TAPESTRIES OF US

55 YEARS OF NEW HORIZONS

2022 ANNUAL REPORT





WHAT'S INSIDE

Acknowledgement & Meaning of Country	4
Journey: 1967 to Today	6
Tide Turners	10
New Business Wins and Contract Extensions	11
CEO's Report	12
Chairman's Report	14
Financials	18
Modern Slavery Statement	22
Our 2022 Highlights	24





My name is Thomas Franks. A proud Wonnarua man from the hills and plains of the Hunter Valley.

In language and acknowledgement to Country, there is an ongoing connection to country and culture for First Nations people.

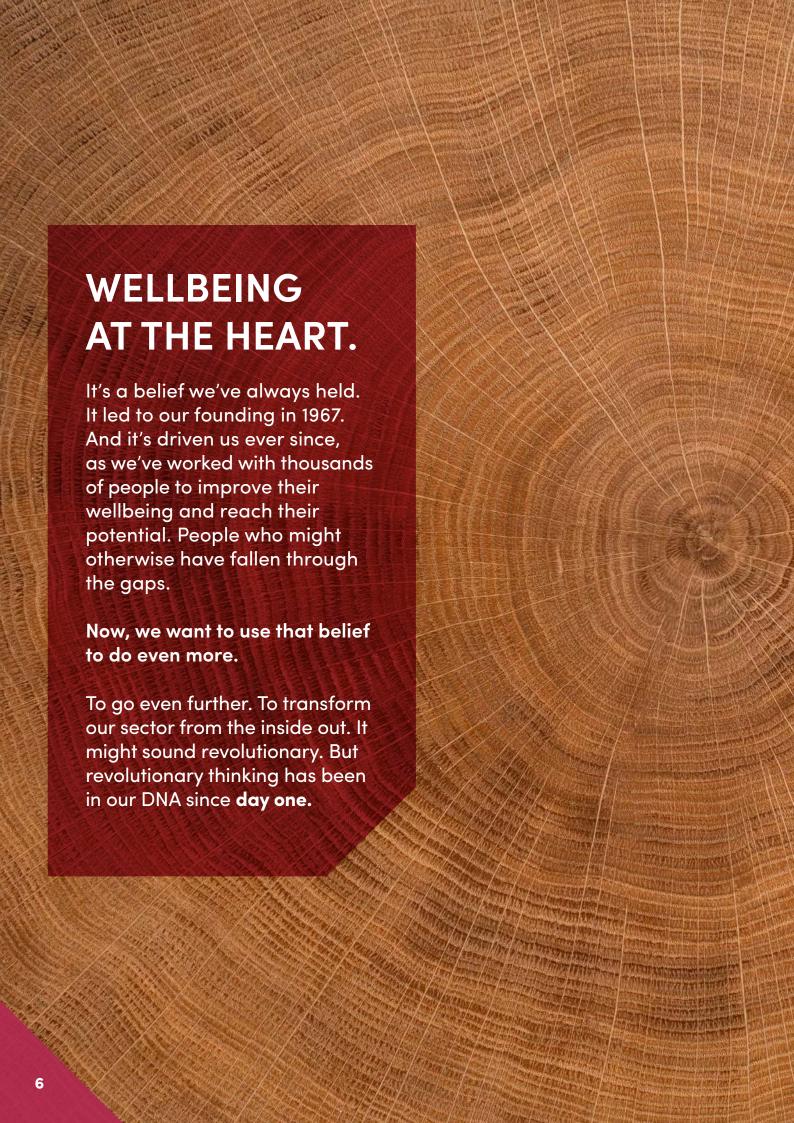
To begin to understand the importance of Country to Aboriginal and Torres Strait Islander peoples, we have to grasp that the term means so much more than land, earth, sea, or sky – Country isn't close to the nouns we use in English.

Rather, a connection to Country is better explained as a sense of belonging and identity to the original people of Australia. That connection to Country and land is deeply spiritual, a relationship formed in the footsteps of ancestors. For tens of thousands of years Aboriginal and Torres Strait Islander cultures have relied on the land for sustenance and shelter. They treat it as a family member; a living, breathing entity captured in stories, music, and culture.

Country doesn't just refer to the physical land Aboriginal communities live on, but the collection of animals, plants, and people that live there.

These connections include seasons, creation spirits, and heritage; Country is a belief system and a home for First Nations people.







1967

BP garage: the first social enterprise

1980s

Expanding employment and training where there was none

1990s

Making it possible to move from living in institutions to living in communities

2000s

Groundbreaking
initiatives alongside
Aboriginal and Torres
Strait Island communities

2010s

Embracing the changing NDIS

We all have a say in raising expectations.

TODAY & BEYOND

We can take a look at our legacy to date and be proud of how far we've come. But the New Horizons spirit has always been to ask; what's next?

Well, what we have in store beyond our 55th year – is truly groundbreaking.

Our values of passion, respect and integrity will remain our steer. As we push the envelope of our services and the sector to expand understanding and raise expectations – until we have a world that fits all.

And that's an exciting mission.

TIDE TURNERS

From COVID to floods: a demonstration of strength, resilience and heart.

Hot on the heels of COVID-19 and lockdowns, in March this year, the first of several significant weather systems hit the Far North Coast of NSW, causing flooding and severe damage across the north of the State. Many of our properties in the area required multiple evacuations, and close to 100 New Horizons team members were impacted.

The storm system wreaked havoc on property and people's livelihoods, with damage beyond measure. In response, New Horizons launched 'Tide Turners', a fundraiser aimed at providing direct and immediate financial support to those New Horizons team members affected and to help with their reconstruction efforts.

Tide Turners raised \$119,046 in total from various sources, specifically:

- \$9,046 in donations,
- \$100,000 from the New Horizons emergency relief fund,
- \$10,000 donation from our partner, CommBank.

These funds were distributed directly to impacted team members, in the form of cash payments, special leave and emergency necessities, such as power banks, temporary accommodation and evacuation groceries.



Beyond raising funds, we witnessed community spirit like no other. From donation drives to clean-up squads, many put their personal needs aside for the common good and rallied together in a way that only those on the ground can truly understand. Our focus now remains not only on supporting our staff and customers, but also the communities in which we operate every day, through their ongoing reparation efforts and under the ongoing threat of further major weather events.

We are proud to work alongside people who are so rich in community spirit and big of heart.



New Horizons is built on strong relationships and connections. We are forever thankful that we get to work alongside like-minded people, organisations and bodies, and that together we create services that contribute to lives in a meaningful way.

In 2022, we won tenders to operate new programs while existing contracts were extended.

- Mental Health Community Living Supports for Refugees (MH-CLSR) program contract was extended for a further four years, to June 2027,
- Housing and Accommodation Support Initiative (HASI) program contract was extended for a further three years, till June 2026,
- Capital works programs relating to the expansion of both Ashfield and Chatswood headspace offices were granted,
- Partnership with Vera Living has expanded, with a further five properties added to our supported independent living portfolio, and more in the pipeline,

 i.am, the Youth Aftercare Pilot program, expanded its services and now offers tailored psychosocial support services for children and young people experiencing suicidality across four pilot sites in the Tamworth region, Mid North Coast, Western Sydney and South Western Sydney.

To all our partners: local health districts, public health networks, funding bodies, peak industry bodies, allied health, sector peers, Department of Premier and Cabinet, NSW Health, media units and everyone in between – we thank you for joining forces with us, and for offering us the space to walk beside you to truly manifest social change.

CEO'S REPORT

Each year comes with its own unique challenges and opportunities, and 2022 has been no different.

Against the continued backdrop of COVID, our organisation navigated new uncertainties, such as repeated flood events and the ever-evolving homelessness crisis. We also saw contract extensions and new program wins, as well as the continued evolution of our transformation efforts. One thing we can continue to count on is the resilience and toughness of our team, alongside the determination of our organisation to do what is right, not what is easiest.

As COVID shifted from epidemic to pandemic, our operations and systems adjusted accordingly. Exceptional governance practiced daily by our teams on the ground meant we were able to embed what was once crisis management into our ways of doing business. While the conversation has somewhat moved on, the safety and wellbeing of our customers and people remains a priority, and our everyday practices reflect that.

Devastatingly, as the organisation was returning to steady state from the COVID emergency, significant floods hit New South Wales, with areas in which we have a strong presence being hardest hit. Our offices and properties in Lismore, Ballina and surrounding areas were evacuated, with the damage in some instances extensive.

Members of our team were impacted individually, and through a combination of our 'Tide Turners' fundraiser and emergency funds released by the Board, the organisation was able to distribute cash contributions directly and immediately to those affected.

With the impact of the floods compounding the existing homelessness crisis on the Far North Coast, our team was called on by ABC's Four Corners to contribute to a report on the changing face of homelessness in the region. Our commitment to eradicating homelessness was further demonstrated by my participation in the CEO Sleepout for the second year, raising \$5,143 for this important cause.

We had a number of wins in 2022, in the form of new programs and grants, as well as extension of existing contracts. Funding for the HASI Plus program, which enhances community supports for people experiencing severe mental illness, has been extended for another three years in recognition of the importance of this service and the efforts of the team at New Horizons. We have partnered with Vera Living in Queensland, in the supported independent living (SIL) space, as we look to expand our services nationally. With five state-of-the-art SIL properties, we're elevating the expectations of our customers and society at large, demonstrating a commitment to exceptional quality and standards of living, bringing the vision of a 'home of the future' to fruition, today. Further, the Youth Aftercare Program pilot,

i.am, continues to hit its stride, with a strong presence in four regions: Western Sydney, South Western Sydney, Coffs Harbour and Tamworth. To date, the program has received over 340 referrals, with close to 200 young people actively participating.

Our dedication to transformation and innovation has remained steady throughout 2022, as we continue to build on the foundations laid in 2021, through our digital and data transformation stream of work. We remain focused on delivering our strategic initiatives, introducing new features, functionality and ways of doing things, while also optimising systems and processes currently in place. Transformation is where our sustainability as an organisation lies, hence our unwavering commitment.

Finally, I'd like to personally wish New Horizons a happy 55th birthday. The pride I feel every day, leading an organisation such as this, with disruptive DNA at its heart, and which is relentless in its pursuit of creating a world that fits everyone, is beyond words. We intend on being around for at least another

55 years, and I can confidently say that the next couple of years will be our biggest yet.

Sincerely, Richard Gregg The pride I feel every day, leading an organisation such as this, with disruptive DNA at its heart, and which is relentless in its pursuit of creating a world that fits everyone, is beyond words.

"

CHAIRMAN'S REPORT

As New Horizons completes its 55th year, there have been many challenges and highlights.

In 2022 some of the services we have provided include:

- Youth Aftercare Pilot, known as i.am, which provides psychosocial support for young people experiencing suicidal ideation or self-harm,
- HASI Plus, which enhances community supports for people experiencing severe mental illness,
- Supported independent living across 48 properties in NSW and five in QLD, and
- A visit to Uluru for young people participating in the NMJ program in Tweed Heads.

This list is not exhaustive.

The Board and executive are constantly on the lookout for opportunities to make a difference in our communities and to expand the services we provide. An example is the 'Tide Turners' initiative, which at short notice allocated over \$119,046 to assist with reconstruction efforts on the Far North Coast.

Our aim is to grow exponentially over the next few years. One of the highlights of 2022 was seeing the level of commitment by our staff operating, sometimes, in exceptionally difficult environments. The level of community engagement has been

and continues to be one of the finest, if not the finest, in the sector.

Since our inception in 1967 our social enterprise credentials continue to expand. For example, this year our social enterprise factories have grown and expanded with the staff enjoying a varied work environment.

In 2022 our organisation employs 1,337 people. It is anticipated by the end of 2023 this number will grow so that we can ensure delivery of a multitude of specialised services and programs. Our success is helping people live the life they choose.

We are emerging from the crisis of the COVID epidemic and continue to navigate natural disasters. Nevertheless, the Board is committed to maintaining a sense of agility and adaption to the changing world. The New Horizons Board has worked hard to strike a balance between maintaining steady state, whilst innovating and transforming.

Transformation remains a key strategic priority for the organisation, and this will continue across multiple facets: business systems, processes, and importantly, who we are and what we stand for. As an organisation, we've always had a challenger mindset – pushing for the way it should be, not simply accepting the way it is.

In the future we will be seeking to apply our transformed organisation, with its new skills and resources, to engage with the community and other partners to improve social inclusion. Our organisation will be challenging assumed norms, such as:

- The limitation of existing marketplaces, and the need for new ones,
- The expectations we have of people who live with labels,
- The use of labels themselves.

I would like to take this opportunity to acknowledge my fellow Directors. Their commitment and talents have resulted in better outcomes for thousands of people around New South Wales. The Board sees people where others see labels, and this is a key strength.

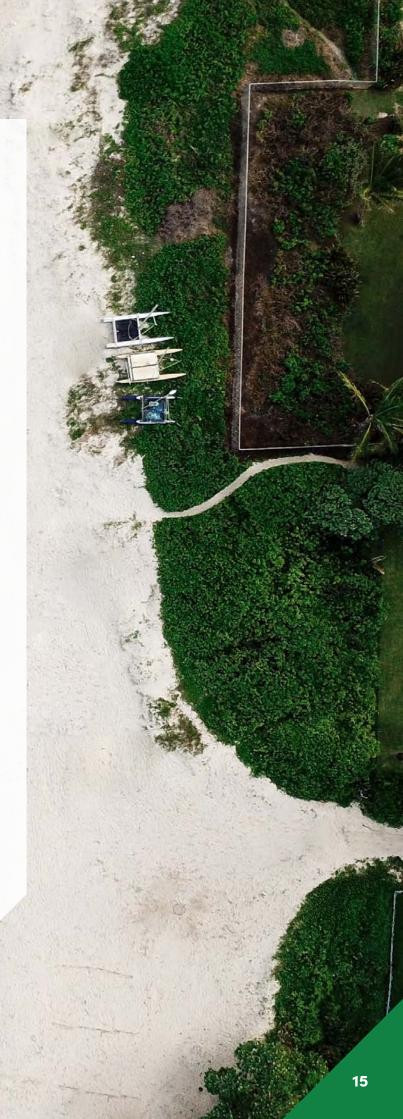
It is safe to say that as an organisation, we are constantly reflecting, questioning the status quo and the role we play in evolving such an important sector. In our sector this approach is central to our culture and holds true to our DNA.

I would like to thank all our frontline workers.

You have continued to break down barriers and you have made a real difference in the lives of the people we all serve.

Sincerely, Peter Howell





OUR BOARD MEMBERS



Clockwise from top left: Julie Powell, Peter Howell (Chairman), Charlotte Leung (Vice-Chair), Angus Button, Irene Howell, Robert Warry (Treasurer), Jennifer Anderson Push for the way it should be, don't simply accept the way it is.

FINANCIALS

Statement of Profit or Loss and Other Comprehensive Income

For the Year Ended 30 June 2022

	2022 (\$)	2021 (\$)
Revenue	124,634,055	120,145,604
Employee benefits expense	(90,539,492)	(86,359,080)
Depreciation and amortisation expense	(4,349,336)	(3,727,516)
Motor vehicle expense	(1,584,323)	(1,527,525)
Insurance expense	(2,162,941)	(1,609,669)
Property expense	(4,166,697)	(3,921,917)
Training expense	(233,596)	(377,218)
Audit, legal and consultancy fees	(1,601,111)	(3,146,421)
Agency fees	(6,441,892)	(5,766,454)
Customer support expense	(3,161,084)	(3,031,987)
Sub-contractors expense	(478,513)	(628,403)
IT & communications expense	(4,615,055)	(3,590,416)
Marketing expense	(1,101,753)	(92,109)
Finance costs	(221,730)	(224,583)
Impairment expenses	(2,066,906)	-
Unrealised gain/(loss) on revaluation of financial assets	(1,720,191)	-
Other expenses	(3,247,989)	(1,880,460)
Surplus/(Deficit) before income tax expense	(3,058,554)	4,261,846
Income tax expense	-	-
Surplus/(Deficit) after income tax expense for the year	(3,058,554)	4,261,846
Other Comprehensive Income		
Gain /(Loss) on the revaluation of land and building	6,088,586	-
Total comprehensive income for the year	3,030,032	4,261,846



REVENUE

TOTAL COMPREHENSIVE INCOME FOR THE YEAR

3.0M



Statement of Financial Position

For the Year Ended 30 June 2022

	2022 (\$)	2021 (\$)
ASSETS		
CURRENT ASSETS		
Cash and cash equivalents	29,969,300	20,363,107
Accounts receivable and other debtors	6,029,449	8,055,384
Inventories	38,882	49,556
Financial assets	14,155,278	16,818,139
Other current assets	2,045,635	3,898,706
TOTAL CURRENT ASSETS	52,238,544	49,184,892
NON-CURRENT ASSETS		
Property, plant and equipment	53,543,912	48,922,956
Right of use assets	1,275,245	1,006,468
Intangible assets	-	2,066,906
Other non-current assets	31,808	31,808
TOTAL NON-CURRENT ASSETS	54,850,965	52,028,138
TOTAL ASSETS	107,089,509	101,213,030
LIABILITIES		
CURRENT LIABILITIES		
Accounts payable and other payables	20,817,740	19,221,102
Contract liability	12,641,372	11,998,230
Provision for employee benefits	7,666,314	7,441,725
Lease liability	654,690	739,221
Financial liability	11,606	12,057
TOTAL CURRENT LIABILITIES	41,791,722	39,412,335
NON-CURRENT LIABILITIES		
Provisions for employee benefits	1,999,923	1,899,818
Lease liability	642,274	275,319
Financial liability	5,602,917	5,602,917
TOTAL NON-CURRENT LIABILITIES	8,245,114	7,778,054
TOTAL LIABILITIES	50,036,836	47,190,389
NET ASSETS	57,052,673	54,022,641
Retained surplus	32,199,968	35,258,522
Reserves	24,375,384	18,286,798
Investment reserve	477,321	477,321
TOTAL EQUITY	57,052,673	54,022,641

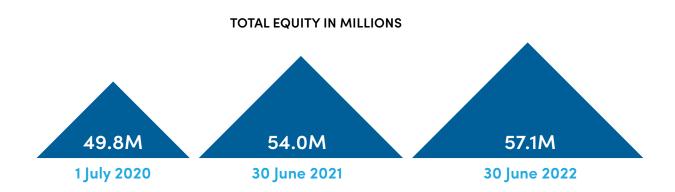


FINANCIALS

Statement of Changes in Equity

For the Year Ended 30 June 2022

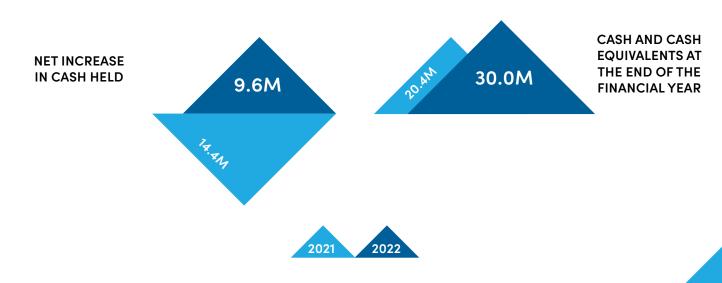
	Retained surplus (\$)	Revaluation surplus (\$)	Investment reserve (\$)	Total
Balance at 1 July 2020	30,996,676	18,286,798	477,321	49,760,795
Deficit after income tax expense for the year				
Other comprehensive income for the year, net of tax	4,261,846	-	-	4,261,846
Balance as at 30 June 2021	35,258,522	18,286,798	477,321	54,022,641
Surplus after income tax expense for the year	(3,058,554)	-	_	(3,058,554)
Other comprehensive income for the year, net of tax	-	6,088,586	-	6,088,586
Balance as at 30 June 2022	32,199,968	24,375,384	477,321	57,052,673



Statement of Cash Flows

For the Year Ended 30 June 2022

	2022 (\$)	2021 (\$)
Cash flows from operating activities:		
Receipts of grants & other receipts	133,106,707	120,461,278
Payments to suppliers and employees	(122,726,047)	(118,283,769)
Interest received	678,775	1,059,261
Net cash provided by operating activities	11,059,435	3,236,770
Cash flow from investing activities:		
Proceeds from financial assets – net	942,668	(10,092,638)
Purchase for property, plant and equipment	(1,120,256)	(6,388,953)
Proceeds from property, plant and equipment	112,990	88,908
Net cash provided by investing activities	(64,598)	(16,392,683)
Cash flow from financing activities:		
Repayment of lease liabilities	(1,206,633)	(1,043,542)
Interest paid	(182,011)	(182,048)
Net cash provided by investing activities	(1,388,644)	(1,225,590)
Net (decrease) / increase in cash and cash equivalents	9,606,193	(14,381,503)
Cash and cash equivalents at the beginning of the financial year	20,363,107	34,744,610
Cash and cash equivalents at the end of the financial year	29,969,300	20,363,107



MODERN SLAVERY STATEMENT

1 July 2021 - 30 June 2022

11

New Horizons is committed to upholding human rights and acting with integrity.

"

As an enterprise founded on recognising basic human dignity, New Horizons takes its commitment to countering modern slavery practices seriously. One of the most endemic violations of human rights at a global level, organisations can no longer turn a blind eye to the exploitation of humans for commercial gain.

New Horizons is committed to upholding human rights and acting with integrity for our people and the wider community. This includes our commitment to take action to address the risks of modern slavery within our operations and supply chain and to partner with suppliers who share our values.

While we consider our direct impact in relation to modern slavery practices during the Reporting Period low, we continue to focus on developing a strong modern slavery response guided by the principles set out in the United Nations Principles on Business and Human Rights.

In 2022, we issued our second Modern Slavery Statement, which outlines our continued efforts to combat modern slavery and human trafficking in its operations and supply chains during the Reporting Period. This Statement is available on our website.

Our commitment over the coming 12 months is to progress the implementation of our due diligence processes and grievance mechanisms, and we are aiming to commence the development of processes that assess the effectiveness of our actions. Using the United Nations Guiding Principles on Business and Human Rights, we endeavour to implement management processes and controls to integrate our findings, track our progress and to provide effective relief to individuals and communities impacted by modern slavery.

We are proud to play an active role in the fight to end this abuse of human rights.

OUR MODERN SLAVERY RISKS

GEOGRAPHIC RISK LEVEL: LOW

We consider the geographic risk of our suppliers to be low given 99% of our direct suppliers are based in Australia. Most of our direct overseas suppliers are based in countries which have a strong rule of law and mechanisms that protect human rights.

We acknowledge that we may be linked to modern slavery practices through its second and third tier suppliers that operate in, or procure goods and services from, nations that report high occurrences of labour and human rights violations and socio-economic factors like poverty and widespread discrimination.

PRODUCT AND SERVICES RISK: LOW

We procure services such as cleaning, electrical, information technology and general maintenance. The workers in these supply chains may be from vulnerable populations, including workers from migrant, low socioeconomic or culturally and linguistically diverse backgrounds.

While we consider the modern slavery risk associated with these products and services to be low in our case, the above factors elevate the risk of modern slavery practices.

SECTOR AND INDUSTRY RISK LEVEL: LOW

The sectors that we deal with at New Horizons primarily involve the charity and notfor-profits, health care, housing and property sectors. These sectors are heavily regulated in Australia and generally allow for reasonable visibility over lower-tier suppliers.

We appreciate we may be linked to modern slavery practices further down our supply chain where some of our suppliers operate in, or are connected, to industries that involve low paying, low skilled or hazardous work, such as extractive operations, electrical component assembly or cleaning industries or are located in geographical areas that may have a higher risk of modern slavery.

SUPPLY CHAIN MODEL RISKS: LOW

We have assessed our supply chain model risks as low based on available information. We have a large and complex supply chain, with over 700 suppliers during the Reporting Period. We acknowledge the size of our supply chain makes it difficult to identify and monitor modern slavery practices further down our supply chain. This lack of full transparency creates a risk that we may be linked to modern slavery.

OUR 2022 HIGHLIGHTS

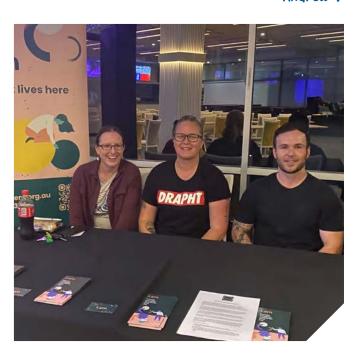


It has been amazing to work on our QLD expansion. A highlight for me was attending the Brisbane Disability Expo and connecting people in need to our experienced team.

Sammie

Working for the Campbelltown Community Living Support team has been a blast from the day I started, and it's always rewarding to see the customers progress through our program! Here's to more goals being met, big and small!

Andrew V



To see our values of passion, integrity & respect in action. We really do rally around one other & encourage the difference we can all make. Here's to more in 2023 \times

Darren



2022 has been a tough year for my Access Community Living Coffs team. We have unfortunately lost some clients, some being tragic circumstances, and then we have the nasty Covid as well. Through all our challenges this year, I want to thank my team for their continued passion, drive and commitment to supporting our clients. I am very proud and grateful for the team I have and for being able to work alongside you all. Looking forward to 2023 and what's to come.

Larissa



Highlights for 2022

@ Packable

New jobs, new friends, helping with events, fun & exciting morning teas and afternoon teas.

Carmel



It has been a pleasure working with New Horizons over the years across different spaces and continually growing our knowledge of how to best empower the lives of those we support.

Here in Support Coordination, we look forward to celebrating the wins no matter how big or small. When the going gets tough, we'll continue proving the resilience shared between ourselves and the participants we work alongside.

Let's keep kicking goals!

Anonymous



Community Living Support Workers and NDIS Support Workers have done an extraordinary job with customer groups in Inner West Sydney in 2022.

We've seized the day to have truly creative art groups, motivating gym groups, inspiring cooking groups and fantastic fishing trips. We've had great walks, BBQs and coffee catch-ups. Looking forward to 2023, keep doing what you do!

OUR 2022 HIGHLIGHTS



My highlight for the year has to be seeing a boat full of smiling faces in awe of the spectacular show that we were privileged to see — humpback whales journeying North to find their breeding area.

Dale - Coffs Harbour





This year my biggest highlight is visiting sites of different New Horizons services here in NSW.

The values of passion, integrity, and respect are evident wherever I visit any of the offices, and the same values are seen in the people here. I have met with incredible people with inspiring stories that have changed my life forever, inspiring me and making me so excited to work in the coming year.

Cheers to the New Year!

Ruemelle

Getting to do wellbeing well is what we're here for, and we focus on creating: it's a privileged responsibility that we often get to celebrate with very full hearts. Organizing one of our customers to have his first flight over his own hometown, made our hearts and minds sing! So good working in a caring & connected community that helps us help others. #goLismore #verylucky

Anonymous



2022 has been a year of commitment, courage, unity, uprightness and gratitude.

To the Central & Northern Inclusion Team, amongst all the change and challenges, you have all continued to truly live out the New Horizons values of 'Passion, Integrity & Respect'.

You have all had your success stories big & small. Without your commitment to our people, the courage to keep pushing forward as a collective and doing so justly. I can truthfully say, I am extremely grateful to work alongside you all!

Antonio Serbati

I have been working for New Horizons since 2016 across many programs.

I love that I feel safe and supported in my role and safe in the knowledge that we are having a positive impact on the lives of our customers.

I fully endorse and live by the service motto: "wellbeing isn't something you have; it is something you do, and we support you to do it well." I love the backstory to the origins of New Horizons in the first psychosocial recovery enterprise of its kind 55 years ago.

Kudos New Horizons.

MD



I have worked for New Horizons for 15 years.

In this time I have seen many changes, most for the better for our customers, I have seen people come and go. I have made some good friends and met some beautiful customers. Had sad times when a few passed away or have gone into nursing homes. I have worked in a few SILS properties but mostly in Maryland for the last 13 years. Thank you to some special people and they know who they are.

OUR 2022 HIGHLIGHTS

2022 has been another tough year, which the team navigated with grace, dignity and grit.

From COVID to floods, I'm so proud of our organisation and, importantly, the people I have the privilege to work with daily. 2023 is going to be huge in the best of ways, and I genuinely can't wait to see where we're at this time next year.

Hats off to all!

There have been many highlights this year!

At Waratah and Bellbird, from transitioning and welcoming a wonderful new client into one of our homes, to supporting a customer's dream to go on a helicopter joy ride that he absolutely loved!

New Horizons continues to do great things and support all customers to achieve their goals and live their best life!

Kayleigh

Claire x



It's been a busy year for our Access Community Living & Community Living Supports for Refugees teams in Inner West Sydney.

Thank you to each and every support worker for the continuous support they provide to our customers. Without them our programs would not be able to continue. Hoping the next year will bring more growth and, hopefully, some better weather across the state.



A big highlight for me was welcoming new people to the Packable Team.

I like making friends at work and finding things we have in common.

Peter Gock - Packable

Highlight for 2022?

I got to join the awesome New Horizons team! Thank you all for being so wonderfully friendly, and helping me find a great place to work and feel like I am working for a purpose each and every day.

Ni

Congratulations and best wishes to everyone at New Horizons.

There's nothing on Earth that can hinder the progress and success of New Horizons. Here is to another 55!

Alexandra



This year our staff and customers have demonstrated incredible resilience and strength.

A highlight has been seeing the community rebuild itself after the floods and customers accessing the community again. Next year, I hope to see more sunshine and look forward to seeing what we can achieve together.

We'd like to acknowledge those with lived experience.

Those who have shared their stories and walked alongside us, at any point of our 55 year journey.

It is this collective - of customers, employees and partners - that fuel us towards the even bigger and better things to come.

Thank you all.





