

Westhaven

Live how you choose.

Annual Report 2026

Featured Cover Artist

Jaidyn Fitzpatrick

This painting, one of the largest I've ever created, taking roughly 80 hours, represents our people coming together on Wiradjuri land.

As a 28-year-old Wiradjuri man who began painting two years ago after my father-in-law inspired me to deepen my cultural connection, this piece holds deep personal meaning.

It reflects the unity, connection and mutual support that keep our culture strong across the nation. At its heart, the artwork highlights our young people—the future of our communities—and the vital importance of passing down our stories, Country and traditions so the next generation knows exactly where they come from and who they are.

— Jaidyn Fitzpatrick

We are immensely proud to have Jaidyn, a proud Wiradjuri man, on our team as a Support Worker with Children Services in Bathurst.

His artwork, created specifically for our Bathurst office, beautifully embodies Westhaven's commitment to community, culture and the vital work we deliver across regional NSW.



Contact Us

1800 CHOICE

choice@westhaven.org.au

westhaven.org.au

Service Regions

Albury
Bathurst
Broken Hill
Dubbo
Orange
Queanbeyan
Tamworth
Wagga Wagga

Postal Address

PO Box 4695,
Dubbo East NSW 2830

Head Office

475 Wheelers Lane,
Dubbo NSW 2830

ABN: 56 000 543 046

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Glossary of Acronyms

CYP = Children & Young People

DCJ = Department of Communities & Justice

SIL = Supported Independent Living

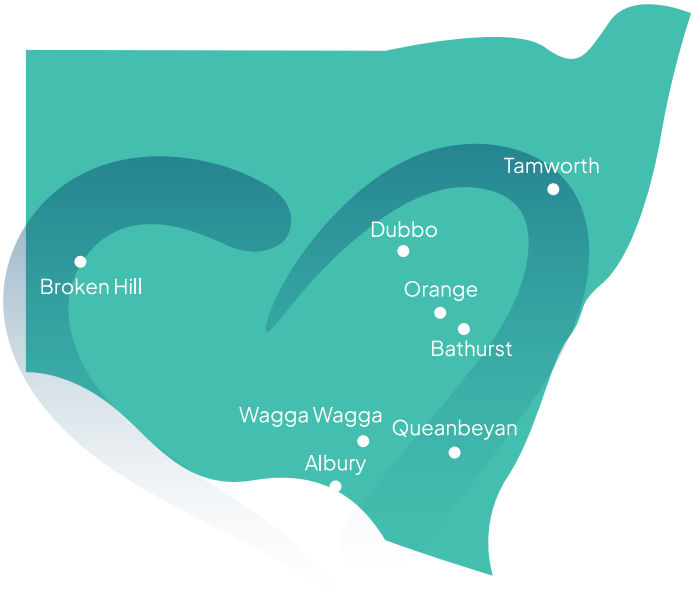
NDIS = National Disability Insurance Scheme

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's purpose is to provide ways for participants, and children and young people (CYP) with a wide range of disabilities to live life the way they choose.

Westhaven is a not for profit, community-based charity in New South Wales (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 1950s running a school in Dubbo for children with intellectual disabilities.

Westhaven
Live how you choose.

Close to 70 years later Westhaven has expanded its services and reach, making it the provider of choice in Albury, Bathurst, Dubbo, Orange, Queanbeyan, Tamworth, Wagga Wagga and Broken Hill.

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

visit our website
www.westhaven.org.au

8 Regional Areas Proudly Served and continually growing

14 EMPLOYEES WITH DISABILITY

1M+ Hours of Service Provided to Participants



1100+ Employees

27,793+ HOURS



OF TRAINING COMPLETED

43% Culturally and Linguistically Diverse

49/51% Female/Male Staff Ratio

10% 

Aboriginal and Torres Strait Islander Employess



Letter from Chairman & CEO

Reflecting on another successful year, Westhaven continued to make significant strides in delivering our W27 Strategy across its four core pillars: Impact, Culture, People, and Clients.

Powered by a dedicated workforce of over 1,100 staff, our regional NSW footprint now spans eight locations: Broken Hill, Dubbo, Orange, Bathurst, Albury, Wagga Wagga, Tamworth and Queanbeyan.

Delivering Impact and Strategic Growth

This year, we supported over 350 clients and CYP living with a disability. We expanded our CYP support through contract extensions with the NSW Department of Communities and Justice (DCJ), reinforcing our role as a vital care partner.

Increased turnover reflected growing demand for our services, yielding a small surplus despite ongoing sector challenges in regional NSW.

Housing remained a key priority. Partnering with Excelsior Housing Services (EHS) and the Excelsior Fund, we commenced construction on 10 Specialist Disability Accommodation (SDA) dwellings in Dubbo, expanding our existing Dubbo and Orange portfolios. Directors from both organisations also held a Joint Board Strategy Session to explore future housing models.

Empowering Our People and Cultivating Culture

We celebrated our commitment to Diversity, Inclusion, and Equity, while leveraging technology to drive productivity:

- Learning & Development: Launched a mobile-enabled training platform, driving a measurable increase in compliance completion.
- Responsible Innovation: Delivered productivity savings using digital assistants and automated processes governed by an ethical, "human-in-the-loop" framework.
- Legislative Transitions: Managed the rollout of the NSW Portable Long Service Leave scheme.

Safety and Compliance Safety remains paramount. We maintained an "audit-ready" culture with over 150 frontline audits and completed the NDIS audit for Zapti. The Board strengthened governance via a dedicated work health and safety (WHS) responsibilities workshop, while fleet upgrades reduced average vehicle age to ensure safer transit.

A Note of Appreciation

Our achievements rely on our entire community. We extend our deepest gratitude to our clients, families, staff, leaders, Board members, and stakeholders for their trust and support as we build on this success in the year ahead.

We extend our sincere gratitude to our valued partners. Your unwavering support, shared vision and continued collaboration have been instrumental to our achievements this year.

Andrew Everett, CEO

andreweverett



Matthew Irvine, Chair

matthew-d-irvine



Aspiration: As we near 2027 we are expanding 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.



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 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.

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.

W27 Strategy

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.

Lilly's Journey Home to Country

In 2023, Lilly faced serious challenges. She required double staffing, experienced three or more critical incidents each week, had frequent police involvement, and struggled to engage with school and her wider community. These were difficult, high-risk circumstances that called for a sustained and considered response.

Westhaven Children's Services worked closely with DCJ to turn this around, taking a collaborative, data-driven approach grounded in the 10 Essential Elements of Intensive Therapeutic Care framework. Persistent, consistent care from Lilly's team gradually built the stability and trust she needed to thrive.

The results were striking: Lilly moved from double to single staffing, her critical incidents dropped to zero, she graduated from school, and then formed genuine friendships in her community.

In 2025, Lilly took the next step herself, self-advocating for a move back to Tamworth to reconnect with her Country. That transition has been a success — Lilly is now settled, connected, and living a genuinely happy life at home.

Note: Names changed and stock photos used to protect Children/Young Person identities.





Building a Future – Matthew Takes the Next Step Toward Building His Career

Matthew, a gifted student, is making significant strides toward a promising career. Following several terms of exceptional craftsmanship in woodwork — highlighted by the creation of a custom chopping board and storage box — Matthew has reached an impressive professional standard.

To ensure his readiness for the industry, Matthew recently undertook and passed his official White Card training. This certification was the final requirement needed to secure an upcoming work experience placement with the local team at Harrison Joinery.
Matthew's achievements to date include:

Exceptional Craftsmanship – successfully designed and constructed high-quality timber projects.

Professional Certification – earned his official White Card to work on-site.

Industry Placement – secured a hands-on work experience position with Harrison Joinery.

This placement offers Matthew a genuine look into trade life, allowing him to apply his classroom skills to professional projects. The Children's Services team is remarkably proud of his initiative and dedication — Matthew's commitment to mastering his trade is building the foundation for a very bright future.

Learn more wh.ltd/cs

Spotlight on Eloise Newton #betheplaceyouwanttowork

At Westhaven, our greatest strength lies in our employees—passionate individuals dedicated to helping participants "live life the way they choose". This year we are proud to shine a spotlight on Eloise Newton, whose journey with Westhaven exemplifies dedication, growth, and the willingness to embrace exciting new challenges.

A Journey of Growth: From Dubbo to Queanbeyan

Eloise's story at Westhaven began in Dubbo, where she stepped into the role of Case Manager in Children's Services in 2023. Right from the start, her proactive approach and passion for community-based support stood out. Mentored closely by the Manager of Case Management, Eloise immersed herself in every learning opportunity. The rich experience and exposure she gained during this time fueled her dedication, inspiring a deep commitment to giving her best to both her team and the young people in Westhaven's care.

Eloise embraced a major career opportunity in December 2025 when she put her hand up and accepted a relocation to Queanbeyan. There, she took on the pivotal role of starting up Westhaven's Children and Young People Program from the ground up.

Leading a team of 31 dedicated employees, Eloise navigated the expansion into the region with skill, enthusiasm, and a strong commitment to delivering high-quality care.

> ***"I love working at Westhaven because it reminds me that meaningful work is ultimately about people. It's a place where I feel challenged, supported and continually inspired to grow both as a leader and as a person".***

Embracing Challenges & Stepping into Leadership

Eloise's career progression highlights one of Westhaven's core values: continuous learning and career advancement. Never one to back down from a challenge, she actively sought out opportunities to expand her skillset, taking on key responsibilities learning both the Team Leader and Service Manager roles.

Her willingness to step out of her comfort zone, learn new operational frameworks, and mentor her team has been instrumental in the launch and ongoing success of the Queanbeyan program.


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Chris

If you ever hear the upbeat rhythm of drums or joyful singing echoing down the halls, chances are you've just crossed paths with Christopher "Chris". At 43 years old, Chris is a vibrant and beloved member of Westhaven in Dubbo, where he has been bringing smiles to faces since he first moved in during 2004.

Chris navigates life with the dedicated support of his Westhaven team. He currently shares his home with three housemates and is celebrated by everyone who meets him for his wonderfully bubbly personality.

Chris has a deep, expressive passion for music and entertainment. He loves playing his CDs, singing along to the tracks, and is well-known in the community for how beautifully he plays the drums. His love for dancing and music brings a very special energy to his home.

When he isn't making music, Chris is often out going on exciting adventures with his external Day Programs, or relaxing by watching Home and Away, enjoying his favorite DVDs, or heading out for lunch and a movie.

Those who know Chris best appreciate his contagious smile and his love for a good joke and a laugh. He is incredibly generous with his time and energy, possessing a genuine love for cleaning and helping people around the house with chores.

Furthermore, Chris has a great entrepreneurial spirit, because earning his own money is important to him - he loves collecting and recycling bottles to make some extra cash!

> ***"We are incredibly proud to have Chris as part of our community, reminding us all every day to find the rhythm and always keep smiling".***

Maddison Astill
Service Manager



Our Clients

Clayton

Over the past year, Clayton has shown what taking control of your life looks like. Moving from Sydney to a Supported Independent Living (SIL) setup in the Wagga Wagga region was a major turning point, giving him the stable ground he needed to make his own decisions and build a fresh start.

Though he's faced heavy hurdles in the past, from mental health battles to substance use, Clayton has put in the work to build a healthier, brighter future. Today, he's actively managing his well-being, recognising his triggers, standing up for his sobriety and keeping his eyes fixed on what's ahead.

Steering His Own Path

Working toward his driver's licence is a huge step for Clayton. By actively logging his hours and coordinating night drives to earn his P-Plates, he is making a conscious choice to open up new opportunities and gain independence.

Clayton is reconnecting with his Wiradjuri heritage. Dedicating time to playing the didgeridoo, crafting traditional coolamons and spending time fishing on Country, he is finding deep purpose and refusing to let his past define him.

To support his physical health and channel his anxious energy into something positive,



Clayton is attending the gym three times a week with the encouragement of his support staff.

Finally, Clayton is taking steps towards entering back into the workforce by exploring hands-on roles in yard maintenance and creative landscaping, a milestone made possible through his ongoing work with Headspace and local youth employment services.

Clayton is a shining example of Live How You Choose. He is building a life defined not by where he's been, but by where he's choosing to go. With the dedicated encouragement of his support staff, strong community backing, deep cultural connection and his own unwavering effort, Clayton is moving steadily toward complete independence and a future he can be proud of.

Queanbeyan & Orange Expansion Success

Establishing a brand-new footprint in Queanbeyan while expanding our existing services in Orange within just two weeks stands as a milestone achievement for Westhaven.

Facing a tight deadline, our teams prepared six properties and transitioned 10 CYPs under our extended DCJ contract in December 2025.

This achievement was built on strong organisational collaboration, with all departments uniting around a single shared commitment.

People & Culture and Governance: Recruited, onboarded, and trained 50 new team members across three sites in record time, ensuring carers felt confident and supported from day one.

IT, Digital, Finance & Zapti: IT & Digital set up essential tech networks, Finance provided instant digital expense accounts for frontline needs and Zapti fully furnished the houses and secured fleet vehicles for daily routines.

Rostering: Managed 5,520 shift hours and coordinated inter-regional travel so every CYP had consistent, familiar faces around them.

Children's Services: Stood at the centre of the transition, working on the ground to keep the experience calm, gentle and safe.
This stand-up and seamless contract implementation reflects Westhaven's core values. By mobilising quickly to meet every operational requirement without compromising on quality or safety, our teams proved what is possible when unified purpose drives execution.

Delivering on our contract commitments to establish six fully prepared properties in just two weeks wasn't only a logistics milestone; it was a testament to our reliability as a trusted partner and our unwavering dedication to standing up safe, supportive environments where children can thrive from day one.

> ***"It was undeniably hectic, but achieving that timeline was a huge team win. Everyone in the P&C Transactional Team stepped up to process contracts and clear compliance in record time and issue contracts without delays. Watching the site successfully launch made all the hard work behind the scenes count".***

Nikkita Lama
People & Culture



wh.ltd/as

Reunited Sisters: Audrey and Jennifer's Story

On 9th July 2025, Audrey moved into Westhaven. Just a short time later, on 16th July 2025, her sister Jennifer followed. After more than five years apart, these two sisters were finally reunited now getting to spend their days side-by-side.

Overcoming Obstacles & Finding Home: Both Audrey and Jennifer live with Huntington's disease - a rare, inherited condition that causes the progressive deterioration of brain cells, impacting cognitive and motor functions.

Their paths to Westhaven were different, but equally significant:

Audrey's Journey: Following a lengthy hospital stay after a fall, Audrey faced a long road to recovery. Transitioning from her family home, where her husband was her sole support, to 24/7 professional care was a massive adjustment. Surrounded by new faces, Audrey and the team worked through early hurdles together, building trust and learning how best to support her specific needs.

Jennifer's Journey: Jennifer transitioned from a SIL placement, where she had been living since leaving the hospital in 2022.

Since Westhaven had supported Jennifer when she was still in her own home, her transition was smoother. She enjoyed reconnecting with familiar face while building strong relationships with new staff members.

A Year of Precious Memories

Over the past 12 months, both sisters have settled beautifully into their new home, creating moments together that family and staff cherish:

Hair Styling Milestones: Staff love spending time creating beautiful hairstyles with the ladies. This is a particularly huge milestone for Audrey, who would not allow anyone to touch her hair when she first arrived.

Creative Expression: The sisters enjoy dedicated art days, proudly displaying their handcrafted masterpieces in their rooms.

Daily Connection: Most importantly, they get to share quality time and continuous companionship.

Celebrating Birthdays: Enjoying celebrating their birthday together and other special occasions decorating the home with festivities.

> ***"The most heartwarming part of the whole story is simply seeing the genuine smiles on both Audrey and Jennifer's faces as they share their days together".***
>
> *Belinda Leiper*
> *Team Leader, Adult Disability Services*



Laughter, Heart & Big Dreams, Jesse

If you spend just five minutes at Escort Way, you're bound to meet Jesse. He is our resident jokester, usually found perfecting a sport in the yard, playing a lighthearted prank on his support staff, or rolling up his sleeves to help around the house.

Life with Jesse is always an adventure. Whether he is hosting a surprisingly beautiful funeral for a lizard found in the yard, commanding the room during villa video game nights, or levelling up his culinary skills in the kitchen, he brings an irreplaceable light to our community.

While Jesse has faced his share of hurdles in the past, they don't define him. With a heart that is a few sizes too big and the unwavering backing of his family and care team, Jesse has spent the last year proving exactly what he is capable of.

When Jesse moved to Escort Way in April 2024, he weighed 130kg. He had a long-term dream of taking a big holiday to the Gold Coast theme parks with his family, and he set a hard target for himself to get his weight under 100kg.

Realising a goal this massive takes time, grit and a strong support network.

For nearly two years, Jesse's legendary team worked side-by-side with Jesse to turn his dream into a reality.

Jesse put in the hard yards by prepping healthy meals, keeping his daily nutrition on track, and embedding exercise into his routine, including movement during community outings. Most importantly, he leaned on his care team and his Mum for encouragement whenever the journey got tough.

This year, the dedication paid off in a massive way. Jesse officially smashed his goal and is now under 100kg!

The best part of this milestone isn't just the number on the scale, it is the transformation in Jesse's everyday life. His quality of life has skyrocketed, he is moving better, participating more and radiating a newfound confidence.

To celebrate nearly two years of hard work, Jesse finally packed his bags for his long-awaited Gold Coast holiday and celebrated his success with his family.
We are incredibly proud of you, Jesse, and so grateful to have you as part of the Escort Way family.

Need help living your best life? Scan now



Zapti manages our home maintenance, including modifications, repairs, gardens and lawns

In FY26 Zapti successfully completed 30 home modification projects, reinforcing our commitment to enhancing the daily living experiences of clients.

Zapti's catalogue of home modification solutions spans from simple adaptations like grab rails to structural changes such as concrete ramps, all designed to maximise participant independence and safety.

This financial year we completed projects spanning the Central West, from Cobar to Bathurst.

Recognising that accessing these services can be a complex process, Zapti works collaboratively with participants, support coordinators, and occupational therapists to ensure all individual goals are achieved.

Zapti remains dedicated to providing responsive, reliable, and forward-thinking home modification solutions that make a meaningful difference every day.

zapti.com.au





Managed Independently, EHS holds an extensive SDA portfolio for multiple providers

Specialist Disability Accommodation

The past twelve months saw EHS deepen its commitment to SDA across regional NSW, driven by our partnership approach. Our development at Diamond Drive, Orange - three one bedroom villas constructed to robust SDA design standard, clearly expresses this. Opening to residents in January 2026, we embedded a partnership with Beyond Care here, with EHS as landlord and Beyond Care providing on-site SIL support. Working alongside capable support partners allows each organisation to concentrate on its strengths, proving a sound basis for resident stability and organisational resilience.

Property Development and Growth

Our next development phase is well underway in Dubbo, building two fully accessible SDA homes and six r obust villas. Delivered with Kennedy Architects and Baseline, this substantially expands high-quality accommodation in a region where supply remains well short of need. We also strengthened our owned asset base by purchasing a property at Tatton in Wagga Wagga. Alongside ownership, we grew our managed portfolio of leased properties considerably, establishing a presence in Tamworth and Albury and expanding further in Wagga Wagga, Orange, Dubbo, and Bathurst. This growth rests on our property search capability, allowing EHS to establish services quickly in new geographies.

Looking Ahead

FY2026 was a year of deliberate, considered growth. With an embedded partnership model, a maturing development pipeline, and a widening geographic reach, EHS enters the new financial year well positioned to continue delivering homes in which people can genuinely live well.

Governance, Quality & Safety & Training

Executive Summary

Over the past 12 months, Westhaven maintained full regulatory compliance with the NDIS Quality and Safeguards Commission and the Office of the Children's Guardian (OCG). To uphold high standards across our operations, we strengthened our incident management systems, expanded risk assessment processes and improved internal audit rigour. Continued investment in workforce, and mandatory safeguarding training ensured standard-setting service delivery across all programs.

Strategic Governance & Compliance Highlights

A centralised Quality & Governance end-to-end compliance dashboard was rolled out, establishing a single source of truth for organisational oversight. This delivers real-time visibility across site operations, audit readiness, and key risk indicators for executive and board governance.

Regulatory Compliance & Accreditation Readiness

Maintained consistent compliance across NDIS quality and safeguards standards while executing rigorous preparations for upcoming re-certification audits and OCG Child Safe Standards reviews.

Corporate Compliance: Achieved 100% compliance across all statutory and corporate governance obligations, ensuring full operational integrity, mitigating legal risk, and maintaining stakeholder trust.

> ***"What I enjoy most about leading Quality, Risk and Safety at Westhaven is seeing how our work directly safeguards our staff and improves life for the people we support. Safety and quality go far beyond ticking a box. They're about bringing those standards to life in our everyday habits, building a culture of trust and continuous growth so our team can deliver safe, high-quality care every day.***
>
> *Jessica Priest*
> *Audit Risk and Safety Manager*

Co-Designed Annual Service Reviews: Implemented direct participant feedback channels, ensuring participant voices directly shape ongoing service delivery.

Risk, Technology & Operations

Real-Time Incident & Risk Oversight: Deployed upgraded digital incident management tools, giving operational managers and executive leadership greater transparency to monitor, investigate, and resolve incidents efficiently and ethically.

Digital Transformation & Evidence-Based Innovation: Harnessing data analytics and modern digital workflows to optimise frontline service delivery, streamline cross-functional communication, and support evidence-based strategic decisions.

24/7 After-Hours Critical Support: Delivered high-priority telephone triage across 2,538 after-hours calls, maintaining interrupted safety nets and operational guidance for participants, young people, and on-duty staff.

Workforce Excellence

Workforce Capability & Retention: Re-engineered our onboarding and foundational learning pathways to build a highly skilled, diverse, and values-aligned team from day one, laying the groundwork for improved long-term retention.

Over the past 12 months, our audit framework reinforced operational integrity and regulatory compliance across all activities. We achieved 100% completion across NDIS and OCG internal audits, frontline safeguarding onboarding, scheduled site safety inspections and evacuation drills at all Westhaven locations, alongside logging over 27,000 total training hours.



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.



"Coming together is the beginning. Keeping together is progress. Working together is success".

Henry Ford



Chairman

Matthew Irvine

View credentials on our website:



Director

Alexandra Geddes



Director

Grahame Marchant



Director

Grant Simpson



Director

James Horsburgh



Director

Melissa Ashton-Garard



Director

Andrew Harvey

wh.ltd/bm

Executive Leadership Team

The Executive Leadership Team (ELT) 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



GM of Corporate Services
Lynda Haksteeg



GM of Childrens Services
Midhun Francis



GM of Excelsior Housing Services
Andrew Pansini



Chief Technology Officer
Ben Camilleri



GM of Adult Disability Services
Brandan Weeks



Director of People & Culture
Kylie Peacock



Chief Financial Officer (CFO)
Peter Jones



GM of Zapti
James Cardiff

"Leaders become great not because of their power but, because of their ability to empower others".

John Maxwell

Featured Artist Top Right: Jaidyn Fitzpatrick



Financials

"The best part of working in Finance is the collaborative energy of our team. Knowing that our collective work and the dedication of everyone in our department directly shapes our organisation's financial health is immensely rewarding".

Mala Ramjali, Finance



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StewartBrown
Chartered Accountants

+61 2 9412 3033 info@stewartbrown.com.au
PO Box 5515, Chatswood NSW 2057, Australia
Level 2, Tower 1, 495 Victoria Avenue, Chatswood NSW 2067
www.stewartbrown.com.au

WESTHAVEN LIMITED
AND CONTROLLED ENTITIES
ABN 56 000 543 046

FINANCIAL REPORT - 30 JUNE 2026

AUDITOR'S INDEPENDENCE DECLARATION UNDER s60-40 OF THE *AUSTRALIAN CHARITIES AND NOT-FOR-PROFITS COMMISSION ACT 2012* AND 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 2026 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.

StewartBrown

StewartBrown
Chartered Accountants

S.J. Hutcheon
Partner

17 September 2026

ABN 63 271 338 023
Liability limited by a scheme approved under Professional Standards Legislation

WESTHAVEN LIMITED
AND CONTROLLED ENTITIES
ABN 56 000 543 046

STATEMENT OF FINANCIAL POSITION
AS AT 30 JUNE 2026

	Note	Consolidated 2026 $	Consolidated 2025 $
ASSETS			
Current assets			
Cash and cash equivalents	7	10,477,015	8,043,180
Trade and other receivables	8	3,822,431	5,865,197
Current tax assets	6	68,437	-
Total current assets		14,367,883	13,908,377
Non-current assets			
Deferred tax assets	6	43,565	44,862
Investment properties	9	41,290,090	38,653,931
Property, plant and equipment	10	5,786,135	4,734,599
Right-of-use assets	11	895,309	1,086,535
Total non-current assets		48,015,099	44,519,927
TOTAL ASSETS		62,382,982	58,428,304
LIABILITIES			
Current liabilities			
Current tax liabilities	6	-	48,561
Trade and other payables	12	5,257,139	5,373,705
Employee benefits	14	4,593,598	4,027,447
Lease liabilities	15	123,950	200,007
Total current liabilities		9,974,687	9,649,720
Non-current liabilities			
Borrowings	13	14,518,131	11,719,800
Employee benefits	14	1,545,325	1,486,210
Lease liabilities	15	920,401	1,015,291
Total non-current liabilities		16,983,857	14,221,301
TOTAL LIABILITIES		26,958,544	23,871,021
NET ASSETS		**35,424,438**	**34,557,283**
FUNDS			
Accumulated funds		35,424,438	34,557,283
TOTAL FUNDS		**35,424,438**	**34,557,283**

WESTHAVEN LIMITED
AND CONTROLLED ENTITIES

STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME
FOR THE YEAR ENDED 30 JUNE 2026

		Consolidated	
		2026	2025
	Note	$	$
Revenue	4	97,900,011	87,439,608
Other income	4	63,202	865,247
		97,963,213	88,304,855
Expenses			
Administration expenses		(291,968)	(483,599)
Client expenses		(1,744,341)	(1,498,880)
Depreciation	5	(768,679)	(685,515)
Employee benefits expense		(82,956,547)	(74,257,124)
Fair value loss on investment property	5	(647,787)	-
Finance costs	5	(640,489)	(612,322)
Insurance		(470,107)	(389,672)
Loss on disposal of investment properties	5	-	(276,631)
Loss on disposal of right-of-use assets	5	-	(299)
Motor vehicle expenses		(872,438)	(838,475)
Professional fees		(1,308,616)	(1,703,243)
Property costs		(983,508)	(937,699)
Rent and utilities		(2,405,679)	(1,701,455)
Repairs and maintenance		(646,479)	(556,347)
Other expenses		(3,358,123)	(2,920,746)
		(97,094,761)	(86,862,007)
Surplus before income tax		868,452	1,442,848
Income tax expense	6	(1,297)	(59,772)
Surplus for the year		867,155	1,383,076
Other comprehensive income		-	-
Total comprehensive income for the year		**867,155**	**1,383,076**

WESTHAVEN LIMITED
AND CONTROLLED ENTITIES

STATEMENT OF CHANGES IN FUNDS
FOR THE YEAR ENDED 30 JUNE 2026

	Accumulated Funds	Total
	$	$
Consolidated		
Balance at 1 July 2024	33,174,207	33,174,207
Comprehensive income		
Surplus for the year	1,383,076	1,383,076
Other comprehensive income	-	-
Total comprehensive income for the year	1,383,076	1,383,076
Balance at 30 June 2025	**34,557,283**	**34,557,283**
Balance at 1 July 2025	34,557,283	34,557,283
Comprehensive income		
Surplus for the year	867,155	867,155
Other comprehensive income	-	-
Total comprehensive income for the year	867,155	867,155
Balance at 30 June 2026	**35,424,438**	**35,424,438**

WESTHAVEN LIMITED
AND CONTROLLED ENTITIES

STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 30 JUNE 2026

	Note	Consolidated 2026 $	Consolidated 2025 $
Cash flows from operating activities			
Receipts from customers and government		102,402,577	90,161,317
Payments to suppliers and employees		(99,707,998)	(87,397,570)
Donations		70,123	56,113
Interest received		547,819	446,054
Interest paid - other		(486,996)	(499,313)
Interest paid - leases		(52,184)	(59,342)
Income tax paid		(116,998)	(32,232)
Net cash flows from operating activities		2,656,343	2,675,027
Cash flows from investing activities			
Proceeds from sale of property, plant and equipment		82,277	28,491
Proceeds from sale of investment properties		1,999,841	-
Purchase of property, plant and equipment		(4,059,503)	(2,133,846)
Purchase of investment properties		(872,507)	(134,929)
Net cash flows from investing activities		(2,849,892)	(2,240,284)
Cash flows from financing activities			
Proceeds from borrowings		2,798,331	627,000
Repayment of lease liabilities		(170,947)	(172,068)
Net cash flows from financing activities		2,627,384	454,932
Net increase in cash and cash equivalents		2,433,835	889,675
Cash and cash equivalents at the beginning of the financial year		8,043,180	7,153,505
Cash and cash equivalents at the end of the financial year	7	**10,477,015**	**8,043,180**

WESTHAVEN LIMITED
AND CONTROLLED ENTITIES
ABN 56 000 543 046

FINANCIAL REPORT - 30 JUNE 2026

DIRECTORS' DECLARATION

The Directors of Westhaven Limited declare that:

1. The financial statements, which comprises the statement of financial position as at 30 June 2026, 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, and notes to the financial statements, including material accounting policy information, 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 2026 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

Grahame Marchant
Director

Dubbo, 17 September 2026

+61 2 9412 3033 info@stewartbrown.com.au
PO Box 5515, Chatswood NSW 2057, Australia
Level 2, Tower 1, 495 Victoria Avenue, Chatswood NSW 2067
www.stewartbrown.com.au

WESTHAVEN LIMITED
AND CONTROLLED ENTITIES
ABN 56 000 543 046

FINANCIAL REPORT - 30 JUNE 2026

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 2026, 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, and notes to the financial statements, including material accounting policy 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 2026 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.

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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 http://www.auasb.gov.au/Home.aspx

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

StewartBrown
Chartered Accountants

S.J. Hutcheon
Partner

17 September 2026


Westhaven
Live how you choose.
1800 CHOICE
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