



Seeing beyond

REFLECTIONS FROM
NEW HORIZONS

2021



WHAT'S INSIDE

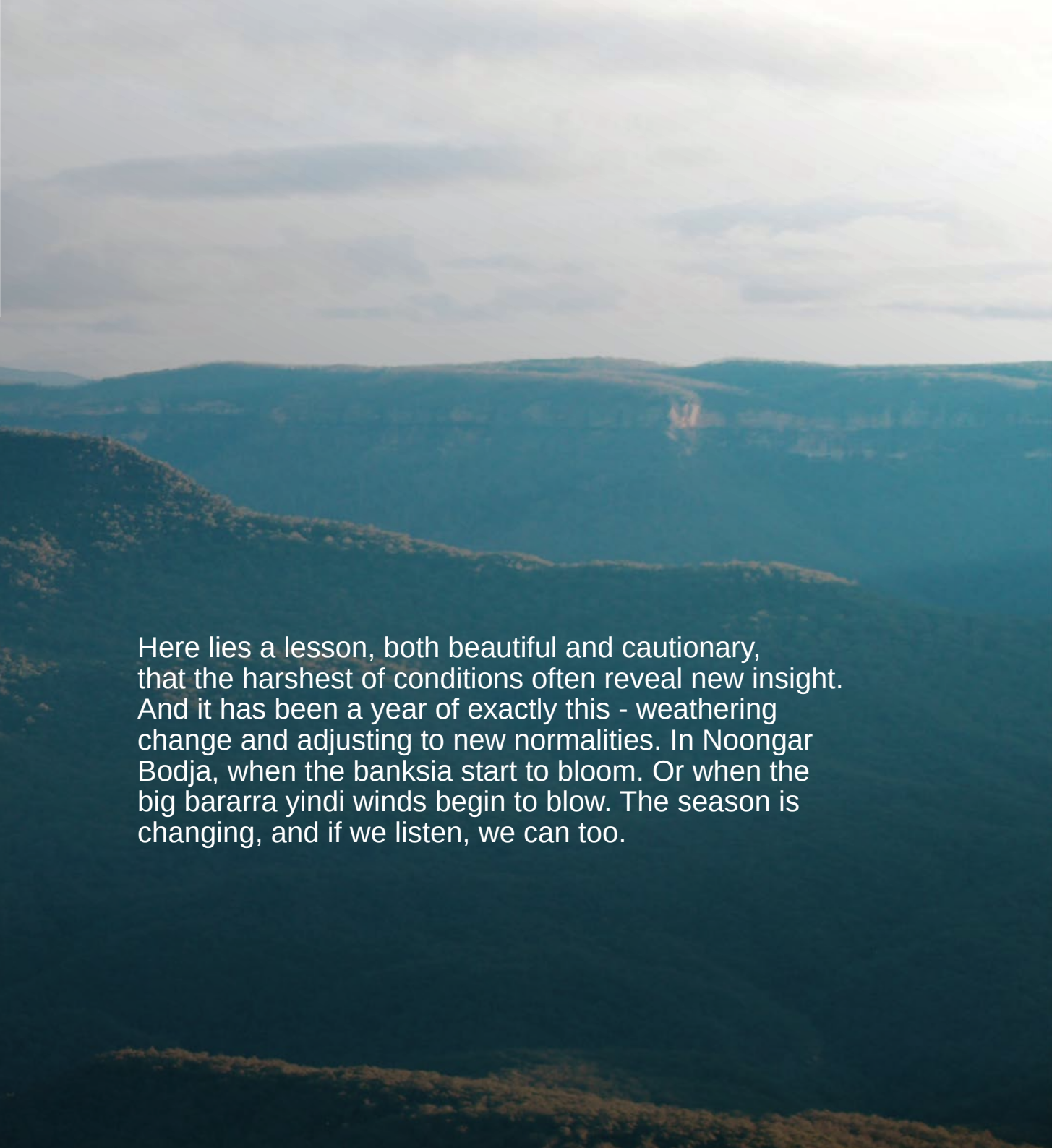
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01

ACKNOWLEDGMENT OF COUNTRY

In a bone-dry bend of Coopers Creek, South Australia, four ancient boomerangs have been unearthed. Revealed by severe drought, they stand to rewrite what is known about how First Nations people used these tools for thousands of years.



Here lies a lesson, both beautiful and cautionary, that the harshest of conditions often reveal new insight. And it has been a year of exactly this - weathering change and adjusting to new normalities. In Noongar Bodja, when the banksia start to bloom. Or when the big bararra yindi winds begin to blow. The season is changing, and if we listen, we can too.

New Horizons acknowledges the Traditional Owners of the country on which this yearbook 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.

DOES 2021 NEED AN INTRODUCTION?



In a year of limited travel and physical touch,
our perspectives have shifted, further than ever.

This yearbook is dedicated to every human at New Horizons.
Every unique way they found to think, work and support.
A celebration in how they've not simply stayed the course during
rough seas - but charted new waters.

From smiles behind masks & magic tricks over Microsoft Teams.
Little acts of kindness and big business tenders.
The aperture has been adjusted, and brought into focus what
matters most, in business and in life, is wellbeing.

Truly and wholeheartedly,
this year is yours.

Thank you.

What's united us?

DESPITE ISOLATION
AND RESTRICTIONS, WE
DISCOVERED NEW WAYS
TO BE IN WELLBEING.

We laughed over
lopsided haircuts,
baked bread and
somehow made
homeschools
happen.



#1

THE GOOD, THE BAD, AND THE BARBERSHOPS

Though many of us chose to bury our unruly hair under hats and beanies, others bravely tried hairdressing for themselves. We watched YouTube tutorials to cut fringes, attempt buzzcuts and even mohawks. It was all round smiles when we showed these attempts (of varying success) on video calls with our teams.

Lesson: Even if it fails, you can find the funny side.

#2

FOOD, GLORIOUS FOOD

We swapped the packed lunches for our own kitchens - and found that sometimes wellbeing comes in the form of fresh bread and decorating cupcakes. We whisked, baked and cooked our way through new recipes and old family favourites. Who knows, perhaps a New Horizons cookbook is on the cards?

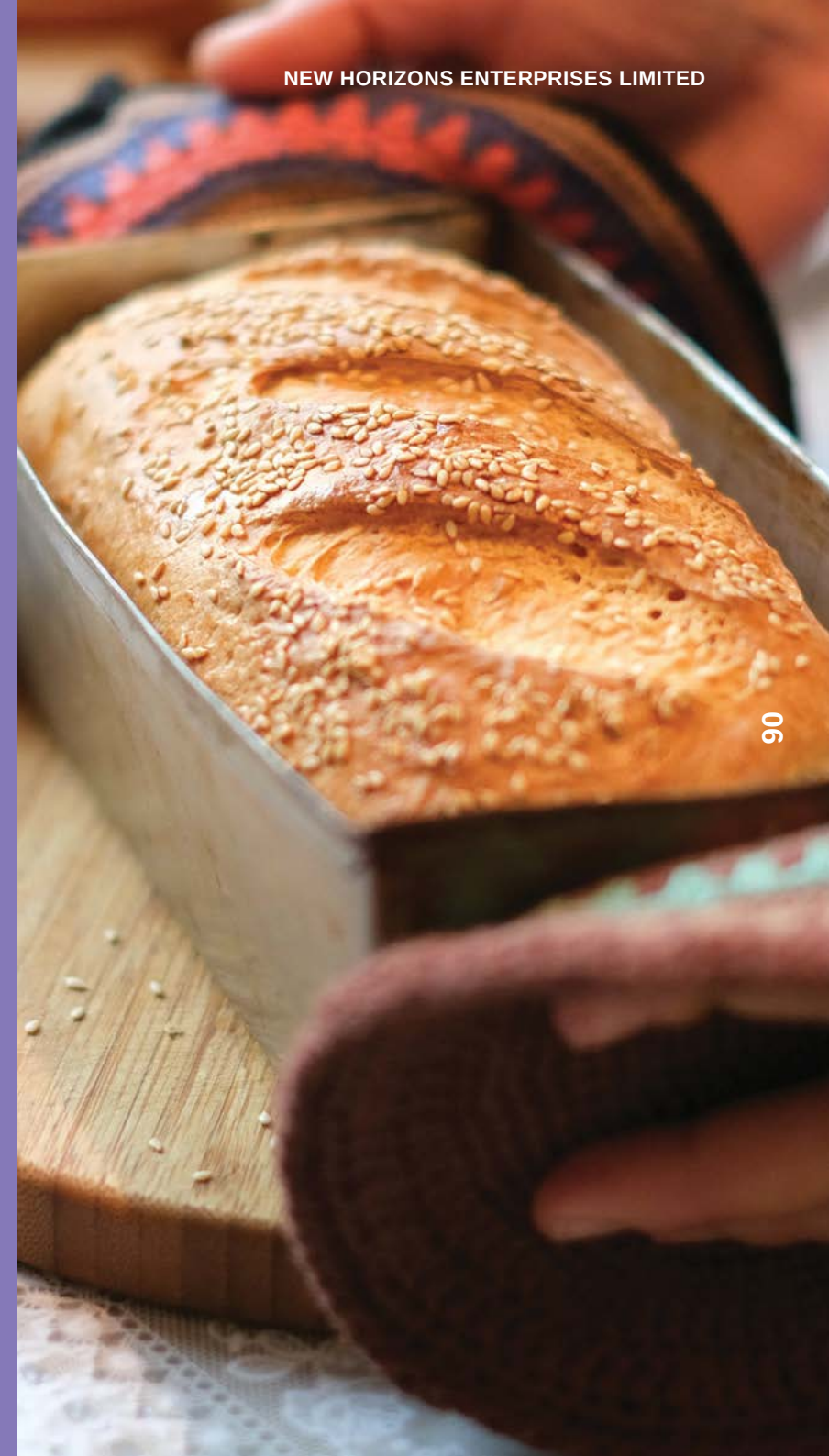
Lesson: A spoonful of sugar helps the tough times go down.

#3

TEACHERS ARE TREASURES

We bow to all of the parents of New Horizons that took up the mantle of homeschooling, and we know they in turn tip their hat to those who have committed their lives to teaching others. Was algebra always this hard? What did Shakespeare mean? It was a test and a juggling act, reminding us all of the incredible job that teachers do.

Lesson: Gratitude for our educators.





True to our roots

OUR ORIGIN STORY IS ONE OF A SOCIAL AND DISABILITY ENTERPRISE.

This remains today, the DNA of where it all began, with both Wellbees and Packable going from strength to strength.

“
THERE ARE 11
SPECIES OF
AUSTRALIAN
NATIVE BEES.
SMALLER THAN
THEIR EUROPEAN
COUNTERPARTS,
THEY PRODUCE
LESS HONEY, BUT
THEY DON'T HAVE
A STINGER.”

Wellbees is all the buzz

Backyard hobbyists and commercial beekeepers alike cannot get enough of these Australian-made frames. As the turn to eco-conscious, sustainable ways of living continues, the Wellbees team have cut, shaped and assembled more frames than ever before.

Supply-chains may have been disrupted - but not this Wellbees bunch. Instead, they found ways to navigate COVID and introduce new machinery, all with an eye to begin producing bee boxes in the new year, to keep the flow of tasty honey going and bee populations buzzing.

THE STATS

70,000 – 80,000
bee frames produced last year

300%
growth over recent years

Looking to
double
production next year

Unpacking Packable

WHAT DO GIFT PACKS,
GROOMING KITS, AND
PRINTER CARTRIDGES
HAVE IN COMMON?

Well, if you've
grabbed one over
the course of 2021,
chances are it was
packed by the
logistical legends
of Packable.



Susie - Packable employee



“
**PROMOTE
THE WELL-
BEING OF
SUPPORTED
EMPLOYEES.**
”

From labelling to assembly, shrink wrapping to fulfilment, Packable is an Australian Disability Enterprise with a one-stop attitude. In 2021, not only did they find innovative ways to fulfill orders remotely - for major players like Canon, CSR Bradford and national department stores, no less - they're flourishing as a result.

This is happening through the diversification of their services, both horizontal (expanding on current offerings) and vertical (adding new offerings), as well as off the back of an incredibly hard-working team. But none of this would be possible without the savvy smarts and big heart of Arnold, Business Services Manager. He forges true partnerships with Packable's clients, reflected in year-on-year organic growth and client tenure, and is also deeply committed to employing the right people and making sure their time at Packable is much more than a job.

Arnold's background as a support worker means he cares deeply for people, forever endeavouring to "promote the wellbeing of supported employees."

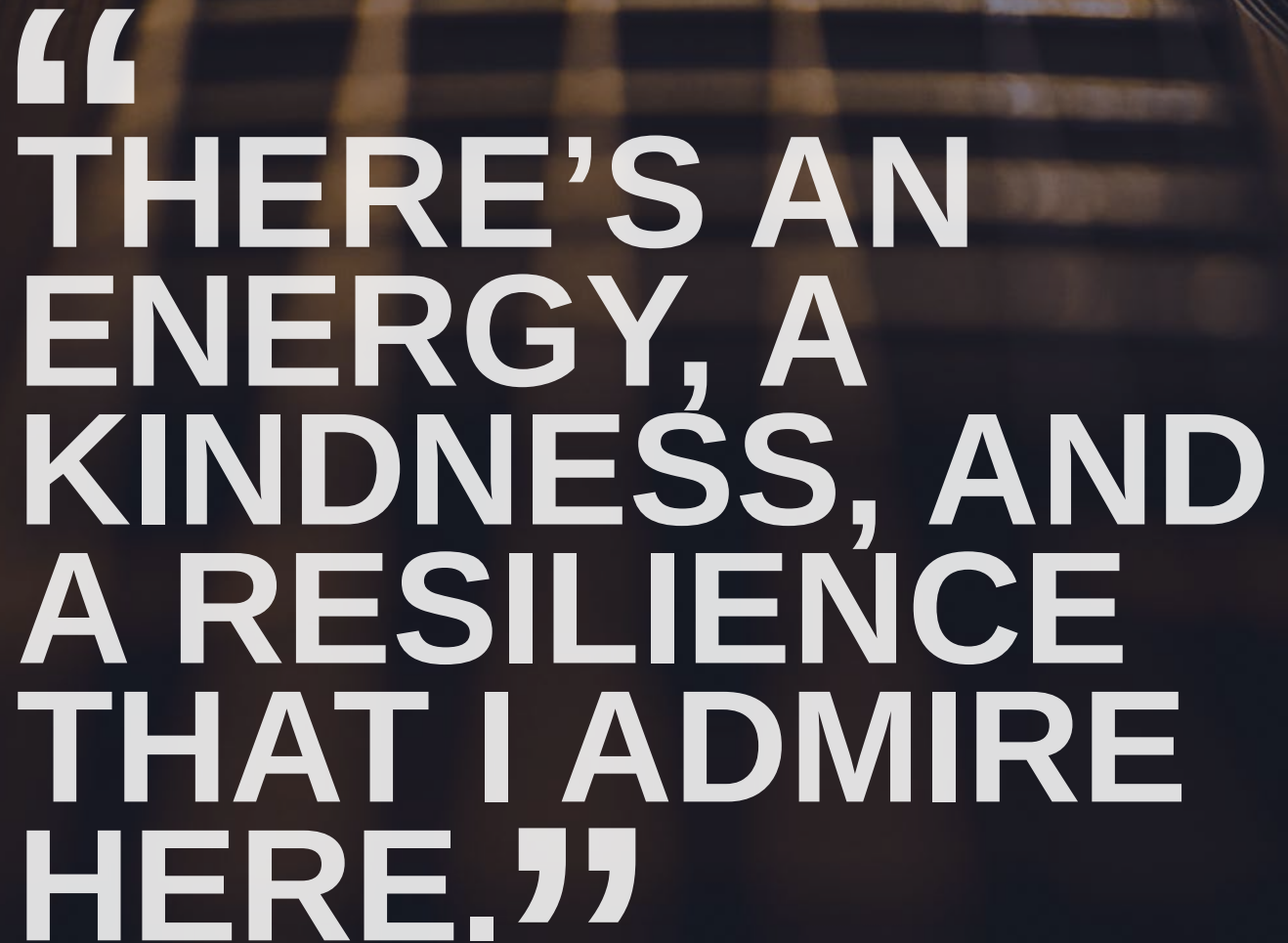
Arnold hires staff in ADE that go into other parts of the business: Excellence Centre, IT, Customer Service and beyond. With Arnold and his team putting their heads and hearts into the business - their reputation for 'service with a smile' continues to spread. And we cannot wait to see what's ahead for Packable.

Our people

THEY ARE ONE, BUT
THEY ARE MANY.

Take a peep into a few of the people that keep New Horizons humming along, and how they've chartered the course of their careers here.

11



“
**THERE’S AN
ENERGY, A
KINDNESS, AND
A RESILIENCE
THAT I ADMIRE
HERE.”**

Meet Mark Anderson

Our guitar-strumming, nature lovin' piano man.

Q. How long have you been at New Horizons?

A. I've been working with New Horizons for nearly 6 years. My first role was as a 'dual contract' casual - Residential/Community Support Worker. I then jumped at the chance for a full-time team leader position when the opportunity presented itself.

Q. And do you have a New Horizons highlight?

A. For me it's more about the everyday wins, rather than a highlight. The everyday wins that we have with customers, and seeing them grow and progress is what it's all about.

Q. What keeps you here?

A. The people. Both the customers and the staff make New Horizons an amazing place to work. There's an energy, a kindness, and a resilience that I admire here. I'm never bored at New Horizons, and I have a lot of fun during the course of my work, plus there's an abundance of opportunities for professional growth and career progression. I've been incredibly fortunate to have had line managers who have supported and mentored me.

Q. Where do you see yourself in the coming years?

A. I see myself and my coffee mug right here at New Horizons, with the next frontier for me being parenthood.

Q. Oh, good luck and godspeed! On that note, any advice to your younger self?

A. Be yourself, look after yourself, and always stay young at heart.

“
WALKING THE WALK
OF OUR MANTRA -
WELLBEING
DONE WELL.”

Say Hi to Li Zeng

We aren't allowed to play favourites -
but Li's passion for people makes us all feel very, very special.

Q. Is the rumour true - you have a special anniversary coming up?

A. It is! 2021 marks my tenth year with New Horizons.

Q. What has kept the fire burning for you?

A. There is a strong ethos of continuous improvement in service delivery and I'm proud to be in such a team. Back in 2018, I had to take an unexpected long leave due to medical reasons. New Horizons kept the position for me and supported me through it. An example of not just being a wellbeing organisation, but actually walking the walk of our mantra - 'wellbeing, done well'.

There are also ample opportunities to act upon high duties and get involved in different projects. I've worked in tendering, data analysis, systems' design, change management and more! Forever learning new things.

Q. Dare we ask what you'll next add to your plate?

A. The sector has been through a huge change in the last few years, I would like to see myself continue to grow and evolve over time. I started my Master of Social Work degree and hopefully, I can finish it soon. Moreover, I would like to further develop my skills in project management, so the value of personal recovery, peer workforce and collaboration with stakeholders can be integrated into those new projects.

Q. You're unstoppable! How do you unwind and nurture your own wellbeing?

A. I thoroughly enjoy travelling to learn about new cultures, meeting different people and having good food during the journey. When at home, I spend time reading, exercising, cooking and baking. I have to restrain myself from baking too much — all that butter, sugar and cream hasn't been helping with my weight-loss goals.

Q. Cookies are self-care! And what about any advice for your younger self?

A. Having a different cultural background is not a weakness, it's an advantage. Never doubt yourself because of it. The sky's the limit!

Q. Love it! What are you most looking forward to in 2022?

A. Same but different – I'll leave it at that!

Love it!

G'day, Palé Paxton

Kicking goals in his role (and on the football field)

Q. How'd you get your start here at New Horizons?

A. I have been here since January 2020. I started a Support Worker within the Ryde Hornsby ACL Team, empowering independence of customers in a person-centred, recovery-oriented approach.

Q. What caught your eye about working here?

A. The idea that well-being was the heart and centre of everything we do. And what that looked like practically on a day-to-day basis really appealed to me.

Q. Has there been a highlight of your time so far?

A. As a Support Worker, I have thoroughly enjoyed watching the progress of improved wellbeing and skill-sets that have taken them places that they even wouldn't have dreamt of.

As a Excellence Centre Champion, seeing the encouragement that everyone provides one another. The teamwork and proactiveness is something I'm truly thankful for.

Q. We're thankful to have you! So, what's on the far horizon for you in the next few years?

A. At the moment, I have been thoroughly enjoying learning the new role of being an Excellence Centre Champion and working alongside a fantastic team in creating a seamless experience for our customers and stakeholders in connecting with New Horizons and receiving best in-class services. My long-term ambition is to do rehabilitation and counselling work with youth and young adults especially within correctional inmates. I strongly believe that all people deserve a second chance and I aim to continue to develop the appropriate skill-set in achieving this long-term goal.

Q. Speaking of goals - we hear you're a bit of a football fan (soccer, for the Aussies in the audience). What else do you enjoy outside of work?

A. I love bushwalking, having people over for dinner, cycling and watching soccer. In the winter season, I referee Representative Premier League football and help train and mentor the next generation of football referees in my local area.

Q. And to wrap up - what advice would you give your younger self?

A. Don't set too high expectations in life and be humble in accepting feedback. The two are interconnected. Setting expectations too high can affect your mental capacity in doing your own work properly and not help you realise the progress you're making in your own professional development. Having a humble, open attitude and mind to feedback, allows you to see and accept your own strengths and limitations without defensiveness or judgment - which cultivates a powerful compassion for humanity, which is intrinsic to the work and support we do at New Horizons.

“
A POWERFUL
COMPASSION FOR
HUMANITY, WHICH
IS INTRINSIC TO
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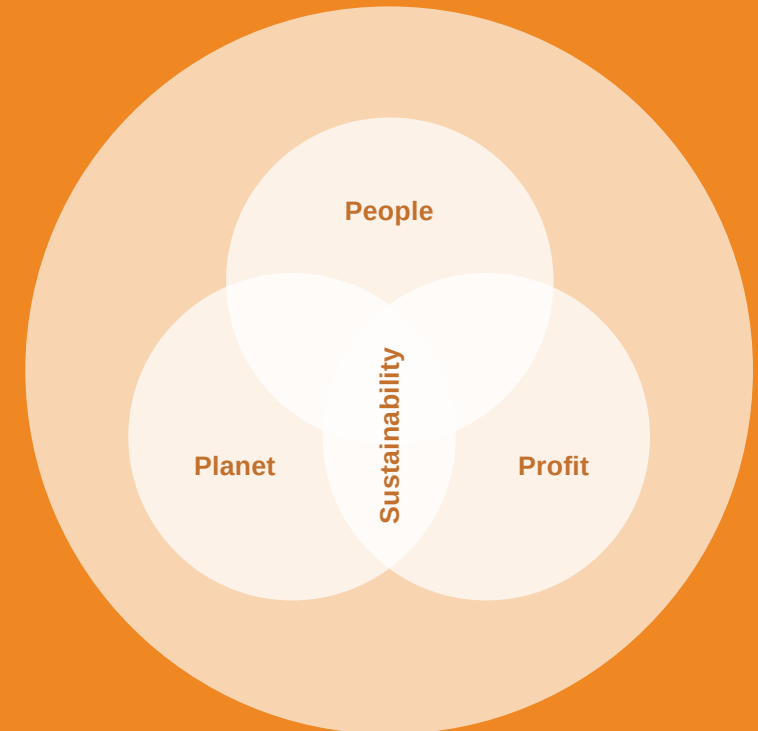
Seeing beyond 2021

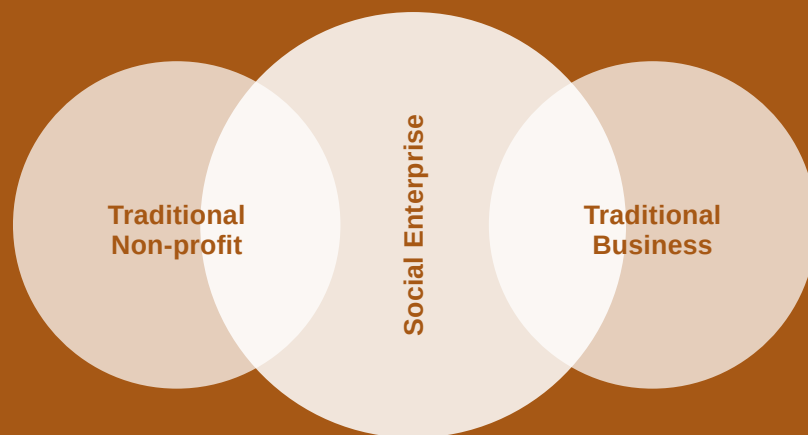
PROFIT WITH PURPOSE

As one of Australia's leading social enterprises, New Horizons will continue to build its sustainable future through diverse, socially-oriented income streams that focus on quadruple bottom-line outcomes: People, Purpose, Profit and Planet.

The ethos of a social enterprise is to do great things at the same time as understanding that making a profit is a positive outcome. New Horizons will never make profit in isolation of creating significant social impact – in all we do – however we will also value the opportunities we find to make a profit, creating an enduring, sustainable enterprise.

PURPOSE





Revolutionising from within

But the social policy landscape in Australia is changing significantly, and social services as we once knew them are becoming a thing of the past. Further, sustainability doesn't come from doing things the way they've always been done. Sustainability comes from strategic innovation, investment, optimisation and challenging the status quo.

We are all charged with the necessary change in our sector – but change itself is not enough – it has to be successful. Why is this so important?

Ultimately it is about enriching people's lives, creating a robust and accessible market ecosystem, and providing a nationally consistent framework for ensuring all people have access to everyday choices when it comes to accessing the products and services they seek.

100% of voices heard

To truly revolutionise – both as an organisation and the sector at large – we need to account for multiple perspectives. To capture these perspectives, we need to hear voices, and we have an ambition to capture 100% of voices across our people and our customers in the next three years.

Our level of commitment to everyone having a voice is unprecedented along with our desire to deeply understand the experience of all that touch New Horizons. Understanding experience and importantly, responding to the challenges and opportunities that are identified as we transform, will keep us on the right track.

Creating a world that fits everyone

Since 1967 we set out to help those who slipped through the gaps. This started off in the workplace, but since then we've gone on to support people with housing, relationships, health and much more. What all our services have in common is a shared mission: to change the world so it fits everyone, instead of expecting others to 'fit into it'.

This is bigger than support. It's bigger than wellbeing. It starts with making sure every individual can live a life without unnecessary restrictions, and ends with a society that doesn't create them.

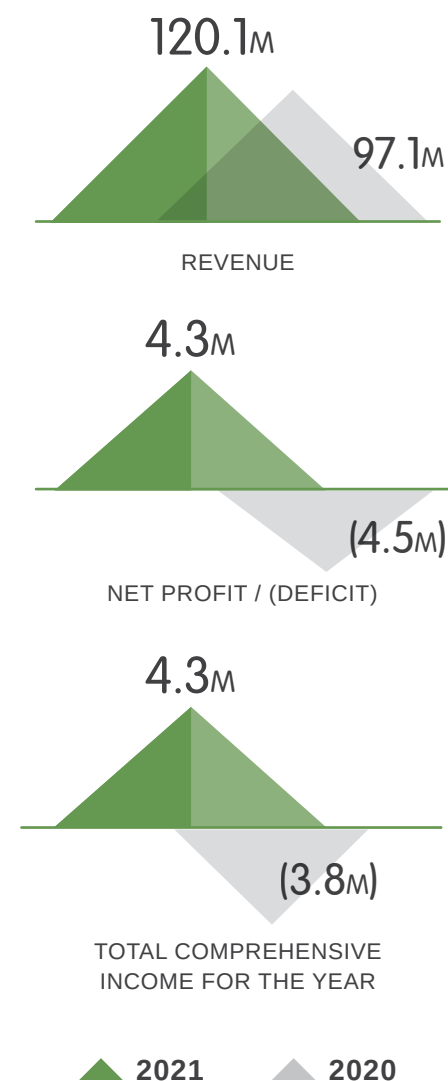
Our overarching ambitions over the coming years are:

- Continue to diversify our revenue streams, from diverse business models, and become a fully digitally-enabled and insights-driven organisation
- Offer a range of products and services to meet the diverse needs of our customers, and see more people choosing our products and services
- Continue to build our strong reputation in the market with a brand that reflects our purpose, values, and importantly, cultural intent
- Collaborate with government to realise policy intent and partner with general market and communities to create new pathways and opportunities

Financials

STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME FOR THE YEAR ENDED 30 JUNE 2021

	2021 \$	2020 \$
REVENUE	120,145,604	97,057,478
Employee benefits expense	(86,359,080)	(69,955,559)
Depreciation and amortisation expense	(3,727,516)	(3,230,999)
Motor vehicle expense	(1,527,525)	(1,675,333)
Insurance expense	(1,609,669)	(3,599,208)
Property expense	(3,921,917)	(4,456,708)
Training expense	(377,218)	(485,347)
Audit, legal and consultancy fees	(3,146,421)	(6,695,409)
Agency fees	(5,766,454)	(2,628,074)
Customer support expense	(3,031,987)	(2,587,418)
Sub-contractors expense	(628,403)	(735,022)
IT & communication expense	(3,590,416)	(3,218,212)
Marketing expense	(92,109)	(66,659)
Finance Costs	(224,583)	(194,884)
Other expenses	(1,880,460)	(1,985,321)
SURPLUS/(DEFICIT) BEFORE INCOME TAX EXPENSE	4,261,846	(4,456,676)
Income tax expense	-	-
SURPLUS/(DEFICIT) AFTER INCOME TAX EXPENSE FOR THE YEAR	4,261,846	(4,456,676)
OTHER COMPREHENSIVE INCOME		
Gain / (Loss) on the revaluation of land and building	-	680,500
TOTAL COMPREHENSIVE INCOME FOR THE YEAR	4,261,846	(3,776,176)

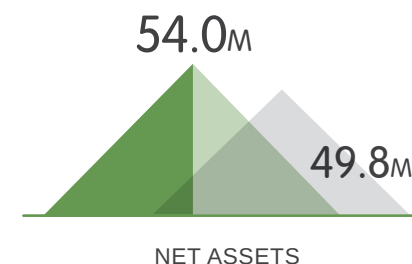
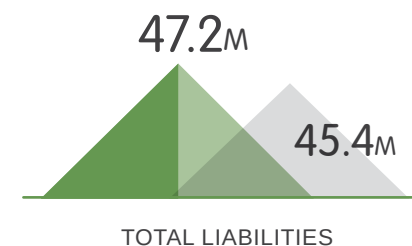
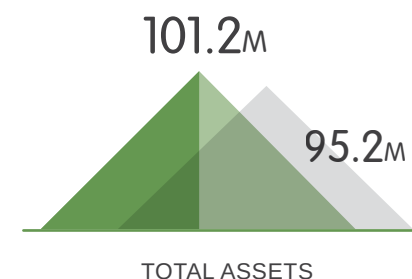


The above statement of profit or loss and other comprehensive income should be read in conjunction with the accompanying notes.

STATEMENT OF FINANCIAL POSITION

AS AT 30 JUNE 2021

	2021 \$	2020 \$
ASSETS		
CURRENT ASSETS		
Cash and cash equivalents	34,227,390	34,744,610
Accounts receivable and other debtors	8,055,384	4,332,101
Inventories on hand	49,556	37,878
Financial assets	2,953,856	6,358,210
Other current assets	3,898,706	738,685
TOTAL CURRENT ASSETS	49,184,892	46,211,484
NON CURRENT ASSETS		
Property, plant & equipment	48,922,956	45,348,198
Right of Use asset	1,006,468	1,518,190
Intangible assets	2,066,906	2,066,906
Other non-current assets	31,808	31,808
TOTAL NON-CURRENT ASSETS	52,028,138	48,965,102
TOTAL ASSETS	101,213,030	95,176,586
LIABILITIES		
CURRENT LIABILITIES		
Accounts payable and other payables	19,221,102	22,475,625
Contract liability	11,998,230	7,820,916
Provisions for employee benefits	7,441,725	6,394,140
Lease liability	739,221	108,043
Financial liability	12,057	11,959
TOTAL CURRENT LIABILITIES	39,412,335	36,810,683
NON-CURRENT LIABILITIES		
Provisions for employee benefits	1,899,818	1,597,118
Lease liability	275,319	1,405,074
Financial liability	5,602,917	5,602,917
TOTAL NON-CURRENT LIABILITIES	7,778,054	8,605,108
TOTAL LIABILITIES	47,190,389	45,415,791
NET ASSETS	54,022,641	49,760,795
EQUITY		
Retained surplus	35,258,522	30,996,676
Reserves	18,286,798	18,286,798
Investment reserve	477,321	477,321
TOTAL EQUITY	54,022,641	49,760,795



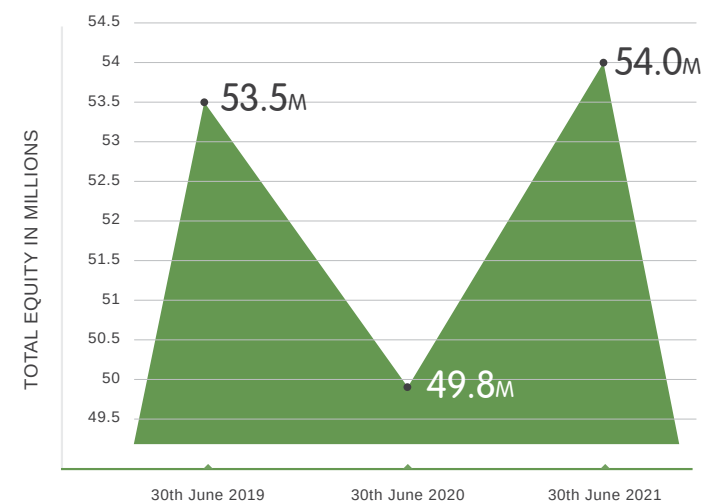
▲ 2021 ▲ 2020

The above statement of financial position should be read in conjunction with the accompanying notes.

Financials CONTINUED

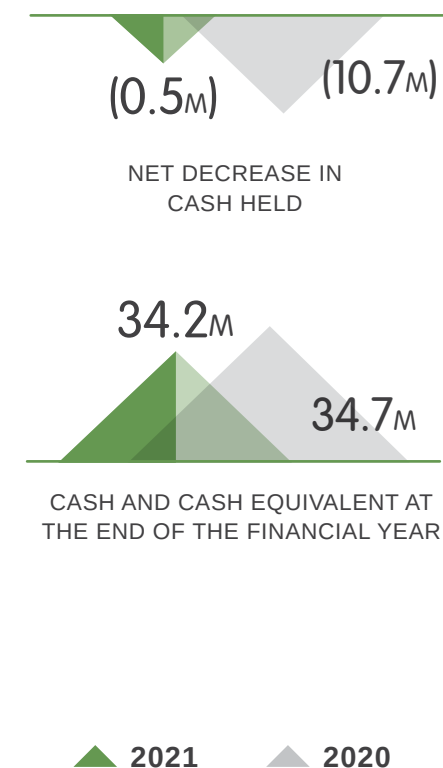
21 STATEMENT OF CHANGES IN EQUITY FOR THE YEAR ENDED 30 JUNE 2021

	Retained Surplus \$	Revaluation Surplus \$	Investment Reserve \$	Total \$
BALANCE AT 1 JULY 2019	35,453,352	17,606,298	477,321	53,536,971
Deficit after income tax expense for the year	(4,456,676)	-	-	(4,456,676)
Other Comprehensive Income for the year, net of tax	-	680,500	-	680,500
BALANCE AS AT 30 JUNE 2020	30,996,676	18,286,798	477,321	49,760,795
Surplus after income tax expense for the year	4,261,846	-	-	4,261,846
Other comprehensive income for the year, net of tax	-	-	-	-
BALANCE AS AT 30 JUNE 2021	35,258,522	18,286,798	477,321	54,022,641



STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 30 JUNE 2021

	2021 \$	2020 \$
CASH FLOW FROM OPERATING ACTIVITIES		
Receipts of grants & other receipts	120,461,278	95,040,362
Payments to suppliers and employees	(118,283,769)	(94,518,796)
Interest received	1,059,261	875,554
Net cash provided by operating activities	3,236,770	1,397,120
CASH FLOW FROM INVESTING ACTIVITIES		
Proceeds from financial assets – net	3,771,645	(70,008)
Purchase of property, plant & equipment	(6,388,953)	(17,212,471)
Proceeds from property, plant & equipment	88,908	614,157
Net cash provided by investing activities	(2,528,400)	(16,668,322)
CASH FLOW FROM FINANCING ACTIVITIES		
Repayment of borrowings		5,600,000
Repayment of lease liabilities	(1,043,542)	(921,527)
Interest paid	(182,048)	(98,175)
Net cash provided by investing activities	(1,225,590)	4,580,298
NET (DECREASE) / INCREASE IN CASH AND CASH EQUIVALENT HELD	(517,220)	(10,690,904)
CASH AND CASH EQUIVALENT AT THE BEGINNING OF THE FINANCIAL YEAR	34,744,610	45,435,514
CASH AND CASH EQUIVALENT AT THE END OF THE FINANCIAL YEAR	34,227,390	34,744,610





CEO report

2021 WAS A BIG YEAR

– challenging in many ways, but one we're walking away from with a renewed sense of purpose and focus.

People are drawn to this sector for a variety of reasons, but one thing that unites us is being of service in times of need – and 2021 saw New Horizons double down on exactly this.

To all our people, I want to extend a heartfelt thanks. New Horizons has come through 2021 in good shape, largely due to the collective resilience of our team and the deep sense of community that underlies all we do. We witnessed generosity and commitment in ways not before seen, and given we're an organisation that has been around for over 50 years, that speaks volumes.

Despite the significant impact a pandemic has on the support services sector, we stayed true to our path and continued to invest in our transformation efforts. In March this year, we went live with our new Customer Relationship Management, a significant and ongoing project that has truly mobilised our workforce, and streamlined important back-office functions. Some of the benefits realised include simplification of staff rostering, easy access to relevant customer information in real-time, and reduction in administrative tasks allowing Leads to become more customer focussed.

Our appetite for innovative solutions doesn't just lie with systems and technology.

In March, we led a consortium in the development and launch of the Youth Aftercare Pilot (YAP), an initiative funded by the NSW Health as part of their Towards Zero Suicides program. YAP is specifically for young people and children, and is a non-clinical, psychosocial service provided in the months after a suicide attempt or serious self-harming practices. YAP leverages a safe yet innovative methodology – the co-production approach – in which children, young people and those close to them contribute to the program from beginning to end.

So far four sites are operational – Western Sydney, Coffs Harbour, Tamworth and Newcastle – with more to be added and a brand launch coming in 2022.

2021 also saw a multi-disciplined cohort of the New Horizons team come together to submit a tender for a significant program being delivered by NSW Health – the Pathways to Community Living Initiative (PCLI).

A multi-year project, the purpose of PCLI is to support people with complex mental health conditions, moving them out of long-term hospital stays, and integrating them back into the community through suitable housing and personalised care – much of it clinical and allied health.

Interestingly, over 50 years ago, New Horizons was founded on the pursuit of the same outcome – designing innovative ways to reconnect people, who would be otherwise sidelined, with their community through the right kinds of support. PCLI plays to who we are as an organisation.

Finally, given the size and scale of our organisation - that our annual consolidated revenue is greater than \$100 million - we now have to adhere to reporting obligations relating to the risk of modern slavery in our operations and supply chain, as well as the steps we have taken to respond to the risks identified. We submitted our first statement this year, which is available on our website, and are deeply committed to rights and dignity for all.



Richard Gregg, CEO

Chairman's report

IT GOES WITHOUT SAYING THAT 2021 WAS ANOTHER TOUGH YEAR – IN MANY WAYS, TOUGHER THAN 2020.

Everyone was impacted, and so I would like to start by saying thank you to our people.

The New Horizons Board Members

Clockwise from top left: Jennifer Anderson, Peter Howell (Chairman), Charlotte Leung (Vice-President), Irene Howell, Julie Powell, Robert Warry (Treasurer).

A warm welcome to new Board Member, Angus Button.



Every single person at New Horizons did a tremendous job during challenging times, and on behalf of the Board, we are deeply grateful.

Despite the operational challenges the pandemic threw at us, we gained ground in a number of areas and continued to deliver on our strategic goals, particularly those related to transformation and financial sustainability.

In partnership with Deloitte, we developed and set a vision for the future of human services in 2030, and defined a roadmap that will guide New Horizons on our journey to become a leading provider, nationally. Leveraging our transformation investment, we are seeking to:

- Enable opportunities that will support the larger enterprise transformation;
- Redress excessive insurance policy premiums;
- Provide clear direction and strategic intent as the enterprise transforms;
- Apply rigorous business accountability and measures.

We are already realising a number of benefits resulting from this investment, and impact is being delivered to the organisation through the implementation of new systems, such as Procure-to-Pay, Corporate Performance Management and Quote-to-Cash, the establishment of robust practices around the analysis and use of data, and defining our Enterprise Target Operating Model.

However, the real achievement of 2021 was the delivery of our Customer Relationship Management system. Since 1967, when New Horizons transformed the social enterprise space by partnering with a petrol service station (on the site of our current North Ryde office), we've seen enormous growth. The organisation today stands at 1,358 employees, providing diverse services to over 4,300 customers across NSW and into QLD.

This growth has not been achieved by doing things 'the way they've always been done' - we have realised this growth by embracing different thinking and innovating in a sector that has stood still for a long time. Transformative change has been part of our DNA for over 50 years, and our new customer system, being the latest example, tangibly signifies that New Horizons is here to stay, and that we're prepared for a long and prosperous future.

We recognise that building a prosperous future requires more than purely commercial smarts, and in 2021, we continued our commitment to environmental sustainability and are well on the way to going green. As part of a 5-year plan towards being carbon neutral, one of our first initiatives will be the installation of solar panels across more of our sites, including Port Macquarie and Bathurst. We're also partnering with a carbon-neutral energy provider and are exploring electric car options. Environmental sustainability is simply one more facet of wellbeing.

I would like to thank Angus Button who joined us as a voluntary Director in February 2021. Angus is a cyber security specialist and brought with him a wealth of experience and knowledge, as well as further diversity of thought to our Board.

Finally, I would like to extend my thanks to all Directors for their commitment during this particularly trying year – it was absolutely a team effort.



Peter Howell, Chairman

Thank you to all that were aboard New Horizons this year.

Our successes are down to the collective commitment of you - our customers, employees and our partners. We couldn't have done it without you. And we wouldn't want to.

A shoutout to those who shared their stories in this report, and here's to the stories to come in 2022.



