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A LOOK INSIDE



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2014 YEARBOOK

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WELCOME

MEET SOME OF THE AMAZING PEOPLE WHO ARE THE HEARTBEAT OF NEW HORIZONS ...

IF 2013 WAS ALL ABOUT WHAT WAS GOING ON IN THE OUTSIDE WORLD, THEN 2014 HAS BEEN ABOUT WHAT'S HAPPENING ON THE INSIDE.

After a year of analysing the National Disability Insurance Scheme and other sector reforms to understand what the outside changes would mean for us, our attention this year turned to thinking about what the changes would require of us.

And with the better part of this year spent looking deep inside the workings of our business – more on what we found later – it dawned on us that the 2014 Year Book was the ideal opportunity to maintain our internal focus.

Where our Year Book would normally feature stories of the people we support – our valued customers – it really only tells half the story. So this year we thought we'd turn the page to showcase the stories of the people providing the support – our inspirational team. Identifying people who make an outstanding contribution to our customers and epitomise what New Horizons stands for wasn't difficult. The hard part would prove to

be choosing just five people from a team of almost a thousand. Ultimately, though, we're sure everyone will feel proud to be represented by the final selection – a group whose passion and commitment reflects the values we all share.

In typical fashion, we wanted to take the 2014 Year Book one step further. So we decided to throw in a little surprise for good measure.

All we told the final five was that we were developing a series of staff profiles. Nothing too painful.

Enter the Wellbeing Booth.

The staffers were brought along to a Sydney studio under the guise that they'd be participating in a quick interview and having their picture taken.

Little did they know that a week earlier, we'd secretly gathered together some of their clients to sit in the same booth at the same studio to tell us about the service they receive and record a message of thanks for their worker. Fast forward a week later. After each staff member


entered the booth, we let them settle for their photo, then before they could suspect anything, we played back the video messages their clients had recorded.


Let's just say there were plenty of moving stories and heartfelt thanks ... along with some tears of gratitude and joy.


All up, it was a visual demonstration of the value of the work our people do and the contribution they make to improve the lives of others.


The 2014 Year Book is our way of saying thank you to all the amazing staff who give our heart its beat...


You can read their inspirational stories and watch their videos by following the instructions opposite.


1.  Download the free Aurasma app on your iPhone, iPad or Android device.


2.  Launch Aurasma, open the menu and search for New Horizons

3.  Click Follow on our channel

4.  Tap this icon on your screen

5.  Hover your phone over any page where you see this symbol

6.  Watch what happens!

 **OR** You can watch the videos at youtube.com/newhorizonsau

WATCH VIDEO





JAMILA ARASTE

SUPPORT WORKER

JAMILA ARASTE HAD NO FORMAL EDUCATION GROWING UP IN STRIFE TORN IRAN.

She was the oldest of ten children of a Khurdish family in the mountain city of Mahabad. Beautiful scenery, masking a hand-to-mouth existence in a troubled nation.

Jamila's role was to look after her sister and brother. But each day as she took her siblings to play in the streets, she would detour to the local school, sit outside the classroom and listen intently as the children were taught to read and write. On the way home, Jamila would collect discarded newspapers from the streets to practice reading.

At age ten, she started working at home, making clothes for the rich, educated women of the city. From time to time, she would try on the outfits she made. That was until her mother ordered an end to the fantasy, instructing Jamila to wear traditional outfits because only educated people wore western clothes.

All the time, Jamila was developing a social conscience, becoming a political activist and community worker.

She protested against the rule of the Shah, worked against the regime of Ayatollah Khomeini and provided emergency support for the community during the devastation of the Iran-Iraq War. Without medical training, Jamila joined the Red Crescent organisation and cared for casualties at a nearby mosque, stitching wounds and helping wherever she could.

During one break from tending to victims, Jamila and a friend grabbed a rare moment of relaxation in a garden out the back. Suddenly, a screaming sound cut the air. Instinctively, Jamila ducked for cover. When she looked up after the blast, Jamila saw her friend's lifeless body only metres away, shattered by shrapnel. In a state of severe shock, she was hospitalised and sedated for days afterwards.

At the age of 35 and after an arranged marriage to a Khurdish soldier, Jamila escaped to Turkey. With her husband, she applied through the United Nations for refugee status. But it was a tortuous process. After five long years and many rejections, they were finally acknowledged as refugees and leapt at the chance of coming to Australia.

Even then, there were massive challenges in her personal life. Jamila's marriage broke down amid huge acrimony. On her own, she raised two daughters, studied day and night to earn qualifications in counselling, hypnotherapy and neuro-linguistic programming.

Through her education and experiences, Jamila – who's now a Support Worker – has developed a deep understanding of her customers.

One 43-year-old woman from Afghanistan spoke very little and was largely dependent on others when she first met Jamila. She also had suffered in an abusive relationship, hadn't worked in years and was living with one of her four children.

"Each time I saw her, I listened and she cried," Jamila explains. "I asked her how long she wanted to cry? I reminded her she was free and had her life in her own hands, she could be what she wanted to be."

Months later, the woman's life has turned around. She lives independently in a three bedroom apartment, has a driver's licence, is improving her English and plans to study at TAFE.

"She cried when she passed her driving test," Jamila recalls. "It was the first time she'd achieved anything for herself in 23 years. She doesn't cry nearly as much now. She's determined to achieve her new life."

Things have changed for Jamila too. She's educated, respected, and dresses immaculately every day, all signs of how far she's come from her dressmaking childhood.



WITHOUT JAMILA'S EMPOWERMENT AND ENCOURAGEMENT, I WOULDN'T BE HERE."



WATCH VIDEO





KEN SPINK

SUPPORT WORKER

RUGBY LEAGUE CHAMPION NIGEL VAGANA PLAYED HIS FINAL GAME FOR THE CRONULLA SHARKS, TOOK OFF HIS BOOTS, SIGNED THEM AND HANDED THEM TO KEN SPINK.

It was 2006 and Ken was the Sharks head trainer, a crucial member of the team.

Ken treasures those boots.

“Nigel is a fabulous role model,” Ken says of the former player. “I had massive admiration for him and players like Brett Kimmorley, David Peachey and Jason Stevens for their professionalism. It rubbed off on me and has stayed with me to this day. The whole philosophy of team work is a key to what I’m doing now.”

Ken was born in Balmain, but moved north to play Rugby League. He quickly established himself at the pinnacle of local sport, playing on the wing for Port Macquarie Sharks and the North Coast representative team. He also coached the club’s Under-18s through two undefeated seasons.

In 2001, Ken was poached by Rugby Union to coach the Port Macquarie Pirates for a season, before moving to Sydney to take up a post with Corrective Services at Long Bay Jail. There, he worked in the psychiatric unit and on medical escorts, as well

as training in case management and emergency response.

But Rugby League beckoned again and he took on the Head Trainer role at the Sharks for a couple of years.

With a change at the top, Ken moved on and, to stretch his horizons, spent two years travelling – first in Asia, where he continues to regularly visit the Chang Mai region of Thailand, and then in Europe.

Again, he learnt valuable lessons that have remained with him during his time at New Horizons.

“Thailand has shown me that you don’t need material wealth to get on with life and enjoy it. Life is what you make of it. I try to bring that philosophy to the group I work with,” he says.

Ken started as a Support Worker with New Horizons in Port Macquarie when he returned from his overseas excursion in 2011. His innovative team-based program is helping men facing challenges such as schizophrenia, bipolar disorder, Aspergers syndrome and depression.

Mostly, the men feel isolated and lack confidence when they join the group. Under Ken’s guidance, they become involved in a variety of activities, including volunteer work at the Wildlife Park and a second hand goods store, fishing expeditions, barbecues, golf,

tenpin bowling and a music group – where Ken’s clients are teaching him to play guitar.

The key to Ken’s approach is getting the group to know each other, work together and socialise.

“I support them to gain confidence with these things, then it develops into having fun with their mates,” Ken explains. “For example, when we’re planning a BBQ, I take them along to the supermarket, but they decide what they want to cook and buy it for themselves – just like others do.”

Over time, Ken’s clients develop friendships and gradually start to invite each other to social events and become more assured members of the community.

Some are now taking on part-time jobs, including one who’s a driver for The Hope Shop.

“I want to make a difference,” Ken says. “And it’s so rewarding when the guys are discharged from hospital case management. That means they’re going the other way in their lives. They’re confident enough to be in the community without needing case management.”

“I enjoy what I do. It’s not really a job, it’s a lifestyle and the guys give me more than I give them.”



“**THANK YOU KEN. KEN REALLY SUPPORTS YOU. HE’S A GOOD BLOKE TO BE WITH.**”

WATCH VIDEO





SANDRA DUREY

CASE WORKER

SANDRA DUREY WAS DUE TO RETIRE EARLY IN 2013. BUT SHE DIDN'T. SHE WAS DETERMINED TO TRANSITION HER CLIENTS INTO THE NEW NATIONAL DISABILITY INSURANCE SCHEME BEFORE CALLING IT A DAY.

"They're incredible people and their families are incredible too," Sandra says. "With all the changes, it was a bit scary for them not knowing how the new scheme would work. I'm a bit of a mother hen so I said I'd stay on for another year to help them through the transition. That was 18 months ago!"

Sandra's customers are young people aged from their 20s to 50s living in aged care. People with acquired brain injuries, Huntington's disease, multiple sclerosis and recovering from strokes, who need more specialist care than their families can provide.

"Some of my clients have been institutionalised most of their lives," Sandra says. "But gradually, we can improve their situation and, in some cases, support them to move into the community."

"To see them gain their independence, think for themselves and make their own decisions is the reward. Watching them grow, to see them blossom is an honour and a privilege."

As part of one program, Sandra asked her clients to create a wish list. The responses were modest.

"It was only when I pushed them that they came up with any requests at all," Sandra says. "In the end they asked for things like a holiday, to go to concerts or to go to the pub. Things most of us take for granted. It was fantastic to be able to say: 'We can do that for you.'"

Sandra recalls organising a cruise for a customer who needed dialysis three times a week, a 25-year-old man who has moved from an aged care home into a shared house, as well as a 21-year-old man who, after speech therapy, has spoken to his father for the first time in years.

It's a long way from Sandra's early years in New Zealand. She moved to Sydney in the 70s, initially working as a secretary. In those unlikely surroundings, the foundations for her future career were laid.

"A young girl who had a learning disability came to work with me," Sandra recalls. "She had a trainer who helped her learn the job. The young girl became my offsider. She inspired me to work with people who have disabilities."

Sandra went on to change careers and switched to aged care for five years, before joining New Horizons in 2011.

She lives in a waterfront property at Wangi Wangi on Lake Macquarie and, finally, is preparing to retire. She's transitioned her clients to the NDIS and feels comfortable her work is almost done.

"I have a great life," she says. "Away from work, I have my

favourite rock where I sit with my fishing rod in one hand and a glass of bubbles in the other. It doesn't matter whether I catch anything, I'm just happy sitting there.

"But not every day, of course!" she adds quickly.

Retirement holds the prospect of travel, but community work is in the blood so she also plans to volunteer.

"Retirement's a bit of a scary thing for me, I've worked since I was 15. I know I'll miss it, but now I can retire happily," Sandra concludes.



I OWE A GREAT DEBT OF GRATITUDE TO SANDRA. THANKS FOR EVERYTHING YOU'VE DONE FOR OUR FAMILY."



WATCH VIDEO





TIM BETTINGTON

SUPPORT WORKER

TIMES HAVE CHANGED SINCE TIM BETTINGTON SUFFERED A BOUT OF DEPRESSION IN 2007.

"I came from a good farming family in the central west of New South Wales, I was living in Sydney, working and I had a girlfriend. Everything should have been hunky dory. But it wasn't," Tim explains.

"I was fortunate, I had only mild depression. But there was more of a social stigma attached to it then. It was really tough telling my Dad. But he was very understanding and after that everything has fallen into place."

Depression wasn't widely talked about at the time of Tim's diagnosis. But pretty soon after that changed, when Rugby League legend Andrew Johns publicly announced that he'd suffered from depression throughout his adult life.

"That was the turning point," says 36-year-old Tim. "After that, plenty of well-known and high-profile people seemed prepared to publicly acknowledge they had suffered bouts of depression. It lifted some of the stigma."

Tim's diagnosis was also the forerunner of a complete change of direction for the former Kings School student. Until then he'd dabbled in a series of careers. He'd briefly been a sports journalist at the Area News in Griffith, but a combination of the work and the isolation of living on his own in an unfamiliar town quickly cut short the venture.

He went on to gain a Bachelor of Education degree from Sydney University and followed his mother into teaching for a while, working as a casual in the Liverpool area and also in Distance Education.

Casual teaching meant less income during the school holidays and one Christmas Tim crunched the numbers. His budget simply didn't balance. So he switched to call centre work. It was while he was there that Tim realised things weren't going as they should.

His recovery from depression sparked his move into the community services sector. In 2011, he joined New Horizons and now works supporting clients to access the community, increase their independence and rebuild their lives.

And there are a series of success stories to demonstrate the impact of his work. One of Tim's clients who suffers from bipolar disorder spent a year in hospital and was told he would never drive again because of anxiety.

Tim developed the professional relationship with him slowly. For the first year, Tim would drive each week to his client's home, drive him for a coffee in Sydney's southern districts and then drive him home. Things have progressed and the client is now getting back behind the wheel of his own car. He follows Tim to the coffee shop and drives home on his own.

"If someone is anxious, often they just appreciate going for a coffee and a chat," Tim says. "So that's what we

do. Slowly but surely we talk and they begin to open up. That's the start of them rebuilding their confidence."

Tim has no doubt that his own experiences have helped him deliver the support his clients need.

"Having been through what I went through, I have an understanding of what it's like not to be motivated. My approach is about what they want, not what I want. My clients are just like the rest of us - they want to be treated like normal human beings. Which is what they are."



TIM'S CLIENTS ARE ALL THE LUCKY ONES. TIM ACCEPTS ME FOR WHO I AM."



We
Ma
at ho



WATCH VIDEO



THANK

YOU



WATCH VIDEO





TUAN LE

PRODUCTION SUPERVISOR

IT TOOK TUAN LE A LONG TIME TO FIND HIS TRUE HOME.

The 31-year-old supervisor at New Horizons Sydney packaging centre was born in a Thai refugee camp to a Vietnamese couple who'd fled their homeland on a boat with their two older sons around the time the Vietcong overran the south of the country.

By the time he was two, Tuan's resourceful parents had built a fishing trawler business and operated a coffee shop in their adopted homeland.

But finally, they were offered the chance of a new life in the US or Australia under a refugee resettlement program. They chose Australia – largely because it was closer to their relatives in Vietnam.

"They were scared coming to Australia but excited at the same time," Tuan recalls. "It was a strange and unfamiliar place, but they knew that it would give us a better life. When we landed in Australia we were so overwhelmed with how everything was so modern and how friendly everyone was."

In Sydney, the family settled with other Vietnamese migrants in the Cabramatta area, before moving to what they thought would be a permanent home in Bidwill. It turned out to be far from ideal ... and only one more stop along the way.

"I remember being picked on at school as I was an outcast, but I eventually made friends," Tuan says. "Not long after fitting in, my parents divorced."

Tuan shifted with his mother, a brother and sister into a women's refuge. Once again he had to try to fit in at another school and make new friends.

The next move took them to Canley Vale, then Canley Heights – all the time searching for somewhere to call a permanent home.

In high school, he studied music, drama and hospitality.

"I thought I'd be a big movie star when I left school. But I guess that wasn't the case!" he jokes. "Instead, I took odd jobs, mainly cooking in kitchens. But they say if you can't stand the heat, get out of the kitchen. After two years, that's exactly what I did!"

In 2005, Tuan took a job as a leading hand at New Horizons – and, at last, he felt he'd found a home. A place where he belonged.

"I really enjoy working with the team and various machines around the place, I didn't have any prior experience, I learned as I went along. Just like most things in life. After a year I was promoted to Supervisor."

Subsequently, he's studied for a Certificate IV in mental health and disabilities, which opened his eyes to a better understanding of his workmates.

He's also established a great rapport with the team of workers he supervises. They all talk about his sense of humour and more than one describe him as: "My best friend."

He's also devised novel tests to make sure the factory workers are on their game. He'll ask them to check all the boxes have been bar coded – and plants one un-coded box in the batch. The challenge is to find the box without the bar code. They always do!

"The best thing about my job is teaching skills I have learnt, seeing the guys doing new things and learning new skills. From them thinking they can't do the job to thinking they can, it's amazing what they can achieve if they put their heads to it.

"Not only have I taught the guys new skills and to operate the machines, but they've also taught me that you never judge a book by its cover, but by what's on the inside."

These days, Tuan is not only at home in his work at New Horizons, his personal life has a firm foundation. He's married to his childhood sweetheart and has a son, Liam, with another baby on the way.



“HE’S GOT A GOOD HEART. THERE’S NOT TOO MANY PEOPLE LIKE TUAN.”

WATCH VIDEO





A LOOK INSIDE

AS A BUSINESS, YOU DON'T STAY AHEAD OF THE PACK BY STANDING STILL.

Last year, through our collaboration with the Commonwealth Bank, we focused on the shape of community services after the tsunami of changes associated with the introduction of the National Disability Insurance Scheme (NDIS).

As many as ninety of the bank's senior executives worked in partnership with New Horizons on the project and came up with a model for the community services company of the future.

That gave us a blueprint to work from.

We realised the sector is changing. Fundamentally and forever. The old ways will no longer be good enough for the brave new world of customer-centric, rather than program-driven, services.

No more can we simply offer a series of pre-packaged programs which may or may not precisely suit the individual needs of our customers. Instead, clients are deciding for themselves which services they need and it's up to us to deliver them.

And we are also faced with the prospect of increasing competition. Quite possibly from companies which currently have no involvement in the sector, but want to explore the opportunities it offers.

But the realisation that the brave new world is upon us and the business blueprint were only the half-way point. Knowing what to expect doesn't solve anything. We needed to make sure New Horizons is positioned to take on the upcoming challenges.

That involved reviewing not only the services we provide and how they're presented to customers, but also the very structure of our business.

After 33 years, it was time to question all our practices.

Over the last 12 months, the New Horizons leadership team has been looking inside the workings of our company, putting a microscope to our systems and processes.

It's been a thorough and honest assessment of where we were, where we want to be and how we need to change. And it's led us to create a far-sighted business strategy and structure to meet the demands of the coming decades.

At the centre are our **Strategy for Success** and **Design for the Future** – four key strategic priorities and a fresh new organisational structure which together will allow our outstanding staff to more efficiently and effectively deliver services to our customers.

The overall aim is to meet the demands of the times by continuing to provide the highest quality client service,

while maintaining the financial security and sustained growth.

The result is the creation of a service delivery team which links the various speciality providers into one coordinated unit, backed by an administrative structure offering more efficient support.

The combined effects will allow more flexible service delivery directly meeting the needs of the individual customers and with the potential to extend the reach of our business.



CEO REPORT

THE WORLD AROUND US IS CHANGING

As we are all keenly aware, the community sector has entered an era of fundamental change.

Federally, transformation comes in the form of the National Disability Insurance Scheme (NDIS), the biggest reform in our sector's history. Within four years over 460,000 people will be participating in a scheme set to be worth more than \$22 billion annually.

At the state level, NSW has outlined its vision to individualise services and transfer delivery of its Ageing, Disability & Home Care (ADHC) services to community providers by 2018. Other states also plan to devolve more to the private sector, and locally we're starting to see small grant funding for individuals or groups, whilst so-called 'crowd-sourcing' is emerging as a new and innovative way to fund grass roots projects.

Whilst each has unique characteristics, all share the same broad agenda and signal a move away from a government-directed, program-centric sector, towards a modern, demand-driven, customer-oriented market.

Though we've continued to achieve growth, reflected by increases of 22% in revenue and 6% in staff numbers, it is vital that New Horizons undertakes its own important reforms to secure our future success.

With that objective in mind, and armed with the insights gained through our collaboration with the Commonwealth Bank, the leadership team took a fresh look at our business, reviewed our existing strategies and structures and evaluated range of alternatives.

The result is our **Strategy for Success** - four key priorities to future-proof our business so more people can benefit from our unique approach to enhancing wellbeing.

Financial Strength: Building on the sound economic management and investment practices that underpin our independence and security.

Sustainable Growth: Defining a vision and developing a strategy to achieve future growth in a planned and sustainable way.

One Team. One Horizon. Establishing and promoting a single culture that aligns with our vision, purpose and values.

Customer Centric: Realigning our business, our policies and our practices towards the future, customer-oriented market.

Changing the strategic emphasis also meant introducing a new organisational structure, our **Design for the Future**.

Commencing in the second half of 2014, all functions, roles and resources will be realigned to fall under one of six key business divisions: Customer Service; Finance; Marketing & Communication; Operations; People & Culture; and Portfolio.

Another key feature of our Design for the Future involves the transition to a regional, integrated model of service delivery whereby all customer services delivered within a region will now come under the management of a Regional Customer Service Manager, reporting to the Head of Customer Service.

Similarly, all other divisions will adopt a regional structure, with the regions being defined as Sydney (Metro North), Sydney (Metro South), Central Coast, Hunter & New England, Mid North Coast and Far North Coast.

Our fresh organisation design will enhance our ability to meet customer needs by promoting greater focus across the business.

The newly created Operations division will help optimise our output by ensuring all aspects of our daily operations are run effectively and efficiently, whilst the new Portfolio team will ensure we are creating and delivering value for our customers and stakeholders. As a result, those of us providing services can give even more focus and attention to the wellbeing of our customers.

Of course, the new strategy and structure can't deliver services – they exist to enable to the heart and soul of our business, our people. We've recognised just a handful of their inspiring stories in the 2014 Year Book, however I would like to thank the entire team for their commitment, passion and dedication.

Likewise, I would like to thank the Board for the outstanding contribution they make through their clear vision and direction for our business.

With our people, our Strategy for Success, and Design for the Future, I'm certain New Horizons will continue to lead the delivery of community services for years to come.

Judi Higgin
Chief Executive Officer



PRESIDENT'S REPORT

EVERYONE NEEDS A DREAM AND A VISION.

Shortly after the turn of the millennium, the New Horizons Board had the vision of building homes specifically designed for young people with disabilities who have been living in aged care.

Certainly, in our experience, these people were being well cared for. But the surroundings clearly weren't suitable. They wanted to be living with people of their own age and with shared interests.

Now, New Horizons has provided an alternative. Six new villas for young people with disabilities have been completed on a block of land at North Ryde. Drawing on our strength in establishing partnerships, three of the villas were externally funded and, in line with our principle of investing back into the community, New Horizons privately funded the other three.

The development, named the Claire Luck Villas in honour of a young mother living with multiple sclerosis who inspired the project, not only fulfils our vision, it also will help realise the dreams of 10 young people who otherwise would be in aged care.

For many our clients, freedom is their biggest dream. For some this means physical mobility, for others it may be opportunity to drive a car. Often, the chance of work and maintaining community connections, family ties and friendships depends on being able to drive.

One of our more innovative grass roots initiatives involves connecting experienced mentors with

disadvantaged young people on the Central Coast. We provide volunteers and a dual-control vehicle so the would-be drivers can clock up the necessary hours to qualify for a full driver's licence whilst learning safe and responsible driving practices. Often, it's their passport to independence.

As part of our long standing commitment to working collaboratively with Indigenous communities, New Horizons has supported 30 young Aboriginal men to attain the nationally-accredited Certificate in Aboriginal Mentoring, which equips them to provide valuable support within their communities and help individuals achieve their dreams.

Among other initiatives aimed strengthening the bonds of Indigenous and non-Indigenous communities, New Horizons' Reconciliation Action Plan was endorsed by Reconciliation Australia in 2014.

While it's been a year of growth for New Horizons, it has also been a year of change for the Board.

Sadly, long standing Board member David Holden passed away suddenly during the year. David, who had a lengthy history in community service and was our Treasurer, had served on the Board for 20 years. His business and accounting knowledge was a valuable asset, though it will be his generous nature that will be most sorely missed.

It is with mixed emotions that I report that three other Board members have retired this year.

Ray Merchant served on the Board for 15 years, first encountering New Horizons when his son worked at our North Ryde packaging centre. His involvement in the sector has provided us many important insights.

Board Vice President, Joan Graham also retired after more 26 years as a member of the board, including 18 years as Board President. Joan's personal commitment and passion for our work is beyond measure.

Karen O'Connell-Shea also retired from the Board to devote more time to her business consultancy. Karen is a specialist in human resources and organisational development and has made a significant contribution during her time on the Board.

Though they will be missed, I wish each of the former board members all the best and thank them sincerely for their contribution.

In any business, the relationship between the Board and the leadership team is of paramount importance. In the case of New Horizons, the collaboration between the two levels is extremely successful.

I should like to thank our Chief Executive, Judi Higgin, and her executives for their work during the year. I also congratulate the entire team for maintaining New Horizons as a leader in the community services sector.

Pat Perrin
Board President



FINANCIALS

STATEMENT OF PROFIT AND LOSS AND OTHER COMPREHENSIVE INCOME

	2014 \$	2013 \$
Revenue	71,133,995	58,353,736
Capital items expensed in Grant Acquittals	1,000,053	63,779
Employee provisions expense	(41,909,839)	(35,641,052)
Depreciation and amortisation expense	(1,650,594)	(1,405,249)
Repairs, maintenance & vehicle running expense	(1,603,608)	(1,403,111)
Fuel, light and power expense	(363,355)	(359,214)
Rental expense	(1,701,702)	(1,499,764)
Training expense	(572,697)	(707,322)
Audit, legal and consultancy fees	(556,505)	(407,756)
Administration expense	(4,059,960)	(3,710,443)
Other expenses	(17,600,378)	(11,116,964)
Current year surplus before income tax	2,115,410	2,166,640
Income Tax Expense	-	-
Net current year surplus	2,115,410	2,166,640
Total comprehensive income for the year	2,115,410	2,166,640
Total comprehensive income attributable to members of the company	2,115,410	2,166,640



STATEMENT OF FINANCIAL POSITION

	2014 \$	2013 \$
ASSETS		
CURRENT ASSETS		
Cash and cash equivalents	40,502,970	39,720,616
Accounts receivable and other debtors	1,537,867	500,363
Inventories on hand	17,463	15,129
Other current assets	1,113,100	790,984
TOTAL CURRENT ASSETS	43,171,400	41,027,092
NON CURRENT ASSETS		
Property, Plant & Equipment	20,820,153	20,375,372
TOTAL NON-CURRENT ASSETS	20,820,153	20,375,372
TOTAL ASSETS	63,991,553	61,402,464
LIABILITIES		
CURRENT LIABILITIES		
Accounts payable and other payables	17,348,541	17,675,412
Provisions for employee benefits	4,106,431	3,483,363
TOTAL CURRENT LIABILITIES	21,454,972	21,158,775
TOTAL LIABILITIES	21,454,972	21,158,775
NET ASSETS	42,536,581	40,243,689
EQUITY		
Retained Surplus	35,017,472	32,902,062
Reserves	7,519,109	7,341,627
TOTAL EQUITY	42,536,581	40,243,689

STATEMENT OF CHANGES IN EQUITY

	Retained Surplus \$	Revaluation Surplus \$	Total Equity \$
Balance at 1st July 2012	30,735,422	-	30,735,422
Surplus for the year attributable to members of the company	2,166,640	-	2,166,640
Other Comprehensive income for the year	-	7,341,627	7,341,627
Balance at 30th June 2013	32,902,062	7,341,627	40,243,689
Surplus for the year attributable to members of the company	2,115,410	-	2,115,410
Other Comprehensive income for the year	-	177,482	177,482
Balance at 30th June 2014	35,017,472	7,519,109	42,536,581



STATEMENT OF CASH FLOWS - FOR THE YEAR ENDED 30TH JUNE 2014

	2013 \$	2012 \$
Cash flow from operating activities:		
Receipts of grants & other receipts	68,463,859	56,801,737
Payments to suppliers and employees	(67,247,197)	(49,279,334)
Interest Received	1,630,332	1,803,388
Net cash generated from operating activities	2,846,994	9,325,791
Cash flow from investing activities:		
Payment for property, plant & equipment	(2,097,060)	(1,737,152)
Proceeds from sale of property, plant & equipment	32,420	39,270
Net cash used in investing activities	2,064,640	(1,697,882)
Cash flow from financing activities:		
Repayment of finance lease commitments	-	(2,339)
Net cash used in financing activities	-	(2,339)
Net increase in cash held	782,354	7,625,570
Cash at the beginning of the financial year	39,720,616	32,095,046
Cash at the end of the financial year	40,502,970	39,720,616

wellbeing. done well.

VISION

A society in which communities work together in collaborative, inclusive ways to increase opportunity and improve quality of life.

PURPOSE

To provide innovative services which support individuals, strengthen communities and enhance physical, social and emotional wellbeing.

VALUES

Respect, Integrity, Passion.

We would like to thank all those who shared their stories and participated in the photography. Our 2014 Year Book is dedicated to each of you, to the entire team at New Horizons, and to all our customers.

We'd also like to give our thanks to everyone involved in the production of this year's report, in particular...

Helen Coetzee	helencoetzee.com
Patrick Weaver	Patrick Weaver Communications
James Tyrrell	Optika Creative
Paul Munro	Vision Creative
Greg Murphy	Greg Murphy Scenery





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