



Annual Report

2022



## INDEX

Our Purpose	3
Chair's Report	4
CEO's Report	5
Work Experience	7
School Leaver Employment Support	7
Op Shopping Village	8
Home Life	9
Social Life/Community Hub	10
Work Life	11
Our Board	12
Our Leadership Team	13
Sponsor Thank You	14
Volunteers	15
Appendix A: Financial Annual Report	17
Appendix B: Strategic Plan 2021-2024	42



airhaven



### **Our Purpose**

To create opportunities for people living with disability to achieve what they want from life.

### **Our Vision**

A world where every individual matters, starting right here.

### **Our Promise**

We see you and we get you. We'll work hand in hand with you to achieve what you want from your life. That's our promise.

### **Our Values**

Be real. Have fun. Do your best. Work together. Make sure it's fair. Stand up for others. Dare to be different.

Cover photo: Cody & Kaleb, attending work experience at Dan's Place  
Inside Cover photo: Fairhaven Leadership team from Left to Right; Mark Palmer, Sara Fidock, Joyce Ma, Rhonda Wheatley, Leanne Lonergan, Melinda Hayes

# Chair's Report

Diana Mason



Fairhaven's mission has been more important than ever during this last year, whilst we coped with health orders and the subsequent community impacts. We continued to strive for a **world where every individual matters, starting right here**. Throughout the year, it was inspiring to witness the incredible dedication and resilience of Fairhaven's clients and families, supported staff, employees, volunteers, Board and leadership Team.

Fairhaven's values were demonstrated everyday: **Be real. Have fun. Do your best. Work together. Make sure it's fair. Stand up for others. Dare to be different.**

During the year Fairhaven's Residential Services provided safe housing and support. This year was difficult, but residents and staff **worked together** to manage isolation and broken routines during extended community lockdowns. The residential teams modelled the power of kindness and caring in the community.

Fairhaven's Employment Services showed that working hard and **having fun** are not mutually exclusive. During the year Employment Services ensured supported staff continued their employment to enable continuation of fulfilling lives and community connections. The employment teams showcased joy and competency during a pandemic.

The Community Services team have rebounded from lockdowns to launch exceptional Work Experience, Community and School Leaver programs. These programs **dare to be different**, they showcased this team's ability to use creativity and innovation.

Fairhaven's army of volunteers continued to **stand up for others** by fundraising in clubs, working in our much-loved Opportunity Shop and by contributing knowledge and skills as Board Directors.

Throughout the year, Fairhaven provided increased services whilst income was significantly reduced, due to the impact of lockdowns on production orders at our Employment Services and sales at our Opportunity Shop. This meant that Fairhaven applied some of our reserves to ensure operations continued for clients without interruption. It was important for Fairhaven to **do our best**, and continue to provide essential services during this period because this is our purpose.

I would really like to thank Fairhaven's Leadership Team, Mark Palmer, Sara Fidock, Joyce Ma, Leanne Lonergan and Melinda Hayes, led by our CEO, Rhonda Wheatley for their exceptional ability to **be real**. It has been a tumultuous year, and they have led with enthusiasm, wisdom, humour and hard work.

Finally, sincere appreciation is directed to the Central Coast Community for their undying support. They continue to show how much they value Fairhaven's 60 years of Caring on the Coast by donating goods, time and funds. Kudos to Fairhaven's many community supporters.

Looking to the future, Fairhaven will continue to provide services to the Central Coast Community, because all of us collectively believe in **making sure it is fair**. It is true, every individual matters.

**Diana Mason**  
Board Director - Chair

# CEO's Report

## Rhonda Wheatley

I can only describe the 2021/22 year as one of major change. We began the year with Covid lockdowns requiring all of us to change the way we worked and lived with unprecedented restrictions. Flowing from the pandemic lockdowns came so many changes such as increased awareness and focus on cleanliness, adapting our skills to work online from home, continuing to provide residential care at our high standards and providing packaging services to our customers to the standard required, to name just a few. Our highly skilled Residential team managed to contain Covid cases to extremely low occurrences over the period which was an absolute credit to their skill and professionalism.



Whilst our Retail area at Point Clare had to close, it gave the team the opportunity to prepare for a grand reopening when lockdown was lifted. We resumed usual operations in the second quarter of 2021/22. During the lockdown, local residents spent time spring cleaning and sorting clothing and goods they no longer required. Our Op Shop and Retail area was inundated with generosity. This resulted in Fairhaven restricting donations times and days so that staff and volunteers could sort and prepare goods for sale. It was a major success story for our Retail team to meet the changing demands and circumstances with a smile!

Change was also the focus of the NDIS. Service providers had been advised over time that they had to change the way they provided their services and look to becoming more innovative in the way they do business. Diana Mason, our Board Chair, and I met our local member Lucy Wicks MP and the then Minister for Community Services the Hon. Linda Reynolds SCS, to raise issues such as participant's plans being cut without notice, service providers not being able to reconcile funding issues with plans, and the fact that the NDIS funding and systems were not meeting the needs of providers. These issues were established as being sector wide and given the nature of our queries, the Minister referred us to the New Safeguards & Quality Commissioner, Tracy Mackey who subsequently visited Fairhaven's Kincumber site.

The Leadership Team analysed the way Fairhaven was delivering services and major improvements were achieved across the entire organisation by implementing the following strategies:

- Adopting new ways of working at our Residential and Employment Services
- Developing new Community Services that attracted new clients
- Developing a new work experience hub for high school students
- Reviewing organisational structures
- Filling all residential vacancies
- Reducing non-essential expenditure
- Taking advantage of the market conditions to sell our factory site at West Gosford
- Repurposing the residence at Ettalong to be used as holiday accommodation for people living with disabilities and older persons.

These strategies have provided Fairhaven with a solid platform to increase revenue and stabilise expenditure heading into the 2022/23 financial year.

Continued over page

# CEO's Report Continued

Rhonda Wheatley

Prior to the Federal election in March 2022, our Australian Disability Enterprise CoPack located at Tuggerah received a visit from the then Shadow Minister and now the Minister for the National Disability Insurance Scheme the Hon. Bill Shorten MP. CoPack is the largest employer of supported employees on the Central Coast and was of great interest to the Minister. Fairhaven's Leadership Team again raised the issue of inadequate funding for providers and supported employees as a disability sector wide problem. It is important that Fairhaven as an experienced organization has a part in influencing the major reforms in the operational framework of the NDIS and funding to both service providers and NDIS recipients.

Then came the floods and our Point Clare site was severely affected. Unfortunately Fairhaven's Retail sheds suffered damage, as did the parking area and drainage systems. There was also major roof damage to the administration building and internal water damage resulted in the offices being shut for repairs. As a result, our administrative staff worked from home for months and this highlighted Fairhaven's resilience and ability to adapt.

It has been my pleasure to lead Fairhaven during this year. People make it happen, so I need to provide special thanks and recognition to Fairhaven's Leadership Team.

People & Culture Manager, Sara Fidock, worked tirelessly with all members of the team and the Board to provide professional and timely advice relating to all aspects of human resource management.

Melinda Hayes, Community Services Manager, supported her team to provide vital services to participants who were isolated during lockdowns.

Mark Palmer, Operations Manager, led Employment and Residential Services. In this new role he developed both teams to best utilise their resources and staff to achieve their strategic objectives.

Finance Manager, Joyce Ma, has seamlessly taken over the management of NDIS claims, budget development and control, monthly and annual financial reporting, systems administration, and payroll.

Leanne Lonergan, Retail Manager, has led a wonderful team of volunteers and staff to achieve terrific results. She has been instrumental in recommending and supervising maintenance to our site, buildings, and environmental control.

We have concluded our first year of the Strategic Plan. In recognition of the team's hard work, the spectacular results and aims for year two are shown in Appendix B of this report.

My thanks to the Fairhaven Board for their support and counsel, to all staff for their dedication and professionalism meeting all challenges positively and with a smile, to the 53 volunteers who spend their spare time with us to help others and our local clubs, Everglades Country Club and Ettalong Bowling Club for their support in hosting fundraising activities such as Bingo.

Most of all I thank our residents, participants, carers, and families for being part of the Fairhaven Family as this year is the Fairhaven's 60th birthday, that's 60 years of caring on the Coast .... You are why we exist!



Rhonda Wheatley FCPA  
CEO

# Fairhaven

## Work Experience. School Leaver Employment Support

### Work Experience

This year saw the Community Business unit take on another great opportunity. We were lucky enough to secure a Government Grant that would see us able to assist the Youth of the Central Coast with Work Experience opportunities. Peter Tos and Community Manager Melinda Hayes got together to create an exciting program to offer to the Youth, both living with and without disability. This program is suited to school students and the broader community. It allows the students or youth to attend a 4 week program onsite at Point Clare which includes:

- Induction
- WHS
- How to safely utilise power tools
- Using PPE
- Teamwork
- Communication, and of course
- Hands on woodworking

The participants of the program get to create, build and decorate a herb planter that they can take home with them.

We have bookings that see us through till Term 1 next year and this has shown great engagement from all students that have attended.

Further bookings can be taken by contacting Melinda Hayes on 0477 000 703 or [melindah@fairhaven.org.au](mailto:melindah@fairhaven.org.au)

“Fairhaven is leading the way to Build the skillset of the Coast’s Youth “



Cody with planter box

### School Leaver Employment Support

Our School Leaver Employment Support sees our hard working Interns attend Dan’s Place at Niagara Park each Wednesday and builds their skillset in many ways, including:

- Woodwork
- Concreting
- Yard maintenance
- Erecting a wooden gazebo in the garden
- Paving
- Constructing wooden seats for the garden
- Planting new shrubs / Gardening
- Maintenance on work machinery

Thank you:

- Dan’s Place for giving us the opportunity to have our School Leaver Employment Support participants attend Work experience on Wednesdays
- Alana from Ukuzala House for giving one of our School Leaver Employment Support participants the opportunity to complete some part time work
- E3 threads for supplying the printing on our WE HUB Hi Vis Vests
- Gosford Signs for the new signs affixed to the HUB buildings
- Bunnings for the endless supplies of tools to enable us to offer the students the ultimate experience in woodworking and this couldn’t be made possible if it wasn’t for Peter Tos (Coordinator/ Facilitator) and Ian Hayes (Facilitator).

# Fairhaven

## Op Shopping Village

### Op Shopping Village

Fairhaven Op Shopping Village continues to grow in reputation amongst not only the local community but is also gaining appeal with visitors arriving from Sydney and Newcastle.

The Op Shopping Village started the financial year under Covid lockdown restrictions and was closed for trading until mid October but upon reopening for trade, with Covid safe guidelines in place, the Retail team experienced a marked increase in the number of donations received from the public as well as higher customer foot traffic and increased sales per day on average.

Generous support from around 45 dedicated volunteers along with 3 paid staff and 6 Supported Employees enabled the Retail Team to meet the increasing volume of generous donations from the community, the subsequent demands of processing, pricing and display of saleable stock as well as attending to increasing customer sales and the continued provision of high levels of quality customer service. The layout of the Shopping Village in department-type sections continues to delight customers and attract very positive feedback as something unique to the world of op shopping.

### This year...

Employed on average 6 Supported Workers

We had the generous assistance of 45 volunteers (on average) handling all aspects of operations from accepting donations through to sorting pricing and display as well as customer service.

Achieved gross sales of \$204,678 despite being closed for lockdown between July to mid October.

Our top selling categories were

1. Women's clothing and accessories- \$46,976.13
2. Antiques & Collectables - \$23,284.01
3. Plant Nursery - \$15,684.41
4. Home Décor - \$15,158.76
5. Craft supplies (donated) - \$15,035.94

**Fun Fact: Total items sold through the Op Shopping Village \$59,420**

The Retail team continued to improve the appearance and functionality of all sales areas and a major reshuffle of the toy, linen and kitchenware departments was completed. This allowed an expansion of the areas available to sort and process stock with the end result being that two dedicated spaces are now available to sort some of our higher volume donations i.e toys and books.

The completion of the new sorting shed, funded by a generous Clubs Grant from Ettalong Memorial Bowling Club, has provided another large, safe and spacious area for sorting bric-a-brac, kitchenware, hardware, sight and sound and much more.

With loyal support from the local community combined with the work of the volunteers, staff and supported employees, the Fairhaven Op Shopping Village continues to channel the proceeds of their business unit to the support of Central Coast people living with disability.

### Future Focus

- Kitchen for volunteer usage to be built early 2023 from grant funding received from Club Grants – Everglades Country Club
- Focus on increasing and fine tuning sustainable practices, review and implement more efficient handling/recycling of waste items
- Attract and retain volunteers to assist in establishing and maintaining an ongoing online sales presence



Sonya & Frances



Retail Team - International Day of Disability



Dress Up Week Retail, Dec 2021



Retail Volunteers

### Home Life

Fairhaven has been providing supported living options on the Central Coast for 31 years. Our qualified and experienced support team work closely alongside people who live with a disability. The residences are owned and managed by Fairhaven and ensure personalized support based on each person's day to day needs, with particular focus on skill development within the home environment.

We focus on enhancing the wide variety of disabilities of all residents to enhance capacity to live life as independently as possible. Our contemporary living options can be tailored to suit specific needs of the individual.

Fairhaven has seven residential homes across two sites on the Central Coast. These consist of:

- Two fully accessible purpose built (SDA approved) villas close to the waterfront at Booker Bay
- Five spacious, fully accessible purpose built villas located on a picturesque 10,400 square metre site at Kincumber.

Within our homes, support is provided based on each residents individual needs:

- Drop in support for residents who have a relatively high level of independence and only require some assistance a few hours each day.
- Standard support for residents who require more hands on support.
- High support is specifically for residents who have complex needs requiring support 24 hours a day.

### This year...

We have reviewed our residential model to improve our support for our residents and staff

Provided support living for 20 residents

Effectively managed COVID-19 to ensure the health and safety of residents and staff

Sadly, we lost three of our long standing and much loved residents during 2021:

- Colin John Clifton passed away on 16/11/21. Colin John was a supported employee and an original resident from 1981 to 2021
- Jo-Ann Ranken passed away on 27/12/21. Jo-Ann was one of the original students at the Fairhaven School in 1968 at the age of 5, was employed with Fairhaven CoPack from 1983 to 2018, enjoyed our community activities particularly drumming and was a resident from 1995 to 2021,
- Jonathan Webb passed away on 29/12/21 and was a former supported employee with Fairhaven from 1993 to 2018 and a resident from 2017 to 2021.



Karen



Brett and Sarah



Adrian and Mark



Sarah



Roslyn



Adrian

# Fairhaven

## Social Life. Community Hub

### Social Life

Fairhaven offer participants living with disability an extensive range of community access supports. This not only assists the participants to become more independent over time, but also equips them to achieve their personal goals as stated in their NDIS Plans.

### Community Support and Life Skills

Our Community Support Workers (CSW's) at Fairhaven can assist with supports such as:

- Skill building such as money-handling and reading
- Budgeting and paying bills
- Basic computer skills
- Accessing the community for activities of choice
- Essential shopping requirements
- Participant preferred community outings

### Onsite Community Hub

There are currently 17 highly skilled Community Support Workers that assist with in-house activities, these include but are not limited to:

- Drum Circle every Monday
- JamHaven with Loomis on Friday mornings
- Craft and activities of choice throughout the week
- Regular theme days such as Melbourne Cup
- High Tea and Halloween.

Mondays see the participants arrive at 9.00 am, Djembe at 10.00am – 11.00am, morning tea and an activity of choice, lunch, then wind down for the afternoon finishing off with an activity and then home.

A few of the girls have chosen to complete some sewing tasks with the talented Michelle Patey-Downes, great work girls.

Friday is another big day at the HUB where we open the doors to participants and community members for Jamhaven with Loomis (aka Ian Hayes) . This fun filled music session runs from 10.00am – 12.00pm



*Fairhaven Drum Circle were joined by Ann Daly for a morning tea in honour of Jo-Ann Ranken's contribution to the group and the dedication of a bass drum donated by Jo-Ann's family.*



*Lindy Sue displaying her dress-making skills in the Hub.*



*Karen enjoying boxing in the park*



*Aleta's first Equine Therapy support session at Bensville Riding School*

### Work Life

Fairhaven is proud to be the largest provider of supported employment on the NSW Central Coast.

When you work with Fairhaven you'll learn new skills, receive workplace training, and best of all – enjoy being part of a great team!

Together  
Everybody  
Achieves  
More

Fairhaven CoPack located at Tuggerah, provides a broad range of packing solutions, including liquid filling, blending, food grade filling and packaging, shrinkwrapping, on-line pick and pack, warehousing and storage. All supported employees are provided with relevant on the job training such as workplace health and safety, manual handling, operation of equipment and machinery



### This year...

- Provided employment for 106 supported employees
- Expanded our customer base and business partnerships
- Upskilled our employees to operate new equipment
- Transferred all employees to new NDIS funding successfully



# Our Board

*Responsible entities as of 30 June 2022.*



**Diana Mason**  
Chair



**Tony Anderson**  
Director



**Matt Top**  
Director



**Ian Winn**  
Treasurer



**Margaret Haseltine**  
Director



**Jim Eve**  
Director



**Glen Auld**  
Director

# Our Leadership Team



**Rhonda Wheatley**  
CEO



**Sara Fidock**  
People & Culture Manager



**Leanne Lonergan**  
Retail Manager



**Mark Palmer**  
Operations Manager - ADE and  
Residential Services



**Melinda Hayes**  
Client Relations Manager



**Joyce Ma**  
Finance Manager



# Thank you to our partners, sponsors & Contributors

## Thank you...

Fairhaven would like to thank the following sponsors, donors and contributors for their support.

- Dan's Place - Work Experience opportunities for our participants and ongoing support to Fairhaven
  - Anne Daly – Bass Drum donation for the HUB
  - Alana – Ukuzala House
  - E3 Threads – for completing our WE HUB Vests at a great price
  - Gosford Signs - completing two *The HUB* signs
  - Thelma Marks – Pianola donation
  - Leigh Aitken @ cnc creations for creating our branding tool for the WE HUB
  - Bunnings – supplying us with our tools
  - The Pyne Warehouse for our timber supplies
  - HopeTown School - Sausage Sizzle funds donation
  - Coast Community News
  - Coast FM
  - Good360
  - Husqvarna
  - Marilyn Whigham – donations of plants
  - Carol Stratford – donations of plants
  - Mars
  - Sanitarium
  - Vince Chetcuti from Royal Touch
  - Volunteering Central Coast
- Club Grants:
    - Everglades Country Club
    - Ettalong Memorial Bowling Club
    - Davistown RSL
  - Bingo and Cash Housie hosts:
    - Ettalong Memorial Bowling Club
    - Everglades Country Club
  - CCLHD
  - Cell Squared
  - Central Coast Council
  - Dechra
  - Ethan Thomas Collection
  - Kokonut Pacific
  - Light Culture
  - My Moon Box
  - Parchem
  - Patrice Newell
  - R&D Technologies
  - Revitalise
  - Sydney Trains
  - Tip Top
  - TLady
  - We Drink Love
  - Zoo Pets
  - Umina Beach Men's Shed for making & donating a larger than life Connect 4 game for our residents

## Dan's Place

Fairhaven has been blessed with incredibly supportive partners who provide work experience positions for a number of Fairhaven's School Leaver Employment Support (SLES) participants.

Dan's Place is a place of belonging, integrating a community garden, kitchen and workshop for a variety of social interactions and activities. Thank you to Max, Mary and Bronwyn for providing support to our program.

Fairhaven SLES participants have learned valuable basic skills in the areas of construction, horticulture, and permaculture, as well as developing transferable skills like teamwork, following work instructions and many other vocational and social skills that will assist in their transition to employment, and throughout life.

# Thank you to our Volunteers

## Fairhaven Volunteers

Fairhaven has over 55 volunteers that help in many areas of the organisation with over 45 of those volunteers assisting in the day to day operations of the Retail Team. Volunteers are an integral part of the organisation and assist with many tasks from mail collection to customer service to administrative tasks as well as being the engine behind our offsite fundraising activities. We estimate that in the retail section alone volunteers contribute nearly 360 hours of their valuable time each week enabling us to maximise our fundraising capacity in that area.

Each year Fairhaven puts nominations forward for the Volunteering Central Coast awards held in May. In May 2022, Grace Wu, Retail Volunteer, received a 'Highly Commended award for Volunteer of the Year', and Heather Brown, Retail Volunteer, was a finalist in the 'Living Legend' award with over 10 years of volunteer service. The Fairhaven Retail Team were also finalists in the Volunteer Team of the Year category.



Grace Wu



Heather Brown



Maria & Carol



Mother's Day Raffle 2022

## Fairhaven Volunteer Fundraising Team

The Fairhaven volunteer fundraising team of five has worked tirelessly throughout the year raising funds and promoting Fairhaven via several channels. They provided a strong presence promoting Fairhaven at the Central Coast Volunteering Expo.

Cash Housie and Bingo, usually run over three sessions per week and with the generous support of two local clubs, Ettalong Memorial Bowling Club and Everglades Country Club, was on hold during Covid lockdown and recommenced in mid October 2021.

The team also contributed towards extra fundraising opportunities by running raffles for major celebration days such as Mother's Day, Easter and Christmas throughout the year as well as gift wrapping at Deepwater Plaza during the lead up to Christmas 2021.

## Give where you live

Support a truly deserving local charity making a difference to the lives of people living with disability on the Central Coast. We are incredibly grateful for each and every dollar you can afford to give. Even a small amount can make a big difference to someone's life. Visit [www.fairhaven.org.au/donate](http://www.fairhaven.org.au/donate) or phone Fairhaven on 4349 5500 to make a donation today. Amounts over \$2.00 are eligible as tax deductible donations.

## The legacy of giving

Fairhaven's purpose is to create opportunities where people living with disability can achieve what they want from life. Some fantastic projects have been made possible because of the generosity of those who have left bequests to Fairhaven.

The generosity, vision and foresight of supporters is ensuring that others have access to supported employment, independent living, and community activities. After making provision for those you love, you could help Fairhaven in your Will in a range of ways. Contact us today to discuss your legacy of giving.

# Creating Opportunities ...



# Appendix A

## Financial Annual Report: 30 June 2022

- Responsible entities' report
- Auditor's independence declaration
- Independent auditor's report to the members of Fairhaven Services Limited Statement of profit or loss and other comprehensive income
- Statement of financial position
- Statement of changes in equity
- Statement of cash flows
- Notes to the financial statements
- Responsible entities' declaration

# Responsible Entities' Report

## **Fairhaven Services Limited Responsible entities' report 30 June 2022**

The responsible entities present their report, together with the financial statements, on the company for the year ended 30 June 2022.

### **Responsible entities**

The following persons were responsible entities (directors) of the company during the whole of the financial year and up to the date of this report, unless otherwise stated:

Diana Mason  
Ian Winn  
Tony Anderson  
Jim Eve  
Margie Haseltine  
Glen Auld (Appointed 30 March 2022)  
Matt Topp (Appointed 30 March 2022)

### **Principal activities**

During the financial year the principal continuing activities of the company were to provide supported employment, supported accommodation and community participation to people living with disability. The company's Australian Disability Enterprises operated under the brand names: Fairhaven CoPack and a range of goods were retailed through a shopping village at Point Clare. Fare Cravin' Café operates under separate management under licence at the Point Clare site. Other than stated, there have been no significant changes in the nature of these activities during the year.

### **Operating results**

The deficit of the company for the financial year after providing for income tax amounted to \$738,067 (2021: deficit of \$1,007,692).

### **Short-term objectives**

- Offer community support services that develop independence, community integration and enhancement of life skills;
- Support people living with disability by engaging with sectors of the community in ongoing partnerships and support programs; and
- Be a recognised leader in the provision of accommodation support, community support services and supported employment to people living with disability.

### **Long-term objectives**

- Establish and maintain relationships that foster social inclusion and community integration for people living with a disability;
- Be viable and strive for continuous improvement so as to offer the best possible accommodation, community, employment and social outcomes for people living with disability and others requiring our assistance; and
- Provide contemporary residential living and in-home support for people living with disability.

### **Strategy for achieving the objectives**

- One Fairhaven: Fairhaven's culture is collaborative and its people are well informed; it is an organisation where clients, employees and volunteers thrive.
- Awesome Client Experience: We see you and we get you. We'll work hand in hand with you to achieve what you want from life. That's our promise.
- Business Smart: Our business is thriving and financially viable; operational performance indicators demonstrate that our resources are used efficiently and effectively.
- Innovative: Fairhaven is responsive and agile; we are ahead of the game because we are creative in our approach to existing and emerging challenges.

### **Environmental regulation**

The company has retained Australian Organic Certification.

The responsible entities believe the company has complied with all significant environmental regulations under a law of the Commonwealth or of a state or territory.

### **Significant events**

In the opinion of the responsible entities there were no significant changes in the state of affairs of the company that occurred during the year under review or are expected to occur subsequent to year end.

**Fairhaven Services Limited**  
**Responsible entities' report**  
**30 June 2022**

**Future developments**

Implementation of the Strategic Plan and Operational Plans commenced 1 July 2021 and will be reviewed annually to 30 June 2024.

**Events subsequent to the end of the reporting period**

No matter or circumstance has arisen since 30 June 2022 that has significantly affected, or may significantly affect the company's operations, the results of those operations, or the company's state of affairs in future financial years.

**Information on responsible entities**

**Name:** Diana Mason  
**Title:** Director / Chair  
**Experience and expertise:** Diana joined the NSW Department of Community Services and began working with children and young people living with disabilities in the 1990s. Her move to the for-purpose sector took place in the mid-90s in the UK working for Action for Children. Over the past 20 years she has contributed to the for-purpose sector in Australia through advisory committees, training development, presentations at public forums, opinion pieces and strong leadership. Diana has worked for Vision Australia, Save the Children and ChildFund Australia. She has also taught youth workers at TAFE and been a phone counsellor with Lifeline.

Diana has a Master of Psychology from Sydney University, Bachelor of Arts (Psychology) from Macquarie University and Graduate Certificates in Human Resource Management and Psychological Practice. Throughout her career she has worked with children, youth and adults, developed effective community education and involvement strategies, delivered millions of dollars worth of funding to secure activities, advocated to the government and public, developed organisational policy and led strategic planning.

**Name:** Ian Winn  
**Title:** Director/Treasurer  
**Experience and expertise:** Ian is a former CEO with more than 15 years in senior leadership roles in high growth companies, working with a range of boards, founders, and private equity. Ian has spent a considerable part of his career in the franchising industry. Most recently he was CEO of Smartline Personal Mortgage Advisers, a franchised mortgage broking business. Before Smartline, he held senior roles at Oporto, Sumo Salad and Yum! Brands.

Earlier in his career, he trained as an accountant at Coopers and Lybrand (now part of PWC) and then spent 10 years at Unilever.

Ian is a CPA, holds a Master of Management from MGSM and graduated with a Bachelor of Commerce from the University of Witwatersrand in South Africa.

**Name:** Tony Anderson  
**Title:** Director  
**Experience and expertise:** Tony retired from full time work in November 2014 as CEO of Inala, an organisation supporting adults living with a disability. He was on the Inala Board of Directors from 1997 and became Deputy Chairman before being appointed as CEO. Previously Tony held a number of senior positions with Kimberly-Clark Australia. As General Manager Kimberly-Clark Professional, Tony had responsibility for the B2B business in Australia and New Zealand and was a member of the Leadership Team for Asia Pacific.

**Name:** Jim Eve  
**Title:** Director  
**Experience and expertise:** Jim has had a long career as a business leader and Company Director. Jim has successfully led businesses as CEO in Australia and Asia. He has been a Non-Executive Director of not for profit organisations, industry associations and private businesses and is currently Chair of a family owned Australian wine business. Jim and his family have lived on the Central Coast for 30 years. He graduated as a Bachelor of Science from the University of Sydney and is currently a Fellow of the Australian Institute of Company Directors.

# Responsible Entities' Report

## Fairhaven Services Limited Responsible entities' report 30 June 2022

Name: Margie Haseltine  
Title: Director  
Experience and expertise: Margie Haseltine is an experienced Non-Executive Director and Chair of ASX, private and not for profit (NFP) company boards. Margie is currently Chair of Bapcor Ltd (ASX:BAP) and a Non-Executive Director of Metcash Ltd (ASX:MTS), Newcastle Permanent Building Society (NCPB), a member-based Mutual bank, and Droppoint, a software/supply chain start up. Margie also volunteers as a mentor to small food companies and Not for Profit CEO's through Kilfinan, is a member of Chief Executive Women and Peridot women.

Name: Glen Auld (Appointed 30 March 2022)  
Title: Director  
Experience and expertise: Glen Auld (BPhyst, MBA) is a Director at PwC leading the project team delivering the new Acute Services Building for Prince of Wales Hospital. He has previously held executive positions in private and public hospitals and has worked in the health sector both locally and internationally since 1998. Glen is a qualified physiotherapist and paramedic who has completed his Master's in Business Administration. He is passionate about empowering individuals and delivering sustainable infrastructure that benefits the community.

Name: Matt Topp (Appointed 30 March 2022)  
Title: Director  
Experience and expertise: Matt brings over 17 years of experience across a number of different markets in senior public and private sector roles, working closely with executives across strategy, evaluation and operations. Matt currently works within the Digital and Business practice at Nous Group, a globally recognised consulting firm renowned for its positive influence on clients and communities. Matt is also a Board member at Realise Business, a Not-for-profit empowering people to successfully run their own businesses. Before joining Nous, Matt was a commercial business advisor in Sydney for New Zealand Trade and Enterprise (NZTE), NZ's business development agency, with 40 offices globally. Matt advised and consulted over 50 companies on how to grow, helping businesses solve their toughest challenges in exporting around the world. Prior to joining NZTE, Matt worked for over 10 years at Nestle, the world's largest fast-moving consumer goods company. At Nestle, Matt held various sales, category and operations roles in Australia, the UK and New Zealand. In Australia he led a business team across category, marketing, supply and finance.

### Indemnifying officer or auditor

During the financial year, the company effected a Directors and Officer's liability policy. The insurance policy provides cover for the responsible entities named in this report, the company secretary, officers, and former responsible entities and officers of the company.

The policy prohibits the disclosure of the nature of the indemnification and the insurance cover, and the amount of the premium.

No indemnities have been given or insurances paid, during or since the end of the financial year, for any person who is or has been an auditor of the company.

**Fairhaven Services Limited**  
**Responsible entities' report**  
**30 June 2022**

**Meetings of responsible entities**

The number of meetings of the company's Board of Responsible entities ('the Board') held during the year ended 30 June 2022, and the number of meetings attended by each responsible entity were:

	Board Attended	Held
Diana Mason	10	10
Ian Winn	9	10
Tony Anderson	9	10
Jim Eve	10	10
Margie Haseltine	7	10
Glen Auld	3	3
Matt Topp	3	3

Held: represents the number of meetings held during the time the responsible entity held office.

**Contributions on winding up**

In the event of the company being wound up, ordinary members are required to contribute a maximum of \$5 each. Honorary members are not required to contribute.

The total amount that members of the company are liable to contribute if the company is wound up is \$90, based on 18 current ordinary members.

**Auditor's independence declaration**

A copy of the auditor's independence declaration is set out immediately after this responsible entities' report.

This report is made in accordance with a resolution of directors.

On behalf of the responsible entities

DocuSigned by:  
*Diana Mason*  
531FA2B296304DF...

\_\_\_\_\_  
Diana Mason  
Chair

DocuSigned by:  
*Ian Winn*  
B9B22F255C3A4C8...

\_\_\_\_\_  
Ian Winn  
Treasurer

25 October 2022



HEAD OFFICE  
Unit 1, 1 Pioneer Avenue  
Tuggerah NSW 2259

OFFICES

- Sydney CBD
- Drummoyne
- Erina

**BISHOP COLLINS**  
**AUDIT PTY LTD**  
ABN 98 159 109 305

ALL CORRESPONDENCE  
PO Box 3399  
Tuggerah NSW 2259

W: <https://www.bishopcollins.com.au>

E: [mail@bishopcollins.com.au](mailto:mail@bishopcollins.com.au)

T: (02) 4353 2333

F: (02) 4351 2477

**INDEPENDENT AUDITOR'S DECLARATION  
TO THE MEMBERS OF FAIRHAVEN SERVICES LIMITED**

We hereby declare that to the best of our knowledge and belief during the year ended 30 June 2022, there have been:

- no contraventions of the auditor independence requirements as set out in the *Australian Charities and Not-for-profits Commission Act 2012* in relation to the audit; and
- no contraventions of any applicable code of professional conduct in relation to the audit.

**Name of Firm**

Bishop Collins Audit Pty Ltd  
Chartered Accountants

**Name of Registered Company Auditor**

Martin Le Marchant

**Auditor's Registration No.**

431227

**Address**

Unit 1, 1 Pioneer Avenue, Tuggerah NSW 2259

**Dated**

25 October 2022



LIABILITY LIMITED BY A SCHEME APPROVED UNDER THE PROFESSIONAL STANDARDS LEGISLATION



Director: Robert A Harris, E. Martin Le Marchant, CP  
Robert Van Der Westhuizen, CA

Associate Director: Ross McLaughlin, CA



HEAD OFFICE  
Unit 1, 1 Pioneer Avenue  
Tuggerah NSW 2259

OFFICES

- Sydney CBD
- Drummoyne
- Erina

**BISHOP COLLINS**  
**AUDIT PTY LTD**  
ABN 98 159 109 305

ALL CORRESPONDENCE  
PO Box 3399  
Tuggerah NSW 2259

W: <https://www.bishopcollins.com.au>

E: [mail@bishopcollins.com.au](mailto:mail@bishopcollins.com.au)

T: (02) 4353 2333

F: (02) 4351 2477

## INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF FAIRHAVEN SERVICES LIMITED

### Audit Opinion

We have audited the accompanying financial report of Fairhaven Services Limited ('the Company') which comprises the statement of financial position as at 30 June 2022, statement of profit or loss and other comprehensive income, statement of changes in equity and statement of cash flows for the year ended on that date, notes comprising a summary of significant accounting policies and other explanatory information and the Responsible Entities' Declaration.

In our opinion the accompanying financial report of Fairhaven Services Limited is in accordance with the *Australian Charities and Not-for-profits Commission Act 2012*, including:

- giving a true and fair view of the Company's financial position as at 30 June 2022 and of its performance for the year ended on that date; and
- complying with Australian Accounting Standards – Simplified Disclosures (including the Australian Accounting Interpretations) and the *Australian Charities and Not-for-profits Commission Regulation 2013*.

### Basis for Opinion

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Report* section of our report. We are independent of the Company in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 Code of Ethics for Professional Accountants (the Code) that are relevant to our audit of the financial report in Australia. We also fulfilled our other ethical responsibilities in accordance with the Code.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### Responsible Entities' Responsibilities for the Financial Report

The Responsible Entities ('Directors') of the Company are responsible for the preparation of the financial report that gives a true and fair view in accordance with Australian Accounting Standards – Simplified Disclosures and the *Australian Charities and Not-for-profits Commission Act 2012*, and for such internal control as the Directors determine is necessary to enable the preparation of the financial report that gives a true and fair view and is free from material misstatement, whether due to fraud or error.

In preparing the financial report, the Directors are responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Directors either intend to liquidate the Company or to cease operations, or have no realistic alternative but to do so.



CHARTERED ACCOUNTANTS

LIABILITY LIMITED BY A SCHEME APPROVED UNDER THE PROFESSIONAL STANDARDS LEGISLATION





## Auditor's Responsibilities for the Audit of the Financial Report

Our objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

As part of an audit in accordance with the Australian Auditing Standards, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Directors.
- Conclude on the appropriateness of the Directors' use of the going concern basis of accounting in the preparation of the financial report. We also conclude, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the disclosures in the financial report about the material uncertainty or, if such disclosures are inadequate, to modify the opinion on the financial report. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

We communicate with the Directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide the Directors with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

**Name of Firm**

Bishop Collins Audit Pty Ltd  
Chartered Accountants

**Name of Registered Company Auditor**

  
Martin Le Marchant

**Auditor's Registration No.**

431227

**Address**

Unit 1, 1 Pioneer Avenue, Tuggerah NSW 2259

**Dated**

25 October 2022

# Statement of profit and loss and other comprehensive income

## Fairhaven Services Limited Statement of profit or loss and other comprehensive income For the year ended 30 June 2022

	Note	2022 \$	2021 \$
<b>Revenue</b>	4	7,175,100	7,419,645
Other income	5	759,033	912,311
<b>Expenses</b>			
Raw materials and consumables used		(155,390)	(193,231)
Advertising expenses		(8,370)	(5,163)
Auditor and accounting expenses	25	(28,700)	(67,176)
Bad and doubtful debts expenses		(24,330)	(65,548)
Cleaning expenses		(74,557)	(26,884)
Consultancy fees and contract labour		(326,420)	(279,841)
Depreciation and amortisation expense	20	(487,361)	(406,684)
Employee benefits expense		(6,096,126)	(6,791,304)
Finance costs	21	(59,654)	(22,917)
Freight and cartage expense		-	(5,896)
Insurance expenses		(589,475)	(718,652)
Motor vehicle expenses		(38,804)	(46,857)
Occupancy expenses		(140,213)	(145,366)
Printing, postage and stationery expenses		(21,428)	(16,271)
Repairs and maintenance expenses		(399,857)	(361,323)
Telephone and internet expenses		(47,374)	(42,531)
Other expenses		(174,140)	(144,004)
<b>Deficit before income tax expense</b>		(738,066)	(1,007,692)
Income tax expense		-	-
<b>Deficit after income tax expense for the year</b>	19	(738,066)	(1,007,692)
<b>Other comprehensive income</b>			
<i>Items that may be reclassified subsequently to profit or loss</i>			
Gain on sale of assets		663,521	-
Other comprehensive income for the year, net of tax		663,521	-
<b>Total comprehensive income for the year</b>		<u>(74,545)</u>	<u>(1,007,692)</u>

The above statement of cash flows should be read in conjunction with the accompanying notes

# Statement of Financial Position

## Fairhaven Services Limited Statement of financial position As at 30 June 2022

	Note	2022 \$	2021 \$
<b>Assets</b>			
<b>Current assets</b>			
Cash and cash equivalents	6	2,969,045	1,372,145
Trade and other receivables	7	420,848	839,120
Financial assets	8	299,996	299,996
Other	9	32,383	15,550
Total current assets		<u>3,722,272</u>	<u>2,526,811</u>
<b>Non-current assets</b>			
Property, plant and equipment	10	5,985,927	8,148,535
Right-of-use assets	12	1,258,348	1,469,397
Intangibles	11	27,740	41,605
Total non-current assets		<u>7,272,015</u>	<u>9,659,537</u>
<b>Total assets</b>		<u>10,994,287</u>	<u>12,186,348</u>
<b>Liabilities</b>			
<b>Current liabilities</b>			
Trade and other payables	13	334,879	673,388
Lease liabilities	15	263,770	238,832
Employee benefits	14	452,440	393,952
Total current liabilities		<u>1,051,089</u>	<u>1,306,172</u>
<b>Non-current liabilities</b>			
Lease liabilities	17	1,026,959	1,237,116
Employee benefits	16	49,809	38,564
Total non-current liabilities		<u>1,076,768</u>	<u>1,275,680</u>
<b>Total liabilities</b>		<u>2,127,857</u>	<u>2,581,852</u>
<b>Net assets</b>		<u>8,866,430</u>	<u>9,604,496</u>
<b>Equity</b>			
Reserves	18	5,575,919	6,239,440
Retained surpluses	19	3,290,511	3,365,056
<b>Total equity</b>		<u>8,866,430</u>	<u>9,604,496</u>

The above statement of cash flows should be read in conjunction with the accompanying notes

# Statement of Changes in Equity

**Fairhaven Services Limited**  
**Statement of changes in equity**  
**For the year ended 30 June 2022**

	<b>Asset revaluation \$</b>	<b>Retained surpluses \$</b>	<b>Total equity \$</b>
Balance at 1 July 2020	6,239,440	4,372,748	10,612,188
Deficit after income tax expense for the year	-	(1,007,692)	(1,007,692)
Other comprehensive income for the year, net of tax	-	-	-
Total comprehensive income for the year	-	(1,007,692)	(1,007,692)
Balance at 30 June 2021	<u>6,239,440</u>	<u>3,365,056</u>	<u>9,604,496</u>
	<b>Asset revaluation \$</b>	<b>Retained surpluses \$</b>	<b>Total equity \$</b>
Balance at 1 July 2021	6,239,440	3,365,056	9,604,496
Deficit after income tax expense for the year	-	(738,066)	(738,066)
Other comprehensive income for the year, net of tax	-	663,521	663,521
Total comprehensive income for the year	-	(74,545)	(74,545)
Transfer to retained surpluses	(663,521)	-	(663,521)
Balance at 30 June 2022	<u>5,575,919</u>	<u>3,290,511</u>	<u>8,866,430</u>

*The above statement of cash flows should be read in conjunction with the accompanying notes*

# Statement of cash flows

**Fairhaven Services Limited**  
**Statement of cash flows**  
**For the year ended 30 June 2022**

	Note	2022 \$	2021 \$
<b>Cash flows from operating activities</b>			
Receipts from customers (inclusive of GST)		7,686,903	7,052,106
Payments to suppliers and employees (inclusive of GST)		<u>(8,504,324)</u>	<u>(9,417,231)</u>
		(817,421)	(2,365,125)
Interest received		226	6,583
Interest and other finance costs paid		(58,488)	(1,167)
Government stimulus: COVID-19		-	897,500
		<u>-</u>	<u>897,500</u>
Net cash used in operating activities	26	<u>(875,683)</u>	<u>(1,462,209)</u>
<b>Cash flows from investing activities</b>			
Payments for property, plant and equipment	10	(33,010)	(196,817)
Proceeds from disposal of financial assets		-	1,849,017
Proceeds from disposal of property, plant and equipment		<u>2,751,592</u>	<u>15,000</u>
Net cash from investing activities		<u>2,718,582</u>	<u>1,667,200</u>
<b>Cash flows from financing activities</b>			
Repayment of lease liabilities		<u>(245,999)</u>	<u>(156,761)</u>
Net cash used in financing activities		<u>(245,999)</u>	<u>(156,761)</u>
Net increase in cash and cash equivalents		1,596,900	48,230
Cash and cash equivalents at the beginning of the financial year		<u>1,372,145</u>	<u>1,323,915</u>
Cash and cash equivalents at the end of the financial year	6	<u><u>2,969,045</u></u>	<u><u>1,372,145</u></u>

*The above statement of cash flows should be read in conjunction with the accompanying notes*

# Notes to the financial statements

## 30 June 2022

### Fairhaven Services Limited Notes to the financial statements 30 June 2022

#### Note 1. General information

The financial statements cover Fairhaven Services Limited as an individual entity. The financial statements are presented in Australian dollars, which is Fairhaven Services Limited's functional and presentation currency.

A description of the nature of the company's operations and its principal activities are included in the responsible entities' report, which is not part of the financial statements.

The financial statements were authorised for issue, in accordance with a resolution of responsible entities, on 26 October 2022.

#### Note 2. Significant accounting policies

The new principal accounting policies have been applied in the preparation of the financial statements are set out below. These policies have been consistently applied to all the years presented, unless otherwise stated.

##### **New Accounting Standards**

**AASB 1060 General Purpose Financial Statements - Simplified Disclosures for For-Profit and Not-for-Profit Tier 2 Entities**  
The company has adopted AASB 1060 from 1 July 2021. The standard provides a new Tier 2 reporting framework with simplified disclosures that are based on the requirements of IFRS for SMEs. As a result, there is increased disclosure in these financial statements for key management personnel, related parties, tax and financial instruments. As permitted by AASB 1053 for early adoption of AASB 1060, comparative information has not been provided for these new disclosures. The company has not early adopted the accounting standard.

##### **Basis of preparation**

These general purpose financial statements have been prepared in accordance with the Australian Accounting Standards - Simplified Disclosures issued by the Australian Accounting Standards Board ('AASB'), the Australian Charities and Not-for-profits Commission Act 2012 and New South Wales legislation the Charitable Fundraising Act 1991 and associated regulations and the Corporations Act 2001, as appropriate for not-for profit oriented entities.

##### *Historical cost convention*

The financial statements have been prepared under the historical cost convention, except for, where applicable, the revaluation of financial assets and liabilities at fair value through profit or loss, financial assets at fair value through other comprehensive income, investment properties, certain classes of property, plant and equipment and derivative financial instruments.

##### *Critical accounting estimates*

The preparation of the financial statements requires the use of certain critical accounting estimates. It also requires management to exercise its judgement in the process of applying the company's accounting policies. The areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant to the financial statements, are disclosed in note 3.

##### **Economic dependence**

The company is dependent upon individual participants' NDIS funding, grants and community and corporate donations to ensure the ongoing continuance of its programs. At the date of this report management has no reason to believe that this financial support will not continue.

##### **Revenue recognition**

The company recognises revenue as follows:

##### *Sale of goods*

Revenue from the sale of goods is recognised at the point in time when the customer obtains control of the goods, which is generally at the time of delivery.

##### *Rendering of services*

Rendering of services revenue is recognised by reference to the stage of completion of the contracts.

# Notes to the financial statements

## 30 June 2022

### Fairhaven Services Limited Notes to the financial statements 30 June 2022

#### Note 2. Significant accounting policies (continued)

##### *Government grants*

A number of the company's programs are supported by grants received from the federal, state and local governments.

If conditions are attached to a grant which must be satisfied before the entity is eligible to receive the contribution, recognition of the grant as revenue is deferred until those conditions are satisfied. Where a grant is received on the condition that specified services are delivered to the grantor, this is considered a reciprocal transaction. Revenue is recognised as services are performed and at year end a liability is recognised until the service is delivered.

Revenue from a non-reciprocal grant that is not subject to conditions is recognised when the entity obtains control of the funds, economic benefits are probable and the amount can be measured reliably. Where a grant may be required to be repaid if certain conditions are not satisfied, a liability is recognised at year end to the extent that conditions remain unsatisfied.

When the entity receives a non-reciprocal contribution of an asset from a government or other party for no or nominal consideration, the asset is recognised at fair value and a corresponding amount of revenue is recognised.

##### *Donations and bequests*

Donations collected, including cash and goods for resale, are recognised as revenue when the entity gains control, economic benefits are probable and the amount of the donation can be measured reliably.

Bequests are recognised when the legacy is received. Revenue from legacies comprising bequests of shares or other property are recognised at fair value, being the market value of the shares or property at the date the entity becomes legally entitled to the shares or property. Where the bequest specifies a period over which the services must be provided, the income is brought to account over the aforesaid period.

##### *Interest*

Interest revenue is recognised as interest accrues using the effective interest method. This is a method of calculating the amortised cost of a financial asset and allocating the interest income over the relevant period using the effective interest rate, which is the rate that exactly discounts estimated future cash receipts through the expected life of the financial asset to the net carrying amount of the financial asset.

##### *Rent*

Rent revenue from investment properties is recognised on a straight-line basis over the lease term. Lease incentives granted are recognised as part of the rental revenue. Contingent rentals are recognised as income in the period when earned.

##### *Other revenue*

Other revenue is recognised when it is received or when the right to receive payment is established.

##### **Income tax**

As the company is a charitable institution in terms of subsection 50-5 of the Income Tax Assessment Act 1997, as amended, it is exempt from paying income tax. The company is an endorsed deductible gift recipient.

##### **Current and non-current classification**

Assets and liabilities are presented in the statement of financial position based on current and non-current classification.

An asset is classified as current when: it is either expected to be realised or intended to be sold or consumed in the company's normal operating cycle; it is held primarily for the purpose of trading; it is expected to be realised within 12 months after the reporting period; or the asset is cash or cash equivalent unless restricted from being exchanged or used to settle a liability for at least 12 months after the reporting period. All other assets are classified as non-current.

A liability is classified as current when: it is either expected to be settled in the company's normal operating cycle; it is held primarily for the purpose of trading; it is due to be settled within 12 months after the reporting period; or there is no unconditional right to defer the settlement of the liability for at least 12 months after the reporting period. All other liabilities are classified as non-current.

**Note 2. Significant accounting policies (continued)**

**Cash and cash equivalents**

Cash and cash equivalents includes cash on hand, deposits held at call with financial institutions, other short-term, highly liquid investments with original maturities of three months or less that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value.

**Trade and other receivables**

Trade receivables are initially recognised at fair value and subsequently measured at amortised cost using the effective interest method, less any allowance for expected credit losses. Trade receivables are generally due for settlement within 30 days.

Collectability of trade receivables is reviewed on an ongoing basis. Debts which are known to be uncollectable are written off by reducing the carrying amount directly. A provision for impairment of trade receivables is raised when there is objective evidence that the company will not be able to collect all amounts due according to the original terms of the receivables. Significant financial difficulties of the debtor, probability that the debtor will enter bankruptcy or financial reorganisation and default or delinquency in payments (more than 60 days overdue) are considered indicators that the trade receivable may be impaired. The amount of the impairment allowance is the difference between the asset's carrying amount and the present value of estimated future cash flows, discounted at the original effective interest rate. Cash flows relating to short-term receivables are not discounted if the effect of discounting is immaterial.

Other receivables are recognised at amortised cost, less any allowance for expected credit losses.

**Property, plant and equipment**

Land held for use in production or administration is stated at revalued amounts. Revalued amounts are fair market values based on appraisals prepared by external professional valuers once every three to five years or more frequently if market factors indicate a material change in fair value.

Any revaluation surplus arising upon appraisal of land is recognised in other comprehensive income and credited to the revaluation reserve in equity. To the extent that any revaluation decrease or impairment loss has previously been recognised in profit or loss, a revaluation increase is credited to profit or loss with the remaining part of the increase recognised in other comprehensive income. Downwards revaluations of land are recognised upon appraisal or impairment testing, with the decrease being charged to other comprehensive income to the extent of any revaluation surplus in equity relating to this category and any remaining decrease recognised in profit or loss. Any revaluation surpluses remaining in equity on disposal of the asset is transferred to retained earnings.

Buildings held for use in production or administration are measured using fair value based on appraisals prepared by external professional valuers once every three to five years or more frequently if market factors indicate a material change in fair value.

Plant and equipment is stated at historical cost less accumulated depreciation and impairment. Historical cost includes expenditure that is directly attributable to the acquisition of the items.

Depreciation is calculated on a straight-line basis to write off the net cost of each item of property, plant and equipment (excluding land) over their expected useful lives as follows:

Buildings	40 years
Leasehold improvements	life of lease
Plant and equipment	3-10 years
Computer hardware	3-7 years
Motor vehicles	4-10 years
Office equipment	3-13 years

The residual values, useful lives and depreciation methods are reviewed, and adjusted if appropriate, at each reporting date.

Leasehold improvements are depreciated over the unexpired period of the lease or the estimated useful life of the assets, whichever is shorter.

**Fairhaven Services Limited**  
**Notes to the financial statements**  
**30 June 2022**

**Note 2. Significant accounting policies (continued)**

An item of property, plant and equipment is derecognised upon disposal or when there is no future economic benefit to the company. Gains and losses between the carrying amount and the disposal proceeds are taken to profit or loss. Any revaluation surplus reserve relating to the item disposed of is transferred directly to retained profits.

**Right-of-use assets**

A right-of-use asset is recognised at the commencement date of a lease. The right-of-use asset is measured at cost, which comprises the initial amount of the lease liability, adjusted for, as applicable, any lease payments made at or before the commencement date net of any lease incentives received, any initial direct costs incurred, and, except where included in the cost of inventories, an estimate of costs expected to be incurred for dismantling and removing the underlying asset, and restoring the site or asset.

Right-of-use assets are depreciated on a straight-line basis over the unexpired period of the lease or the estimated useful life of the asset, whichever is the shorter. Where the company expects to obtain ownership of the leased asset at the end of the lease term, the depreciation is over its estimated useful life. Right-of-use assets are subject to impairment or adjusted for any remeasurement of lease liabilities.

The company has elected not to recognise a right-of-use asset and corresponding lease liability for short-term leases with terms of 12 months or less and leases of low-value assets. Lease payments on these assets are expensed to profit or loss as incurred.

**Intangible assets**

*Software*

Significant costs associated with software are deferred and amortised on a straight-line basis over the period of their expected benefit, being their finite life of 5 years.

**Impairment of non-financial assets**

Non-financial assets are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount.

Recoverable amount is the higher of an asset's fair value less costs of disposal and value-in-use. The value-in-use is the present value of the estimated future cash flows relating to the asset using a pre-tax discount rate specific to the asset or cash-generating unit to which the asset belongs. Assets that do not have independent cash flows are grouped together to form a cash-generating unit.

**Trade and other payables**

These amounts represent liabilities for goods and services provided to the company prior to the end of the financial year and which are unpaid. Due to their short-term nature they are measured at amortised cost and are not discounted. The amounts are unsecured and are usually paid within 30 days of recognition.

**Lease liabilities**

A lease liability is recognised at the commencement date of a lease. The lease liability is initially recognised at the present value of the lease payments to be made over the term of the lease, discounted using the interest rate implicit in the lease or, if that rate cannot be readily determined, the company's incremental borrowing rate. Lease payments comprise of fixed payments less any lease incentives receivable, variable lease payments that depend on an index or a rate, amounts expected to be paid under residual value guarantees, exercise price of a purchase option when the exercise of the option is reasonably certain to occur, and any anticipated termination penalties. The variable lease payments that do not depend on an index or a rate are expensed in the period in which they are incurred.

Lease liabilities are measured at amortised cost using the effective interest method. The carrying amounts are remeasured if there is a change in the following: future lease payments arising from a change in an index or a rate used; residual guarantee; lease term; certainty of a purchase option and termination penalties. When a lease liability is remeasured, an adjustment is made to the corresponding right-of-use asset, or to profit or loss if the carrying amount of the right-of-use asset is fully written down.

**Note 2. Significant accounting policies (continued)**

**Employee benefits**

*Short-term employee benefits*

Liabilities for wages and salaries, including non-monetary benefits, annual leave and long service leave expected to be settled wholly within 12 months of the reporting date are measured at the amounts expected to be paid when the liabilities are settled.

*Other long-term employee benefits*

The liability for annual leave and long service leave not expected to be settled within 12 months of the reporting date are measured as the present value of expected future payments to be made in respect of services provided by employees up to the reporting date. The liability for long service leave is recognised in the provision for employee benefits for employees with 8 years service or more. In determining the liability, consideration is given to employee wage increases.

*Defined contribution superannuation expense*

Contributions to defined contribution superannuation plans are expensed in the period in which they are incurred.

**Fair value measurement**

When an asset or liability, financial or non-financial, is measured at fair value for recognition or disclosure purposes, the fair value is based on the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date; and assumes that the transaction will take place either: in the principal market; or in the absence of a principal market, in the most advantageous market.

Fair value is measured using the assumptions that market participants would use when pricing the asset or liability, assuming they act in their economic best interests. For non-financial assets, the fair value measurement is based on its highest and best use. Valuation techniques that are appropriate in the circumstances and for which sufficient data are available to measure fair value, are used, maximising the use of relevant observable inputs and minimising the use of unobservable inputs.

**Goods and Services Tax ('GST') and other similar taxes**

Revenues, expenses and assets are recognised net of the amount of associated GST, unless the GST incurred is not recoverable from the tax authority. In this case it is recognised as part of the cost of the acquisition of the asset or as part of the expense.

Receivables and payables are stated inclusive of the amount of GST receivable or payable. The net amount of GST recoverable from, or payable to, the tax authority is included in other receivables or other payables in the statement of financial position.

Cash flows are presented on a gross basis. The GST components of cash flows arising from investing or financing activities which are recoverable from, or payable to the tax authority, are presented as operating cash flows.

Commitments and contingencies are disclosed net of the amount of GST recoverable from, or payable to, the tax authority.

**Note 3. Critical accounting judgements, estimates and assumptions**

The preparation of the financial statements requires management to make judgements, estimates and assumptions that affect the reported amounts in the financial statements. Management continually evaluates its judgements and estimates in relation to assets, liabilities, contingent liabilities, revenue and expenses. Management bases its judgements, estimates and assumptions on historical experience and on other various factors, including expectations of future events, management believes to be reasonable under the circumstances. The resulting accounting judgements and estimates will seldom equal the related actual results. The judgements, estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities (refer to the respective notes) within the next financial year are discussed below.

# Notes to the financial statements

## 30 June 2022

### Fairhaven Services Limited Notes to the financial statements 30 June 2022

#### Note 3. Critical accounting judgements, estimates and assumptions (continued)

##### *Coronavirus (COVID-19) pandemic*

In response to the COVID-19 pandemic, the company assessed its eligibility to access and receive Federal Government stimulus measures. These measures were received during the previous financial year. Where eligible, the company continues to apply for eligible stimulus relief measures. In respect of future measures, as these are announced by the Australian Government the responsible entities will assess the company's eligibility and consideration will be given to the potential benefit from accessing these measures. These measures may have a material financial effect on the financial report should the assumptions underpinning the eligibility change or in the unlikely event of an independent review refuting the company's entitlement to these measures. At the date the financial report is authorised for issue, the responsible entities consider the company eligible for the stimulus measures and accordingly the assets of the company recoverable in the ordinary course of business.

##### *Allowance for expected credit losses*

The allowance for expected credit losses assessment requires a degree of estimation and judgement. It is based on the lifetime expected credit loss, grouped based on days overdue, and makes assumptions to allocate an overall expected credit loss rate for each group. These assumptions include recent sales experience and historical collection rates.

##### *Estimation of useful lives of assets*

The company determines the estimated useful lives and related depreciation and amortisation charges for its property, plant and equipment and finite life intangible assets. The useful lives could change significantly as a result of technical innovations or some other event. The depreciation and amortisation charge will increase where the useful lives are less than previously estimated lives, or technically obsolete or non-strategic assets that have been abandoned or sold will be written off or written down.

##### *Impairment of non-financial assets other than goodwill and other indefinite life intangible assets*

The company assesses impairment of non-financial assets other than goodwill and other indefinite life intangible assets at each reporting date by evaluating conditions specific to the company and to the particular asset that may lead to impairment. If an impairment trigger exists, the recoverable amount of the asset is determined. This involves fair value less costs of disposal or value-in-use calculations, which incorporate a number of key estimates and assumptions.

##### *Impairment of property, plant and equipment*

The company assesses impairment of property, plant and equipment at each reporting date by evaluating conditions specific to the company and to the particular asset that may lead to impairment. If an impairment trigger exists, the recoverable amount of the asset is determined. This involves fair value less costs of disposal or value-in-use calculations, which incorporate a number of key estimates and assumptions.

##### *Impairment of right-of-use assets*

The company assesses impairment of right-of-use assets at each reporting date by evaluating conditions specific to the company and to the particular asset that may lead to impairment. If an impairment trigger exists, the recoverable amount of the asset is determined. This involves fair value or value-in-use calculations, which incorporate a number of key estimates and assumptions.

##### *Lease term*

The lease term is a significant component in the measurement of both the right-of-use asset and lease liability. Judgement is exercised in determining whether there is reasonable certainty that an option to extend the lease or purchase the underlying asset will be exercised, or an option to terminate the lease will not be exercised, when ascertaining the periods to be included in the lease term. In determining the lease term, all facts and circumstances that create an economical incentive to exercise an extension option, or not to exercise a termination option, are considered at the lease commencement date. Factors considered may include the importance of the asset to the company's operations; comparison of terms and conditions to prevailing market rates; incurrence of significant penalties; existence of significant leasehold improvements; and the costs and disruption to replace the asset. The company reassesses whether it is reasonably certain to exercise an extension option, or not exercise a termination option, if there is a significant event or significant change in circumstances.

##### *Incremental borrowing rate*

Where the interest rate implicit in a lease cannot be readily determined, an incremental borrowing rate is estimated to discount future lease payments to measure the present value of the lease liability at the lease commencement date. Such a rate is based on what the company estimates it would have to pay a third party to borrow the funds necessary to obtain an asset of a similar value to the right-of-use asset, with similar terms, security and economic environment.

**Fairhaven Services Limited**  
**Notes to the financial statements**  
**30 June 2022**

**Note 3. Critical accounting judgements, estimates and assumptions (continued)**

*Employee benefits provision*

As discussed in note 2, the liability for employee benefits expected to be settled more than 12 months from the reporting date are recognised and measured at the present value of the estimated future cash flows to be made in respect of all employees at the reporting date. In determining the present value of the liability, estimates of attrition rates and pay increases through promotion and inflation have been taken into account.

**Note 4. Revenue**

	2022 \$	2021 \$
Sale of goods	1,414,830	1,361,783
Government subsidies	5,315,159	5,579,465
Rent received	445,111	478,397
Revenue	<u>7,175,100</u>	<u>7,419,645</u>

**Note 5. Other income**

	2022 \$	2021 \$
Interest received	1,392	6,583
Government stimulus: COVID-19	-	897,500
Gain on sale of assets	757,641	8,228
Other income	<u>759,033</u>	<u>912,311</u>

**Note 6. Current assets - cash and cash equivalents**

	2022 \$	2021 \$
Cash at bank and on hand	<u>2,969,045</u>	<u>1,372,145</u>

**Note 7. Current assets - trade and other receivables**

	2022 \$	2021 \$
Trade receivables	402,175	787,377
BAS receivable	18,673	51,743
	<u>420,848</u>	<u>839,120</u>

	2022 \$	2021 \$
<b>Impairment of receivables</b>		
Movements in the provision for impairment of receivables are as follows:		
Opening balance	50,546	8,883
Additional provisions recognised	-	41,663
Reversal of provision for impairment	(26,434)	-
	<u>24,112</u>	<u>50,546</u>

# Notes to the financial statements

## 30 June 2022

### Fairhaven Services Limited Notes to the financial statements 30 June 2022

#### Note 8. Current assets - financial assets

	2022 \$	2021 \$
Term deposits	<u>299,996</u>	<u>299,996</u>

#### Note 9. Current assets - other

	2022 \$	2021 \$
Prepayments	<u>32,383</u>	<u>15,550</u>

#### Note 10. Non-current assets - property, plant and equipment

	2022 \$	2021 \$
Land and buildings - at independent valuation	5,865,887	8,270,905
Less: Accumulated depreciation	<u>(567,599)</u>	<u>(893,740)</u>
	5,298,288	7,377,165
Leasehold improvements - at cost	785,080	785,080
Less: Accumulated depreciation	<u>(490,286)</u>	<u>(478,187)</u>
	294,794	306,893
Plant and equipment - at cost	1,496,199	1,547,635
Less: Accumulated depreciation	<u>(1,103,354)</u>	<u>(1,083,158)</u>
	392,845	464,477
	<u>5,985,927</u>	<u>8,148,535</u>

#### Reconciliations

Reconciliations of the written down values at the beginning and end of the current financial year are set out below:

	Land and buildings \$	Leasehold improvements \$	Plant and equipment \$	Total \$
Balance at 1 July 2021	7,377,164	306,892	464,479	8,148,535
Additions	19,100	-	13,910	33,010
Disposals	(1,993,169)	-	(782)	(1,993,951)
Depreciation expense	<u>(104,807)</u>	<u>(12,098)</u>	<u>(84,762)</u>	<u>(201,667)</u>
Balance at 30 June 2022	<u>5,298,288</u>	<u>294,794</u>	<u>392,845</u>	<u>5,985,927</u>

#### Valuations of land and buildings

The land and buildings located at Kincumber Road at Kincumber and Bream Road at Ettalong Beach were last revalued in May and June 2020 based on independent assessments by a member of the Australian Property Institute having recent experience in the location and category of land and buildings being valued. The directors do not believe that there has been a material movement in fair value since the revaluation date. Valuations are based on current prices for similar properties in the same location and condition.

**Fairhaven Services Limited**  
**Notes to the financial statements**  
**30 June 2022**

**Note 11. Non-current assets - intangibles**

	2022 \$	2021 \$
Software - at cost	69,326	69,326
Less: Accumulated amortisation	<u>(41,586)</u>	<u>(27,721)</u>
	<u>27,740</u>	<u>41,605</u>
	Software \$	Total \$
Balance at 1 July 2021	41,605	41,605
Amortisation expense	<u>(13,865)</u>	<u>(13,865)</u>
Balance at 30 June 2022	<u>27,740</u>	<u>27,740</u>

**Note 12. Non-current assets - right-of-use assets**

	2022 \$	2021 \$
Land And Buildings - right-of-use	1,280,054	1,425,729
Less: Accumulated depreciation	<u>(120,628)</u>	<u>(28,323)</u>
	<u>1,159,426</u>	<u>1,397,406</u>
Office Equipment - right-of-use	154,219	91,903
Less: Accumulated depreciation	<u>(55,297)</u>	<u>(19,912)</u>
	<u>98,922</u>	<u>71,991</u>
	<u>1,258,348</u>	<u>1,469,397</u>

*Reconciliations*

Reconciliations of the written down values at the beginning and end of the current financial year are set out below:

	Land and Buildings \$	Office Equipment \$	Total \$
Balance at 1 July 2021	1,397,406	71,991	1,469,397
Additions	168,572	62,381	230,953
Disposals	(170,173)	-	(170,173)
Depreciation expense	<u>(236,379)</u>	<u>(35,450)</u>	<u>(271,829)</u>
Balance at 30 June 2022	<u>1,159,426</u>	<u>98,922</u>	<u>1,258,348</u>

**Note 13. Current liabilities - trade and other payables**

	2022 \$	2021 \$
Trade payables	73,118	395,751
BAS payable	-	1,312
Other payables	<u>261,761</u>	<u>276,325</u>
	<u>334,879</u>	<u>673,388</u>

# Notes to the financial statements

## 30 June 2022

### Fairhaven Services Limited Notes to the financial statements 30 June 2022

#### Note 14. Current liabilities - employee benefits

	2022 \$	2021 \$
Annual leave	314,965	256,563
Long service leave	137,475	137,389
	<u>452,440</u>	<u>393,952</u>

#### Note 15. Current liabilities - lease liabilities

	2022 \$	2021 \$
Lease liability - Land and buildings	224,699	221,133
Lease liability - Office equipment	39,071	17,699
	<u>263,770</u>	<u>238,832</u>

#### Note 16. Non-current liabilities - employee benefits

	2022 \$	2021 \$
Long service leave	49,809	38,564
	<u>49,809</u>	<u>38,564</u>

#### Note 17. Non-current liabilities - lease liabilities

	2022 \$	2021 \$
Lease liability - Land and buildings	963,780	1,181,109
Lease liability - Office equipment	63,179	56,007
	<u>1,026,959</u>	<u>1,237,116</u>

#### Note 18. Equity - reserves

	2022 \$	2021 \$
Asset revaluation reserve	5,575,919	6,239,440
	<u>5,575,919</u>	<u>6,239,440</u>

#### *Asset revaluation reserve*

The reserve is used to recognise increments and decrements in the fair value of land and buildings, excluding investment properties.

**Fairhaven Services Limited**  
**Notes to the financial statements**  
**30 June 2022**

**Note 18. Equity - reserves (continued)**

*Movements in reserves*

Movements in each class of reserve during the current financial year are set out below:

	Asset Revaluation Reserve \$	Total \$
Balance at 1 July 2021	6,239,440	6,239,440
Transfer to retained surpluses	<u>(663,521)</u>	<u>(663,521)</u>
Balance at 30 June 2022	<u>5,575,919</u>	<u>5,575,919</u>

**Note 19. Equity - retained surpluses**

	2022 \$	2021 \$
Retained surpluses at the beginning of the financial year	3,365,056	4,372,748
Deficit after income tax expense for the year	(738,066)	(1,007,692)
Transfer from asset revaluation surplus reserve	<u>663,521</u>	<u>-</u>
Retained surpluses at the end of the financial year	<u>3,290,511</u>	<u>3,365,056</u>

**Note 20. Depreciation and amortisation**

	2022 \$	2021 \$
Depreciation of property, plant and equipment	201,667	230,560
Depreciation of right-of-use asset	271,829	162,258
Amortisation of intangible assets	<u>13,865</u>	<u>13,866</u>
	<u>487,361</u>	<u>406,684</u>

**Note 21. Interest and finance cost paid**

	2022 \$	2021 \$
Interest expense	-	1,167
Interest - lease liability (AASB 16)	<u>59,654</u>	<u>21,749</u>
	<u>59,654</u>	<u>22,916</u>

**Note 22. Key management personnel disclosures**

*Compensation*

The aggregate compensation made to responsible entities and other members of key management personnel of the company is set out below:

	2022 \$	2021 \$
Aggregate compensation	<u>589,400</u>	<u>619,107</u>

# Notes to the financial statements

## 30 June 2022

### Fairhaven Services Limited Notes to the financial statements 30 June 2022

#### Note 23. Related party transactions

##### *Key management personnel*

Disclosures relating to key management personnel are set out in note 22.

##### *Transactions with related parties*

There were no transactions with related parties during the current and previous financial year.

##### *Receivable from and payable to related parties*

There were no trade receivables from or trade payables to related parties at the current and previous reporting date.

##### *Loans to/from related parties*

There were no loans to or from related parties at the current and previous reporting date.

#### Note 24. Events after the reporting period

No matter or circumstance has arisen since 30 June 2022 that has significantly affected, or may significantly affect the company's operations, the results of those operations, or the company's state of affairs in future financial years.

#### Note 25. Remuneration of auditors

During the financial year the following fees were paid or payable for services provided by the auditor of the company:

	2022 \$	2021 \$
<i>Fees to Bishop Collins Audit - Assurance services</i>	21,200	20,000
<i>Other services - Preparation of Financial Statements</i>	4,500	4,500
	<u>25,700</u>	<u>24,500</u>

#### Note 26. Reconciliation of deficit after income tax to net cash used in operating activities

	2022 \$	2021 \$
Deficit after income tax expense for the year	(738,066)	(1,007,692)
Adjustments for:		
Depreciation and amortisation	487,361	406,683
Net gain on disposal of property, plant and equipment	(757,641)	(8,865)
Change in operating assets and liabilities:		
Decrease/(increase) in trade and other receivables	418,272	(478,086)
Increase in prepayments	(16,833)	(11,888)
Increase/(decrease) in trade and other payables	(338,509)	146,232
Increase in employee benefits	69,733	25,107
Decrease in other operating liabilities	-	(533,700)
Net cash used in operating activities	<u>(875,683)</u>	<u>(1,462,209)</u>

**Fairhaven Services Limited**  
**Responsible entities' declaration**  
**30 June 2022**

In the responsible entities' opinion:

- the attached financial statements and notes comply with the Australian Accounting Standards - Simplified Disclosures, the Australian Charities and Not-for-profits Commission Act 2012 and other mandatory professional reporting requirements;
- the attached financial statements and notes give a true and fair view of the company's financial position as at 30 June 2022 and of its performance for the financial year ended on that date; and
- there are reasonable grounds to believe that the company will be able to pay its debts as and when they become due and payable.

Signed in accordance with a resolution of directors.

On behalf of the responsible entities

DocuSigned by:  
*Diana Mason*  
531FA2B296304DF...

Diana Mason  
Chair

DocuSigned by:  
*Ian Winn*  
89822F255C3A4C8...

Ian Winn  
Treasurer

25 October 2022

## Strategic Plan 2021–2024 – Year 1 Performance

- Key Goal 1: Relevant, contemporary and expanded service offerings and networks
- Key Goal 2: Attract new participants and customers to Fairhaven
- Key Goal 3: Attract and retain a skilled team working in an engaged and accountable culture
- Key Goal 4: An efficient, effective and sustainable organisation

Key Goal 1: Relevant, contemporary and expanded service offerings and networks						
Outcomes	Success Indicator	Key Initiatives to Achieve	Responsible Work Unit	Year	Consolidated Updates	
1.1 Research and identify potential participant offerings and insights.	0	<p><b>1.1.1 Research potential for the range of employment options delivered by ADE to achieve sustainability.</b></p> <p>1.1.1.1 Turn around a \$507k deficit in 2021 to a break even result by end of June 2022</p> <p>1.1.1.2 Increase sales and storage from \$587k to \$780k through increase in current and new pricing and increase in customer base.</p> <p>1.1.1.3 Introduce new product range from Mars including online distribution.</p> <p>1.1.1.4 Develop new customers in filling herbs and teas.</p> <p>1.1.1.5 Build an increased customer base in liquid filling around Olive Oil through developing the existing Hunter based market.</p> <p>1.1.1.3 Build more business where possible with existing customers.</p> <p>1.1.1.4 Increase Warehousing build online distribution and storage through new and existing customers.</p> <p>1.1.1.5 Optimise NDIS Funding to improve revenue from \$877k to \$1.12mil through the second half of the financial year.</p>	CoPack	Year 2	<p>Work to increase sales output to meet budget target is a continuum and with the engagement of a part time Business Co-Ordinator, visits to actual and potential clients are a reality. This has occurred and will continue to occur on a monthly basis</p> <p>Expand ADE offerings through business arrangements</p> <p>Expand ADE offerings through business arrangements</p> <p>Moved to Year 2 due to COVID and supply chain issues</p> <p>Transfer across 107 employees to new NDIS funding Scheme increased funding by \$40k per month</p>	
			CoPack	Year 1		<p>1: Reduce vacancies, closed Bream Rd and successfully move residents to Kincumber to consolidate vacancies</p> <p>2: Restructure staff to reduce overheads</p> <p>3: Research the best performing NDIS SIL models for future expansion</p> <p>4. Booker Bay residential filled</p>
			CoPack	Year 1		
		<p><b>1.1.2 Research the market potential for expanding our residential options.</b></p> <p>1.1.2.1 Fill vacancies with suitable residents promptly</p>	Residential Residential	Year 1-3		
		<p><b>1.1.3 Research the market potential to expand our Community/Retail options.</b></p> <p>1.1.3.1 Explore with staff, new online opportunities to engage new and existing participants</p> <p>1.1.3.2 Develop, distribute and evaluate participant/family survey to explore new opportunities that were within NDIS funding guidelines and appealed to a wider demographic cross section</p> <p>1.1.3.3 Trial new service options to gauge satisfaction and viability</p>	Community	Year 1	<p>We were to look at avenues to engage participants especially in a lockdown situation, we had some great ideas, unfortunately when we trialled them with RESI they weren't accepted and received negative feedback. We didn't keep moving forward with this as this was designed mostly for our residents</p> <p>Now that the WE HUB is up and running trying to look at revamping the community BU, hire more staff and look at offering day programs in the HUB – revamp the Hub so it's more attractive on the eye. We don't want to offer what we can't deliver so this will be a process. I want to also look at increasing community, SLES and CoS participant numbers</p> <p>Once we have Top shop set up – look at other ideas like a work experience program (in progress, we have successfully obtained \$30K Grant for "The Hub Work experience program"). This is doing well and we have had schools attend every week of the program so far – some are coming back again next year before the grant / program ceases in 04/2023</p>	
		<p><b>1.1.4 Conduct client satisfaction survey to gain insights into performance and to drive continuous improvement.</b></p> <p>1.1.4.1 Develop &amp; implement a survey monkey type survey to gauge an initial benchmark of service satisfaction initially immediately, then on a 3 monthly basis</p> <p>1.1.4.2 Provide feedback to all service providers (permanent, part time &amp; casual) specific to their own performance from a client perspective</p>	ALL	Year 1	<p>Covid shutdowns and water damage closures to Point Clare have meant this strategy is moved to year 2. A Voice survey was conducted regarding participants &amp; staff satisfaction to the management of Covid on all sites which very positive results.</p> <p>Covid shutdowns and water damage closures to Point Clare have meant this strategy is moved to year 2</p>	

Outcomes	Success Indicator	Key Initiatives to Achieve	Responsible Work Unit	Year	Consolidated Updates
1.2 Refresh services and develop and evaluate new offerings.	§ Number of new offers trialled and successful. § Uptake trends of new service offering	<p><b>1.2.1 Determine the service and delivery potential/role of Point Clare.</b></p> <p>1.2.1.1 Establish an online sales platform within the Retail Area to maximise profit</p> <p>1.2.1.2 Use retail channels to increase employment options for supported employees</p> <p><b>1.2.2 Develop expanded residential options (decisions informed by research).</b></p> <p>1.2.2.1 Understand expectations for responsive support by</p> <ul style="list-style-type: none"> <li>The Inclusion of the Resident Survey in annual Individual Support Planning (ISP) process.</li> <li>Refining annual Family Survey</li> <li>Aligning support provision with COVID requirements/ health directives</li> </ul> <p><b>1.2.3 Develop social participation/skill development experiences. (decisions informed by research)</b></p> <p>1.2.3.1 Analyse service satisfaction surveys across all delivery channels for trends and assess viability of further developing services on the basis financial viability</p> <p><b>1.2.4 Trial or implement expanded ADE offerings to deliver sustainability.</b></p> <p><b>1.2.5 Trial/develop an offer for 14 - 21year olds to attract school aged people to Fairhaven.</b></p> <p><b>1.2.6 Trial/develop value-add offerings for parents and siblings.</b></p>	Retail	Year 2	
			Retail		
			Retail		
			Residential		
			Residential	Year 2	
			Residential		
			Corp		
			Corp	Year 2	
			CoPack	Year 3	
			Community	Year 3	
Residential	Year 3				
1.3 Foster and enhance productive networks, partnership and relationships.	§ Feedback and insights from partners. § Direct referrals trends	<p><b>1.3.1 Develop service/referral map to guide partnership opportunities.</b></p> <p>1.3.1.1 Develop a referral source for COS, SLES, when we have new offerings or an event coming up &amp; use our referral list as a marketing tool</p> <p>1.3.1.2 Refresh and maintain the Fairhaven website &amp; social media sites with current opportunities for the community to connect</p> <p>1.3.1.3 Review and refresh where appropriate all marketing materials to target specific events and opportunities</p> <p>1.3.1.4 Identify potential networking opportunities to present or advertise to on the Central Coast.</p> <p>1.3.1.5 Seek out partners to participate in Fairhaven's 60th Birthday celebrations</p> <p><b>1.3.2 Develop engagement plan with Dept of Education to position Fairhaven</b></p> <p>1.3.2.1 Update the current list of DET email address' for local schools so that our SLES program/taster days can be effectively marketed to appropriate vocational staff to increase participation</p> <p><b>1.3.3 Develop and implement Community Engagement plan.</b></p> <p>1.3.3.1 Improve the functionality of the Point Clare site (Top Shop &amp; Retail) so that:</p> <ul style="list-style-type: none"> <li>* the area is suitable to allow for appropriate social distancing for activities</li> <li>* the area could be utilised as a community drop in centre to cater for activities from work experience to a recovery program for people with mental health issues</li> </ul>	Marketing Committee	Year 1	This will be incorporated into the Flowlogic CMS and is moved to year 2.
			Community	Year 1	The Website and social media sites have undergone a complete review and are now improved on a weekly basis for current and new initiatives
			Marketing Committee	Year 1/2	This strategy has been moved to Year 2 due to accommodation and staffing issues.
			Retail	Year 1/2	Due to staffing and COVID issues, this strategy has been moved to Year 2
			Marketing Committee	Year 2	
			Marketing Committee		
			Community	Year 2	
			Community		
			Retail	Year 1-2	improve the functionality of Point Clare Retail site (incl social distancing) – Ongoing – Retail spaces and sorting spaces reorganised to accommodate increasing customer traffic and volume of donations – building of new sorting shed
			Retail		

Key Goal 2: Attract new participants and customers to Fairhaven					
Outcomes	Success Indicator	Key Initiatives to Achieve	Responsible Work Unit	Year	Consolidated Updates
<b>2.1 Attract new participants</b>	\$ Growth trends in new participants.	<p><b>2.1.1 Review and refresh website</b> 2.1.1.1 Provide photographic contributions to website to increase interest in the site and promote current opportunities</p> <p><b>2.1.2 Establish sales capability function to drive acquisition pathway.</b></p> <p><b>2.1.3 Establish service access function to support acquisition pathway</b></p> <p><b>2.1.4 Develop and execute marketing and communications plan.</b> 2.1.4.1 Source grants to increase exposure of Fairhaven 2.1.4.2 Utilise intel from surveys and create events of community interest to market services via radio and print media</p>	Marketing Committee Marketing Committee	Year 2	
			Marketing Committee	Year 2	
<b>2.2 Attract new customers.</b>	\$ Increase in revenue from new customers	<p><b>2.2.1 Build a due diligence framework to assess new business opportunities</b> 2.2.1.1 Develop a SWOT analysis to be used for all offerings 2.2.1.2 Develop a break even framework for use in assessing the viability of new Offerings focussing on gross and net margins 2.2.1.3 Develop a risk management framework to identify risks and consequences of adopting news offerings</p> <p><b>2.2.2 Improve the production capacity of Tuggerah.</b></p> <p><b>2.2.3 Develop and implement sales strategy (including commercial benchmarks).</b> 2.2.3.1 Develop &amp; implement sales strategy</p> <p><b>2.2.4 Explore idea/potential of separate website for ADE.</b></p> <p><b>2.2.5 Explore new ways and types of work/products we could do.</b></p>	Finance/All Finance/All	Year 2	
			Finance/All	Year 2	
			Finance/All	Year 2	
			CoPack	Year 2-3	
			CoPack CoPack	Year 2	
			CoPack	Year 2	
			Corp	Year 3	
Key Goal 3: Attract and retain a skilled team working in an engaged and accountable culture					
Outcomes	Success Indicator	Key Initiatives to Achieve	Responsible Work Unit	Year	Consolidated Updates
<b>3.1 Attract, retain and skill our people.</b>	\$ Employee engagement trends \$ Turnover and retention rates \$ Development plans completed.	<p><b>3.1.1 Improve Staff engagement</b> 3.1.1.1 Establish Work Placement Program for nominal hours (to broaden workforce entry points to Fairhaven). 3.1.1.2 Improve performance management process</p> <p><b>3.1.2 Establish mechanisms to encourage and support our people to achieve Certificate Level 3.</b></p> <p>3.1.2.1 Promote training opportunities across all business units</p> <p><b>3.1.3 Develop our Employee Value Proposition.</b> 3.1.3.1 Develop &amp; implement employee benefits program attraction plan</p>	People & Culture People & Culture People & Culture	Year 2 Year 2 Years 1,2 & 3	Achieved, performance review form changed to ensure easy understanding and easy to use, delivered training to managers on process, support provided to managers to deliver reviews
			People & Culture	Year 2	Talent development: achieved/in progress. Engaged traineeship program for finance staff member, leadership coaching program engaged for identified members of leadership team, staff identified for career progression and placed into different roles in the organisation to assist in achieving the career goals. Continue to engage and roll out leadership training to managers, supervisors, coordinators, identify more staff to undertake traineeship, engage organisation for cert 3 training.
			People & Culture	Year 2	
			People & Culture People & Culture	Year 2 Year 2	

## Key Goal 3 Continued: Attract and retain a skilled team working in an engaged and accountable culture

Outcomes	Success Indicator	Key Initiatives to Achieve	Responsible Work Unit	Year	Consolidated Updates
3.1 Attract, retain and skill our people. (Continued)	§ Employee engagement trends § Turnover and retention rates § Development plans completed.	<b>3.1.4 Refresh our induction process and duration.</b> 3.1.4.1 Streamline onboarding process with a view to eventually introduce HRIS	People & Culture People & Culture	Year 2 Year 2	
		<b>3.1.5 Establish on-line induction mechanisms to better support new staff.</b> 3.1.5.1 Research, recommend and implement appropriate online sessions	People & Culture	Year 2	Processes/Procedures and policies: achieved/in progress, E-Train platform engaged to house policies and procedures to implement to staff, on-boarding, refresher training
3.2 Foster an engaged and accountable culture.	§ Employee engagement trends	<b>3.1.6 Establish technology training: software and programs.</b> 3.1.6.1 Create opportunity for staff education to meet NDIS Practice Standards adhered to, through: <ul style="list-style-type: none"> <li>• Inclusion of relevant online learning modules in annual training calendar</li> <li>• Training Review/Discussion standing Agenda Item in monthly Team Meetings.</li> <li>• Conduct/participate in internal audits End Dec 2021</li> </ul>	People & Culture People & Culture People & Culture People & Culture People & Culture	Year 2 Year 2 Year 2 Year 2 Year 2	
		<b>3.1.7 Develop a recruitment attraction plan</b>	People & Culture	Year 1	Recruitment and Retention: achieved/in progress, Access pay actively promoted within organisation and as part of the recruitment process to attract staff.
3.2 Foster an engaged and accountable culture.	§ Employee engagement trends	<b>3.1.8 Develop a volunteer recruitment and retention program</b>	People & Culture	Year 2-3	
		<b>3.2.1 Establish one to one check in sessions for all staff.</b> 3.2.1.1 Managers to meet with individual staff one on one each month	CEO/Leadership Team	Year 1-2	Not fully engaged during year 1 due to accommodation issues but there has been considerable contact with staff online. A more consistent approach is planned for Year 2
3.2 Foster an engaged and accountable culture.	§ Employee engagement trends	<b>3.2.2 Implement performance management support/ approach across Fairhaven.</b> 3.2.2.1 Develop & implement operational plans to drive the establishment & implementation of management/ staff development plans	CEO/Leadership Team	Year 1-2	Informally implemented in Year 1 but will be part of the formal performance development process in Year 2.
		<b>3.2.3 Establish succession planning for critical /high risk functions.</b> 3.2.3.1 Identify critical roles within each work unit and establish back up function support for each of those roles	CEO/Leadership Team	Year 2-3	
3.2 Foster an engaged and accountable culture.	§ Employee engagement trends	<b>3.2.4 Establish a Development program for managers. ( Financial literacy, people management, IT, challenging conversations, marketing)</b>	CEO/Leadership Team	Year 2	
		<b>3.2.5 Conduct employee engagement survey (Voice Project)</b> 3.2.5.1 Conduct Voice survey in November each year	Employee Relations Leadership Team	Annual	Covid Touch Base VOICE survey conducted in Year 1 with very good results
3.2 Foster an engaged and accountable culture.	§ Employee engagement trends	<b>3.2.6 Analyse turnover data to identify retention improvements.</b> 3.2.6.1 Vacancies Filled within Viable Timeframe so that: <ul style="list-style-type: none"> <li>• We refine process for responding to vacancies</li> <li>• We explore marketing strategies to ensure any vacancy broadly advertised.</li> <li>• We work with Finance to incorporate realistic allowance for recruitment in the annual budget.</li> </ul>	Employee Relations/ Leadership Team Employee Relations/ Leadership Team Employee Relations/ Leadership Team Employee Relations/ Leadership Team	Year 2	

## Key Goal 4: An efficient, effective and sustainable organisation

Outcomes	Success Indicator	Key Initiatives to Achieve	Responsible Work Unit	Year	Consolidated Updates
<b>4.1 Improve our financials and risk settings.</b>	<p>\$ Profit and loss trends</p> <p>\$ Risk register trends</p> <p>\$ WHS data trends</p>	<b>4.1.1 Develop a Fundraising strategy.</b>	CEO	Year 2	
		<b>4.1.2 Develop and implement Risk based Property Maintenance plan.</b>	CEO	Year 2-3	
		<b>4.1.3 Develop Property Strategy (including rental returns).</b>	CEO	Year 1-2	Disposal of Bowen Crescent and repurposing of Bream Road Etalong to be used as holiday accommodation primarily for Aged and people living with disabilities
		<b>4.1.4 Develop options paper for CoPack future directions.</b> 4.1.4.1 Assess internal business models that will contribute to profits in expanding our ADE business base to include all costings and benchmark against other similar ADEs	CoPack	Year 1-2	Covid shutdowns and supply chain issues have hindered this process and will be prioritised for Year 2
		<b>4.1.5 Develop an investment strategy (for surplus cash).</b> 4.1.5.1 Develop trigger points for cash investment with the Board for management by the CEO & Finance Manager	CEO/Finance CEO/Finance	Year 3 Year 3	
		<b>4.1.6 Develop succession plan for key roles.</b>	CEO/Finance	Year 2	
		<b>4.2.1 Optimise existing CRM and finance system modules.</b>	CEO/Finance CEO/Finance	Year 1 Year 1	Completed Deputy integration to NAV, which improved payroll process accuracy and cut 50% Resi payroll process time Continue improving CIMS Roster process: set up data integrity check between CIMS and NAV to minimise billing errors
		<b>4.2.2 Explore automated HRIS options for Fairhaven (and implement).</b>	Employee Relations	Year 1	Automation HRIS (research yr-1): in progress, outcome on the capacity of Flowlogic will determine the requirements of the HRIS
		<b>4.2.3 Identify and simplify core organisation procedures/processes e.g procurement, maintenance, databases, car registrations etc.</b>	Finance/Residential Finance/Residential Finance/Residential Finance/Residential Finance/Residential Finance/Residential Finance/Residential Finance/Community Finance/Community Finance	Year 1 Year 1 Year 1-2 Year 1-2 Year 2	Covid Touch Base VOICE survey conducted in Year 1 with very good results  Reduced OT costs to minimum Established permanent Roster to reduce Agency staff usage Established checking process to ensure COM billing accuracy Identified CRM solution - Flowlogic is approved to replace CIMS & Deputy, which can significantly improve the roster efficiency and reduce staff cost.
		<b>4.2.3.1 Optimise efficient staff rostering in Resi through:</b>			
<b>4.2.3.2 Optimise efficient staff rostering in Community through:</b>					
<b>4.2.3.3 Implement Procure to Pay processing for all relevant expenditure</b>					
<b>4.3 Ensure sound Governance</b>	<p>\$ Audit report trends</p> <p>\$ Strategic plan achieved</p>	<b>4.3.1 Articulate risks and risk appetite for Board.</b>	Board/CEO & Leadership Team	Year 2	
		<b>4.3.2 Review and simplify key organisation policies.</b> 4.3.2.1 Work with established Policy Review Committee to simplify organisation policies	Board/CEO	Year 1-2	Policies related to NDIS accreditation review was performed in year 1. Further policies are being reviewed during year 2.
		<b>4.3.3 Establish review cycle for our risk management framework.</b>	Board/CEO	Year 1	Draft Risk Register to be provided to the Board initially Q1 Y2 then revised qtrly
		<b>4.3.4 Establish strategic plan review cycle.</b>	Board/CEO	Year 1	Strategic Plan review is to be undertaken annually as part of the performance evaluation process - this action has been deferred to Year 2 given accommodation and COVID issues
		<b>4.3.5 Implement annual business planning process to support strategic objectives</b>	Board/CEO	Year 1	Performance evaluation process will be in accordance with achievements against the annual strategic plan has been undertaken since May 2022 performance evaluation process
		<b>4.3.6 Review and refresh the policies to guide our quality system.</b>	Board/CEO	Year 1/2	A temporary Quality Manager was engaged in Feb 2022 to prepare and lead the NDIS accreditation process. As part of this process, many policies were reviewed. A part time temporary officer now leads that process and there is a continual process in place for board advice regarding policies reviewed/developed during YEAR 2
		<b>4.3.7 Review and refresh Board charter.</b>	Board/CEO	Year 1/2	Moved to Year 2
		<b>4.3.8 Review and refresh Board induction</b>	Board/CEO	Year 1/2	Moved to Year 2
		<b>4.3.9 Refresh Board skills matrix.</b>	Board/CEO	Year 1/2	Moved to Year 2
		<b>4.3.10 Conduct Board evaluation.</b>	Board/CEO	Year 1/2	Moved to Year 2

## About Fairhaven

Fairhaven began as a school in 1962, formed by a group of Central Coast parents who came together with a single goal: to provide education options for their children with intellectual disabilities who were unable to access mainstream schools.

Today Fairhaven is a registered NDIS services provider, delivering NDIS support coordination, community activities and supports, residential living options, supported employment and school leavers program for people on the Central Coast. Fairhaven also operates a unique Op Shopping Village and café in Point Clare.



Phone: 4349 5500  
Email: [hello@fairhaven.org.au](mailto:hello@fairhaven.org.au)  
209 Brisbane Water Drive, Point Clare 2250

[www.fairhaven.org.au](http://www.fairhaven.org.au)



Fairhaven is a registered charity with the Australian Charities and Not-for-profits Commission (ACNC), Deductible Gift Recipient (DGR) status with the Australian Tax Office ABN 83 058 123 729. Charitable Fundraising Number 15891. Fairhaven is a registered NDIS provider.

Fairhaven operates in accordance with the practice standards set by the NDIS Quality and Safeguards Commission, and complies with the NDIS Practice Standards 2020.

