



# Westhaven

Live how you choose.



## Annual Report 2020

Westhaven acknowledges and thanks all of the members, staff and participants featured in the photos of this report.

Westhaven acknowledges the traditional owners on whose land our offices are located and pay respect to elders past, present and emerging.



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Westhaven is proud to display the Tick of Charity Registration from the Australian Charities and Not for Profit Commission. It is a representation that we are registered, transparent and accountable, which can give you peace of mind.



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# Who we are and What we do

**Westhaven is a not for profit charity in NSW, which reinvests all profits back into supporting people with disability. Westhaven has been supporting families in our communities for over 60 years, through our focus on quality and flexible disability services including social support, living arrangements and employment services.**

## Our Purpose

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

## Our Vision

Live life the way you choose.

## Our Values

At Westhaven, people are at the centre of everything we do. This means we value CHOICE

- Connections
- Happiness
- Opportunities
- Individuality
- Cooperation
- Equity





## Strategic Pillars

Strategic Pillars have been implemented in order to deliver the organisation's vision to enable "adults and children with a wide range of disabilities to live life the way they choose."



Deliver a quality, safe and person-centred client experience



Build a passionate, empowered, engaged and capable workforce



Utilise data and technology to continuously improve our ways and enable us to focus on delivering client care



Ensure compliance is always a priority and front-of-mind



Be the provider of choice for disability service amongst our participants, stakeholders and the community



Ensure financial sustainability so we can continue to provide quality care to our participants

# CEO & Chairman's Report

## Introduction

While we navigate these extraordinary times, we draw on the unique culture, strength and passion that has powered our transformation in the last few years and has helped Westhaven transform into the organisation it is now and into the future.

This year the economic circumstances created by the global Coronavirus pandemic are unlike anything we have lived through before. These are unprecedented times and we won't shy away from them. These are tough times for many who have taken a hard hit. The global recovery from this economic downturn will be a long road out. The impacts could not have been anticipated.

But we don't need to anticipate any type of crisis if we continue to lean on our fundamental culture. This pandemic gives us the opportunity as a business to recommit to our values. We will pull together and we will continue to work hard and deliver on our core promise to support people with a disability to live how they choose.

The close of our financial year has been overshadowed by the COVID-19 pandemic,

and while this outbreak had its origins late in 2019, its effect on our business was only felt towards the end of March, and the impact on financial performance to year end was limited. Post year end, the effect of full or partial lock-down on the world's economies has seriously brought focus on safety and service delivery.

Our highest priority is the safety, health and wellbeing of our workforce and communities. We have taken action to reduce the spread of COVID-19. Our

financial position is strong. Underpinned by our tightly cost controlled operations, our business is resilient and expected to continue to generate solid cash flow. The coupling of our disciplined controls, the commitment of people across Westhaven and our financial strength has enabled us to continue to safely operate and

provide services to people with a disability, and to continue to provide jobs and an underpinning of economic activity in our chosen markets of Dubbo, Orange and Broken Hill.

The financial year ended 30 June 2020, has produced results that are once again a record for the business, \$51M revenue, an increase of 25% on last year, with a small surplus of \$2.25M. Revenue

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guidance is forecast to remain flat for next year per year, excluding any one off increases due to JobKeeper, as trading conditions remain challenging.

Headwinds continue from the uncertainty of how long JobKeeper will remain, the possibility of a second wave of COVID-19 restrictions which will affect the closing of Community and Day Programs, the pivot to open employment for the ADE business, and uncertainty in NDIS pricing signals.

The Board and Management are committed to our five year strategy and transformation and our financial position has allowed us to invest in key transformation projects throughout the area as we continue our commitment to our purpose to help people with a disability live how they choose.

### **Culture and Engagement**

Tim Sykes, Director of HR and Engagement, and the team have invested heavily in culture and engagement over the last 12 months to ensure the culture expressed and modelled by the Board is one that lives and breathes throughout the organisation as the way we deliver services.



The team have undertaken a number of innovative projects to ensure that Westhaven is able to measure how various stakeholders are feeling about the

**The financial year ended 30th June 2020, has produced results that are once again a record for the business, \$51 M revenue, an increase of 25% on last year, with a small surplus of \$2.25M.**

organisation. This has included regular staff pulse surveys to ensure that the team feels supported, well communicated with, have the right training required to do their job and also feel that the way the organisation is being run aligns with their personal ethics and principles.

The Board has played a key role in engagement and has created a culture and working sub committee with Grant Simpson, Melissa Ashton-Garard and Diane Gray to look at how culture and engagement is measured and improved. The full Board have also been involved in walk arounds at various site locations throughout the year, including virtual visits during the COVID-19 lock down.

These meetings with participants and staff continue to monitor and check in with the front line service delivery and participants and receive feedback.

In Human Resources, the team has continued to support the organisation through growth and recruitment with staff numbers now above 620. They also monitor key ratios around gender equality, cultural diversity, age and experience to ensure that we have a blended workforce that is able to support participants in a variety of different ways.

The Marketing and Communications team has been active in promoting the good work of Westhaven with human interest stories appearing in local news outlets as well as increasing engagement on social media platforms. Internal communications with staff, participants and families, particularly through the pandemic, has led to positive net promoter scores and ensuring consistent feedback from key stakeholders so that we can continuously monitor and improve the services and operations of Westhaven.

We will continue to invest in our staff with increased training, enhanced check-in and supervision processes as well as engaging with a larger cohort of external stakeholders, customers and investors as we expand our geographical footprint through the roll out of purpose built disability accommodation which underpins our service offering.

### **Corporate Risk and Quality**

Lynda Haksteeg and the Corporate, Risk and Quality team have been responsible for supporting the organisation with

corporate services including administration, rostering, fleet management, work health and safety, internal audit and continuous quality improvement processes. This has been challenging through the enforced lockdowns and the Admin team have adopted new ways of working and innovative approaches including designing a system of daily health checks for all staff and participants, to the sourcing and delivery of PPE as well as monitoring and responding to government health guidelines on best practices for delivering services during the pandemic.

In addition, the Roster team has helped drive operational efficiencies through

the use of data analytics and insights powered by Google, in the way we roster to meet the needs of participants. This has led to incremental savings and better rostering practices including

consistent publishing of future dated rosters, which has helped staff plan their lives.

Under the guidance of the Chair of the Corporate Governance Committee, Andrew Harvey, the team has also made improvements in the internal audit process and has completed 100% of all scheduled internal audits on time. This has helped service delivery areas understand where they need to invest and make changes to processes to remain safe and compliant but also deliver the best possible service to participants to achieve their outcomes. Work Health and Safety continues to be front of mind to keep our participants and staff safe.

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## Children Services

Cath Deveigne and the Children Service team have completed the first year of service delivery under the new Intense Therapeutic Care Significant Disability (ITC SD) contract with NSW Government Department of Communities and Justice (DCJ). Westhaven's Children Services team delivered a quality service in the first year of a five year contract with DCJ in a good financial position. There have been some contractual challenges as both teams get used to the new reporting and financial construct but it remains a partnership with a priority focus on supporting the Children and Young People (CYP) at Westhaven.

The team has also been responsible for delivering a quality service with trained staff to meet the CYP's individual significant disability supports, with a focus on a Therapeutic Model of Care. Services to be delivered within appropriate and safe homes that support their individual needs. The team has used evidence informed decision making and risk minimisation to build systems that recognise positive outcomes for CYP including their environment, activities, family contact and cultural objectives.

Staff numbers have grown in order to support increased staffing ratios. Training has been a focus this year with several key training packages rolled out. In addition the CYP team recently completed and passed the Office of the Children's Guardian accreditation audit with several highly commended comments reflecting the investments made in systems and

processes as well as the ability to track and monitor through data and insights.

## Adult Services

Penny Gibbs and the Adult and Community Services team have continued to grow throughout the last year. In December Westhaven launched new Community and Day Programs from Quinn Street, Dubbo. Westhaven acquired the properties when another provider exited the Dubbo market. Following an extensive renovation which included involving participants in the design of the new facility it was opened and offers Day Programs to support participant outcomes including assistance with daily

living, skills and craft based activity as well as gardening and other activities. The Centre has also been used for After School Programs for CYPs with a disability.

The team have also expanded services in Orange and Broken Hill, opening up a number of group

homes in those locations as well as hiring and expanding the staff in these locations.

**The team have also expanded services in Orange and Broken Hill, opening up a number of group homes in those locations.**

## Assisted Disability Services team

Kris Gersbach and the team have had a tough year due to COVID-19. The Westhaven Business Services facility in Dubbo was shut down in March. Westhaven has used the opportunity to conduct a strategic and operational review of the service and recently presented the strategy to the board for approval. The review and strategy involved stakeholder reviews with participants, staff and families about what they wanted to see in terms of future disability employment services. There will be some big changes in 20/21 as the

team pivots to new and improved ways of working and building more pathways into open employment to support the demand from new participants.

### Finance and Property

Peter Jones and the Finance Team have helped the organisation achieve a solid financial result which will allow Westhaven to continue to invest in improved disability services in regional NSW. In addition Peter has led the implementation of revenue assurance and cost optimisation projects to ensure that Westhaven operates as efficiently as possible and that managers and team leaders have visibility and accountability for spending decisions.

The Finance Committee led by Grahame Marchant as Chair and Andrew Abel have provided input and feedback to the Finance team on improving Board reporting to ensure the Board can focus on key trends and insights.

In addition, Westhaven will create opportunities to accelerate the rollout of purpose built specialist disability accommodation as part of our response to a consistent under supply of quality and fit for purpose accommodation.

### Digital and IT

Ben Camileri and the Digital and IT team have had a strong year. The investment made by the Digital and IT team in moving to 100% cloud based solutions including Google's G Suite in previous years meant that the transition to working from home which was mandated by the government in late March was a seamless process with no disruptions to service delivery. In addition the investments in data and insights is being used across the organisation to make informed decisions on operations and drive continuous improvements. In July, Westhaven launched a new website with many leading disability friendly features.

### Looking Ahead

Focus for the FY20/21 year will be on the consolidation of several operational improvements and projects aligned to the 2022 strategy; including the NDIS accreditation and audit project, improvements in quality and reporting, ongoing culture and engagement projects.

In addition, focus will be given to executing the property strategy with the building and construction of several newly designed properties in Dubbo and Orange to meet expanding demand for purpose built disability accommodation. This aligns to the Westhaven core promise to support people to live the way they choose.

On behalf of the Board and the CEO we would like to acknowledge and thank our participants, their families, the staff of Westhaven as well as our suppliers, advisors and community supporters for their collaboration, support and assistance throughout the year.

Thank you.

**Matthew Irvine**  
Chairman of the Board

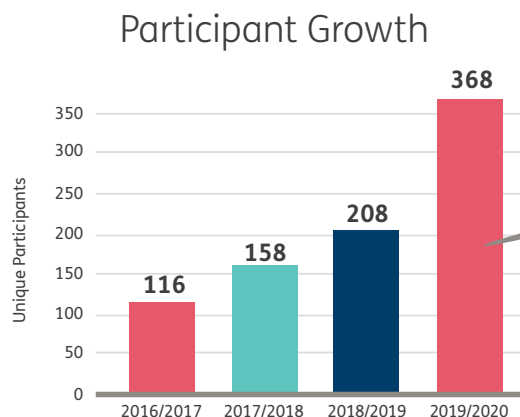
**Andrew Everett**  
CEO



# Year at a Glance



## Adults



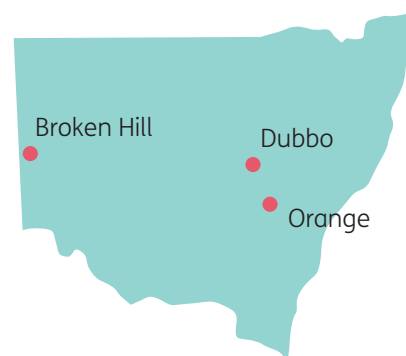
**368**

participants supported to achieve their goals and live life how they choose.



Average **20988** hours of services delivered to adult participants fortnightly (**545,688**).

**1500 hours** of Support Coordination delivered to participants ensuring choice and control in their NDIS plan.



**148** participants attended **Inspired Learning Facility Day Programs** and **Community Access programs**.

## Children & Young People

**23** Delivered residential children's services for **23** CYP

Delivered respite and community care services for **20** CYP

**20**

	2017/18	2018/19/20
Residential	16	23
NDIS	10	20

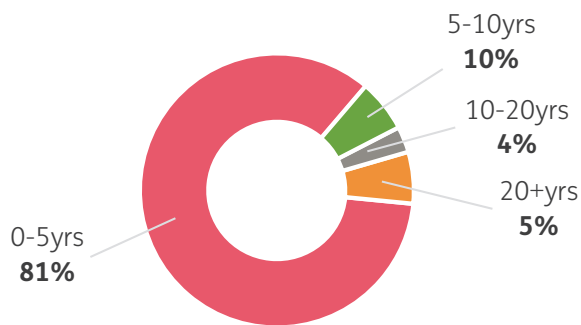


Average **8,716.5** hours per fortnight of service delivery for Children's service **26,6629** per year.

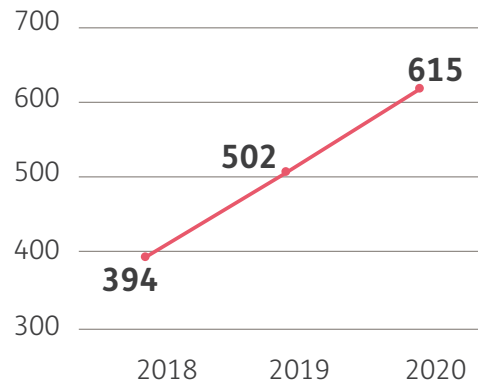
# Staffing



## Staff length of employment



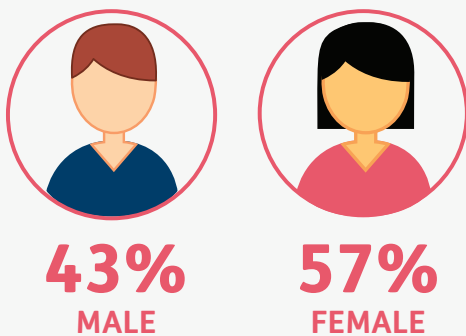
## Staff Growth



Average length service **3.54 years**

Longest standing employee is **40 years**

## 2020 Staffing



We employ over **600** people

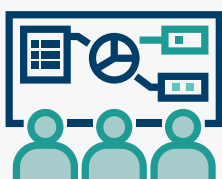
**502** 2019 **615** 2020

Employed **207** new staff



**Overall Employment Inclusivity 45%**

Aboriginal & Torres Strait Islander **18%**  
Culturally & Linguistically Diverse **27%**



Over **18,400** hours of training delivered = **30** hours/person

## Compliance

**100%**



Completed 100% of internal audits

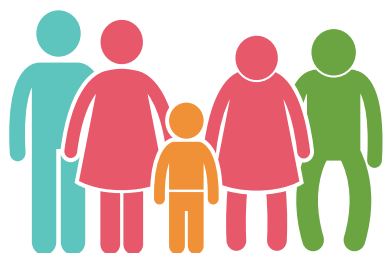
## Fleet

**72**



Accessible Buses & Sedans

## Engagement



100%

100% of Friends and Families surveyed felt that Westhaven **supported their friend or family member to help them live the life they choose**



93%

93% of Westhaven staff believe their **personal values align with Westhaven purpose & values**

## Westhaven Business Services



Yard Care Team attended over **1239** jobs for lawn mowing and gardening

Commercial Cleaning Team completed over **1317** cleaning jobs



Over **2160** pairs of ugg boots made for Two Sheep for your Two Feet

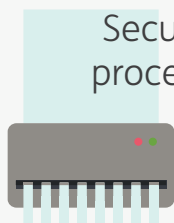


**58** Supported Employees

Over **25124** Survey pegs and stakes manufactured



Secure Document shredding team processed over **1760 bins (211,200 kgs)** bins of shredding



Car Detailing Team completed over **545** car cleans and detail



## School Leaver Employment Support (SLES)



**4** participants

**1** gaining external paid employment

**1** gaining employment at Westhaven ADE

Sam Devine



# Our Services

Westhaven offers a diverse range of social, recreational, and community participation services through the National Disability Insurance Scheme (NDIS). Our participant support services and programs are designed to meet individual needs and personal preferences.

At Westhaven our services are designed to provide positive and meaningful experiences for people with a disability.

**Our services support people to:**

- Maintain or to become more independent
- Meet their goals
- Develop skills
- Access the community
- Assist people with their daily disability support needs
- Live life the way they choose.

**Dianne Owen**



# Supported and Independent Living

We provide safe, secure and engaging Supported Independent Living accommodation, to empower people living with a disability to live as independently as they possibly can.

Our accommodation supports, supervision and assistance assist Westhaven participants to reach and achieve their individual goals.

- **100** SIL Participants
- **47** Properties
- SIL Accommodation provided in:
  - **Dubbo**
  - **Orange**
  - **Broken Hill**



# In-Home Support



In-Home Support is designed to assist participants to live as independently as possible. Support is aimed at ensuring participants have choice and control over the services they receive. Services are designed to assist people with day-to-day tasks, to develop or maintain skills and to achieve goals. In-Home Support services are available to those living alone or with others.

Delivered Support to **56**  
In-Home participants





# Social, Recreational & Community Participation

Our programs give people with disabilities the opportunity to be involved in their community and enjoy a range of meaningful social, recreational and leisure activities focusing on skill development, education and assistance with achieving goals. Participants are offered choice and control to customise and create a program to suit their needs. We offer centre based group, one-on-one or small group programs.

## Programs can include:

- Swimming
- Ten pin bowling
- Computer skills
- Painting and craft
- Baking and cooking skills
- Sport
- Fitness
- Therapeutic activities
- Community Outings

- **148** Participants accessed Inspired Learning Facility Day Programs
- Launched **2** new Inspired Learning Facility locations in Dubbo utilising participant input and engagement





# Children & Young People (CYP)

Westhaven supports CYP with a range of services designed to meet each child's individual disability support needs, cultural background and personal preferences. These services can be accessed through the NDIS funding and Department of Communities and Justice.

- **Individual or Group Services (Respite)** for CYP to interact with peers, participants in the community and develop independent living skills.
- **Voluntary Out of Home Care (VOOHC respite)** is a service Westhaven provides for CYP who require overnight support.
- **Intense Therapeutic Care for Children with Significant Disabilities (ITC SD)** is a service provided for CYP who are under the care of the Minister. ITC SD supports the CYP and their siblings to live in a homely environment which supports their significant disability to live the life they choose.

Westhaven Children's Services has implemented the first year of its 5 year contract with the Department of Communities and Justice (DCJ) of the Intensive Therapeutic Care for children and young people with Significant Disability (ITC-SD) program. This program aims to support children and young people who are recovering from the most severe forms of trauma, neglect, abuse or adversity, who also have a significant disability diagnosis. The program was developed in line with the NSW Therapeutic Care Framework and is replacing residential care across NSW. Within Westhaven, this program enables children and young people we support to achieve lifelong goals and live how they choose.





# Supported Employment

Westhaven offers Supported Employment throughout Dubbo and Nyngan. We employ people to supply locals and businesses alike with a wide range of our services. Supported Employment at Westhaven provides you with a variety of skills, on the job training and will also assist you to develop skills for the future.

- **58** Supported Employees
- Employment opportunities in **6** areas:
  - Commercial Cleaning
  - Mobile Car Detailing
  - Yard Care
  - Timber Production
  - Secure Document Shredding
  - Two Sheep for your Two feet ugg boot production
- **4** Participants through the School Leaver Support Program



# Support Coordination



Westhaven's Support Coordinators assist participants to implement their NDIS plans. We work with each participant individually to creatively and resourcefully utilise their support budgets to achieve their goals.

## **We can assist by:**

- Helping to negotiate services including development of service agreements
- Assist participants and families to understand their budget for each support item
- Assist with changes or end of service agreements
- Resolve and support with any problems or issues that arise
- Help you prepare for your next plan review meeting.



# Behaviour Support

We understand that sometimes participants are communicating through their behaviour and with the support of professional staff, families, carers and advocates, Westhaven is able to develop strategies that better support each participant individually. This can include developing Positive Behaviour Support Plans designed to provide positive and meaningful experiences.



# NDIS

The National Disability Insurance Agency builds a participant's plan in which they receive a budget to purchase reasonable and necessary supports. The participant approaches Westhaven to purchase supports in line with the goals in their NDIS plan. Westhaven works with the participant over the course of their plan to achieve the goals to build their capacity and promote independence.



**Daniel Ralph**

# Sarah Dakin

**Goal: I would like to continue with supports to help me live independently from my family.**

Sarah lives in her own home on her family property on the outskirts of Dubbo. Sarah chooses to receive support from Westhaven to maintain her independence in her home. Sarah enjoys receiving support from her staff who assist her with activities of daily living. Sarah loves to cook and often cooks meals for her family to also enjoy in her home. Sarah is learning skills to remain as independent as possible.

**Goal: I would like support to increase my social and community participation and to continue to be able to socialise with my peers.**

Sarah participates in the community and accesses local venues with the assistance of her support staff. Sarah enjoys visiting Taronga Western Plains Zoo, Tenpin Bowling and going for lunch at the park with her friends. Sarah also enjoys participating in craft activities.





# Daniel Okoduwa

## Goal: To gain employability skills through work experience

Daniel first approached Westhaven through Westhaven Business Services as a student from St John's College, Dubbo, during his year 12 work experience program. He tried all aspects of the work available at WBS including Timber Production, Ugg Boot Manufacturing, Grounds Maintenance, Secure Document Destruction, Car Detailing and Commercial Cleaning.

After Year 12 he joined the School Leaver Employment Support program that supports students to transition from school to employment. The program is tailored allowing participants to create their unique pathway towards career goals.

## Goal: To secure employment utilising employability skills.

Daniel is non-verbal and communicates with staff using pictures and yes/no option questions. Staff at WBS have adapted their communication techniques to ensure that Daniel continues to develop his skills and achieve his set goals within the workplace environment.

Daniel explored various employment opportunities before deciding the option that suited him and his circumstances best was in a supported employment environment at WBS. In early 2019



Daniel was offered paid employment in the Secure Document Disposal department. Since then, Daniel has expanded his skill base and is now working in the Commercial Cleaning and Car Detailing departments. Daniel has flourished during this opportunity and has made many new friends.



# Peter Quarman

**Goal: I would like to build my confidence to participate more in the community.**

Peter has lived in Westhaven's Supported Independent Living accommodation for 5 years and has always wanted to gain more confidence to access the community. Peter is always excited to go for drives around town, especially past the Dubbo Exchange Clock Tower, however would often not want to get out of the bus. Peter has low vision and becomes very anxious when going into places that he is unfamiliar with.

Recently Peter's mum and support staff were on hand to support Peter to attend a Shopping Centre. Peter spent approximately 40 minutes walking around Big W picking his favourite lollies, some new containers, craft supplies and a pencil case. Peter had a huge smile on his face while choosing his items and waited patiently while his support staff scanned everything through at the registers. This was the first time Peter had entered a Shopping Centre in over 10 years.

Since then, Peter has gained the confidence to attend his local Bunnings store in Dubbo to help his support staff choose a new BBQ for his home as well as attend weekly grocery shopping trips to his local Woolworths supported by staff. Achieving this milestone for Peter will help open up many more opportunities for him to access the community confidently and safely.



# Allison Warn

## Goal: I would like to be supported closer to family.

Allison transitioned from Westhaven Supported Independent Living Accommodation, in Dubbo to a new location in Orange NSW, when Westhaven began offering disability support service there. Allison wanted to be closer to family, who she is now able to spend time with most weekends.

Allison has settled into her new home in Orange well and enjoys assisting staff to prepare dinner. Allison enjoys cooking and learning new skills in the kitchen.

Since relocating to Orange, Allison has been active throughout the community, swimming at the local pool, participating in a ten pin bowling league weekly and attending a Youth Adult Peer Support Group (YAPS) for social interactions in group settings.

Allison attended a School Leavers Employment Supports (SLES) Program 3 days a week.

## Goal: I would like to learn to save money to purchase a Nintendo Switch.

Allison Warn has achieved one of her goals. Allison has worked very hard towards achieving this on her own with the support of staff.

Allison's goal was to purchase herself a Nintendo Switch Console and games.



Allison placed the console on a 12 week lay-by program at Big W, Orange. Allison was supported by staff to create a budget plan that fit the 12 week goal. Staff supported Allison on a trip to Big W once a week so she could make the payments herself.

Allison was excited every Tuesday when she knew it was the day to make a payment. She was sure to remind staff so they never forgot and a payment was never missed.

Allison worked very hard to achieve this goal on her own using time and cash management skills as well as building her patience over the 12 weeks.

Allison is currently working towards paying off a new bigger Television that she has chosen for her room. By a budget plan that was created by staff again teaching Allison cash management skills working towards achieving another goal.



# Jock Bryant

**Goal: I would like support to assist me to attend social, recreational, community activities and events.**

Jock lives in Supported Independent Living Accommodation at Westhaven. He attends Westhaven Inspired Learning Facility Day Programs 3 days a week, to support his goal of attending recreational and community events. Jock enjoys looking at newspapers, going to the park and zoo as well as going for drives in the community. With staff assistance, Jock has recently been able to attend the hairdressers within the community for a haircut. This is something that until recently had to take place in Jocks home environment.

**Goal: I would like to develop communication skills to communicate with those around me.**

Jock enjoys communicating with his staff when they use calm and direct language that he understands. Jock enjoys following directions and is confident and happily smiles with staff.

Staff have been supporting Jock to make connections and friendships with peers of a similar age. Recently Jock was assisted by staff to meet Robbie for a picnic in the park. Both boys sat and enjoyed each other's company. Staff will continue to assist Jock to build his communication skills and connections with others.





# Erin Cross

**Goal: I like to bake and would like to further my baking skills at ILF Day Programs.**

Erin resides at home with her parents and really enjoys visits from her brother. Erin attends Westhaven Inspired Learning Facility Day Programs 4 days a week with one on one support. She enjoys baking but ice cream is her favourite treat.

Erin is supported by Westhaven staff to complete baking tasks while she attends Day Programs. When baking cakes, Erin is able to add dry ingredients and stir the mixture together. She is assisted to add eggs and oil by staff who then assist her by placing the mixture in the oven. Once cooked and cooled, Erin mixes the icing and is supported by staff who add the milk and butter. Erin is able to spread the icing on the cake and then shares the cake as afternoon tea with her peers.



# Engaging Our People



At Westhaven, people are at the centre of everything we do. This includes our participants, their friends and families, our staff and our external partners. By engaging with our people we are able to provide a better workplace for our staff and a more supportive environment for the participants we support.

A Participant/CYP council was created in July 2019 to gain insights from our participants about what is important to them. By allowing a variety of different communication capacities including group meetings, surveys and talking mats, Participants/CYP were able to meaningfully participate.

Five key areas of importance were identified:

- Friends and accessing the community,
- That their belongings are safe
- Home environments
- Meals
- Their staff are nice.

In 2019, we launched a more meaningful and reflective Participant/CYP satisfaction survey. This survey is completed by independent clinicians via the use of 'talking mats'. The survey focuses on the key areas identified by the Participant/CYP council, and will be completed 6 monthly on an ongoing basis.

In December 2019, Westhaven launched 2 new Inspired Learning Facility Day Program locations in Dubbo. This was a direct outcome from Participant and CYP satisfaction surveys completed earlier in the year. The participants identified that they were unhappy with the physical buildings and location of Westhaven's community Programs. Participants were an integral part of the refurbishment process, choosing everything from paint colours and garden layout to what each room would be used for throughout the day.



Pulse surveys were introduced across the organisation that are now delivered monthly to Westhaven staff as well as participants families and friends, to measure outcomes including; feelings of support and success in the workplace, accessibility to the training required for their roles and on aspects of satisfaction of service delivered to participants.

## Staff Engagement

- **93%** of Westhaven staff believe their personal values align with Westhaven's purpose and values
- Would you recommend Westhaven as an employer to your friend, family or associates? **8.6/10**
- **89%** of our staff believe they know what they need to do to be successful in their roles (noting 8% in neutral)

## Family & Friends

- **100%** of people surveyed noted they felt Westhaven supported their family member or friend to help live the life they choose.
- Would you recommend Westhaven to your family and friends - **9.1/10**
- How satisfied are you with the service delivered to your family - **9.15/10**

# Collaboration and Technology



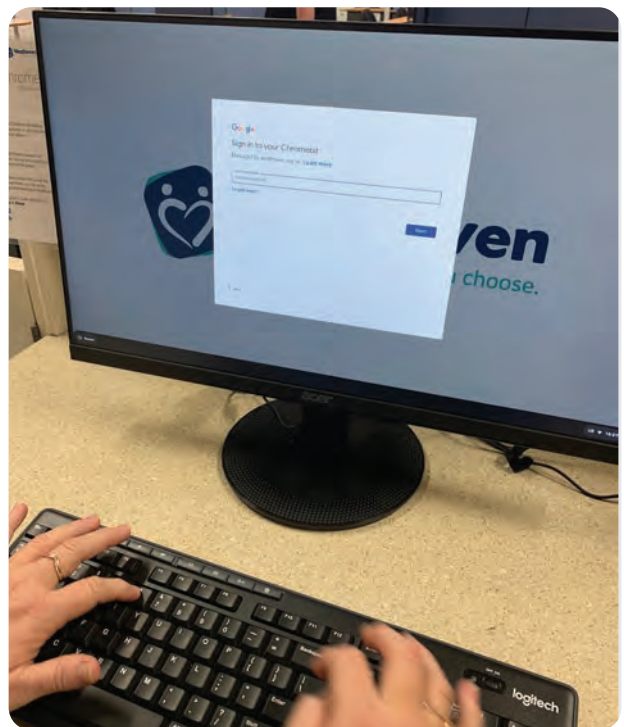
## Google 1 Year on

In the first year of being a Google powered organisation, we have transformed Westhaven from a business that is highly reliant on manual processes and paper-based forms into a digital business that engages participants, families and staff more frequently and effectively to ultimately offer a better service to our participants, particularly during this time of COVID-19.

Moving to Google has enabled Westhaven to provide improved care to participants, some of the benefits are that:

- Support workers can devote more time to engaging with participants.
- Digital record-keeping eliminates paperwork and is more accurate and reliable.
- G Suite communication tools improve communication and management of support workers.
- A small IT team can easily manage a geographically dispersed fleet of Chrome devices.
- Allowed Westhaven to successfully mitigate most of the negative impacts of operating during a pandemic.

Westhaven is continuing to invest in innovative technology solutions to help our staff get more time, better reporting, improved insights on how to better support our participants to live how they choose.



# Expansion and Growth



Westhaven launched two new Inspired Learning Facility Day Program Locations in Dubbo after acquiring and refurbishing existing properties on Quinn Street. The design process was heavily influenced by Participant Engagement Sessions to allow participants to have their say about the building they attend each day. The locations offer centre based activities including daily living skills development, gardening and community programs. They have also been used for After School Programs for Westhaven Children and Young people (CYP).

September 2019, saw the transition into operational management of Algate House, Broken Hill. Formerly run by The Salvation Army, this business expansion provides support services including Supported Independent Living Accommodation, Community and Day Programs as well as Respite for participants in Broken Hill.

Westhaven began offering support services in Orange, NSW, in November 2019. Expanding services for the Orange Community including Supported Independent Living and Respite.





# Board of Directors

Westhaven's Board of Directors consists of 7 Non-Executive Directors who work with the CEO by assessing Westhaven's overall business and compliance performance. The Board brings a wealth of knowledge and expertise which augments Westhaven's ability to grow as an organisation.

## Each of these Directors:

- believes that every person deserves the chance to lead a rewarding life
- has business experience
- understands the principles of good governance
- is committed to the concept of social justice

## Background Overview of Directors

Mathew Irvine	Business Strategy
Grahame Marchant	Local Government - <i>Ret. 2018</i>
Diane Gray	Business Facilitation
Andrew Harvey	Primary Health Network
Grant Simpson	Marketing & Strategy
Andrew Abel	Strategic Development
Melissa Ashton-Garard	Business Development



**Matthew Irvine**  
*Chairman*



**Grahame Marchant**  
*Director*



**Grant Simpson**  
*Director*



**Andrew Harvey**  
*Director*



**Melissa Ashton-Garard**  
*Director*



**Diane Gray**  
*Director*



**Andrew Abel**  
*Director*

### **Matthew Irvine** *Chairman*

Joined the Board in 2017. Matthew is a Graduate and Fellow of the Australian Institute of Company Directors (FAICD). Matthew has a high degree of financial literacy with extensive experience in analysis and forecasting. He also has postgraduate qualifications in strategy, risk, corporate ethics, industry relations corporate and community governance.

### **Grahame Marchant** *Director and Chair of the Finance Committee*

Grahame has been a Non-Executive member of the Westhaven Board since 2014. He is a Member of the Australian Institute of Company Directors (MAICD), and has an Associated Diploma in Local Government Administration. Grahame is a retired Local Government - Dubbo City Council, Director of Administration and Finance and Audit Committee Chairman with over 40 years experience in Senior Local Government positions.

### **Grant Simpson** *Director*

Joining the Westhaven Board in 2018, Grant brings over 27 years of leadership experience in marketing and not-for-profit organisations. He is currently the Chief Executive Officer of MWP Care Ltd. Grant is a Graduate of the Australian Institute of Company Directors (GAICD) as well as a member of the Australian Institute of Management and Fundraising Institute Australia.

### **Andrew Abel** *Director*

Andrew joined the Westhaven Board in 2019 and brings a wealth of business and financial knowledge and experience to the Westhaven team. He has post graduate qualifications in Professional Accounting. Andrew is a Fellow of the Institute Of Public Accountants and the Institute of Financial Accountants and is a Graduate of the Australian Institute of Company Directors (GAICD).

### **Andrew Harvey** *Director and Chair of the Corporate Governance Committee*

Andrew joined the Westhaven Board in 2016 and is currently Chief Executive Officer of the Western Health Alliance Ltd which operates the Western NSW Primary Health Network. He previously held the role of CEO of the Darling Downs South West Queensland Medicare Local Limited. Andrew has a Bachelor of Agricultural Science, a Graduate Certificate in Management and is a Graduate of the Australian Institute of Company Directors (GAICD). Andrew also brings over 15 years experience working in Local Government management roles across Australia and New Zealand

### **Melissa Ashton-Garard** *Director*

Melissa joined the Westhaven Board in 2018 and brings experience in strategy development and business factors including legal, contractual, financial and marketing. Melissa holds post graduate certification in Law and is a Graduate of the Australian Institute of Company Directors (GAICD).

### **Diane Gray** *Director*

Diane has over 25 years of experience working with people with disabilities in learn to swim, high-performance swimming and aquatic therapy. Diane has a family member (brother) born with an intellectual disability and joined Westhaven as a Non-Executive director in September 2019. Diane has post grad qualifications in Marketing & HR Management.

# Senior Leadership Team

The Westhaven Executive Leadership Team is led by CEO Andrew Everett.

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.

Each of the members in our leadership team bring their own experience, qualities and skills to enable service delivery to be led by participant-focused outcomes supported by a culture of digital innovation, data and insights and empowered decision making to realise Westhaven's vision.

## Senior Leadership Team

Andrew Everett - Chief Executive Officer

Peter Jones - Chief Financial Officer

Lynda Haksteeg - General Manager, Corporate Services

Timothy Sykes - Director, HR & Engagement

Ben Camilleri - Director, IT & Digital

Cath Deveigne - General Manager, Children's Services

Penny Gibbs - General Manager, Adults Services

Kris Gersbach - Manager, Westhaven Business Services

## Leadership Support Team

## Don Easter - Director, Strategy & Business Growth

Anthony Meinecke - NDIS Business Service Manager

Natalie Troy - Business Facilitation Manager

Lauren Goodstat - Administration Manager

Dan Bynon - Service Manager, Adult Services

Brandan Weeks - Services Manager, Adult Services

Brianna Zaiden - Service Manager, Adult Services

Sarah Rapley - Manager, Property Services

Katrina Holmes - Service Manager, Children's Services

Karen Meredith - Executive Assistant to CEO

## Participant Engagement Committee

John Case                      Stephen Sharp

Codee Holmes                      Petrina Byrne

Mel Rule Alison Warn

Peter Fraser                      David Burgess

Peter Ward                      Trish Deveigne

Christopher Marshall      Josephine Schofield

Nathan Hudson                      Malcolm Chapman



**Andrew Everett**  
*Chief Executive Officer*



**Peter Jones**  
*Chief Financial Officer*



**Lynda Haksteeg**  
*General Manager  
of Corporate Services*



**Tim Sykes**  
*Director of Engagement & HR*



**Penny Gibbs**  
*General Manager  
of Adult Services*



**Cath Deveigne**  
*General Manager  
of Children's Services*



**Ben Camilleri**  
*Director of IT & Digital Services*



**Kris Gersbach**  
*Manager  
Business Services*

# A Warm Thank You

Westhaven would like to thank the following organisations and individuals that partnered with us through the 2019-2020 year. Thank you for your support, collaborative work and dedication to helping us provide environments that allow adults, children and young people to live life the way they choose.

## Our Partners and Major Supporters



Communities  
& Justice



MICAELA OUTTRIM



## Others to mention

NASR Group  
Aspect Property  
Aspect Buyers Agency  
Dr Peter Wurth  
Anne Nelson - Department of Education

Andrew Munro - Human Service Consulting  
Australian Community Workers Association  
Elephant in the room  
PsychSolutions

# Financials



Networking Partners for the  
2019 Biennial Westhaven  
Ball, Laurie Daley and  
Natasha Mogan, Deloitte.

**ABRIDGED STATEMENT OF PROFIT AND LOSS  
FOR THE YEAR ENDED 30 JUNE 2020**

	Notes	2020 \$	2019 \$
Revenue	2	51,706,862	41,179,866
Changes in inventories of finished goods and work in progress		(80,134)	(124,882)
Raw materials and consumables used		(52,713)	(144,079)
Employee expenses	3	(40,046,985)	(30,297,813)
Depreciation expenses	3	(1,064,604)	(504,850)
Finance costs	3	(90,123)	(22,599)
Other expenses	3	(7,747,640)	(9,573,238)
<b>Surplus for the year</b>		<b>\$2,624,663</b>	<b>\$512,405</b>

## ABRIDGED STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR ENDED 30 JUNE 2020

	Notes	2020 \$	2019 \$
<b>Surplus for the year</b>		2,624,663	512,405
<b>Other comprehensive income</b>			
Items that will not be reclassified subsequently to profit or loss:			
Gain on revaluation of land and buildings		-	6,405,111
<b>Total other comprehensive income for the year</b>		-	6,405,111
<b>Total comprehensive income for the year</b>		\$2,624,663	\$6,917,516
<b>Total comprehensive income attributable to the members of the Company</b>		\$2,624,663	\$6,917,516

## ABRIDGED STATEMENT OF FINANCIAL POSITION AS AT 30 JUNE 2020

	Notes	2020 \$	2019 \$
<b>ASSETS</b>			
CURRENT ASSETS			
Cash and cash equivalents	4	8,317,898	4,486,098
Trade and other receivables	5	4,181,150	5,584,200
Inventories	6	196,073	276,208
Other assets	7	629,446	229,311
<b>TOTAL CURRENT ASSETS</b>		<b>13,324,567</b>	<b>10,575,817</b>
NON-CURRENT ASSETS			
Property, plant and equipment	8	20,125,091	18,900,982
Right of use assets	9	1,704,469	-
<b>TOTAL NON-CURRENT ASSETS</b>		<b>21,829,560</b>	<b>18,900,982</b>
<b>TOTAL ASSETS</b>		<b>35,154,127</b>	<b>29,476,799</b>
<b>LIABILITIES</b>			
CURRENT LIABILITIES			
Trade and other payables	10	1,766,400	3,123,811
Financial liabilities	11	79,933	99,664
Lease liabilities	12	545,562	-
Provisions	13	2,374,119	1,694,672
Contract liabilities	14	2,391,161	468,346
<b>TOTAL CURRENT LIABILITIES</b>		<b>7,157,175</b>	<b>5,386,493</b>
NON-CURRENT LIABILITIES			
Financial Liabilities	11	70,761	150,501
Lease Liabilities	12	1,229,216	-
Provisions	13	398,077	265,570
<b>TOTAL NON-CURRENT LIABILITIES</b>		<b>1,698,054</b>	<b>416,071</b>
<b>TOTAL LIABILITIES</b>		<b>8,855,229</b>	<b>5,802,564</b>
<b>NET ASSETS</b>		<b>\$26,298,898</b>	<b>\$23,674,235</b>
<b>EQUITY</b>			
Reserves	15	11,738,960	11,738,960
Retained Earnings		14,559,938	11,935,275
<b>TOTAL EQUITY</b>		<b>\$26,298,898</b>	<b>\$23,674,235</b>

## ABRIDGED STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 30 JUNE 2020

	2020 \$	2019 \$
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>		
Receipts from consumers	3,302,121	3,646,377
Grant moneys received	1,255,105	1,863,101
NDIS income	30,025,160	19,881,528
Children services income	19,647,164	18,509,682
Government stimulus	2,558,000	-
Interest received	35,137	63,874
Payments to suppliers and employees	(50,594,127)	(39,495,770)
Finance costs	(8,051)	(22,599)
<b>Net cash flows provided by/(used in) operating activities (Note 16.2)</b>	<b>6,220,509</b>	<b>4,446,193</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>		
Proceeds from sale of property, plant and equipment	38,993	420,000
Purchase of property, plant and equipment	(1,751,372)	(981,298)
<b>Net cash flows provided by/(used in) investing activities</b>	<b>(1,712,379)</b>	<b>(561,298)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>		
Proceeds from borrowings	-	124,403
Repayments of borrowings	(99,471)	(102,617)
Repayment of right of use asset leases	(576,859)	-
<b>Net cash flows provided by /(used in) financing activities</b>	<b>(676,330)</b>	<b>21,786</b>
Net increase/ (decrease) in cash and cash equivalents	3,831,800	3,906,681
Cash and cash equivalents at the beginning of the year	4,486,098	579,417
<b>CASH AND CASH EQUIVALENTS AT THE END OF THE YEAR (Note 16.1)</b>	<b>\$8,317,898</b>	<b>\$4,486,098</b>

**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF  
WESTHAVEN LIMITED**

**Opinion**

We have audited the financial statements of Westhaven Limited, which comprises the statement of financial position as at 30 June 2020, 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 Westhaven Limited 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 2020 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.

**Material Uncertainty Regarding Events After the Reporting Period – Covid-19**

Without qualifying our audit opinion, we draw attention to Note 18 in the financial statements which indicate uncertainty in events after the reporting period due to the ongoing Covid-19 pandemic with border closures, travel restrictions, quarantine and social distancing measures. These control measures will remain in place for the foreseeable future. Tighter restrictions by the Government or changes in priorities by the Government to manage the pandemic may impact the operations of the Company into the future. These conditions provide a material uncertainty regarding events after the reporting period.

**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 2020.

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.

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

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.

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.

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

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: 24 September 2020



**JM SHANKS  
PARTNER**





# Westhaven

Live how you choose.

## How to connect with us

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[westhaven.org.au](http://westhaven.org.au)