



2025 Annual Report



newhorizons®
wellbeing. done well.



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Purpose and values



Our core values are passion, integrity, and respect, and they sit at the heart of everything we do. They guide our actions, shape our decisions, and define who we are as an organisation. As we move into the next chapter of our journey, we are committed to living these values authentically. This means embedding them in the way we deliver services, support our people, and engage with communities.

Living our values means going beyond words on a page. It means actively demonstrating them in our daily work, inspiring each other to think bigger, aim higher, and achieve more. At New Horizons, we ask ourselves fundamental questions: Why do we exist? What is our purpose? How do we fulfil this purpose in our everyday roles? And how do we adapt to meet the evolving needs of our customers and society?

The future is filled with opportunities to challenge the status quo, redefine norms, and raise expectations. By fostering a culture of empowerment and leadership across every part of the organisation, we will continue driving meaningful social change, anchored by values that are not only stated, but lived.



Acknowledgement of Country

New Horizons acknowledges the Traditional Owners of the country on which this Annual Report was imagined and created, and recognise their continuing connection to land, waters and culture.

We pay our respects to their Elders past, present and emerging. We are proud to work, in partnership, to ensure that people with lived experience can live the life they choose.

Modern slavery statement

At New Horizons, our commitment to human rights is a lived value guiding every decision. In 2025, we reaffirm our dedication to actively combatting modern slavery, recognising its complex forms across supply chains. We act with integrity, transparency, and purpose, ensuring our practices reflect the dignity of all we serve, employ, and partner with.

We are proud to report that our assessed risk of modern slavery within our operations and supply chain remains low. This reflects our strong governance, a mature Modern Slavery Framework, and the vigilance of our people.

Understanding that risk is dynamic, we have deepened our approach. We are enhancing supplier due diligence, embedding modern slavery risk into our enterprise assurance processes, and aligning our practices with the evolving expectations of regulators and the Anti-Slavery Commissioner.

For over 55 years, New Horizons has stood for inclusion, empowerment, and ethical leadership. As we grow, we remain focused on delivering essential services where others cannot, ensuring our impact is always values-led and socially responsible.

To our staff, partners, and peers: thank you. Your commitment and compassion are the foundation of our progress. Together, we will continue to uphold human rights and contribute to a future free from modern slavery.



Geographic risk level: Low

We have assessed the geographic risk associated with modern slavery practices to be low during the Reporting Period given that 99% of our suppliers were based in Australia.

All our overseas suppliers are located in developed countries where there is a strong rule of law and protection of human rights, with countries such as Canada, United Kingdom and the United States of America also imposing reporting obligations in relation to Modern Slavery.

New Horizons does not directly procure goods or services from suppliers based in countries where there is a prevalence of modern slavery. New Horizons understands that the lack of visibility in certain overseas markets carries additional risks of modern slavery especially in second and third tier levels of our chain.



Product and services risk level: Low

New Horizons predominantly engages non-trade suppliers to deliver essential services such as cleaning, electricity, technology, and general office and property maintenance.

While these services are considered low risk in terms of direct exposure to modern slavery, we remain alert to the vulnerabilities associated with subcontracted labour.

We recognise that contractors engaged by our suppliers may include individuals from culturally and linguistically diverse backgrounds, some of whom may hold temporary work or immigration visas.

These factors can increase susceptibility to exploitative practices. Accordingly, while our overall product and services risk remains low, we continue to monitor and address these potential exposures through our procurement and contract management processes.



Sector and industry risk level: Low

New Horizons operates within the Not-For-Profit sector, delivering services across a range of highly regulated domains including healthcare, disability, aged care, youth support, housing, and property.

These sectors are subject to rigorous oversight under Australian legislation, which enhances transparency and accountability across procurement practices. As a result, we have assessed our sector and industry risk level as remaining low during the 2025 Reporting Period.

Nevertheless, we acknowledge that modern slavery risks may arise beyond our immediate operations, particularly within second and third-tier supplier relationships.



Supply chain model risks level: Low

New Horizons maintained a large and diverse supply chain during the 2025 Reporting Period, engaging over 500 suppliers.

Based on available information, our supply chain model risk remains low.

However, we acknowledge that the scale and complexity of our supplier network-combined with limited visibility beyond first-tier relationships-presents challenges in identifying and mitigating modern slavery risks further downstream.

We remain committed to strengthening our due diligence processes and supplier engagement strategies to better understand and manage these risks.

Message from the CEO

This year has been one of both challenge and achievement, and I am proud to reflect on what New Horizons has accomplished together.

New Horizons FY25 Total Comprehensive Income is

\$4.1m

This is a

\$14.6M

improvement on FY24

\$8.6M

of the improvement is from operating activities.



In a time of significant instability across the sector, New Horizons has remained a pillar of stability and trust. By putting our customers first, empowering our people, and maintaining strong financial foundations, we continue to be a trusted partner to the communities and individuals we serve.

In 2024, we made deliberate, strategic investments in our infrastructure. It took time to get it right, with a range of lessons learned along the way, including a \$10.4 million deficit—but this was an important first step toward building a foundation for the future.

In 2025, we began to see the benefits of those investments. Our new systems and processes gave us more speed, agility, and efficiency, improving the experience for our customers and staff. Financially, this resulted in an incredible \$14.6 million improvement over last year's financial performance, including a \$8.6 million increase from operating activities and a \$6 million improvement on our asset portfolio. Altogether, this delivered a total positive comprehensive income of \$4.1 million after expenses, reinforcing that thoughtful investment leads to sustainable results.

But financial performance is only part of the story. At the heart of New Horizons are the people we serve, and the people who make that service possible. Over the past year, our teams have continued to deliver life-changing supports across NSW, such as our award-winning i.am suicide aftercare service for children and young people, our proven mental health programs including CLS, HASI Plus and CLSR, and our trusted work in NDIS supports, aged care, and supported independent living. We are also incredibly proud of the strength of our homelessness services, which are recognised as among the best in NSW. We're equally proud of our growing peer workforce, whose lived experience helps build trust, inspire hope, and create genuine connections that go beyond traditional clinical care.

We've also continued to grow programs that reflect our values, particularly our First Nations partnerships and services, which are fundamental to building trust and delivering culturally safe supports for Aboriginal and Torres Strait Islander communities.

One of these initiatives is Wellbeing Warriors, a men's group in the Hunter region created to support our Indigenous community aged 16 and above who live with mild to moderate mental health challenges.

Other programs such as Indigenous youth driver training, yarning groups, connecting at-risk youth with community elders, and identified roles across our services help further strengthen our commitment to culturally safe and inclusive support.

These initiatives are a powerful reminder of how deeply embedded New Horizons is in the communities we serve.

Looking at the year ahead, with our strong foundations in place, we're focused on growth and community impact. We will continue to build on our financial stability, to deepen our sector partnerships, and to expand the reach of our services so we can impact even more Australians.

It's also important to acknowledge our own journey as an organisation. Throughout a time of transformation, our people have shown exceptional resilience, professionalism, and heart. Their continued commitment to showing up for our customers every day is a true reflection of the values that define New Horizons.

I want to thank every member of our team, every partner and every customer who has walked alongside us this year. Together, we have not only delivered stability in uncertain times, but we have also continued to change lives, with purpose, passion, and lasting impact.

Warm regards,



Luke Buckley

CEO



Chairman's report

Dear Members and Friends,

This past year has been one of significant progress for New Horizons. Whilst the sector has faced instability, our organisation has continued to move forward with strength, guided by our purpose and commitment to the communities we serve.

I have been inspired by the dedication of our people, whose passion and resilience ensure we deliver services that make a real difference. The growth of our peer workforce has been especially powerful. Their lived experience helps us build trust, foster hope, and create the kind of authentic connections that clinical models alone cannot achieve. Alongside this, we continue to invest in the careers of our frontline staff, whose role is the foundation of our services. It is worth noting that Mr. Buckley, our CEO, began his own career as a support worker 15 years ago – a journey built on hard work, dedication, and a deep, firsthand understanding of the people we serve. Every career at New Horizons holds the potential to grow and to change lives, and that's what makes every day so exciting.

The Board is equally proud of our ongoing work with First Nations communities. By partnering with Elders, local leaders, and creating identified roles, we are ensuring our services are culturally safe and grounded in self-determination. These partnerships remain central to our vision for a more inclusive and supportive future.

New Horizons programs continue to deliver meaningful impact across New South Wales. i.am and headspace empower young people to shape their future with confidence, while allowing us to walk alongside them on their mental health journey. These initiatives, alongside many others, are examples of how New Horizons is embedding innovation and compassion into everything we do.

As I look ahead, I am excited about the opportunities before us. With strong foundations, trusted partnerships, and the unwavering commitment of the Board, our leadership and our staff, New Horizons is well placed to continue growing as a trusted leader in providing wellbeing within the community.

Sincerely,

Peter Howell

Chairman of the Board

Board Members - clockwise from top left:
Robert Warry (Treasurer), Julie Powell,
Peter Howell (Chairman), Irene Howell,
Angus Button.



Our impact

For more than 55 years, New Horizons has been making a real difference in communities across NSW. Every day our dedicated team delivers a range of programs and services, designed to help Australians in need.

These numbers reflect not just the scale of our impact but also the commitment, passion, and expertise of our staff who make it all possible.



\$4.1M
total positive
comprehensive income
after all expenses



90+ programs
A diverse and
comprehensive service
offering across NSW.



1,200+ staff
A dedicated team of
skilled wellbeing experts
across NSW.



**229 Culturally and
Linguistically Diverse
(CALD) customers
supported**
(over the last 3 years).



20+ offices
A broad footprint,
with deep roots in the
communities we serve.



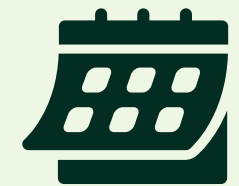
**6,100+ people
supported each year**
A dependable presence making
a real difference in over 200
communities.



**240,000+
hours of support**
Delivered through HASI and CLS
services (annually).



**1,600+ First Nations
participants**
Supported through New Horizons'
programs & services
(over the last 3 years).



**5.66
years of service**
Average tenure for
CLS/HASI programs.



2,495 young people
Supported by our youth
mental health programs –
headspace centres (1,865)
and i.am service (630).



**22,000+
hours of support**
Across our youth mental
health services (annually).



3,000+ participants
Supported through our
homelessness programs
(over the last 3 years).

Our community

At New Horizons, we're more than a service provider, we're part of the communities we serve. Across NSW, our 20+ hubs are woven into the local fabric, where people feel seen, supported, and connected.

Each hub has its own heartbeat: a dedicated team, customers, and a shared commitment to creating brighter futures together. From the coast to the country, from small towns to city centres, our people are there alongside the communities we serve everyday.

This map is more than just locations on a page. It's a reflection of our shared purpose, and the lives we impact across the state.



Leadership at New Horizons

Our new executive leadership team, introduced earlier this year, has brought new focus, representation, and energy to all parts of the organisation.

Slaymon, Jacqui, Anne, and Nick are all integral members of the New Horizons team, each bringing sector experience and a deep understanding of our organisation. They know our work, our customers, and our culture. Together, they've already played a key role in the progress we've made, and we're excited about what's still to come.

Their appointments are also a testament to the incredible internal talent we've cultivated here at New Horizons.

Our four new Executive General Managers are:



Slaymon Anwaryar

Finance and Commercial Operations

Slaymon is a finance professional of over 15 years working across human services, energy and technology sectors. As a CPA, Slaymon has held diverse roles in finance across financial planning, analytics and business partnering. Slaymon instils a deep sense of purpose behind the numbers and is an advocate for purpose driven outcomes in business.



Jacqui McKenzie

Service Delivery, Risk & Business Assurance, and Operations:

Jacqui brings over 21 years' experience in Human Services, including 18 in leadership. She began in Employment and Disability Employment Services, developing a strong passion for empowering long-term unemployed individuals and people with disabilities.



Anne Ivanson

People and Culture, Learning and Development, and Labour Relations:

Anne began her career as a social worker supporting clients with mental health and disability challenges. She brings international experience in fostering and adoption, and has led HR and change initiatives across organisations including KPMG, the Aged Care Quality Agency, and the NSW Department of Industrial Relations.



Nick Coulman

Marketing, Product, and Growth

A purpose-driven commercial leader blending growth, marketing, product and customer experience expertise to drive impact across Australia and North America. With an MBA from Loyola University Chicago and fifteen years' experience, he delivers meaningful outcomes that balance business growth with community value.

Focus on

MENTAL HEALTH

01



Left: Joeven, Support Worker
Middle: Tony, Participant
Right: Malakhi, Support Worker

New Horizons is a leading organisation in NSW in the delivery of government-funded mental health support. Every day, our teams deliver a wide range of programs, including:

The **Housing and Accommodation Support Initiative (HASI)** and **Community Living Supports (CLS)**, helping people manage complex mental health challenges and live independently.

HASI Plus, which supports people transitioning back into the community after long hospital stays or incarceration.

Refugee specific Community Living Supports (CLSR), providing trauma-informed and culturally appropriate psychosocial support to refugees and people seeking asylum.

Commonwealth psychosocial support program (CPS) for short-term, non-clinical support to individuals experiencing significant mental health challenges.

Accommodation and support for individuals receiving support from Northern Sydney Local Health District Mental Health Services through our **Northern Sydney Supported Accommodation Service (NSSA)**

The youth-focused program **i.am**, the first suicide aftercare service in NSW for children and young people, ensuring support is available in the critical months after a suicide attempt or self-harm.



“

“Each service is different, but all are centred around meeting people where they’re at and helping them build the life they want. My vision is to see more community-based mental health supports and less reliance on clinical inpatient models. I’ve seen and experienced the damage that can be done in overly medicalised settings and over-reliance on inpatient clinical interventions. I’ve also seen the incredible benefits of programs like HASI and CLS, not just for individuals but for their families and communities.”

Daniela Allison

General Manager for Sydney
and the Central West

Expert Insights

Peter Gianfrancesco

Freelance consultant and Executive Director of TheMHS

As part of our commitment to continually strengthening our services, New Horizons has been working with respected mental health leader Peter Gianfrancesco. With more than 40 years of experience across Australia and the UK, Peter has held senior leadership roles in government and non-government organisations, and is currently the Executive Director of TheMHS Learning Network. He is widely recognised as a passionate advocate for community-based mental health care, prevention, and early intervention.

Here's what Peter had to say about New Horizons:

"It's really clear to me that New Horizons is a really important part of the communities that they're in. They have connections across all levels in those communities – both formal and informal – and those connections allow their staff to leverage a richer range of supports for people.

My exposure has been largely to the internal leadership of the organisation, and I've been really impressed and to discover an organisation that is open and honest about where it needs to improve, and is genuinely willing to do what it takes to become an exceptional provider of mental health services. I've seen that commitment play out at all different levels within New Horizons, and that bodes really well for the future of the organisation and the quality of care it provides."



“

“We have a strong history of listening to what the community needs and shaping services around that. For example, in South West Sydney, we implemented group supports because our customers told us they wanted more peer engagement, not just one-on-one sessions. They wanted to learn life skills together, feel less isolated, and connect with others. They didn’t want individual cooking lessons, they wanted to do it together. So, we made that happen through a group cooking program, and it’s been really successful.”

Daniela Allison

General Manager for Sydney
and the Central West



headspace in focus

headspace is Australia's National Youth Mental Health Foundation, providing early intervention services to young people aged 12-25. With a focus on mental health, physical and sexual health, alcohol and other drug support, and vocational services, headspace centres offer safe, youth-friendly environments where young people can access holistic care.



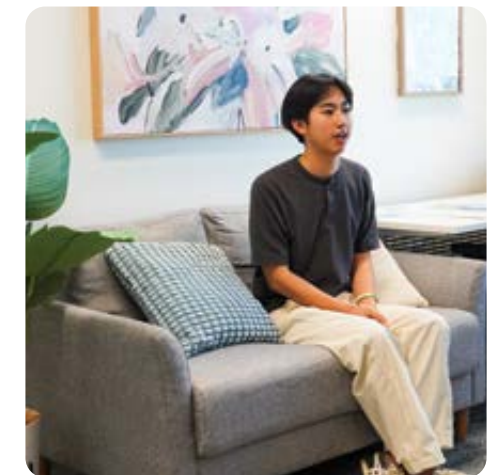
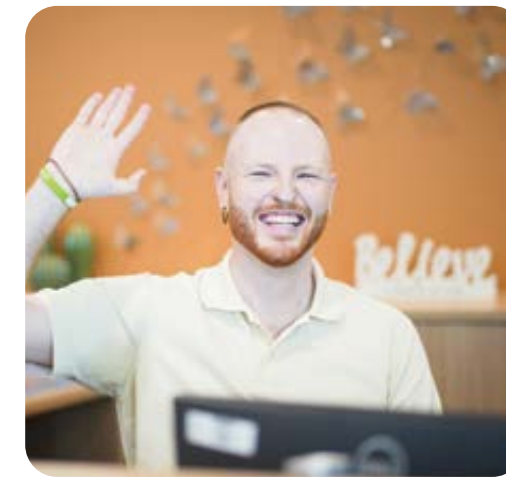


“

“The best part of my role is hearing first-hand from young people and families about the profound difference our services have made in their lives,”

**Michael Cummings
Operations Manager**

Michael Cummings, Operations Manager



headspace supports young people to take control of their wellbeing and create brighter futures, through a mix of in-person centres, digital and phone services, and community engagement.

New Horizons is proud to be the lead agency for headspace Ashfield, Brookvale, and Chaswood. Across these centres, we’ve supported more than 1,800 young people this year, helping them navigate challenges, strengthen resilience, and connect to the right supports at the right time.

Operations Manager Michael Cummings says his role is all about ensuring the team has what they need to make a difference. “We work as one team and engage the depth of skills and expertise from across the organisation to consistently improve the services we offer and to provide better outcomes for the young people we’re trusted to support. We’re always working to improve access for at-risk groups, and to make sure people know what support is available through headspace.”

This year, demand for youth mental health support has continued to grow, particularly among young men, who remain a harder group to reach. “It’s challenging to engage young men,” Michael says. “But our team and our Youth Reference Group are looking at new ways to improve access and services for them.”

At the heart of headspace is connection: with young people, their families, and the wider community. “The best part of my role is hearing first-hand from young people and families about the profound difference our services have made in their lives,” Michael says.

Together with headspace, New Horizons is building stronger, more connected communities where every young person feels seen, supported, and empowered to reach their potential.

Leading with care: our headspace clinicians

Across our headspace centres, dedicated clinicians are creating safe, accessible spaces where young people can get the help they need early and without barriers.

At headspace Ashfield, General Practitioner Dr Ada Chan, is leading the way in youth-friendly medical care with a focus on eating disorders. “There’s no public service for people who aren’t at the extremely severe end for eating disorders, and even then, there’s a waitlist,” she says.

By embedding GP-led care within headspace and using Medicare Benefits Schedule funding, Dr Chan has made it possible for young people to receive coordinated, ongoing support close to home. “It gives young people more autonomy if they don’t need their parents to fund private care,” she says. “Just getting someone engaged and supporting them over time can make a huge difference.”

Meanwhile at headspace Chatswood, mental health clinician Lexie Nebauer is passionate about early intervention for young people aged 12–25. “Early intervention is crucial and can have life-changing results,” she says.

Lexie also highlights the importance of youth participation in shaping headspace services: “Our Youth Reference Groups help us design and evaluate projects so we’re always meeting the dynamic and unique needs of young people. We’re constantly learning and growing to ensure we celebrate diversity in all its forms.”

“I really love what I do,” she adds. “I thoroughly enjoy empowering my clients by assisting them in the discovery of their personal strengths and potential. I feel incredibly lucky that I get to help clients change their own lives. It’s an honour and a privilege.”

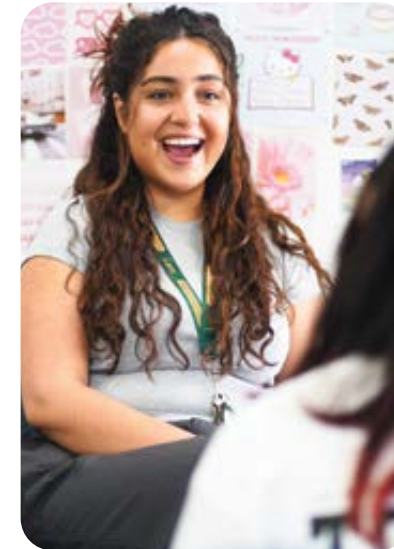
Our headspace clinicians embody this spirit every day, providing compassionate, inclusive, and accessible care that helps young people thrive.

Lexie Nebauer, headspace Mental Health Clinician



Introducing i.am

The first service of its kind in NSW, i.am is the only suicide aftercare program specifically for children and young people across the state.



Launched in October 2020 and commissioned by NSW Health as part of the Toward Zero Suicides initiative, it fills a critical gap in youth mental health support. Since inception, the program has supported 900 children and young people who have attempted suicide or experienced intense suicide ideation or significant self-harm.

Referrals come from Local Health Districts, headspace centres, General Practitioners, schools, family members, friends, and the young people themselves. i.am is available to those aged up to and including 25 who live in Western Sydney, Southwestern Sydney, the Mid North Coast and Tamworth.

i.am is a non-clinical psychosocial program for young people founded on lived experience

and peer support. The program has been extensively co-designed and co-produced with young people from the beginning, and continues to evolve with their input. It focuses on empowering children and young people to take ownership of their mental health and wellbeing and achieve goals they have set themselves.

As well as being involved in the design and implementation of this program, i.am provides the unique option for young people to self-refer. This removes barriers of finance, stigma, and time. It also allows the program to reach groups of people (e.g. young males) who may not otherwise access services.

A photograph of four people sitting around a round wooden table in a cafe. In the background is a large mural of tropical plants, including a large green palm frond and a purple bat-like creature. The people are engaged in conversation. A woman in a dark green t-shirt is smiling and holding a green smoothie. A man next to her is looking at her. To the left, a woman with dark hair is looking down. On the right, a man is holding a yellow drink. There are four drinks on the table: two orange ones, one green one, and one yellow one. The text '02' is overlaid on the left side of the image.

02

Focus on

PEER WORK

At New Horizons, peer work is built into our everyday services, and is a core part of how we support mental health recovery. So we spoke to Peter Schaecken, our peer work coordinator, and Kalei Barger, our youth suicide prevention peer worker, about how their own experiences helped shape the work they do every day.

Kalei, Peer Worker

Kalei became a peer worker at the age of 18 after “graduating” from her child and youth therapy team.

“Being a peer worker is incredibly rewarding. It’s a job that can be a meaningful way of utilising your recovery journey. You’re in such a unique position to be able to support people who might be just like you a few years ago.”

For Peter, who supports the New Horizons peer workforce, lived experience is still key. “My lived experience allows me to see mental health support through the lenses of both customers and peer workers,” he says. “I have lived experience for over 40 years, and this allows me to build and maintain good rapport with customers and peer workers.”



Peter, Peer Worker

What Is a peer worker?

A peer worker is someone who draws on their lived experience of mental health challenges, recovery, or service use to support others going through similar experiences. Peer workers use specialised training and trauma-informed approaches to:

- Provide emotional support
- Share practical strategies for recovery
- Help people navigate the mental health system
- Build trust, confidence and connection

At New Horizons, our peer workers work in diverse roles, from psychosocial recovery coaching and group facilitation to advocacy and community outreach.

Why peer work matters

“Peer workers are an integral feature of a modern mental health system,” Peter says. “No modern service can reach the gold standard of recovery orientated services without peer workers. We are proof that you can recover from mental health challenges and we use our lived experiences everyday with customers, carers and staff.”

And research supports this; a [2021 review by the National Mental Health Commission](#) found peer work to be a vital and underutilised resource in Australia’s mental health workforce, with evidence of strong outcomes in both clinical and community settings.

The review found benefits of the peer worker model for clients includes:

- More equitable relationships
- A sense of belonging and community
- Risk adverse approaches replaced by dignity of risk
- Lived understanding aids rapport and relationships built on connection and trust
- Focus on human rights and social justice
- Living example of hope
- Increased empathy

What makes the New Horizons peer worker model different?

“New Horizons has been ahead of the game for so long,” says Kalei. “Having a peer work coordinator in a leadership position is testament to how we aren’t just ticking boxes or filling quotas; we’re valued, seen, and respected where we are.”

Peer workers are involved in co-designing services and shaping the way we support customers. New Horizons also provides dedicated training, mentoring, and career pathways for peer workers, as well as opportunities to connect, like our recent Peer Worker Day.

For Peter, it’s all about how New Horizons supports the peer workforce. This includes hosting an annual peer workforce forum, encouraging further training and professional development, aligning with best practice from the National peer work guidelines, and tracking the workforce in order to be able to grow and develop peer workers.

The future of mental health support in Australia is being shaped by people like Peter and Kalei; people with lived experience who are helping to make systems more compassionate, more inclusive, and more human.

With the Australian Government investing in the growth of the peer workforce under the National Mental Health and Suicide Prevention Agreement, peer workers are increasingly being recognised as essential to the future of mental health care. But for real change to happen, organisations need to genuinely invest in peer work, not just in theory, but in culture, training, and leadership.

At New Horizons, we’re committed to doing just that.



03

Focus on

FIRST NATIONS



Left: Miriam, Participant
Right: Joeven, Support Worker

A scenic view of a beach and ocean from a hillside. In the foreground, there are green plants and grasses. The middle ground shows a sandy beach with waves breaking. The background is the ocean under a sky with large, white, fluffy clouds. A yellow text box is overlaid on the left side of the image.

Over the past three years, New Horizons has supported more than 250 First Nations participants through a range of programs and services. While we're proud of this impact, we know there is still much more to do in ensuring culturally safe, meaningful, and lasting support.



Expert Insights

Krystal Donovan

First Nations Ambassador

For Krystal Donovan, a proud First Nations woman and New Horizons service delivery manager based in Coffs Harbour, creating meaningful change begins with listening, and with action that honours both culture and community.

As New Horizons' First Nations Ambassador, Krystal plays a key role in ensuring that First Nations voices are heard and represented at all levels of the organisation. "We're currently progressing our Reconciliation Action Plan (RAP), which is a really important step," she explains. "It's about uplifting First Nations representatives across our staff and our customers."

Across Krystal's service delivery areas – including HASI, CLS, homelessness programs, and NDIS services – the representation of First Nations customers is significant. "In our SST homelessness program (Supporting and Securing Tenancies), around 32-40% of participants identify as First Nations. That's a huge number for a minority population group," she says. "It's already created a safe space for staff to contribute to their vision of the RAP, and the ultimate goal is to embed good cultural practices, truth telling, and ensure our spaces are inclusive for everyone."





New Horizons RAP committee



Krystal has seen firsthand the difference that culturally informed support can make. “One of our First Nations customers had been experiencing homelessness for a long time and was really struggling with mental health,” she recalls. “With support from New Horizons, she’s now in her first social housing property, has reconnected with family, and created a safe home where her children can visit. Watching her own journey and her own resilience develop over the years has been incredible.”

New Horizons has also helped First Nations customers reconnect with their families, secure medium to long-term housing, participate in community events of significant dates, access employment opportunities, and link to appropriate and culturally safe services.

“That sense of belonging is huge for our First Nations customers. When they can access services where culture is respected and supported, it changes everything,” says Krystal.

While progress is being made, Krystal is clear about the challenges that remain. “We need

more First Nations staff,” she says. “Having more representation across our teams means customers can choose an identified worker if they prefer, and know they’re receiving culturally safe support. It also helps all staff learn, grow, and understand what cultural awareness really looks like in practice.”

Looking ahead, Krystal is excited about what the RAP will bring. “It’s already created a safe space for staff to contribute to their vision of the RAP, and the ultimate goal is to embed good cultural practices, truth telling, and ensure our spaces are inclusive for everyone.”

For Krystal, the best part of her role is walking alongside people – staff and customers. “Everyone has a story to tell,” she says. “I’m very fortunate to be part of those journeys, to see change happen, and to help create spaces where First Nations people feel seen, supported, and proud of who they are.”

Q&A with Wellbeing Warriors

Behind every First Nations program is a person driving it forward. We spoke with Ron Robinson from the Wellbeing Warriors program, who shared his insights on the work he does, the challenges ahead, and the importance of community-led solutions.

Uncle Greg Savin and Ron Robinson, Aboriginal Community Support Workers with the Wellbeing Warriors



Tell us about your role at New Horizons?

So I'm a senior Aboriginal community support worker. I work with the Wellbeing Warriors program. We're block funded through the Primary Health Network, and work with the Indigenous community aged 16 and above in the Hunter region who live with mild to moderate mental health challenges.

I come from a mental health background, and I think men's groups play an important part in communities. Women's groups do, too. I run three different men's groups each week (there's also a women's group), and I say the men's groups we run are like stepping stones between services and people. The guys know they have the group to lean back on when times get tough. I plant seeds in the fella's heads, and they take control of their own lives.

Why is it called Wellbeing Warriors?

Wellbeing warriors is what the program is called. The actual individual is the wellbeing warrior - we as services are not the wellbeing warriors - the individual becomes that within their family and community.





Who else runs the groups with you?

Uncle Greg Savin has been part of the program for seven years, like me. He runs the Monday group, which is all hands-on using tools. Uncle Greg is an ex-TAFE teacher, and he teaches the guys to use tools by integrating culture. So they make boomerangs, clap sticks, didgeridoos, coolamons. There are also community projects too; the local forestry got in contact with the men's group and asked them to make possum boxes. That was a way of bringing money back into the group and to be used for more resources, so the group could be self-sustaining.

What do the men's groups typically involve?

I say that the men's group is a lilypad in a pond. The boys come in, hop on the lilypad. Then I bring in services - other lily pads - and help link them into services, make phone calls, get to appointments. So they can bounce around from lilypad to lilypad as they need it.

How many men are in each group?

There are three groups a week; two in the community and one in jail, because they're still our community. The one in jail is all about men's behaviour change, and that's only a new program. I wanted to start them because I've seen a lot of guys come out of jail with nothing. I don't have the capacity to run around everywhere to find food and clothing, so I thought if I go into jail and bring in services

there, and work with the guys earlier - 12 months before getting released - they come out with a plan of attack. They know that survival outside will be easier than recidivism because they have people supporting them.

I have about 45 men in the jail who are being released in 12 months. They're going to need help from services so if we can start the process inside, it makes life easier.

Then I have maybe 25 guys in the community men's groups, and Uncle Greg has about 15-25 too. The groups fluctuate; we might get a couple of guys for a few weeks and then not see them for a few weeks.

What are some of the services you link your men's group with?

We have a close relationship with Hunter New England Health, the mental health team there, as well as some NDIS services in the Hunter area, because some of the boys attending our program have NDIS supports, so might bring a support worker with them.

There's also State Debt Revenue, Aboriginal Employment Services, and Acadiam, an employment education service, who help with employment. They come into jails with me and talk about pathways to employment. They have an activation revelation program, where the boys can find out what they're good at and try to find a job that matches their skills.

Then there's also Aboriginal Public Health, who have come in and done a 12 week healthy eating challenge with the group, and other services like a drug and alcohol program too. We also recently ran an Aboriginal Mental Health First Aid course.



What's the best thing about your job?

I'm allowed to be creative in my space. I live with ADHD so my brain runs 100 miles an hour. I'm always thinking about how I can better myself and my community and share my elder skills. If I do that right, it makes my job a lot easier if they're looking after their own health.

Watching people succeed and come back a few years later saying 'thank you for the guidance and support and direction' is so rewarding. Some of the guys who had come from a correctional background are now into jobs and are mentors for the next lot of guys.

Resilience is a big thing for the Aboriginal people. When you realise how resilient you are and come out of the other side of that trauma, you can use it as a positive and go back to support other men on the program. But I always say, not everyone steps the same. It's good to see someone succeed but that's their journey.

What's next for you?

I know we can do better in the mental health space as humans. We can do so much better around educating all people around mental health. I think Mental Health First Aid should be delivered in schools.

We understand funding comes and goes and we have to make sure that the men's groups stay long after we're gone, so making sure we're upskilling people and giving them the right tools and education.

A photograph of two women walking away from the camera in a sunlit park. The woman on the left wears a colorful bucket hat, a blue denim jacket, and a brown skirt with a white floral pattern. The woman on the right wears a white long-sleeved shirt with thin blue horizontal stripes and light-colored trousers. They are holding hands. The background is a dense forest of green trees with sunlight filtering through, creating a bokeh effect.

04

Focus on

SIL



New Horizons is proud to provide Supported Independent Living (SIL) for more than 250 people across our homes in NSW. Each home is tailored to meet individual needs, with dedicated staff providing support so residents can thrive in their daily lives, connect with their communities, and achieve their goals.

Over the past year, our SIL program has focused on stabilising and optimising housing solutions for people with disabilities across regions including the Far North Coast, Mid North Coast, Newcastle, and Eastern Sydney. Finding the right home for each person—whether short, medium, or long term—requires balancing complex needs, managing risk, and ensuring the right support staff are in place.

By leveraging our portfolio and experienced service teams, we've been able to improve occupancy rates, transition customers into homes better suited to their changing needs, and explore innovative housing solutions in challenging markets. This foundation sets the stage for our 2026 expansion, including new high-support properties with modern accessibility features in Port Macquarie, reflecting our commitment to people, community, and sustainable growth.

Spotlight

McNeil House

Based in Newcastle, McNeil House is more than just a Supported Independent Living (SIL) home. It's a place of connection, laughter, and belonging. Home to four women, each with their own vibrant personality, the house is supported around the clock by a dedicated team of New Horizons staff who help residents maintain independence, pursue their goals, and enjoy meaningful lives.

We caught up with New Horizons support worker, Jennae, who has been part of the McNeil House story for over eight years.

Life at McNeil House

The four residents range in age from their mid-50s to late 60s. Each woman brings her own strengths, humour, and individuality to the house.

During the week, the women attend day programs, run errands, and go to appointments. Weekends are reserved for whatever the residents want to do, such as outings like bowling, picnics, or group lunches. Birthdays, Christmas, and even Halloween are celebrated with joy at McNeil House.

“It’s very homely,” Jennae explains. “Everyone has their own bedroom, decorated with their own furniture and belongings, plus a lovely open-plan living space and outdoor areas. It’s their space, and that makes all the difference.”

Support that adapts

New Horizons provides 24/7 care to McNeil House, with staff available across morning, afternoon, and overnight shifts. Support workers not only assist with daily tasks like cooking, cleaning, and personal care, but also ensure residents are included in these routines wherever possible, maintaining dignity and independence.

The home has also adapted over time to meet the changing needs of its residents, with modifications like a portable ramp and upcoming bathroom upgrades.

A career in Supported Independent Living

“If you’re passionate about helping people and want to make their lives as good as possible, then definitely do it,” Jennae says.

“It’s not for everyone, but for me, the best part is seeing the ladies happy and smiling. That makes it all worthwhile.”

Jennae also values the flexibility that comes with her role, which allows her to balance work with family commitments, as well as the ongoing training provided by New Horizons. “There’s always opportunities to learn and grow, and we’re supported to do our best.”

As Jennae puts it: “It’s about achieving the best lives possible for the ladies. That’s what we’re here for, and it’s what makes this work so rewarding.”

At McNeil House, Supported Independent Living is more than just day-to-day assistance, it’s about creating a warm, safe, and connected home where residents can thrive. It’s a space where residents feel at home and supported, and where staff like Jennae find purpose and pride in making a real difference, every day.



Jennae, Support Worker



05

Focus on

ADE



Spotlight

Packable and WellBees

For more than 55 years, New Horizons has been creating opportunities for people with disability to gain meaningful work and build confidence through our Australian Disability Enterprises (ADE). Today, our ADE programs in North Ryde and Coffs Harbour continue to thrive, employing over 100 supported employees and delivering services to some of Australia's most recognised companies.



At Packable, our supported workforce provides high-quality packaging and repacking services for commercial clients including Canon Australia, CSR Bradford Australia, Bostik, & PAX Australia, as well as Macy & Tailor from New Zealand, and many more. We also have a very long-standing partnership with government agency like the NSW Registry of Births, Deaths & Marriages. Whether it's preparing millions of ink cartridges for Officeworks and Woolworths or carefully packing household goods for Costco, ALDI, & Bunnings, our team ensures every job is done with professionalism and pride.

At WellBees, our employees manufacture Australian-made bee hives and frames, using locally sourced timber. This work not only supports regional jobs in Coffs Harbour but also contributes to Australia's agricultural sector.

For Arnold Santiago, Head of Operations for ADE, the impact goes far beyond commercial outcomes.

"Supported employment is important because, in reality, we are all just unique individuals. We don't look at disability, we look at ability," Arnold explains. "When you give someone the chance to contribute, you discover their potential. Some of our employees who were once in high-support groups are now operating machinery and conveyor belts. That's the power of encouragement and opportunity." Retention is another point of pride, with many supported employees staying 15, 20, even 40 years.

"That tells you how good we are at supporting people," says Arnold. "It's not just about work, it's also about confidence, friendships, and being part of a community."

Packable provides a supportive environment for all employees. An example of this is that one of our crew members recently celebrated her 40th work anniversary this year.

"Our factory isn't just a place to process goods for customers," Arnold says. "It's therapeutic. It's where people socialise, build skills, and gain confidence. Every person has an employment assistance plan, and we always give them choices about the type of work they do each day and what they'd like to achieve. When you see someone doing something new, you know they're developing and can see their confidence shine."

Looking ahead, Arnold sees opportunity and responsibility.

"A lot of ADEs in Australia have closed because they lost contracts or struggled with costs. Manufacturing in Australia is greatly impacted by global supply and demand, and the cost of labour in Australia is very high. But we're still here, and we're growing. My vision is to keep encouraging big companies to partner with us, not just for business but as part of their corporate social responsibility or community service. With the right partners, I'd love to see us open another factory in Western Sydney."

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Retention is another point of pride,
with many supported employees
staying 15, 20, even 40 years.





Q&A with Arnold Santiago

Operations Manager, ADE

Why did you want to work in the disability sector?

I have a background in social work and before moving to Australia in 2009, I worked as a humanitarian aid worker for Doctors Without Borders. I worked in places like Sudan, Central African Republic, Kenya, Pakistan, Afghanistan, Haiti, Uzbekistan, and Vanuatu.

I did some work in aged care when I moved to Australia and discovered New Horizons. When I found out they had a factory here in North Ryde and employed people with disability, I thought my background would be well suited.

What's the best thing about your job?

In one word? Fulfilling. My family and I moved to Australia from the Philippines. We're one of the millions of immigrants that have moved to Australia. Australia gave us the opportunity to be a part of this country. Giving back to our community and being part of the journey of people with disability to help them have a meaningful life in our society is so fulfilling.

It's about never giving up on people, sitting down with individuals to get to know them, and assisting people to discover their full potential and then utilise it.



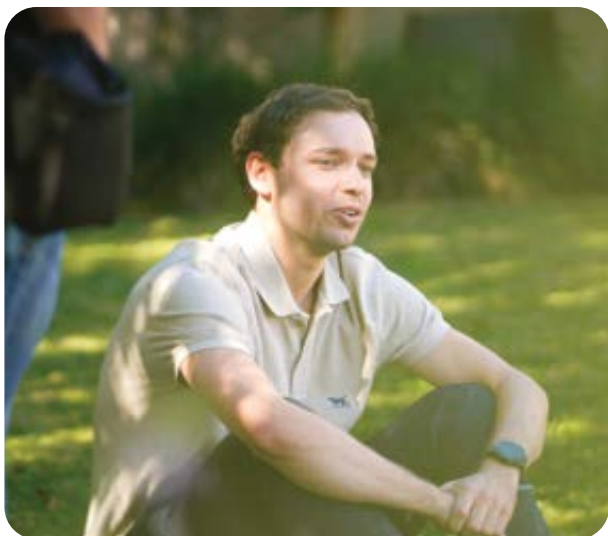
06

CAREERS
THAT
CHANGE
LIVES

A photograph of two men walking away from the camera on a wooden deck. The man on the left is younger, wearing a light-colored polo shirt and dark trousers. The man on the right is older, wearing a light-colored button-down shirt and dark trousers. They are holding hands. The deck has a metal railing. In the background, there are trees and a building with horizontal slats. The scene is brightly lit, suggesting a sunny day. The foreground is partially obscured by out-of-focus green foliage.

Our People

From support worker to
customer engagement:
Lachlan's journey



When Lachlan Arkinstall first started as a support worker in Echuca back in 2020, he wasn't sure where the path would lead. Studying business at the same time, he had dipped his toes into disability-related work during school excursions. "I thought I'd give it a crack," he says. "From the very first day, I realised how unique every person is and how much of an impact you can make, even through small things."

"I remember I worked with a young girl in child protection services and she had quite a significant disability. After meeting her I knew that this is what I wanted to do."

Lachlan first started working at New Horizons as a support worker, focusing on Supported Independent Living (SIL) and community participation. "I enjoy seeing things from the client's perspective, helping people do things that might seem simple to us but are huge for them," he explains.

His passion and dedication led to his current position as Customer Engagement Lead. Lachlan's work now spans everything from onboarding new clients and creating service agreements to supporting community participation programs. "It's always something different," he says. "One day I'm helping someone engage with their community, the next I'm managing service agreements. The variety keeps it exciting because no two days are the same."

When asked about his next steps, Lachlan is open-minded. "I have a business degree, but I honestly don't know exactly where I want to go

“

It's fun, it's rewarding, and the impact you make—big or small—really matters.”

Lachlan

next. The more you do, the more you realise there's so much to explore. This industry is one where you get hooked; once you're in, you want to keep learning and growing."

Advice for aspiring support workers:

Just do it. Give it a crack. Once you dip your toes in, you gain a real understanding of people's daily lives and challenges. It's fun, it's rewarding, and the impact you make—big or small—really matters."

Lachlan's journey is a clear example of the career pathways New Horizons offers, showing that hands-on support roles can lead to leadership opportunities while still keeping the focus on people, community, and meaningful impact.

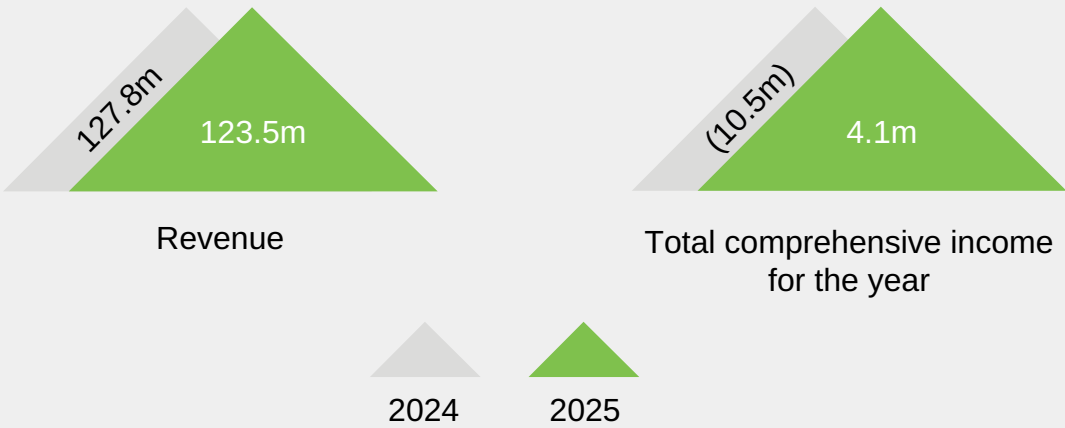
A photograph of a lush green park. In the foreground, two people are walking away from the camera on a paved path. The person on the left is wearing a dark jacket and dark pants, while the person on the right is wearing a blue jacket and light-colored pants. The path is surrounded by dense green foliage, including trees and bushes. In the background, more trees and a glimpse of a blue sky are visible. Overlaid on the right side of the image is large white text.

07

FINANCIALS
2024-2025

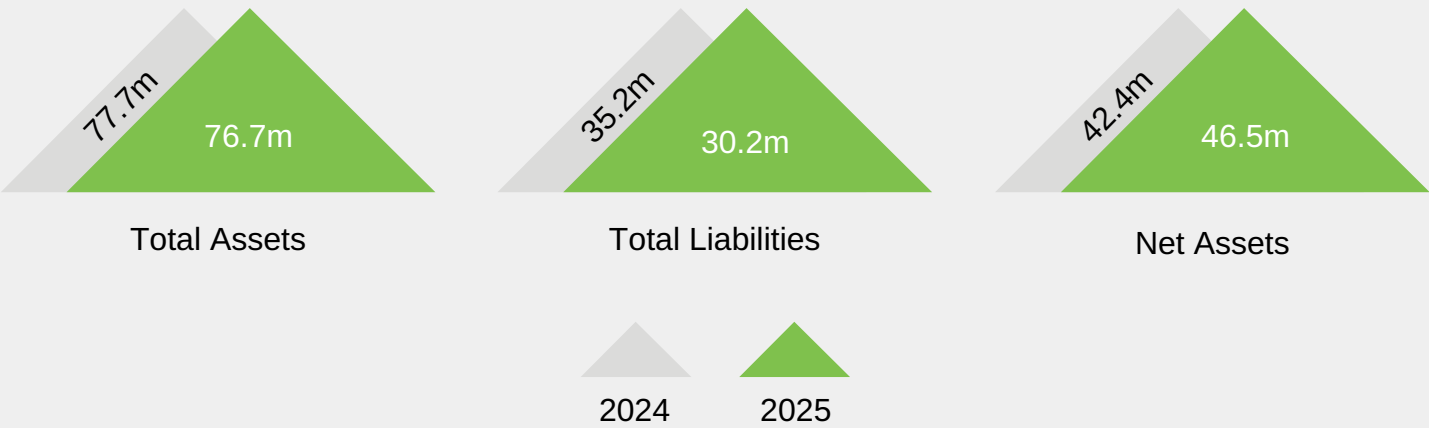
Statement of Profit or Loss
and Other Comprehensive Income
For the Year Ended 30 June 2025

	2025 \$	2024 \$
Revenue	123,537,554	127,831,256
Employee benefits expense	(88,793,217)	(98,573,244)
Depreciation and amortisation expense	(3,785,949)	(3,474,746)
Motor vehicle expense	(2,471,379)	(973,343)
Insurance expense	(3,974,091)	(4,650,860)
Property expense	(6,209,957)	(5,173,677)
Training expense	(268,811)	(179,974)
Audit, legal and consultancy fees	(1,037,720)	(1,119,499)
Agency fees	(8,289,390)	(9,443,766)
Customer support expense	(1,755,048)	(1,765,083)
Sub-contractors expense	(374,255)	(461,068)
IT & communications expense	(4,768,711)	(5,000,760)
Marketing expense	(304,354)	(554,934)
Finance costs	(438,951)	(343,413)
Other expenses	(2,941,912)	(6,583,623)
Deficit before income tax expense from continuing operations	(1,876,191)	(10,466,734)
Income tax expense	-	-
Deficit after income tax expense for the year from continuing operations	(1,876,191)	(10,466,734)
Other Comprehensive Income		
Gain on the revaluation of land and building	5,982,470	-
Total comprehensive income for the year	4,106,279	(10,466,734)



Statement of Financial Position
As at 30 June 2025

	2025 \$	2024 \$
ASSETS		
CURRENT ASSETS		
Cash and cash equivalents	6,267,713	6,048,858
Accounts receivable and other debtors	5,071,189	7,819,027
Inventories	16,289	28,802
Financial assets	10,134,713	11,865,630
Other current assets	1,098,732	816,959
TOTAL CURRENT ASSETS	22,588,636	26,579,276
NON-CURRENT ASSETS		
Property, plant and equipment	52,449,270	49,755,848
Right of use assets	1,668,199	1,295,125
Other non-current assets	19,850	25,808
TOTAL NON-CURRENT ASSETS	54,137,319	51,076,781
TOTAL ASSETS	76,725,955	77,656,057
LIABILITIES		
CURRENT LIABILITIES		
Accounts payable and other payables	6,152,903	8,090,001
Contract liability	6,386,664	6,379,512
Provision for employee benefits	6,859,940	6,942,412
Lease liability	1,089,863	675,996
Financial liability	26,786	5,628,904
Restructuring Provisions	206,938	2,600,000
TOTAL CURRENT LIABILITIES	20,723,094	30,316,825
NON-CURRENT LIABILITIES		
Provisions for employee benefits	3,013,730	3,845,493
Lease liability	648,269	648,959
Financial liability	5,602,917	2,917
Others Liability (Non-Current)	210,197	420,394
TOTAL NON-CURRENT LIABILITIES	9,475,113	4,917,763
TOTAL LIABILITIES	30,198,207	35,234,588
NET ASSETS	46,527,748	42,421,469
Retained surplus	15,692,573	17,568,764
Reserves	30,357,854	24,375,384
Investment reserve	477,321	477,321
TOTAL EQUITY	46,527,748	42,421,469



Statement of Changes in Equity
For the Year Ended 30 June 2025

	Retained surplus (\$)	Revaluation surplus (\$)	Investment reserve (\$)	Total
Balance at 1 July 2023	28,035,498	24,375,384	477,321	52,888,203
Loss after income tax expense for the year	(10,466,734)	-	-	(10,466,734)
Balance as at 30 June 2024	17,568,764	24,375,384	477,321	42,421,469
Loss after income tax expense for the year	(1,876,191)	-	-	(1,876,191)
Other comprehensive income for the year, net of tax	-	5,982,470	-	5,982,470
Balance as at 30 June 2025	15,692,573	30,357,854	477,321	46,527,748

Statement of Cash Flows
For the Year Ended 30 June 2025

	2025 \$	2024 \$
Cash flows from operating activities:		
Receipts of grants & other receipts	127,649,641	127,936,319
Payments to suppliers and employees	(128,310,492)	(138,923,328)
Interest received	842,553	883,656
Net cash from/(used in) operating activities	181,702	(10,103,353)
Cash flow from investing activities:		
Proceeds from financial assets – net	2,533,535	6,380,352
Purchase for property, plant and equipment	(1,121,837)	(884,962)
Proceeds from the disposal of property, plant and equipment	36,662	509,937
Net cash from investing activities	1,448,360	6,005,327
Cash flow from financing activities:		
Repayment of lease liabilities	(1,060,222)	(592,421)
Interest paid	(350,985)	(346,651)
Net cash used in financing activities	(1,411,207)	(939,072)
Net increase/(decrease) in cash and cash equivalents	218,855	(5,037,098)
Cash and cash equivalents at the beginning of the financial year	6,048,858	11,085,956
Cash and cash equivalents at the end of the financial year	6,267,713	6,048,858

Total equity in millions

