

New Horizons  
Annual Report  
**2024**

## 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.

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# Modern Slavery Statement

**At New Horizons, we are unwavering in our commitment to upholding the human rights of our people and the broader community.**

This dedication extends to actively combatting modern slavery within our operations and supply chains. We act ethically and with integrity at every level, ensuring business pursuits and core values go hand-in-hand. As a result, we are proud to report that the risk of modern slavery in our supply chain and operations has remained low for another year.

For over 55 years, New Horizons has been dedicated to improving the well-being of thousands of individuals. Our commitment to developing our due diligence, grievance, and remediation processes, as well as the tools for evaluating the impact of our efforts, is an

ongoing process. Despite the challenges we encounter as a not-for-profit organisation with limited resources and funding to allocate to modern slavery, we persist in our endeavours to address modern slavery to the fullest extent possible.

As we continue to grow and evolve, our dedication to ethical business practices and the fight against modern slavery will remain at the core of our organisational values.

We are constantly seeking opportunities to provide essential services where others are unable to, and in doing so will continue to be transparent in our efforts.



## GEOGRAPHIC RISK LEVEL: LOW

We have assessed the geographic risk associated with modern slavery practices to be low 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 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.



## SECTOR AND INDUSTRY RISK LEVEL: LOW

New Horizons operates in the Not-For-Profit sector and its services touch on a variety of other sectors including the healthcare, disability, aged, youth, housing and property sectors.

As these sectors are heavily regulated in Australia, this generally allows for greater visibility over lower tier suppliers and as such our sector and industry risk has been assessed as remaining low.



## PRODUCT AND SERVICES RISK LEVEL: LOW

As part of New Horizons' operations, we predominantly rely on our non-trade suppliers for services such as cleaning, electricity, technology and general office and property maintenance.

New Horizons acknowledges that the nature of these services often involves suppliers engaging external contractors who are more likely to be of culturally diverse backgrounds and hold temporary work or immigration visas.

While New Horizons has assessed its product and services risk as remaining low, we acknowledge that the nature of these services may increase the risk of being linked to modern slavery practices.



## SUPPLY CHAIN MODEL RISKS LEVEL: LOW

New Horizons has a large and complex supply chain with over 500 suppliers. Based on the information available to us, our supply chain model risk has been assessed as remaining low.

Given our limited resources and the complexity of our supply chain, it is difficult to monitor the modern slavery practices of our direct and indirect suppliers which increases the risk that New Horizons may be linked to modern slavery practices.

We have continued to mitigate this risk through our due diligence efforts further explained in our 2024 Modern Slavery Statement.

YOU CAN READ OUR FULL STATEMENT BY  
SCANNING THE QR CODE HERE



# Language, Values and Leadership

At New Horizons, we recognise the profound impact of language. As a forward-thinking business, we are committed to re-evaluating the words we use, prioritising clarity and accessibility over verbosity. We believe that language should facilitate understanding, not hinder it. This is why we are embracing straightforward, everyday language and minimising the use of jargon and acronyms.

Our core values—passion, integrity, and respect—are deeply intertwined with our communication. These values guide our actions and define our corporate ethos. As we embark on the next chapter of our journey, we are dedicated to living these values authentically. This means moving beyond mere slogans and actively integrating our values into our daily operations to inspire our team to think bigger, aim higher, and achieve more.

We expect every member of our team to continuously seek improvement. This involves staff at New Horizons reflecting on fundamental questions: Why do we exist? What is our purpose? How do we fulfill this purpose in our everyday work? How do we adapt to meet the evolving needs of our customers and society?

The future is bright, filled with opportunities to challenge the status quo, redefine norms, and elevate expectations. By fostering a culture of empowerment and leadership across all staff and all areas of the business, we aim to drive meaningful social change. Language, values, and collective leadership will be the foundations of this next chapter.



WE AIM TO DRIVE  
MEANINGFUL  
SOCIAL CHANGE.

ALYSSA, PACKABLE

## LETTER FROM THE CEO

The last year has been full of challenges and change for our sector and at New Horizons it has been no different.

Change can be difficult, but it is also an opportunity for growth and innovation, and over the last year we have continued to focus on evolving our service delivery to improve outcomes for our community.

This year we have expanded several programs, including the i.am program, which won the Mental Health Service Award for Psychosocial and Support. This pilot initiative, co-funded by the NSW Government and Commonwealth Health Innovation Fund, is a testament to the resilience and courage of young people facing suicidality and self-harm.

Launched in October 2020 and co-designed by the youth it serves, i.am has supported over 587 participants, demonstrating the profound impact of peer support and lived experience. This award belongs to every young person we have had the privilege to support, moving us closer to zero suicide. This is just one example of the many critical programs New Horizons delivers.

With over 55 years of service under our belt it is clear our north star is collaboration, kindness and respect. Our strong legacy coupled with our ambition for providing the best possible services and care under one campus firmly puts us on the path towards a reset and renewal.

We have recently undergone a renewal of our leadership team, and I am honoured to be stepping into the role of CEO. I have been part of the New Horizons team for the last 15 years and have spent a considerable amount of time reflecting on what makes us great and where we have room to improve.

Our people are at the heart of everything we do, and I want to thank them for their dedication to their roles and for making this organisation tick. I am aware that providing high-quality and compassionate care requires significant effort, particularly for our most vulnerable customers and I couldn't be prouder of the exceptional work across our organisation.

I want to extend my deepest appreciation to our frontline workforce, without you what we do would not be possible. The care provided to our community is unmatched, our teams continue to uphold our values, leading with empathy and consistency, making us the trusted organisation we are today.

I'm looking forward to the next chapter. Together, over the next year, we will be implementing an action-focused plan to bring the humanity and community side of the business to life whilst continuing to grow and enhance our services.

Finally, I want to thank the Board and Executive team for your trust and support, I am confident that we are well-positioned to maintain our leadership in the sector, and I look forward to seeing where 2025 will take us.

Warm regards,



Chief Executive Officer





**OUR FOCUS REMAINS STEADFAST  
ON THE COMMUNITY WE SERVE,  
ENSURING EXCEPTIONAL SERVICE  
AND CONTINUITY OF SUPPORT.**

LUKE BUCKLEY, CEO

## CHAIRMAN'S REPORT

Dear Members and Friends,

I begin by acknowledging the Traditional Owners of the lands on which New Horizons operates and pay my respects to their elders, past, present, and emerging. New Horizons is dedicated to supporting First Nations communities and recognises the ongoing work needed to close the gap.

This year has been exceptionally challenging for our sector as we have navigated changes in funding structures, increasing demand and evolving regulatory requirements. Despite this, our commitment remains on providing high-quality, compassionate care, especially for the most vulnerable members of our community who rely on us.

These challenges have tested our flexibility and resolve as we work to maintain a high standard of care for our community. Our team of 1,200 dedicated employees have responded to these challenges with remarkable adaptability, proudly delivering over 2 million hours of support to 2,800 people across NSW and Queensland.

This year we were honoured with the Port Macquarie Hastings Council Australia Day Award for "Community Group of the Year" for our homelessness program, Our Place. This fortnightly initiative provides essential services such as meals, groceries, blankets, tents, and access to showers and washing machines. With an average attendance of 56 people, Our Place also received a \$5,000 grant from the Lewis Development Group and proceeds from the NH Homelessness Community Day Event, ensuring continued support for our community.

Another highlight was our employment service, Packable, onboarding 11 new clients, including PepsiCo, Canon, and Western Sydney University, bringing our total to 21 clients and generating a 9.6% increase in sales. Packable delivers

tailored assembly, fulfillment, and packaging services at an affordable price.

As we strengthen our foundations, we have been required to make tough decisions to ensure the stability of our services and drive sustainable growth. Our focus remains on the community we serve, ensuring exceptional service and continuity of support.

To this end, we have restructured our operating model to improve customer and staff experiences, including better rostering, dedicated customer experience roles, and the recruitment of specialised frontline leaders.

Finally, I extend my gratitude to the Board, the Executive Suite, and the entire team for their commitment over the past year. I pay tribute to our former Vice-Chairman, Charlotte Leung who ended her tenure with the Board in 2024, and whose legacy within this organisation extends far beyond her 55+ years on the Board.

As we move forward, New Horizons remains dedicated to empowering people to live the life they choose. I am confident that we will continue to challenge assumptions, redefine norms, and strive for a world that fits everyone.

Sincerely,



**Peter Howell**

Chairman of the Board



PETER HOWELL, CHAIRMAN



**Board Members** Clockwise from top left: Julie Powell, Peter Howell (Chairman), Charlotte Leung (Vice-Chair), Angus Button, Irene Howell, Robert Warry (Treasurer), Jennifer Anderson

# i.am

## **i.am: Empowering Youth, Transforming Lives**

At New Horizons, we are deeply committed to fostering a culture of empowerment and support. Our i.am initiative, a pilot program jointly funded by the NSW Government and the Commonwealth Health Innovation Fund, exemplifies this commitment. We extend our heartfelt gratitude to these organisations for their unwavering support.

Launched in October 2020, i.am was co-designed by the very youth it serves, ensuring that the program is tailored to their unique needs and aspirations. This initiative focuses on ownership of outcomes and life progression, providing a safe space for young people up to the age of 25 who are experiencing suicidality and self-harm. Available in Western Sydney, Southwestern Sydney, the Mid-North Coast, and the Tamworth region, i.am is dedicated to helping young people navigate complex support systems and achieve their personal goals.

The impact of i.am has been profound. With over 587 participants, we have witnessed the transformative power of peer support and lived experience. The program's success is a testament to the resilience and courage of the young people we serve. Their stories of overcoming adversity and striving for a brighter future inspire us every day.

We are honoured to have received the MHS Psychosocial and Support Award for our i.am service. This recognition belongs to every young person who has participated in the i.am program. Together, we are moving toward a future with zero suicide. By fostering human connections and providing tailored support, we are helping young people identify their hopes and reach their future goals.

As we reflect on the achievements of i.am, we are reminded of the importance of our core values—passion, integrity, and respect. These values guide our actions and define our corporate ethos. They are the foundation upon which we build our programs and services, ensuring that we continue to make a meaningful difference in the lives of those we support.

The future is bright, and we are excited to continue this journey with our dedicated team, our partners, and the incredible young people we serve. Together, we will challenge the status quo, redefine norms, and elevate expectations to drive important social change.



RICHARD, TIMOTHY, DANIELA AND NICHOLAS FROM NEW HORIZONS, ACCEPTING THEMHS'S 2024 AWARD FOR PSYCHOSOCIAL SUPPORT.

## SPOTLIGHT STORY

# Packable: A story 55 years in the making

Since 1967, New Horizons has been a beacon of opportunity, proudly standing as Australia's first social enterprise. Our mission began with opening doors for those facing challenges in the traditional labour market. Today, our impact spans a wide range of services, enabling Australians to live their best lives.

From supported independent living to mental wellbeing programs, and thriving social enterprises like Packable and Wellbees, we are dedicated to creating positive change. Packable, in particular, exemplifies our commitment to social responsibility and innovation, providing top-tier packaging services and making a meaningful difference.

Our North Ryde Office is the heart of New Horizons, where dedicated teams and passionate individuals come together, united by our core values of passion, integrity, and respect. These values guide our actions and define our ethos, ensuring we continue to make a significant impact.

As we reflect on our journey, we are inspired by the resilience and courage of those we serve. The future is bright, and we are excited to continue this journey, challenging the status quo and driving important social change.



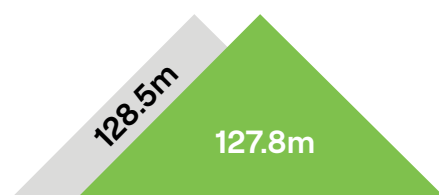
ADAM AND LYNETTE, PACKABLE



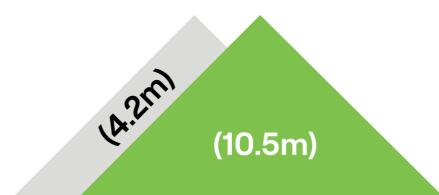
OMAR, PACKABLE

# Financials

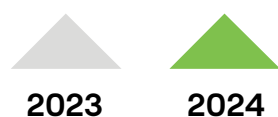
2023 – 2024



Revenue



Total comprehensive income for the year



## Statement of Profit or Loss and Other Comprehensive Income For the Year Ended 30 June 2024

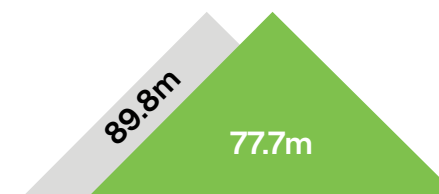
	2024	2023
Revenue	127,831,256	128,480,912
Employee benefits expense	(98,573,244)	(94,842,106)
Depreciation and amortisation expense	(3,474,746)	(3,399,975)
Motor vehicle expense	(973,343)	(1,435,365)
Insurance expense	(4,650,860)	(2,328,343)
Property expense	(5,173,677)	(4,138,701)
Training expense	(179,974)	(256,536)
Audit, legal and consultancy fees	(1,119,499)	(2,877,594)
Agency fees	(9,443,766)	(6,848,067)
Customer support expense	(1,765,083)	(1,691,894)
Sub-contractors expense	(461,068)	(524,241)
IT & communications expense	(5,000,760)	(4,990,177)
Marketing expense	(554,934)	(282,622)
Finance costs	(343,413)	(273,772)
Other expenses	(6,583,623)	(3,851,729)
<b>Surplus/(Deficit) before income tax expense from continuing operations</b>	<b>(10,466,734)</b>	<b>739,790</b>
Income tax expense	-	-
<b>Surplus/(Deficit) after income tax expense for the year from continuing operations</b>	<b>(10,466,734)</b>	<b>739,790</b>
Surplus/(Deficit) after income tax expenses from discontinued operations	-	(4,904,260)
<b>Surplus/(Deficit) after income tax expenses for the year</b>	<b>(10,466,734)</b>	<b>(4,164,470)</b>
<b>Other Comprehensive Income</b>		
Gain/(Loss) on the revaluation of land and building	-	-
<b>Total comprehensive income for the year</b>	<b>(10,466,734)</b>	<b>(4,164,470)</b>



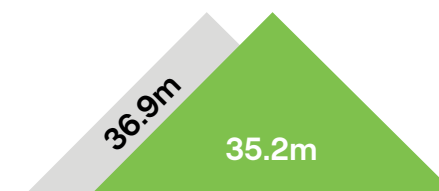
## Statement of Financial Position

For the Year Ended 30 June 2024

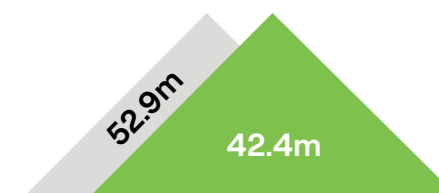
	2024	2023
<b>ASSETS</b>		
<b>CURRENT ASSETS</b>		
Cash and cash equivalents	6,048,858	11,085,956
Accounts receivable and other debtors	7,819,027	5,828,781
Inventories	28,802	32,206
Financial assets	11,865,630	17,536,599
Other current assets	816,959	2,081,489
<b>TOTAL CURRENT ASSETS</b>	<b>26,579,276</b>	<b>36,565,031</b>
<b>NON-CURRENT ASSETS</b>		
Property, plant and equipment	49,755,848	52,009,790
Right of use assets	1,295,125	1,213,394
Other non-current assets	25,808	25,808
<b>TOTAL NON-CURRENT ASSETS</b>	<b>51,076,781</b>	<b>53,248,992</b>
<b>TOTAL ASSETS</b>	<b>77,656,057</b>	<b>89,814,023</b>
<b>LIABILITIES</b>		
<b>CURRENT LIABILITIES</b>		
Accounts payable and other payables	8,090,001	11,578,556
Contract liability	6,379,512	8,135,562
Provision for employee benefits	6,942,412	7,032,273
Lease liability	675,996	532,661
Financial liability	5,628,904	16,934
Restructuring provisions	2,600,000	375,646
<b>TOTAL CURRENT LIABILITIES</b>	<b>30,316,825</b>	<b>27,671,632</b>
<b>NON-CURRENT LIABILITIES</b>		
Provisions for employee benefits	3,845,493	2,938,596
Lease liability	648,959	712,675
Financial liability	2,917	5,602,917
Others Liability (Non-Current)	420,394	-
<b>TOTAL NON-CURRENT LIABILITIES</b>	<b>4,917,763</b>	<b>9,254,188</b>
<b>TOTAL LIABILITIES</b>	<b>35,234,588</b>	<b>36,925,820</b>
<b>NET ASSETS</b>	<b>42,421,469</b>	<b>52,888,203</b>
Retained surplus	17,568,764	28,035,498
Reserves	24,375,384	24,375,384
Investment reserve	477,321	477,321
<b>TOTAL EQUITY</b>	<b>42,421,469</b>	<b>52,888,203</b>



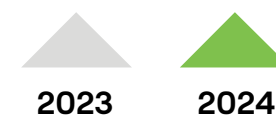
**Total Assets**



**Total Liabilities**



**Net Assets**



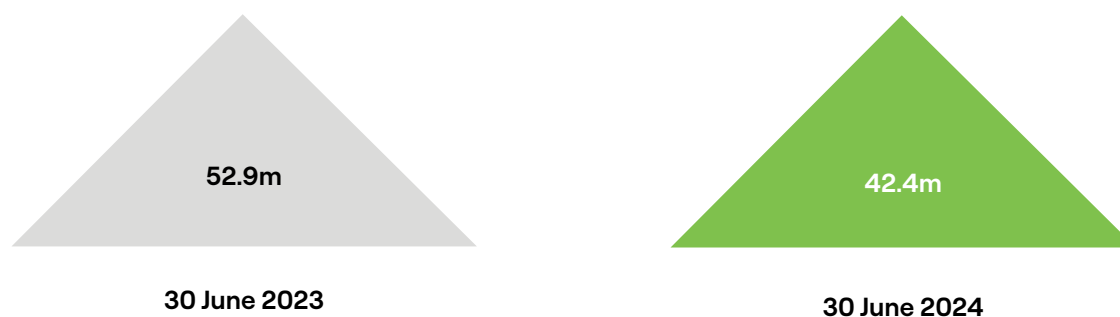
# Financials

2023 – 2024

## Statement of Changes in Equity For the Year Ended 30 June 2024

	Retained surplus (\$)	Revaluation surplus (\$)	Investment reserve (\$)	Total
<b>Balance at 1 July 2022</b>	32,199,968	24,375,384	477,321	57,052,673
Surplus after income tax expense for the year	(4,164,470)			(4,164,470)
<b>Balance as at 30 June 2023</b>	<b>28,035,498</b>	<b>24,375,384</b>	<b>477,321</b>	<b>52,888,203</b>
Loss after income tax expense for the year	(10,466,734)			(10,466,734)
<b>Balance as at 30 June 2024</b>	<b>17,568,764</b>	<b>24,375,384</b>	<b>477,321</b>	<b>42,421,469</b>

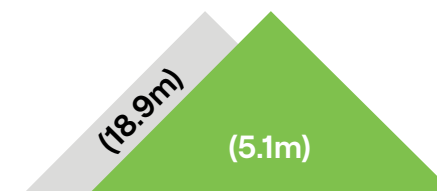
### Total equity in millions



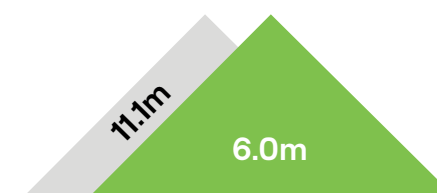
## Statement of Cash Flows

For the Year Ended 30 June 2024

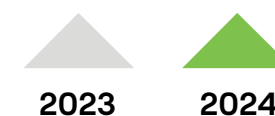
	2024	2023
<b>Cash flows from operating activities:</b>		
Receipts of grants & other receipts	127,936,319	130,180,746
Payments to suppliers and employees*	(138,923,328)	(144,731,219)
Interest received	883,656	1,009,553
<b>Net cash provided by operating activities</b>	<b>(10,103,353)</b>	<b>(13,540,920)</b>
<b>Cash flow from investing activities:</b>		
Proceeds from financial assets – net	6,380,352	(2,778,501)
Purchase for property, plant and equipment	(884,962)	(1,565,129)
Proceeds from property, plant and equipment	509,937	91,420
<b>Net cash provided by investing activities</b>	<b>6,005,327</b>	<b>(4,252,210)</b>
<b>Cash flow from financing activities:</b>		
Repayment of lease liabilities	(592,421)	(863,427)
Interest paid	(346,651)	(226,787)
<b>Net cash provided by investing activities</b>	<b>(939,072)</b>	<b>(1,090,214)</b>
<b>Net (decrease) / increase in cash and cash equivalents</b>	<b>(5,037,098)</b>	<b>(18,883,344)</b>
Cash and cash equivalents at the beginning of the financial year	11,085,956	29,969,300
<b>Cash and cash equivalents at the end of the financial year</b>	<b>6,048,858</b>	<b>11,085,956</b>



**Net (decrease) / increase in cash and cash equivalents**



**Cash and cash equivalents at the end of the financial year**



## SPOTLIGHT STORY

# Meet Anthony & Carmel

Anthony, who joined the Packable team in 2019, is thrilled to be part of this journey. He has witnessed Packable's success firsthand and has a collection of shiny awards to prove it – Packable All Star in September 2020, March 2022, and most recently in May 2024. Anthony thrives on the daily buzz, tackling exciting projects for clients like Canon, Blutac, Pepsi, and Western Sydney University. His dedication and enthusiasm embody the spirit of New Horizons.

Carmel, another valued Packable employee since 2004, treasures the friendships she has built over the years. For both Anthony and Carmel, coming to work is all about living New Horizons' core values of passion, integrity, and respect – values that make our community so special. Carmel's long-standing commitment and the relationships she has fostered highlight the supportive and inclusive environment at Packable.

Their stories are a testament to the vibrant and dynamic culture at New Horizons. As we look ahead, we are inspired by the dedication of our team members and the positive impact they make every day. Together, we will continue to push boundaries, innovate, and create a brighter future for all.



ANTHONY, PACKABLE



CARMEL AND ANNEMIEKE, PACKABLE

# Meet Peter

## PACKABLE SUPERSTAR

And then there's Peter, one of our Packable legends. His infectious smile and genuine warmth light up any room he enters. With over two decades of experience and countless awards to his name, Peter has been an invaluable part of the New Horizons family since 2001. His journey with us is a testament to the enduring spirit and dedication that define our community.

Peter's passion is fueled by the simple joy of connecting with people, building friendships, and fostering a strong sense of community. These values are at the heart and soul of everything we do at New Horizons. His ability to create meaningful relationships and his unwavering commitment

to our mission have made him a cornerstone of our Packable team.

Throughout his tenure, Peter has not only excelled in his role, he's also inspired those around him. His dedication to excellence and his genuine care for his colleagues and clients alike have earned him numerous accolades, including the prestigious Packable All Star awards.

Peter's story is a shining example of the vibrant and dynamic culture at New Horizons. His journey reflects our core values of passion, integrity, and respect. His story reminds us of the importance of human connections and the power of a supportive community. Together, we will continue to push boundaries,



PETER, PACKABLE



SRIRAM, NICK, PETER, AND DAPHNE, NEW HORIZONS NORTH RYDE OFFICE

# Our Supported Independent Living Community

Our homes and living services are at the heart of New Horizon's customer experience. With 50 homes across NSW, we are dedicated to providing Australians with accommodation options that match their lifestyle, aspirations, and preferences.

One of our cherished homes is located at the heart of our North Ryde Office. Here, tenants can enjoy daily life and connect with others at New Horizons and the local community at our local coffee shop.

In the photos, you'll see tenants Peter and Emma enjoying lunch on the patio with Team Leader Angel and Sriram from the Product Team. It was a beautiful day filled with wonderful stories about trips to the aquarium, the latest gossip about Dylan Alcott, and discussions on the importance of media representation for people with disabilities.



PETER, SIL CLIENT, AND SRIRAM, NEW HORIZONS NORTH RYDE OFFICE





ANGEL, SIL TEAM LEADER, AND EMMA, SIL CLIENT

# HASI/CLS: Empowering Recovery and Independence

HASI and CLS provide flexible, individualised outreach support for people with mental health issues living in the community. Our approach ensures holistic, practical support, delivered collaboratively with the other people and services in our customers lives.

Our highly skilled teams are dedicated to celebrating the achievements of each individual's recovery journey. Every day, we witness remarkable stories of resilience and transformation:

- **Confidently Accessing Medical Treatment:** We empower individuals to make informed decisions, to advocate for themselves, and to manage their mental health while undergoing treatment for medical conditions including cancer.
- **Living Independently:** We support transitions from long-term hospital stays to setting up a home for the first time, establishing routines that promote ongoing mental wellbeing. This includes developing essential daily living skills such as meal planning, budgeting, and property maintenance.
- **Improving Overall Health:** Through meal planning, cooking, and healthy lifestyle choices, our consumers have reported significant living improvements, including weight loss, increased energy, and enhanced mental health.

- **Assistance for People with Eating Disorders:** In the North Coast, our teams have collaborated with Local Health Districts (LHDs) to improve support for people with eating disorders. Specific training provided by LHDs has equipped our HASI/CLS teams with the understanding and strategies needed to make a real difference.
- **Education and Employment:** Having purpose and community connections significantly boosts mental wellbeing. Our HASI/CLS teams offer individualised support to help consumers achieve their goals, whether it's enrolling in TAFE courses, resume writing, or mock interviews. This year, many individuals reached their employment goals, with some even stepping into peer support roles to help others who are experiencing mental ill health.

Together, we are not just providing support; we are empowering individuals to live fulfilling, independent lives and fostering a community where everyone can thrive.

*Special Thanks to our partners: the Ministry of Health and all the Local Health Districts (LHDs) that have partnered with us to bring these programs to life in the communities they serve.*



THE COFFS HARBOUR ART GROUP HOSTS A STALL EVERY DECEMBER, AND THIS YEAR WILL MARK THEIR THIRD CHRISTMAS STALL. THROUGHOUT THE YEAR, THEY CREATE VARIOUS ITEMS TO SELL, WHICH HELPS RAISE FUNDS FOR ADDITIONAL ART SUPPLIES.

STALL FOR THE COFFS HARBOUR CHRISTMAS EVENT

# Our North Ryde Office

Last but certainly not least, we want to shine a spotlight on a vital part of our North Ryde campus community: our dedicated centralised support staff. Every day, they work tirelessly to ensure our community receives the best possible customer experience.

At our front desk, Alison and the rest of the Business Centre team are committed to making every guest at our North Ryde office feel welcomed and connected to our organisation.

In the photo, you'll see Ralph from our Welcome Centre team. He is one of the friendly voices answering calls from customers, employees, and community members, ensuring each interaction is handled promptly and with exceptional care.



ALISON AND STEPHEN, NEW HORIZONS NORTH RYDE OFFICE



RALPH, NEW HORIZONS NORTH RYDE OFFICE



ANTHONY AND ARNOLD, PACKABLE

We remain committed to our core values of innovation and the remarkable legacy established by our founders. Our community of customers, employees, and partners will continue to drive us forward, exploring new avenues of connection. We will persist in our mission to redefine wellbeing, ensuring that every Australian can live a quality life of their choosing.

**Thank you for being part of our journey.**

