



# Westhaven

Live how you choose.



## 2023 Annual Report

# it's been an amazing year!



L-R: Ryan, Tynu, Sam & Matthew

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## Offices

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ABN: 56 000 543 046

Front Photo: Michael

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**Westhaven acknowledges the Traditional Owners of Country throughout Australia. We pay our respects to Elders past and present.**



# live how you choose

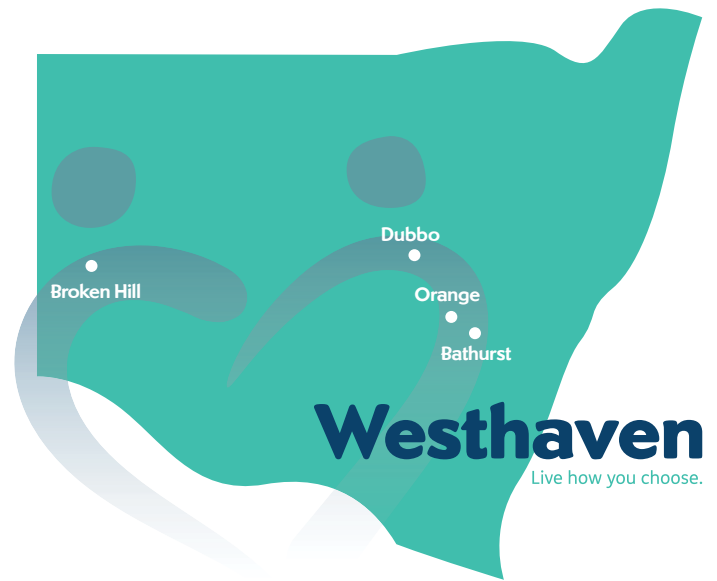
Westhaven's purpose is to provide ways for participants, children and young people (CYP) with a wide range of disabilities to **Live life the way they choose.**

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

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

Our story is one of success, beginning as a humble rural provider in the 1950's running a school in Dubbo for children with intellectual disabilities. The next 60 years Westhaven expanded it's services and reach, making it the provider of choice in Orange, Bathurst and Broken Hill in addition to Dubbo.

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



## 2022/23 Spotlight



**304**

Participants, children and young people supported the to help live their best lives, with compassion and choice



**600,572**

Hours of support work from our dedicated frontline team



### Expansion

Now servicing the 4 major population hubs of Western NSW: Dubbo Orange, Broken Hill and Bathurst



Margie

# letter from the ceo & chairman

**Dear Stakeholders,**

We are pleased to present the annual report for the Westhaven Group for 2023. It has been another successful year for our disability organization, marked by growth, expansion, and our commitment to helping people with disabilities live the lives they choose.

## **Growth Across the Group Portfolio**

We are delighted to report growth across our group portfolio of companies, including Westhaven, Excelsior Housing Service, and Zapti. This growth has built resilience into our financial results, allowing us to achieve a small operating surplus despite challenging trading conditions. Our diverse revenue and margin profiles have contributed to this success.

## **Responding to Client Demand**

We have expanded our services into new geographies, and we are now operating in Broken Hill, Dubbo, Orange, and Bathurst. This expansion enables us to reach and serve a wider community of individuals with disabilities, making a meaningful impact on their lives.

## **Increase in Client and Staff Numbers**

We are proud to report a significant increase in both client and staff numbers. This growth reflects the quality of our services and the dedication of our team. We remain committed to making a positive difference in the lives of individuals with disabilities.

## **Success in the STEP Tender**

We are thrilled to announce our success in winning the STEP (Short Term Emergency Placement) tender with the NSW Department of Community and Justice. This achievement highlights our expertise and the trust placed in us to provide essential support to individuals in need.

## **Expansion of Purpose-Built Specialist Disability Accommodation (SDA) Homes**

We have completed the construction of three new purpose-built specialist disability accommodation (SDA) homes. These homes in Dubbo and Orange have been co-designed with clients and staff, reflecting our commitment to providing excellent forever homes that meet their needs.

## **Quality, Safety, and Risk Management**

We have successfully completed the NDIS mid-term audit and the Office of the Children's Guardian (OCG) audit. These achievements reflect our investments in quality, safety, and risk management. We maintain the highest standards across all aspects of our operations.

### **Engagement with Stakeholders**

Our board and leadership team have engaged with a variety of stakeholders, including clients and their families, staff, funding providers, allied health professionals, and service providers. This engagement has helped us develop a strong ecosystem that supports our mission and the delivery of exceptional services.

### **Commitment to Strong Corporate Governance**

We are dedicated to maintaining strong corporate governance practices. Transparency, accountability, and ethical decision-making are integral to our operations. We strive to uphold the trust and confidence of our stakeholders.

### **Commitment to Sustainability and Corporate Social Responsibility**

We recognize the importance of sustainability and corporate social responsibility. These principles guide our operations and decision-making. Our commitment to sustainability ensures environmental responsibility, while our dedication to corporate social responsibility enables us to make a positive impact on the communities we serve.

### **The W27 Strategy: Our Path for the Next Five Years**

In March 2023, we finalized our new five-year strategy called W27. This strategy, guided by four pillars—Our Clients, Our People, Our Culture, and Our Impact—will shape our activities as we continue to fulfill our mission of empowering individuals with disabilities.

### **Appreciation and Looking Ahead**

We extend our sincere gratitude to all our staff, the leadership team, and the board for their dedication and hard work. Their collective efforts have contributed to our success. As we enter the next fiscal year, we are excited to implement the W27 strategy and deliver transformative services to our clients.

Thank you for your continued support.

**Sincerely**

**Andrew Everett, CEO**

 andreweverett

**Matthew Irvine, Chair**

 matthew-d-irvine



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

## Our Impact

**Create sustained growth and impact for our stakeholders.**

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

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



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

## Our Culture

**Deliver on our purpose through learning and innovation.**

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



# Our Client Experience

*Provide an exceptional client experience that you can count on.*

**Be** known for high quality and safe services

**Increase** personalisation of service delivery for our clients

**Improve** our client outcomes

Elevate the client voice in Westhaven



## Our People

*Be the place you want to work*

**Empower** our frontline managers to be quality and value-aligned leaders. **Partner** with our clients to provide the right support, in the right place, at the right time.

**Enhance** the Westhaven employee experience.

**Celebrate** and nurture an inclusive, diverse and supportive workplace.

**participant stories**  
**Alex**





# “we love Alex’s infectious laugh”

*Katrina Holmes, Children Services*

Alex\* came into Westhaven’s care towards the end of 2020. With complex behavioural issues and past traumas, Alex required intensive personal care and support from our team and had never attended a traditional educational setting. Unable to live with other children and a fear of sleeping by himself in his bedroom, we knew his quality of life needed immediate planning and supports.

Fast forward to today, Alex now attends school 5 days a week. He has conveyed to support workers an optimism and focus on developing relationships and life skills. Alex now lives with another child with disability, and has overcome his difficulties sleeping in his bedroom. These are milestones our team are extremely proud of and are testament to the life-changing impact, personalised care and support Westhaven provides.

Alex has a bright future, and we’re proud to be part of that journey.

*\* name changed and stock photo used to protect child’s privacy.*

# participant stories **Trey**

Trey is a proud Gomeroi man born in Moree, New South Wales. From the age of 3 Trey lived with his grandparents Larry and Jedda and was surrounded by family. In his teen years Trey relocated and faced multiple challenges that saw him incarcerated for a period of time. This experience allowed Trey to reconnect and lean on his family and his culture to heal and to grow.

Trey moved to Perth Western Australia in 2019 in an attempt to improve his physical and emotional wellbeing and get his life back on track. On 16 October 2019 Trey's entire world changed when he was involved in a motor vehicle accident which resulted in him sustaining life threatening injuries. This required a 3 month stay in hospital before being transferred to a local care facility suitable to his complex care needs.

Trey's Aunty Lavenia tells his story, "Trey now faces a different prison, and unlike the prisons he has been in before this one has no release date; Trey is imprisoned in his own body and he can no longer make decisions of any kind when it comes to where he lives, where he goes, or how he can get there".

During this extremely challenging and uncertain time in Trey's life his family in New South Wales were able to send Trey's grandfather Larry and grandmother Jedda, over to Perth. They stayed with him for 8 months after his accident. Having Larry and Jedda be able to go and physically be with Trey

meant the world to the rest of his family, and while it was extremely upsetting that they couldn't all be there, they were extremely grateful that his grandparents could be.

The heartache of Trey's accident was amplified by the distance placed between him and his family and while Trey was being provided with the necessary health care and treatment he required, there was still so much missing from his life. Things that he couldn't receive from a doctor, medication or a piece of equipment. Trey needed his family and his culture.

***"Trey is not a blade of grass in a field of millions of blades, he is unique, adored, loved, and one Gomeroi man amongst thousands of men and he is not misplaced or lost in our hearts or our nation".***

- Aunty Lavenia



Trey's family longed for the opportunity to be able to embrace him, support him, but more importantly, in Lavenia's words, "we long to celebrate Trey's life and show him that life is worth living". Larry, Jedda and Lavenia's unconditional love for Trey would not allow them to rest until he was home on country and back with his family. "Gomeri people believe that we are not to pass away too far from our nation or land, we would become boundless and are never to rest peacefully", Lavenia shares. So they fought. They fought for Trey, they fought for their family, they fought for their cultural rights.

Funding was granted to support Trey to transition back to New South Wales, where his journey began. What the family were told would take 5 to 6 years, with the support of Westhaven's goal focused team and Trey's very determined family members, worked together to support Trey to transition to his placement in Orange within 7 short months. This task was definitely no easy feat and worth every single minute spent to reunite this young Gomeri man with family, culture and country.



# staff spotlight

## Rabin

Rabin Rana, hailing from the beautiful land of Nepal, brings with him a wealth of talent and a relentless pursuit of excellence. His remarkable journey at Westhaven Children Services is nothing short of a good news story.

Rabin's arrival in Australia in 2014 marked the beginning of an exciting chapter in his life. With a passion for engineering and a desire to make a difference, little did he know that his journey would lead him to the heart of Westhaven Children Services, aligning with his personal beliefs in positive outcomes for the well-being of children and young persons.

Starting as an Admin Officer, Rabin's exceptional organisational skills quickly caught the attention of his colleagues and superiors. His commitment to excellence and attention to detail was evident in every task he undertook. It wasn't long before Rabin's hard work paid off and he was promoted to the role of Intake and Admin Officer in Children Services.

In this new position Rabin's engineering background proved invaluable. His analytical skills and meticulous approach to problem-solving helped him excel in his responsibilities. Rabin's dedication to streamlining the Children Services Intake process resulted in the implementation of a more evidence-based and risk-based



**"At Westhaven Children Services, the positive work culture and emphasis on professional development have transformed my career, allowing me to grow and make a difference every day."**

*Rabin Rana*

approach yielding remarkable success. Under his leadership, 16 successful intakes were initiated leading to significant growth for the organisation.

Rabin's rise through the ranks at Westhaven is a testament to his exceptional skills and unwavering commitment to his role. But it is also a reflection of the organisation's commitment to nurturing talent and providing growth opportunities. The positive work culture



at Westhaven has played a pivotal role in fostering Rabin's professional development, allowing him to thrive and make a lasting impact.

Today, Rabin stands tall as a valued member of the Westhaven team. His story inspires others proving that hard work, dedication and a passion for making a difference can lead to incredible success. As his journey continues there is no doubt that Rabin will continue to make significant contributions to Westhaven .

In a world often filled with challenges and uncertainties. Rabin's story is testament that with determination and a supportive environment, dreams can be achieved.

Westhaven Children Services proudly celebrates Rabin Rana and looks forward to witnessing his continued growth and success in the years to come.

# staff spotlight

## Jessica

### **Can you briefly describe your role within Westhaven and the main responsibilities you have?**

I am currently working within the Adult Disability Services Intake Team and provide support and information to new participants coming into Westhaven services. My main responsibilities include communicating with the new participant and their stakeholders, collating data to determine the individuals' needs and preferences, liaising with service delivery, commercial and business facilitation team to identify a suitable placement or program of support and ensuring a smooth transition process for the participant.

### **What is one accomplishment or project that you are particularly proud of, and how did it contribute to the success of the team?**

I was privileged to be involved in the transition of Trey Flick, a young aboriginal gentleman who was living in Perth, Western Australia, away from his family for over 4 years. Trey was involved in a life changing motor vehicle accident that resulted in long-term injuries and resulted in the need for intensive high care support. The distance and travel costs meant that his grandparents were the only family able to make the journey to visit him. Initially Trey's family were told that the process of relocating him back to country land would take at least 5 years when they enquired 12 months ago. As fate would have it, Trey's support coordinator reached out to Westhaven who were able to work collaboratively with multiple external providers and specialists in

both Perth and Orange to identify and mitigate risks, manage many hurdles and work together to support Trey's family to bring him back home to country within 7 months. The Westhaven team worked tirelessly to ensure this would be a safe transition for Trey and I am very proud to have been a part of it.

### **How do you contribute to fostering a positive and collaborative work culture within your team?**

Westhaven is an extremely supportive environment and I was very lucky to be welcomed into the intake team by Emma, Kendall and Natalie and shown the ropes. I have a passion for teamwork and love working with others to reach a common goal. I love a good chat and building relationships with people and hope that my friendly and positive attitude has a positive impact within our team.


### **Are there any personal or professional goals you have set for yourself in your current role or within Westhaven?**

I try every day to learn new things, be open minded and see challenges as opportunities for growth and development. I believe that you learn new things about yourself and your abilities when you push your limits and step outside your comfort zone and I hope to continue learning and growing within my role at Westhaven.

### **What do you enjoy most about working at Westhaven?**

I love that Westhaven encompasses staff growth and offers employment opportunities to learn and build on new or existing skills in a wide range of areas. When I started with the intake team I was extremely nervous. Everyone was so incredibly welcoming and supportive. Nothing ever seems a bother and there is always someone willing to help or assist if needed.





**"you learn new things about  
yourself and your abilities  
when you push your limits  
and step outside your  
comfort zone "**

*Jessica Priest*

# people & culture

## #BeThePlaceYouWantToWork

As part of Westhaven's W27 strategy launched in March 2022, Westhaven has made a commitment to prioritise our employee experience and value proposition.

Westhaven's commitment is summed up by **#BeThePlaceYouWantToWork**

In 2022/2023 we focussed on celebrating an inclusive, diverse and supportive workplace via a packed calendar of events and awareness activities.

Over the year we celebrated and promoted 21 different events!

Helen



I really liked seeing a wide range of Westhaven staff attend. It was amazing to see the participants interacting and having a great time.

Nic Steepe  
(Wear it Purple Day)



Well done! Be who you are! Can not wait to meet Nicolas.

## Staff Profile

**773**

Total employees

**36%**

Identify as culturally and linguistically diverse

**12%**

Identify as Aboriginal or Torres Strait Islander

**2.5%**

Identify as living with a disability

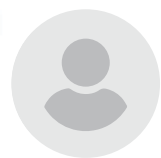
Some highlights include:

- Yarn With Joe Williams for Men's Health Week
- Nic Steepe who spoke to us about all things equity, diversity and inclusion for Wear It Purple Day
- Christmas events at Dubbo, Broken Hill and Orange with employees and participants
- Heartache and Birdsong with Sam Bloom for International Women's Day
- Tubba-Gah Dancers performance for NAIDOC Week

Lauren

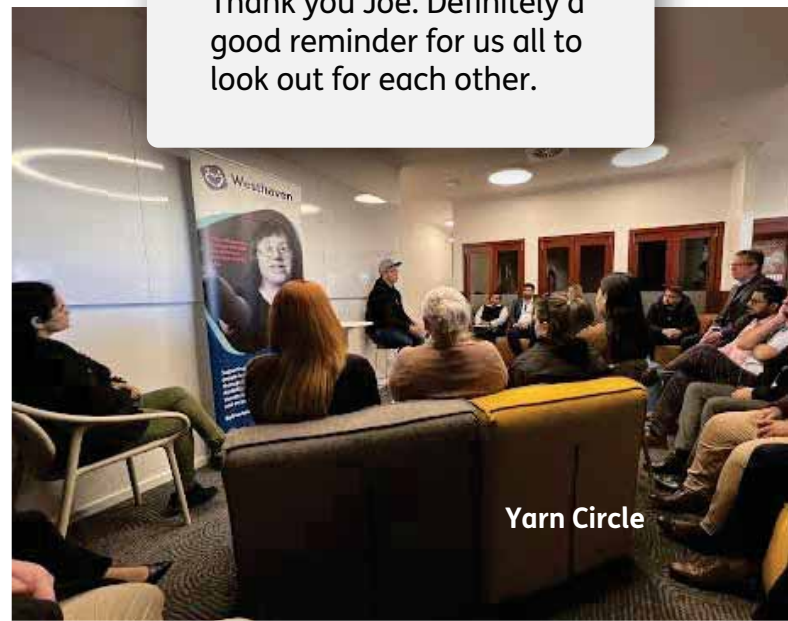


**Westhaven participated in a yarning circle with local Wiradjuri/Wolgalu man, Joe Williams from "The Enemy Within - Suicide prevention, Mental Health & Wellbeing Education", in support of Men's Health Week.**



Anonymous

Thank you Joe. Definitely a good reminder for us all to look out for each other.



Yarn Circle

# people & culture

Holi Day



Thank you for increasing my understanding and for sharing a profound and wonderful experience :)



Kath

## cultivating leadership

In partnership with Adapt Leadership, we rolled out leadership training to over 70 entry and mid level supervisors and managers. The program was exceptionally well received; the positive impact on the skill level and confidence of our leaders has in turn influenced all of our employees' workplace experience.

As part of our focus on leaders we collectively worked on and launched Westhaven's W27 Leadership Values. Our guest speaker at the launch, Dr Richard Chambers, encouraged us to 'focus on what matters' and 'be present with those we lead'.



Lyndall

The Leadership Training was such a fantastic day! The activities and self reflection tools have really enabled me to strive toward further development of myself as a leader and for my team. Thank you Westhaven for the opportunity!

# looking forward 2023/2024

In 2023/2024 we will continue to focus on an inclusive and supportive workplace. We plan to continue with our engagement events and awareness activities, introduce stay initiatives, roll out the “People at Work Survey” and start work on a meaningful and impactful Reconciliation Action Plan. We have activities and actions planned over a 5 year period to promote our employee experience.

**“As the Director of People and Culture at Westhaven I am privileged to be able to influence and promote diversity, inclusion and psychological safety at Westhaven. And it gives my team a huge buzz to see the impact our work has on our employees and their feeling of belonging at Westhaven.”**

*Kylie Peacock, Director of People & Culture*



Anonymous

Two times World Para Surfing Champion and bestselling author, Sam Bloom, shared her story of overcoming adversity as part of International Women’s Day.



Lyndall Smith  
with Sam Bloom’s  
Book

Sam was inspirational. Everyone has their challenges. Having support can bring great relief. As a support worker, I find it very rewarding to help people gain greater independence.

## our leadership values

Be Accountable



Develop People and Teams



Communicate Effectively



Demonstrate Leadership



# governance

Westhaven recognises and is committed to a robust corporate governance framework and it is essential for the successful delivery of quality and safe services to people with disability to live life the way they choose.

Through our comprehensive framework, inclusive board representation, effective risk management, stakeholder engagement and a strong commitment to ethics and integrity, we aim to continuously strengthen our governance practices. By doing so we can maximise the positive impact of our services, enhance accountability and promote the inclusion and well-being of individuals with disability in our community.

We are a committed organisation to providing high-quality and safe disability services. We recognise the crucial role that Governance plays in ensuring accountability, transparency, and effective decision making. Our efforts to strengthen corporate governance within our services and outlines the measures we have implemented to support our Values/Mission to promote positive outcomes for individuals to live life the way they choose.

Over the past 12 months Westhaven has undergone 2 significant compliance audits, namely the NDIS Mid Term Audit and the Children Services OCG Audit. We are pleased to report that both audits were conducted

successfully highlighting our commitment to maintaining high standards and adhering to regulatory requirements.

In the NDIS Mid Term Audit Westhaven demonstrated exemplary compliance with the National Disability Insurance Scheme (NDIS) guidelines and regulations. This achievement reinforces our dedication to providing quality support and services to individuals with disability ensuring their needs are met effectively and efficiently.

Additionally the Children Services OCG Audit further affirmed Westhaven's commitment to upholding the highest standards in delivering services to children and young persons. The positive feedback received during the audit reflects our ongoing efforts to prioritise the well-being of those in our care while also adhering to all relevant legislative and regulatory frameworks.

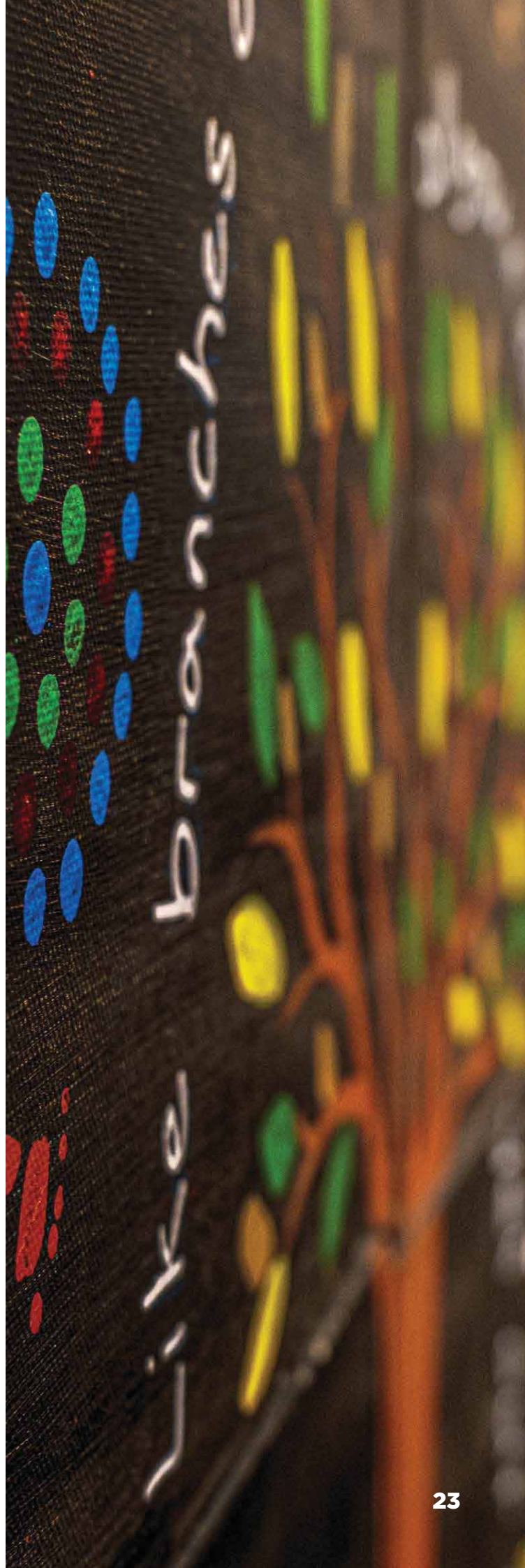


These successful compliance audits are a testament to the hard work and dedication of our staff and management team. We remain steadfast in our commitment to continuous improvement, ensuring that we consistently meet and exceed compliance standards across all aspects of our operations.

Westhaven's corporate governance framework encompasses policies, procedures, compliance measures specifically tailored to the unique challenges and responsibilities of the services that we provide. The framework ensures that we align with legal and regulatory requirements, the sector best practices, and the values we uphold as an organisation.

Our Board of Directors plays a crucial role in overseeing the governance framework of our organisation. Our board members bring valuable perspective to strategic decision-making ensuring that our services remain quality, safe, person-centered, inclusive, and responsive to evolving needs. Their commitment to ethical practices and stakeholder engagement further strengthens our governance structure.

Moving forward, we continue to prioritise compliance and regulatory adherence, further enhancing our service delivery and ensuring the best possible outcomes for the individuals and families we support.



# governance

## risk management & compliance

Managing risks effectively is an integral part of our corporate governance approach. We have implemented robust risk management practices to identify, assess, mitigate, and monitor risks that may impact the delivery of our services. This includes ensuring compliance with relevant regulations, implementing safeguards to protect the rights and safety of our participants, children and young people and staff, and regularly review our risk management strategies to adapt to change in the sector.

## stakeholder engagement

We believe that our meaningful stakeholder engagement is vital for effective governance and service improvement. We actively seek the input of participants children and young people, families, advocacy groups, and other stakeholders to inform our decision-making processes and ensure that our services align with their needs and preferences. Through regular communication, feedback mechanisms and collaborative initiatives, we foster an environment of trust, transparency and inclusivity.



**4.88/5**

Participant, children and young persons satisfaction rating



**45hrs.**

Average training completed per employee over the last year.





# technology



## innovative and personalised training

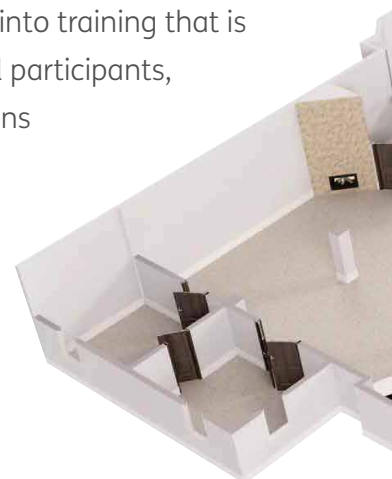
By using innovative technology Westhaven is improving services and safety for our participants, children and young persons and staff.

One way we are doing this is by utilising 3D scanning technology to map a visual layout of our homes to provide site-specific training to staff.

This allows staff to be more confident, delivering services to participants in our homes. Visual aids are proven to help individuals retain information.

The homes are scanned and then areas in the 3D scan are defined to mark points of interest, even fire extinguishers and evacuation points.

This is then incorporated into training that is specific for the home and participants, children and young persons living there.





Photos © Matterport



## digital workers

Improving productivity is built into our core at Westhaven. We have implemented a number of digital workers and they take care of a lot of mundane and repetitive tasks at Westhaven. Such as gathering data, running reports, logging jobs and even managing the schedule of catching up with your manager.

Westhaven continues to develop in the automation and AI space and believe it will allow us to continue to offer a valuable sustainable service for our participants, children and young people, and staff alike.

### 9,168+

staff hours saved in 2023 through the use of digital workers and automation.

### 36,672+

tasks completed in 2023 through the use of digital workers and automation.

### Zero

staff lost their jobs, as a result of digital workers.

***“Digital workers free our staff from doing low value repetitive tasks, allowing them to focus on more valuable work”***

*Ben Camilleri, Director IT & Digital Services.*

# facilities management



Ramp installation at a Westhaven property.



## **Zapti is the non-profit facilities management subsidiary of Westhaven.**

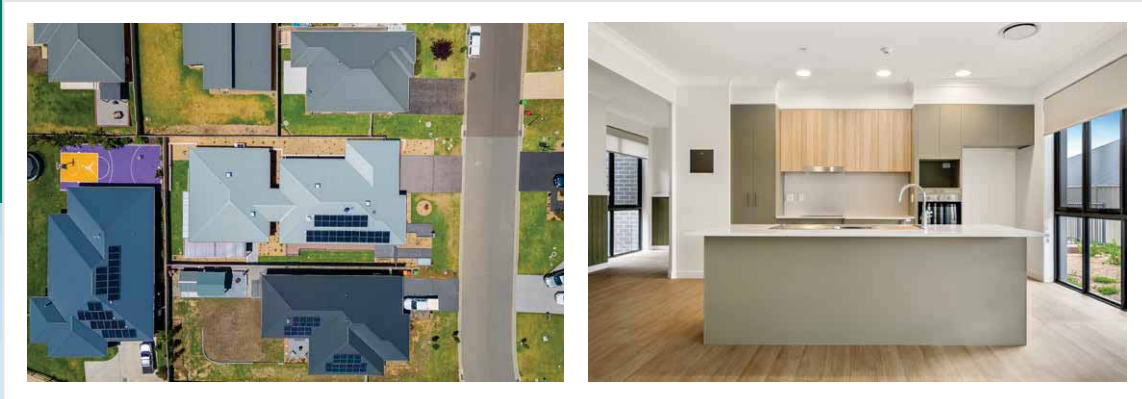
Over the last twelve months our team focused on operational excellence which included the completion of over 4000+ Maintenance Jobs, Search & Establishment of 15 new properties for people with disability to call home and expanded our range of services into Bathurst, NSW. We effectively provided facilities management to a portfolio of 107+ properties and increased our operational revenue by an incredible 60% on previous year.

Zapti was recognised in the Dubbo Business Chamber Awards for Startup Business of the Year as a Top 4 finalist. This is testimony to the organisation's alignment with its value proposition of providing best-in-class specialised facility management services that enable a quality, safe and person-centred experience.

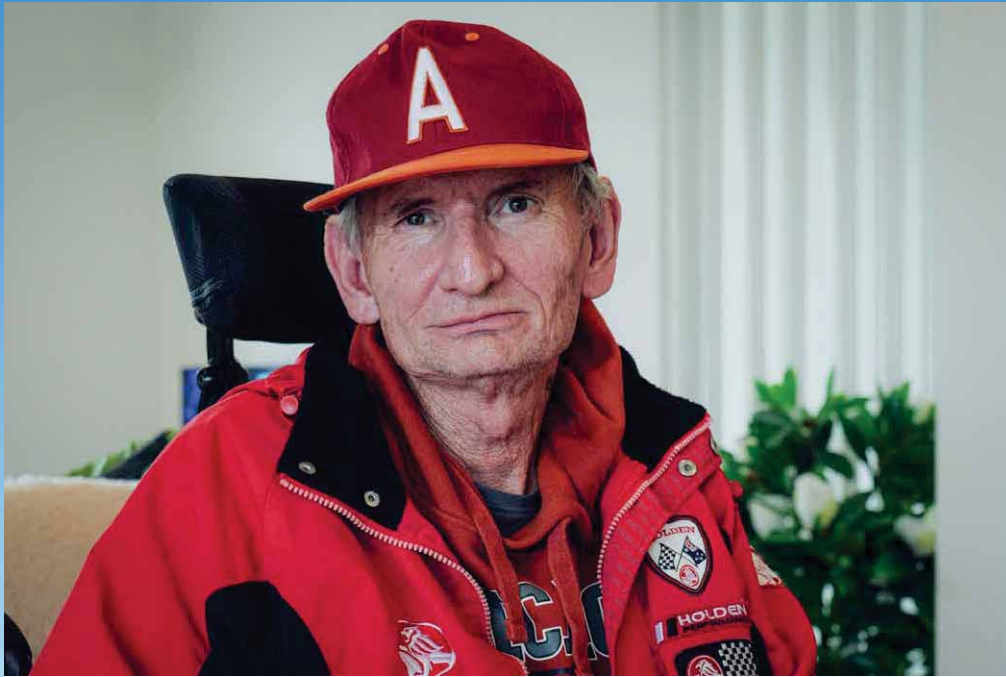
In May 2023 our team was successful in obtaining NDIS Registration for Home Modification services for people with a disability. Zapti provided its first NDIS Home Modification service which enabled the successful transition of a participant in a wheelchair into a standard residential home in Orange, NSW.



# property management



We believe in Life-Changing Housing. Our housing is high quality, accessible and a great place to live. We know how important safe, accessible and engaging housing is for people to achieve their goals and thrive. Our housing is developed based on years of experience to incorporate industry-leading design and functional living spaces.



## participant stories Will

### From Aged care to the Community

Will is an retired electrician and computer business owner. Despite being less than 65 years old, Will was living in an Aged Care facility due to the impact of cancer and disability.

Fiercely independent, Will did not like living in a nursing home.

He shared a room with an elderly man and had limited access to his technology. He spent every daylight hour at the Public Library just to escape the nursing home.

Through the NDIS younger people living in aged care strategy, Will is one of many NDIS participants who have more choice and control over where they live.

Since moving into Excelsior Housing Services' brand new Specialist Disability Accommodation at Brown Street, Orange, Will has re-engaged with his hobbies, developed a new friendship and starting to live his life again.

*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.*

**Matthew Irvine**  
*Chairman*

 matthew-d-irvine



**Grant Simpson**  
*Director*

 grant-simpson-gaicd-65aaa0b



**Alexandra Geddes**  
*Director*

 alexandra-geddes-b5a3542





**Andrew Harvey**  
*Director*

 andrew-harvey-2560a687



**Melissa Ashton-Garard**  
*Director*

 melissa-ashton-garard-57727420



**Diane Gray**  
*Director*

 dianemgray



**Grahame Marchant**  
*Director*

 grahame-marchant-a0161787





**Westhaven**  
Live how you choose.

# leadership team

**Andrew Everett**  
*Chief Executive Officer*

 andreweverett



**Kylie Peacock**  
*Director of People & Culture*

 kylie-peacock



**Peter Jones**  
*Chief Financial Officer*

 peter-te-jones



**Penny Gibbs**  
*GM of Adult Services*

 pennygibbs



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

 ben-camilleri




**Lynda Hakseteeg**  
*GM of Corporate Services*

 lynda-hakseteeg



**Midhun Francis**  
*GM of Children's Services*

 midhun-francis



**Karen Meredith**  
*Executive Assistant to CEO*

 karen-m-meredith



**Andrew Pansini**  
*Excelsior Housing Services*

 andrew-pansini



**Brandan Weeks**  
*Zapti*

 brandan-weeks



*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.*

[www.westhaven.org.au/leadership-team/](http://www.westhaven.org.au/leadership-team/) 

# financials





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**WESTHAVEN LIMITED**  
**AND CONTROLLED ENTITIES**  
**ABN 56 000 543 046**

**FINANCIAL REPORT - 30 JUNE 2023**

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

In accordance with the requirements of the *Australian Charities and Not-for-profits Commission Act 2012* and the *Corporations Act 2001*, as lead auditor for the audit of Westhaven Limited and its controlled entities, I declare that, to the best of my knowledge and belief, during the year ended 30 June 2023 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**  
Chartered Accountants



**S.J. Hutcheon**  
Partner

21 September 2023

**WESTHAVEN LIMITED**  
**AND CONTROLLED ENTITIES**  
**ABN 56 000 543 046**

**STATEMENT OF FINANCIAL POSITION**  
**AS AT 30 JUNE 2023**

|                                      | Consolidated      |                   |
|--------------------------------------|-------------------|-------------------|
|                                      | 2023              | 2022              |
|                                      | \$                | \$                |
| <b>ASSETS</b>                        |                   |                   |
| <b>Current assets</b>                |                   |                   |
| Cash and cash equivalents            | 5,244,145         | 3,659,988         |
| Trade and other receivables          | 3,047,720         | 2,970,725         |
| Inventories                          | 71,214            | 60,534            |
| <i>Total current assets</i>          | 8,363,079         | 6,691,247         |
| <b>Non-current assets</b>            |                   |                   |
| Deferred tax assets                  | 5,842             | 7,160             |
| Investment properties                | 35,029,604        | 29,865,000        |
| Property, plant and equipment        | 2,639,141         | 3,610,093         |
| Right-of-use assets                  | 969,509           | 1,151,117         |
| <i>Total non-current assets</i>      | 38,644,096        | 34,633,370        |
| <b>TOTAL ASSETS</b>                  | 47,007,175        | 41,324,617        |
| <b>LIABILITIES</b>                   |                   |                   |
| <b>Current liabilities</b>           |                   |                   |
| Current tax liabilities              | 11,121            | 80,845            |
| Trade and other payables             | 3,388,231         | 3,906,012         |
| Employee benefits                    | 3,212,228         | 2,968,278         |
| Lease liabilities                    | 160,049           | 200,275           |
| <i>Total current liabilities</i>     | 6,771,629         | 7,155,410         |
| <b>Non-current liabilities</b>       |                   |                   |
| Trade and other payables             | -                 | 8,492             |
| Borrowings                           | 5,452,800         | -                 |
| Employee benefits                    | 981,437           | 852,947           |
| Lease liabilities                    | 899,994           | 1,107,915         |
| <i>Total non-current liabilities</i> | 7,334,231         | 1,969,354         |
| <b>TOTAL LIABILITIES</b>             | 14,105,860        | 9,124,764         |
| <b>NET ASSETS</b>                    | <b>32,901,315</b> | <b>32,199,853</b> |
| <b>FUNDS</b>                         |                   |                   |
| Accumulated funds                    | 32,901,315        | 32,199,853        |
| <b>TOTAL FUNDS</b>                   | <b>32,901,315</b> | <b>32,199,853</b> |

The above statement is an extract from the financial report

**WESTHAVEN LIMITED  
AND CONTROLLED ENTITIES**

**STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME  
FOR THE YEAR ENDED 30 JUNE 2023**

|   | Consolidated          |                         |
|---|-----------------------|-------------------------|
|   | 2023                  | 2022                    |
|   | \$                    | \$                      |
| <b>Revenue</b>                                    | 72,107,950            | 62,082,868              |
| <b>Other income</b>                               | 43,149                | 4,694,269               |
|   | <u>72,151,099</u>     | <u>66,777,137</u>       |
| <b>Expenses</b>                                   |                       |                         |
| Administration expenses                           | (492,059)             | (530,524)               |
| Client expenses                                   | (1,159,543)           | (963,275)               |
| Cost of sales                                     | (75,053)              | (169,988)               |
| Depreciation                                      | (425,081)             | (853,886)               |
| Employee benefits expense                         | (60,863,494)          | (52,798,209)            |
| Finance costs                                     | (110,972)             | (61,014)                |
| Insurance   | (287,342)             | (206,166)               |
| Loss on disposal of property, plant and equipment | -                     | (1,938)                 |
| Motor vehicle expenses                            | (692,227)             | (573,611)               |
| Professional fees                                 | (2,001,631)           | (1,504,741)             |
| Property costs                                    | (537,482)             | (541,142)               |
| Rent and utilities                                | (1,732,158)           | (1,361,967)             |
| Repairs and maintenance                           | (596,242)             | (434,730)               |
| Other expenses                                    | (2,447,038)           | (1,665,996)             |
|   | <u>(71,420,322)</u>   | <u>(61,667,187)</u>     |
| <b>Surplus before income tax</b>                  | 730,777               | 5,109,950               |
| Income tax expense                                | (29,315)              | (89,276)                |
| <b>Surplus for the year</b>                       | 701,462               | 5,020,674               |
| <b>Other comprehensive income</b>                 | -                     | -                       |
| <b>Total comprehensive income for the year</b>    | <u><u>701,462</u></u> | <u><u>5,020,674</u></u> |

The above statement is an extract from the financial report



**WESTHAVEN LIMITED**  
**AND CONTROLLED ENTITIES**

**STATEMENT OF CHANGES IN FUNDS**  
**FOR THE YEAR ENDED 30 JUNE 2023**

|  | <b>Accumulated<br/>Funds</b> | <b>Total</b>             |
|--|------------------------------|--------------------------|
|  | <b>\$</b>                    | <b>\$</b>                |
| <b>Consolidated</b>                            |                              |                          |
| <b>Balance at 1 July 2021</b>                  | 27,179,179                   | 27,179,179               |
| <b>Comprehensive income</b>                    |                              |                          |
| Surplus for the year                           | 5,020,674                    | 5,020,674                |
| Other comprehensive income                     | -                            | -                        |
| <b>Total comprehensive income for the year</b> | <u>5,020,674</u>             | <u>5,020,674</u>         |
| <b>Balance at 30 June 2022</b>                 | <u><b>32,199,853</b></u>     | <u><b>32,199,853</b></u> |
| <b>Balance at 1 July 2022</b>                  | 32,199,853                   | 32,199,853               |
| <b>Comprehensive income</b>                    |                              |                          |
| Surplus for the year                           | 701,462                      | 701,462                  |
| Other comprehensive income                     | -                            | -                        |
| <b>Total comprehensive income for the year</b> | <u>701,462</u>               | <u>701,462</u>           |
| <b>Balance at 30 June 2023</b>                 | <u><b>32,901,315</b></u>     | <u><b>32,901,315</b></u> |

The above statement is an extract from the financial report

**WESTHAVEN LIMITED  
AND CONTROLLED ENTITIES**

**STATEMENT OF CASH FLOWS  
FOR THE YEAR ENDED 30 JUNE 2023**

|  | Consolidated     |                  |
|--|------------------|------------------|
|  | 2023             | 2022             |
|  | \$               | \$               |
| <b>Cash flows from operating activities</b>                      |                  |                  |
| Receipts from customers  | 2,829,876        | 2,736,578        |
| Payments to suppliers and employees                              | (73,587,385)     | (62,372,449)     |
| Grants received  | 28,092,258       | 23,668,773       |
| NDIS funding   | 43,619,896       | 38,910,155       |
| Donations  | 28,948           | 46,251           |
| Interest received  | 4,101            | 3,425            |
| Interest paid - other  | -                | (1,172)          |
| Interest paid - leases   | (58,172)         | (59,842)         |
| Income tax paid  | (97,721)         | (15,591)         |
| <i>Net cash flows from operating activities</i>                  | 831,801          | 2,916,128        |
| <b>Cash flows from investing activities</b>                      |                  |                  |
| Proceeds from sale of property, plant and equipment              | 113,800          | 11,667           |
| Purchase of property, plant and equipment                        | (3,946,707)      | (3,103,786)      |
| Purchase of investment properties                                | (566,590)        | -                |
| <i>Net cash flows from investing activities</i>                  | (4,399,497)      | (3,092,119)      |
| <b>Cash flows from financing activities</b>                      |                  |                  |
| Proceeds from borrowings   | 5,400,000        | -                |
| Repayment of lease liabilities                                   | (248,147)        | (159,842)        |
| <i>Net cash flows from financing activities</i>                  | 5,151,853        | (159,842)        |
| Net increase (decrease) in cash and cash equivalents             | 1,584,157        | (335,833)        |
| Cash and cash equivalents at the beginning of the financial year | 3,659,988        | 3,995,821        |
| Cash and cash equivalents at the end of the financial year       | <b>5,244,145</b> | <b>3,659,988</b> |

The above statement is an extract from the financial report

**WESTHAVEN LIMITED**  
**AND CONTROLLED ENTITIES**  
**ABN 56 000 543 046**

**FINANCIAL REPORT - 30 JUNE 2023**

**DIRECTORS' DECLARATION**

The Directors of Westhaven Limited declare that:

1. The financial statements, which comprises the statement of financial position as at 30 June 2023, and the statement of profit or loss and other comprehensive income, statement of changes in funds and statement of cash flows for the year ended on that date, a summary of significant accounting policies and other explanatory notes are in accordance with the *Australian Charities and Not-for-profits Commission Act 2012* and:
  - (a) comply with *Australian Accounting Standards - Simplified Disclosures*; (including Australian Accounting Interpretations) and the *Australian Charities and Not-for-profits Commission Regulation 2022*; and
  - (b) give a true and fair view of the financial position as at 30 June 2023 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, 21 September 2023

**WESTHAVEN LIMITED**  
**AND CONTROLLED ENTITIES**  
**ABN 56 000 543 046**

**FINANCIAL REPORT - 30 JUNE 2023**

**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS 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 2023, the statement of profit or loss and other comprehensive income, the statement of changes in funds and statement of cash flows for the year then ended, notes comprising a summary of significant accounting policies and other explanatory information, and the Directors' Declaration of the consolidated entity comprising the parent entity and the entities it controlled at the year's end or from time to time during the financial year.

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

- a) giving a true and fair view of the group's financial position as at 30 June 2023 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 Regulation 2022*.

***Basis for Opinion***

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

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

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

***Directors' Responsibility for the Financial Report***

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

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

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

**WESTHAVEN LIMITED**  
**AND CONTROLLED ENTITIES**  
**ABN 56 000 543 046**

**FINANCIAL REPORT - 30 JUNE 2023**

**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS 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**  
Chartered Accountants



**S.J. Hutcheon**  
Partner

21 September 2023

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**Westhaven**

Live how you choose.



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Live how you choose.

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