

2013

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**newhorizons**<sup>®</sup>  
wellbeing. done well.

### 2013 YEAR BOOK

This year we set ourselves the challenge of bringing our customers' journeys to life in more ways than one.

Watch what happens...

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# WELCOME

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## New Horizons is proud to be different.

Some stick with the tried and tested, but we prefer to find new and improved ways of doing things that better help us meet and exceed customers' expectations.

That goes for our Year Book too.

We've deliberately steered away from the dense, stuffy and formal reports people are used to seeing, and instead opted to share real stories about real people. Our customers.

And who better to tell the story, than the people themselves. After all, they have the first hand experience and knowledge.

But that's not where doing things differently with our Year Book ends. This year, with the help of some innovative new technology, we're bringing our customers' stories to life in more ways than one.

Not only will you be able to see their pictures and read their stories, by downloading a special app on your iPhone, iPad or Android device, you'll be able to meet our clients face to face.

They're inspiring people with powerful stories. So sit back, relax and enjoy the 2013 Year Book.



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

**FOLLOW**

3. Click **Follow** on our channel



**Watch Video**

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



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



4. Tap this icon on your screen



6. Watch what happens!



**Watch Video**

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## DOUG SQUIRES

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Not so long ago, I was that close to living on the streets it wasn't funny. And not through anything I'd done wrong.

It was a horrible prospect and had me quite panicked. Let's face it, once you're labeled homeless, you just don't get a start in the first place. And I was rapidly heading in that direction.

Now, with the support of New Horizons, I'm just chipping away nicely. My family's always been important to me and these days I'm in a comfortable, ground floor flat a couple of minutes from my Dad. My sister's not far away, either.

Living with me at Forster in northern New South Wales are my kelpie, Buddy, my three-legged cat, Triple, and my lucky black cat, Camo, short for short Camouflage. It would've broken my heart if I'd had to give them up.

As it is, times are good. I'm more than happy. But it's been a hard road to get here.

When I was 16, I lost the bottom part of my left leg in a motorcycle accident outside Bathurst on my way home from the bike races. A horse trailer had jackknifed and, as I came round the corner, there was nothing I could do to avoid it.

My leg was amputated just below the knee and, at the same time all my mates were out doing what teenagers do, I spent the next nine months at Bathurst Hospital and St Vincent's in Sydney.

My family was very close and Dad made sure I wasn't going to sit at home and mope. He took me to work in his truck every day and by the time I got my prosthesis, it was a natural progression that I went to work with him in the landscape gardening business.

Eventually, Dad retired and moved with Mum to a small horse stud at Nabic, inland from Forster. I shifted there to keep the place going when Dad had a stroke, but once his health picked up, at the age of 30, I decided I should strike out on my own again.

Seal Rocks was my first port of call. I got by living in a mate's run-down granny flat for five years. Then, the situation changed and I had to move on. I was left to my own devices.

Suddenly, it dawned on me that I was totally unprepared. I had virtually no experience of the real estate market – and, frankly, no idea how to go about finding a place to live.

All I'd ever done was live with family or in places owned by people I knew. Now, I was having to ring up real estate agents for the first time in my life.

“

Times are good, I'm more than happy”

I didn't have a clue how to present myself. I was calling the agents and straight out asking if they had anything where I could keep my pets. The conversations didn't last long. I was getting an immediate one-word answer: 'No'. Meantime the deadline for getting out of my mate's place was looming.

That's when New Horizons came to the rescue. They listened to my situation and what I needed and simply went about helping me achieve my goals. Together, we created an accommodation history, a bit like a resumé, and they introduced me to real estates where I could present myself face to face.

Once New Horizons was supporting me, it didn't take long to get a break. Initially, I took a six-month lease on a small flat in Forster where I could keep my pets. And I'm still there.

It's given me a solid base. It's such a turnaround, it's just unbelievable. That was just the start I needed. I'm so grateful to New Horizons. Even to this day, I hate to think where I'd have been without them.

It's incredible the number of people who must be like me. If New Horizons hadn't been helping with my wellbeing, I wouldn't be where I am now.

“

Somebody gave me a go. That's all I really needed.”

Watch Video



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## JOHNO SUNTER

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One of these days, I want to be the boss of Apple.

I love their stuff. In fact, I enjoy just about everything involving IT and computers. Okay, especially gaming! Yeah, I'm a pretty big gamer. World of Warcraft is my favourite. I play against people from all over the world.

And I love downloading music and movies – especially action movies.

Have you seen Tron Legacy? It's based on the 1989 classic Tron, but this one is much better. And guess who does the music. Daft Punk! They're a French electronic band who wear robot masks and wrote the soundtrack specially for the movie. Their music is the best. I'm happy whenever I hear it, it gets me pumped.

I was born in 1991 and I grew up in Penrith with my mum, my dad and my brother. My sister came along a bit later.

I loved school... I had a great life. Then when I got to about 10 all hell just broke loose. My life went completely out the window. I was kicked out of home because of, how shall I put this, my questionable choices in behaviour.

My life just fell to pieces. I was placed in a foster

home. From there on it was just group home after group home. It was pretty tough because you have to pack up, move stuff around everywhere, packing and unpacking boxes. It was a nightmare. Like living in hell almost.

That changed when I started with New Horizons about four years ago. They have awesome carers and they've helped me develop my independence.

I had some problems when I first came here. I wasn't so cooperative. I remember once I was asked to put a plate in the dishwasher and I didn't want to. Let's just say things got a bit out of control. Now, there's hardly any incidents. I realise I need to do my bit. I clean my room, I do my teeth and I have a shower with soap.

I've become really independent. The other day, I went to Macquarie Shopping Centre by myself. I'm really good on public transport now. I know which bus or train I need to get.

I was pretty much overweight when I first came here. Look at me now... I've lost a heap of weight, I've got loads more energy. I sleep less during the day and more at night.

I'm on a fitness program of weights and cardio which I do for 90 minutes a couple of times a week with my personal trainer. I've cut out about 99.99 per cent of

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Last time I was this happy, I was a kid living at home with my mum.”

sugar. My last weigh-in was 100.5 kilos, which means I've lost about 20 kilos in six months. I'm aiming for 90 or 85 kilos.

I love it. It's changed the way I feel about myself in heaps of ways. Before I felt pretty crappy about myself. And I like hanging out with the personal trainer – he's a great guy.

New Horizons is a stable foundation which I haven't had for a long time.

I like my house. I like the carers, they're awesome. My housemate, James, he's a great guy to hang out with.

I'm feeling pretty good about life. I've got a stable home, I'm getting a job soon. I've got awesome friends who help me out.

My definition of wellbeing is eating well, keeping fit and looking after myself. Which I've kind of been doing. That's a big step forward for me, because I haven't looked after myself properly in the past.

Last time I was this happy, I was a kid living at home with my mum in Penrith.

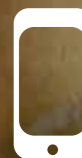
I'm fit, I'm happy...and I'm awesome!

“

It's changed the way I feel about myself in heaps of ways.”



Watch Video



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## KATHERINE BROWN

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### I can't remember being so happy.

I'm in good health and I have a job I absolutely love, working among people who are really supportive. On top of that, I have my independence – I'm living in a unit not far from work, with my black and white cat, Bacci, who I adopted a year ago from the Animal Welfare League.

I guess he's a bit like me. We'd both been through rough spells, but we've emerged and life is blossoming for the pair of us.

Working is really important to me. It makes me feel worthwhile and gives me a sense of purpose. It makes me want to get up in the morning. It gives me a pick-up every day. My job operating machines in the factory at New Horizons suits me down to the ground. It's varied, it's interesting and you don't know from one day to the next exactly what you'll be working on.

Ten years ago, things weren't going so well. I had worked for a long time at a printing plant, but when there was a downturn in the industry I was made redundant. After that, I took some computer courses to upgrade my skills and did some temping for a while. But work was hard to come by.

When the temp work dried up, I renewed my determination to get a full-time job. I was living in Sydney's north and would wake up early, look through the job ads in the paper and phone up at the start of the working day to make sure I was the first person to call. But every time, the answer was no.

I had so many knock backs along the way, it got to the point where I thought I would never get a job again.

Gradually, it wore me down until I was just sitting in my unit all day and all night. I couldn't even motivate myself to go to the shops or ask for help.

After this had been going on for a while, I was taken into the Royal North Shore Hospital, where I was diagnosed with schizophrenia. That was a breakthrough, at last I was getting medical support.

The initial treatment lasted for a few months before I was transferred to Macquarie Hospital at North Ryde, just around the corner from New Horizons.

I lived there for three years and my recovery started to pick up pace. Physiotherapists helped me get my confidence back with simple things like going up and down stairs. And I took part in cooking classes and outings, which also helped me feel comfortable and

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That was a breakthrough, at last I was getting support”

gradually re-establish my independence.

In fact, I recovered so well that I started looking for work again. Which was a massive step for me.

It could have been an extremely daunting task, but one day I was brought over to the packaging centre at New Horizons – and immediately I knew that was exactly what I wanted to do. I didn't need to be asked a second time – I jumped at the chance and started working here in October 2009.

It's turned things around. There's no doubt New Horizons has changed my life for the best. Wellbeing is about being healthy and having a job – and New Horizons has helped me achieve both of those.

These days I have a positive attitude. I'm a really determined person. You can throw anything at me and I'll get it done. I always see a job out and I never let things get me down. I know the supervisors and case workers are there to support me and help me.

I'm 56 years old now, but to be honest, rather than thinking about retiring, I can't imagine the day when I'm not working at New Horizons. Don't tell anyone, but I think I'll be working there at least until I'm in my 70s!

“

It's brought everything out in me I never thought I'd have again.”



Watch Video



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## IAN HUARD

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One of the biggest surprises of my life was being told people regarded me as a role model and a leader.

You could have knocked me over with a feather, I'd never seen myself like that. At the age of 60, can you imagine how good that felt? When I'd been deeply depressed, anxious and doubting everything about myself. It was absolutely wonderful to get that sort of reinforcement.

Ironically, the experiences of those five years have actually turned out to have an unexpected silver lining. They've been directly responsible for opening up an employment opportunity which has given me a new direction and a fulfilling lifestyle.

I'd left school at the age of 14 and worked at various jobs without ever carving out a deliberate career path. I ended up driving cabs because there was nothing else I was qualified for. Until, at 47, my wife suggested I should follow her into nursing.

It seemed like a reasonable idea, so I explored the prospects. I was accepted into university as a mature age student and completed the degree course without any trouble at all.

Ten years ago, my wife was offered a job and we moved from Toowoomba to Newcastle. I began

working for an agency, but eventually secured a position at a hospital. What seemed like a great opportunity turned into a complete nightmare. From day one I felt victimised and bullied.

The pressure built and was compounded when my closest friend, a woman in her 40s, died suddenly. Believe it or not, things got worse. One day, I arrived home from work to find my wife with her suitcases packed, waiting for a cab.

Later that year, with my mental wellbeing deteriorating, I went to the GP. Rather than finding comfort, I had a complete emotional breakdown in the surgery and was referred to Mental Health Services.

Over time, New Horizons helped me regain some equilibrium and start rebuilding – even though, at that stage, I wasn't really convinced I could ever get a job or play a productive part in society again.

My case worker encouraged me to sign up for courses focused on self-esteem, job searching skills and helping me get back into the community and the workforce. I've always enjoyed talking to people, and, as part of those programs, I spoke about my experiences. I was later told that other students saw me as being a role model.

My old profession of registered nursing still wasn't providing many opportunities and, at that point, my

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Others were talking about me as being a role model”

case worker asked if I might like a job in the mental health area. I was a bit doubtful, but she persisted and I signed up for a TAFE diploma course in community work. Even though it went really well, I wasn't sure if any work would result from it.

New Horizons helped out there as well. They uncovered a vacancy for a peer support worker with Richmond PRA. Crucially, they were looking for someone with first-hand experience who could work with clients recovering from mental health issues.

The skills I learned came in handy during the interview – although I still walked away thinking I wouldn't be taken on. But, lo and behold, the phone call came with the good news. I landed the job – and it's turned out to be extremely fulfilling. I guess I add credibility because I've lived through similar experiences and can understand the sort of issues they're facing.

I feel worthwhile because I help people find their own way in the world. As well as helping the clients, it makes me feel good about myself. And it's the sort of job I can still be doing when I'm 70.

Wellbeing to me is being in control of your life, being able to socialise and feeling healthy. I've pretty much achieved that. I'm looking after other people's wellbeing as well as contributing to my own.

“

I'm earning a living which is something I didn't think I'd do ever again.”



Watch Video



welcome



Watch Video



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## JOAN FAIRBAIRN

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I think back to the way things were when I was growing up, and I really have to be grateful for the security, support and friendship I have at my home at New Horizons Aged Care.

It's actually more like a retirement village than an aged care facility. I can come and go as I want – even take a cab down to the shops when I feel like it. But there's the added confidence of knowing that everyone here gives me such wonderful support.

There wasn't anything like this for elderly people when I was a kid.

I'm 86 now and you have to remember where I grew up was pretty remote. Cooma and Tilba were off the beaten track. Nowra and Bega were the biggest towns close to where I lived, but the roads were rugged and we didn't have a car to get there.

Dad was a policeman. Which in country towns meant he was also the undertaker, the midwife, the dentist – and just about anything else that was needed day-to-day.

He was away a lot doing the rounds of the country area he covered. I remember the Cowra Breakout

during the war. There was a feeling the prisoners would try to make it over the Snowy Mountains, so Dad and another policeman were sent up into the Snowies on horseback. They were gone for weeks and had to fend for themselves. When he came back, Dad smelled like a polecat and Mum wouldn't let him into the house!

Because we didn't have a car, we used to cycle for miles as kids. I recall cycling out to the Murrumbidgee River for a picnic, having a paddle and then cycling back in the moonlight. We must have covered the best part of 100 miles on the bikes that day.

More recently, I lived with my husband George and our kids in North Ryde, not far from New Horizons Aged Care. George was a resident here before me and the staff still talk about how much fun they had together. He passed shortly after I arrived a year ago, but I know he was happy while he was here.

I'm very happy here too and I have no regrets about leaving the family home. In fact, this is definitely my home now. My son, daughter-in-law and grandchildren live in the old house and invite me back for a barbecue from time to time.

There are plenty of activities here. I've done a stack of knitting. You know the squares for blankets? I've made enough squares for two whole blankets. But right

“

There wasn't anything like this for elderly people when I was a kid.”

now, we're making mosaics for the fete. We've made some beautiful items, but there's still a lot of work to be done.

I'm also doing a bit of gardening in the area outside my room. I've put in four shrubs and I do the weeding. And I do some work in the rose garden. As much as I feel I can – and really enjoy it.

We have plenty of interesting outings, as well. Since I've lived here, I've been to places around Sydney that I'd only ever seen on TV. It's wonderful going on the coach trips. We always have a cup of tea on the bus. I usually sit in the front so I can help out pouring the tea.

The staff here call me 'Mrs Independent' because I still believe in looking after my own needs as far as I can. But if I need any help, it's always there.

Altogether, I think my wellbeing is very well looked after. It's comforting to know people will do as much as they can to meet your needs. You haven't got that feeling of being alone. It's like being surrounded by family. I feel very relaxed, secure and happy. This is my home.

“

When I wake up of a morning the first thing I see is that garden. That's like home to me.”





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## BANKING ON COLLABORATION

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### The National Disability Insurance Scheme (NDIS) will completely reshape the delivery of community services across Australia.

The scheme is in its early stages, with the first sites launched in Tasmania, South Australia, the Hunter area in NSW and the Barwon region in Victoria.

But already the significance of the NDIS is clear.

For the first time, more than 400,000 people with a disability will be able to choose what services they want, and who they want to purchase them from, rather than being offered a prescribed package of services from a provider chosen for them.

This is an enormous breakthrough for people with a disability. It will forever change their lives by giving them increased voice, choice and control, something we've advocated for over a long period of time.

The implications of the NDIS are equally as profound for service providers. In broad terms, the entire sector will now be delivering tailored services to individual customers – with all the practical and administrative implications that carries.

New Horizons has thoroughly examined the opportunities the new system will offer, as well as the

operational changes we'll need to make as we adapt and respond to a new and improved way of doing business.

And that's where the Commonwealth Bank of Australia (CBA) came in.

Since early 2013, ninety of the bank's top executives from Australasia have been working with New Horizons leadership team to prepare for the introduction of the NDIS.

The partnership came about after the CBA approached New Horizons seeking a project that their executive managers could work on as part of their talent development program. Together, we identified the NDIS as an ideal opportunity to collaborate.

In three groups, the CBA's executives set about dissecting all the implications of the NDIS, establishing what an industry-leading community service provider will look like in the future, and identifying many of the changes New Horizons needs to plan for in order to survive and thrive.

Their analytic and strategic thinking, combined with our expertise in the community services sector, has helped us to create a blueprint for our future.

A measure of the success of the project is our strengthening relationship with the CBA. The link between our organisations has continued beyond scoping the implications and opportunities under the NDIS. Many of the executives who took part in the assignment have committed to working with New Horizons on other projects on an ongoing basis.

This project is an outstanding example of New Horizons commitment to innovation and thought-leadership, and of the enduring contribution the CBA makes to community organisations throughout the country.

We owe an enormous debt of gratitude to the CBA executives whose insights will help us to make the most of the opportunities under the NDIS, and extend the scope and reach of our services so that more people can benefit from our approach to enhancing wellbeing.



“

It's about purpose.  
It's about individuality.  
It's about freedom.”



Watch Video

## CEO REPORT

**Hold on tight – the community services sector is on a roller coaster of once-in-a-lifetime changes.**

This era of transformation has been triggered by the launch of the National Disability Insurance Scheme (NDIS) – a once-in-a-generation change which allows individual clients to choose the services they want. Effectively, providers will form separate partnerships with every individual they support.

New Horizons is well placed to adapt to the NDIS because we've always been committed to giving our customers as much voice, choice and control over the services they receive as possible. This fresh national approach brings the industry into line with the person-centred model we already deliver.

Besides the NDIS there is also trend towards consortium models and partnerships. Partners in Recovery and HASI Plus are great examples. Where in the past individual providers have been contracted to deliver services, governments are now seeking groups of organisations to work together to meet the needs of customers.

These changes create enormous opportunities for New Horizons. Partnerships will strengthen the sector, whilst the NDIS will embed the principles of freedom and choice into the system.

But make no mistake, change always brings its own set of challenges, and this new direction has the potential to shake things up.

For one thing, the NDIS will undoubtedly create greater competition both within the sector, and from outside the industry. Among others, I expect large, multinational and entirely profit-driven companies – some with no current background in community services – to enter the sector.

Of course, New Horizons welcomes competition, believing it will ultimately lead to improved outcomes for our customers. Increased competition, especially the emergence of new entrants, underscores the need to continue to improve productivity and further distinguish ourselves through our marketing and branding initiatives.

That said, we are not taking the changes lightly. We recognise that the key to our future success will be reshaping the way we think.

With this in mind, the leadership team has been busy planning throughout the year, aided by our collaboration with the Commonwealth Bank of Australia (CBA). In a project spanning more than six months, ninety of CBA's top executives worked with us to prepare for the reforms that are taking place. Their involvement has been invaluable and I must pay tribute to their passion, commitment and dedication.

Of course, we must never forget that our people are, and will always be, our greatest asset. We have continued to invest in their learning and development with more staff participating in skills development and training than ever before. I'm proud to say our team has grown by more than 100 to approximately 900 staff.

I have always believed that with the right people and the right ideas we can achieve anything. And as I look to the next twelve months and beyond, I'm confident that our prospects for the future are very bright. From our frontline workers, to the Board of Directors, I wish to thank the entire New Horizons team for the contribution they make to our success.

**Judi Higgin**  
Chief Executive Officer

## PRESIDENT'S REPORT

### One person can make a difference.

Twelve years ago a new client arrived at our Aged Care. But she wasn't the typical resident.

Claire was a woman in her 30s, with a young family. She also lived with Multiple Sclerosis and needed the support of a care facility – but the alarming reality was that the services she required were available only in an aged care setting.

Sadly, her situation wasn't unique.

Individually and collectively, the Board of New Horizons saw her dilemma and made a commitment to address the problem and create a long-term solution.

That was the start of our project to develop a group of purpose-built villas for young people like Claire who require more age-appropriate care.

We then identified and eventually purchased a block of land near our North Ryde headquarters, that was ideal for the villas. Initially, we planned to build villas for five young people. Since then, we have expanded our plans to accommodate double the number of young people we can accommodate.

As planning for the project advances, we can reflect that the circumstance of one person has inspired an idea that will benefit many others. It will act as a

lasting tribute to the person who came to stay with New Horizons all those years ago.

Claire only recently passed away, and with the permission of her family, it seems only fitting to honor her memory by naming the new facility 'Clareville'.

Naturally, over the year the Board has also focused on the introduction of the National Disability Insurance Scheme and the impact it will have on our business.

Through our partnership with the Commonwealth Bank of Australia, we better understand what the NDIS will mean for New Horizons. Thanks to their involvement, we have a clear picture of the challenges ahead, and sound strategies to pursue the many new and exciting opportunities that will come from these reforms.

Once again, I should like to thank the Board members for their exceptional work throughout the year.

I must also thank our Chief Executive, management and staff. Their combined skills and dedication make New Horizons a leader in community services and further enhance our outstanding reputation.



**Pat Perrin**  
Board President



## FINANCIALS

### STATEMENT OF COMPREHENSIVE INCOME

	2013 \$	2012 \$
Revenue	58,353,736	53,639,549
Capital items expensed in Grant Acquittals	63,779	36,784
Employee provisions expense	(35,641,052)	(32,265,210)
Depreciation and amortisation expense	(1,405,249)	(1,404,471)
Repairs, maintenance & vehicle running expense	(1,403,111)	(1,372,361)
Fuel, light and power expense	(359,214)	(218,788)
Rental expense	(1,499,764)	(1,298,166)
Training expense	(707,322)	(617,456)
Audit, legal and consultancy fees	(407,756)	(377,341)
Administration expense	(3,710,443)	(2,574,827)
Other expenses	(11,116,964)	(10,991,155)
<b>Current year surplus before income tax</b>	<b>2,166,640</b>	<b>2,556,558</b>
Income Tax Expense	-	-
<b>Net current year surplus</b>	<b>2,166,640</b>	<b>2,556,558</b>
<b>Total comprehensive income for the year</b>	<b>2,166,640</b>	<b>2,556,558</b>
Total comprehensive income attributable to members of the company	2,166,640	2,556,558

# FINANCIALS

## STATEMENT OF FINANCIAL POSITION

	2013 \$	2012 \$
<b>ASSETS</b>		
<b>CURRENT ASSETS</b>		
Cash and cash equivalents	39,720,616	32,095,046
Accounts receivable and other debtors	500,363	753,104
Inventories on hand	15,129	16,139
Other current assets	790,984	906,130
<b>TOTAL CURRENT ASSETS</b>	<b>41,027,092</b>	<b>33,770,419</b>
<b>NON CURRENT ASSETS</b>		
Property, Plant & Equipment	20,375,372	12,715,920
<b>TOTAL NON-CURRENT ASSETS</b>	<b>20,375,372</b>	<b>12,715,920</b>
<b>TOTAL ASSETS</b>	<b>61,402,464</b>	<b>46,486,339</b>
<b>LIABILITIES</b>		
<b>CURRENT LIABILITIES</b>		
Accounts payable and other payables	17,675,412	12,520,542
Lease liabilities	0	2,339
Provisions for employee benefits	3,483,363	3,228,036
<b>TOTAL CURRENT LIABILITIES</b>	<b>21,158,775</b>	<b>15,750,917</b>
<b>TOTAL LIABILITIES</b>	<b>21,158,775</b>	<b>15,750,917</b>
<b>NET ASSETS</b>	<b>40,243,689</b>	<b>30,735,422</b>
<b>EQUITY</b>		
Retained Surplus	32,902,062	30,735,422
Reserves	7,341,627	-
<b>TOTAL EQUITY</b>	<b>40,243,689</b>	<b>30,735,422</b>

## STATEMENT OF CHANGES IN EQUITY

	Retained Surplus \$	Revaluation Surplus \$	Total Equity \$
Balance at 1st July 2011	28,178,864	-	28,178,864
Surplus for the year attributable to members of the company	2,556,558	-	2,556,558
Balance at 30th June 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	<b>32,902,062</b>	<b>7,341,627</b>	<b>40,243,689</b>

# FINANCIALS

## STATEMENT OF CASH FLOWS

	2013 \$	2012 \$
<b>Cash flow from operating activities:</b>		
Receipts of grants & other receipts	56,801,737	51,348,985
Payments to suppliers and employees	(49,279,334)	(50,166,841)
Interest Received	1,803,388	2,118,408
Net cash generated from operating activities	9,325,791	3,300,552
<b>Cash flow from investing activities:</b>		
Payment for property, plant & equipment	(1,737,152)	(2,000,397)
Proceeds from sale of property, plant & equipment	39,270	704,073
Net cash used in investing activities	(1,697,882)	(1,296,324)
<b>Cash flow from financing activities:</b>		
Repayment of finance lease commitments	(2,339)	(32,274)
<b>Net cash used in financing activities</b>	<b>(2,339)</b>	<b>(32,274)</b>
Net increase in cash held	7,625,570	1,971,954
<b>Cash at the beginning of the financial year</b>	<b>32,095,046</b>	<b>30,123,092</b>
<b>Cash at the end of the financial year</b>	<b>39,720,616</b>	<b>32,095,046</b>

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**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 2013 Year Book is dedicated to each of you.

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

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**Paul Munro** Vision Creative



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