENDENCE DECLARATION UNDER S307C OF THE CORPORATIONS ACT 2001 TO THE DIRECTORS OF WESTHAVEN LIMITED AND CONTROLLED ENTITIES

In accordance with the requirements of the *Australian Charities and Not-for-profits Commission Act 2012* and the *Corporations Act 2001*, as lead auditor for the audit of Westhaven Limited and its controlled entities, I declare that, to the best of my knowledge and belief, during the year ended 30 June 2024 there have been:

- (a) no contraventions of the auditor independence requirements as set out in the *Australian Charities and Not-for-profits Commission Act 2012* and the *Corporations Act 2001* in relation to the audit; and
- (b) no contraventions of any applicable code of professional conduct in relation to the audit.

Stewart Brown

**Chartered Accountants** 

S.J. Hutcheon

Partner

19 September 2024

# WESTHAVEN LIMITED AND CONTROLLED ENTITIES ABN 56 000 543 046

# STATEMENT OF FINANCIAL POSITION AS AT 30 JUNE 2024

	Consolidated	
	2024	2023
	\$	\$
ASSETS		
Current assets		
Cash and cash equivalents	7,153,505	5,244,145
Trade and other receivables	2,930,444	3,047,720
Inventories	-	71,214
Current tax assets	4,537	
Total current assets	10,088,486	8,363,079
Non-current assets		
Deferred tax assets	19,304	5,842
Investment properties	38,106,517	35,029,604
Property, plant and equipment	5,353,709	2,639,141
Right-of-use assets	1,036,444	969,509
Total non-current assets	44,515,974	38,644,096
TOTAL ASSETS	54,604,460	47,007,175
LIABILITIES		
Current liabilities		
Current tax liabilities	-	11,121
Trade and other payables	4,453,577	3,388,231
Employee benefits	3,501,791	3,212,228
Lease liabilities	172,180	160,049
Total current liabilities	8,127,548	6,771,629
Non-current liabilities		
Borrowings	11,092,800	5,452,800
Employee benefits	1,259,148	981,437
Lease liabilities	950,757	899,994
Total non-current liabilities	13,302,705	7,334,231
TOTAL LIABILITIES	21,430,253	14,105,860
NET ASSETS	33,174,207	32,901,315
FUNDS		
Accumulated funds	33,174,207	32,901,315
TOTAL FUNDS	33,174,207	32,901,315

# WESTHAVEN LIMITED AND CONTROLLED ENTITIES

## STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME FOR THE YEAR ENDED 30 JUNE 2024

	Consolidated	
	2024	2023
	\$	\$
Revenue	80,281,870	72,107,950
Other income	817,917	43,149
	81,099,787	72,151,099
Expenses		
Administration expenses	(80,995)	(492,059)
Client expenses	(1,449,148)	(1,159,543)
Cost of sales	(18,964)	(75,053)
Depreciation	(562,405)	(425,081)
Employee benefits expense	(69,626,391)	(60,863,494)
Finance costs	(405,965)	(110,972)
Insurance	(328,467)	(287,342)
Motor vehicle expenses	(1,004,537)	(692,227)
Professional fees	(1,395,273)	(2,001,631)
Property costs	(633,541)	(537,482)
Rent and utilities	(1,934,984)	(1,732,158)
Repairs and maintenance	(635,333)	(596,242)
Other expenses	(2,705,640)	(2,447,038)
	(80,781,643)	(71,420,322)
Surplus before income tax	318,144	730,777
Income tax expense	(45,252)	(29,315)
Surplus for the year	272,892	701,462
Other comprehensive income		
Total comprehensive income for the year	272,892	701,462

# WESTHAVEN LIMITED AND CONTROLLED ENTITIES

## STATEMENT OF CHANGES IN FUNDS FOR THE YEAR ENDED 30 JUNE 2024

	Accumulated Funds	Total
	\$	\$
Consolidated		
Balance at 1 July 2022	32,199,853	32,199,853
Comprehensive income		
Surplus for the year	701,462	701,462
Other comprehensive income	-	
Total comprehensive income for the year	701,462	701,462
Balance at 30 June 2023	32,901,315	32,901,315
Balance at 1 July 2023	32,901,315	32,901,315
Comprehensive income		
Surplus for the year	272,892	272,892
Other comprehensive income	-	
Total comprehensive income for the year	272,892	272,892
Balance at 30 June 2024	33,174,207	33,174,207

# WESTHAVEN LIMITED AND CONTROLLED ENTITIES

# STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 30 JUNE 2024

	Consolidated	
	2024	2023
	\$	\$
Cash flows from operating activities		
Receipts from customers	7,221,714	2,829,876
Payments to suppliers and employees	(81,444,683)	(73,587,385)
Grants received	33,608,815	28,092,258
NDIS funding	42,863,100	43,619,896
Donations	58,386	28,948
Interest received	118,207	4,101
Interest paid - other	(351,492)	-
Interest paid - leases	(54,473)	(58,172)
Income tax paid	(74,372)	(97,721)
Net cash flows from operating activities	1,945,202	831,801
Cash flows from investing activities		
Proceeds from sale of property, plant and equipment	151,587	113,800
Purchase of property, plant and equipment	(5,413,026)	(3,946,707)
Purchase of investment properties	(196,395)	(566,590)
Net cash flows from investing activities	(5,457,834)	(4,399,497)
Cash flows from financing activities		
Proceeds from borrowings	5,640,000	5,400,000
Repayment of lease liabilities	(218,008)	(248,147)
Net cash flows from financing activities	5,421,992	5,151,853
Net increase in cash and cash equivalents	1,909,360	1,584,157
Cash and cash equivalents at the beginning of the financial year	5,244,145	3,659,988
Cash and cash equivalents at the end of the financial year	7,153,505	5,244,145

# WESTHAVEN LIMITED AND CONTROLLED ENTITIES ABN 56 000 543 046

#### **FINANCIAL REPORT - 30 JUNE 2024**

#### **DIRECTORS' DECLARATION**

The Directors of Westhaven Limited declare that:

- The financial statements, which comprises the statement of financial position as at 30 June 2024, and the statement of profit or loss and other comprehensive income, statement of changes in funds and statement of cash flows for the year ended on that date, a summary of accounting policies and other explanatory notes are in accordance with the Australian Charities and Not-for-profits Commission Act 2012 and:
  - (a) comply with Australian Accounting Standards Simplified Disclosures; (including Australian Accounting Interpretations) and the Australian Charities and Not-for-profits Commission Regulations 2022; and
  - (b) give a true and fair view of the financial position as at 30 June 2024 and of the performance for the year ended on that date of the group.
- 2. In the opinion of the Directors, there are reasonable grounds to believe that the group will be able to pay its debts as and when they become due and payable.

This declaration is made in accordance with a resolution of the Board of Directors.

Matthew Irvine Director

Dubbo, 19 September 2024

Grahame Marchant

Director



CHARTERED ACCOUNTANTS

LEVEL 2 / TOWER 1 / 495 VICTORIA AVE CHATSWOOD NSW 2067 / AUSTRALIA

PO BOX 5515 CHATSWOOD NSW 2057 / AUSTRALIA TEL: 61 2 9412 3033 FAX: 61 2 9411 3242

EMAIL: INFO@STEWARTBROWN.COM.AU WEB: WWW.STEWARTBROWN.COM.AU

ABN: 63 271 338 023

# WESTHAVEN LIMITED AND CONTROLLED ENTITIES ABN 56 000 543 046

#### **FINANCIAL REPORT - 30 JUNE 2024**

# INDEPENDENT AUDITOR'S REPORT TO THE DIRECTORS OF WESTHAVEN LIMITED AND CONTROLLED ENTITIES

#### **Opinion**

We have audited the accompanying financial report of Westhaven Limited (the parent entity) and Westhaven Limited and its controlled entities (the group) which comprises the statement of financial position as at 30 June 2024, the statement of profit or loss and other comprehensive income, the statement of changes in funds and statement of cash flows for the year then ended, notes comprising a summary of accounting policies and other explanatory information, and the Directors' Declaration of the consolidated entity comprising the parent entity and the entities it controlled at the year's end or from time to time during the financial year.

In our opinion the financial report of Westhaven Limited (the parent entity) and Westhaven Limited and its controlled entities (the group) is in accordance with the *Australian Charities and Not-for-profits Commission Act 2012*, including:

- a) giving a true and fair view of the group's financial position as at 30 June 2024 and of its financial performance for the year then ended, and
- b) complying with Australian Accounting Standards Simplified Disclosures and the Australian Charities and Not-for-profits Commission Regulations 2022.

#### **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 Responsibility for the Audit of the Financial Report* section of our report. We are independent of the group in accordance with the auditor independence requirements of the *Australian Charities and Not-for-profits Commission Act 2012* and the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants* (the Code) that are relevant to our audit of the financial report in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

We confirm that the independence declaration required by the *Australian Charities and Not-for-profits Commission Act 2012*, which has been given to the Directors of the group, would be in the same terms if given to the Directors as at the time of this auditor's report.

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

#### Directors' Responsibility for the Financial Report

The Directors of the group are responsible for the preparation of the financial report that gives a true and fair view in accordance with *Australian Accounting Standards - Simplified Disclosures* and the *Australian Charities and Not-for-profits Commission Act 2012* and for such internal control as the Directors determine is necessary to enable the preparation of a financial report that gives a true and fair view and is free from material misstatement, whether due to fraud or error.

In preparing the financial report, the Directors are responsible for assessing the group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Directors either intend to liquidate the group or to cease operations, or have no realistic alternative but to do so.

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

# WESTHAVEN LIMITED AND CONTROLLED ENTITIES ABN 56 000 543 046

#### **FINANCIAL REPORT - 30 JUNE 2024**

# INDEPENDENT AUDITOR'S REPORT TO THE DIRECTORS OF WESTHAVEN LIMITED AND CONTROLLED ENTITIES

#### Auditor's Responsibilities for the Audit of the Financial Report

Our objectives are to obtain reasonable assurance about whether the financial report as a whole is 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 is not a guarantee that an audit conducted in accordance with the 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 the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

A further description of our responsibilities for the audit of the financial report is located at *The Auditing and Assurance Standards Board* and the website address is <a href="http://www.auasb.gov.au/Home.aspx">http://www.auasb.gov.au/Home.aspx</a>

We communicate with the Directors regarding, 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 our audit.

StewartBrown

**Chartered Accountants** 

Stewart Brown

**S.J. Hutcheon** Partner

19 September 2024





