Glenhaven
Family Care

Serving with heart, inspiring hope.



Annual Report

2026



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Vision, Mission, Purpose & *Values*

Vision

Empowered *families* and *individuals* thriving and engaged in *community*

Mission

Bringing hope and **building stronger communities** by **supporting and equipping** children, young people, individuals and families through **care, partnerships** and **advocacy.**

Purpose

At the **heart of our work** is trust, compassion, hope, respect, integrity and support. This reflects **who we are** and **how we serve.**

Values

Compassion	Responding with kindness, sensitivity and understanding of each other.
Integrity	In our interactions with others we are accountable, transparent, honest and just.
Hope	Looking forward to new possibilities by creating a new story with a positive future.
Respect	Recognising the worth of each individual, treating others as we want to be treated.
Support	Strengthening positive relationships to empower people to develop independence.



Board Chair Report

David Grey

Board Chairman

I will take this opportunity to thank the Board and Senior Leadership Team, in another incredibly busy and complex year for Glenhaven.

I would especially like to thank retiring director Alan Wilson, who has served the Board for 17 years. The Board also acknowledges Alan and Judith, his wife, for their time as carers in the Temcare program. Their association with and support for Glenhaven exceed two decades, and it is very rare to see this level of commitment and care. We are very grateful for Alan and Judith and wish them every blessing and good health in their retirement years.

Glenhaven is in a sound financial position, and I want to thank and acknowledge the dedication of our finance manager, Rodney O'Rourke, who retired this year. Rodney has ably managed the increased complexity associated with funding, grant acquittals, rising insurance costs, contract quoting, and the significant expansion of programs in his tenure over the last 5 years. Thank you, Rodney. Your expertise and dedication have strengthened the organisation significantly. In replacing Rodney, we welcome Jason Ferguson as our new Finance Manager.

We also welcomed our newest Board member, Brock Tamasi, who joined the Board in 2026, serving alongside Donna Shepherd, Trevor Atkinson, Stephen Jackson, as Vice Chair, and Graham Baly as Treasurer. The Board members are dedicated volunteers, and this team has been faithful, committed, and hardworking in their duties as directors.

In 2026, we finalised our new Strategic Plan 2026-2030, and we are working with Senior Staff to align their annual plans with our future vision.

The significant milestones this year include:

- Investment in staff training, including the introduction of Therapeutic Crisis Intervention training. The TCI program is designed to enable and equip staff to manage complex care needs for our young people. This focus required a significant investment in additional leadership personnel, time and resources.
- Strengthening the Senior Leadership Team with additional support to enable staff training, health and safety, and manage compliance.
- New management systems for HRIS, payroll, and rostering were implemented. These were complex projects, and despite several challenges, including integration issues and implementation delays, the new systems improved our overall administration.

There is still significant work to improve network security and data management, and provide staff training in the safe use of AI in the increasingly complex, cyber-dependent environment.

- The plan to transition the Sheffield Community House was deferred as the government completes a review of all Community houses in Tasmania.
- Careful management of legal risk and managing claims under the National Redress Scheme.

The expansion of the Senior Leadership Team is a significant investment to strengthen and equip Glenhaven to support, enable, and equip staff, and to strengthen the Executive Team. The Board is currently reviewing the leadership structure as we prepare for the retirement of Mark Holwill, our long-standing Executive Officer. In his various roles, Mark has been integral to the significant expansion of all GFC services and to ensuring the wise stewardship of our resources. We are using external consultants to assist us through this leadership transition period and to provide insights to build on our strengths and shape our leadership culture and structure.

Overall, it has been a successful and productive year, but there have also been challenges.

- The frustration and delays with ICT systems implementation.
- Changing government priorities and potential reduced funding allocations.
- The ever-increasing insurance liability for PSA and Workers' Compensation insurance.
- Legal expenses associated with potential civil claims and the National Redress Scheme.
- Leadership uncertainty as we prepare for change.

Our mission and goal are to make a difference in the society and community we serve. The need is greater than ever, and the complexities and hurdles we face are not insignificant. Glenhaven has a large staff team, and the Board is grateful for the heartfelt care and commitment our staff show every single day in caring for those with great need. Glenhaven must continue to adapt to the changing conditions and challenges that we face. In challenging times, more than ever, it requires strength of leadership, unity, mutual accountability and commitment to navigate change.

As I reflect on our tagline, "Serving with heart, inspiring hope," I am grateful for everyone who goes above and beyond to serve those who may have lost hope or face difficult and uncertain times.

Again, I want to thank the Board, the Executive, the Senior Leadership team, and their staff for their continued commitment, faithfulness, and hard work. It is a privilege and an honour to be part of this team. Our leaders have a responsibility to uphold our core CHRIS values that shape, strengthen, and unify our resolve and desire to serve our staff, clients, and each other.

- David

Strategic Priorities 2026-30

1

PRIORITY 1:

Value our People

A well-resourced, equipped and supported work force

- Clear Policies and Procedures
- Positive Culture
- Supervision Framework
- Professional Development and Training
- Reward and Recognition
- Employee Satisfaction
- Safe Workplace
- Work-life balance
- Employee Engagement in Work Place
- Healthy Work Place Relationships

2

PRIORITY 2:

Trusted Name

A well-resourced, equipped and supported work force

- Compliant Programs
- Accredited Child Safe Organisation
- Robust Risk Management Framework
- Purposeful Collaboration
- Mutual Accountability
- Respect for Individual Rights
- Values Based Organisation
- Effective and Quality Service Delivery
- KPI's Met or Exceeded
- Transparency

3

PRIORITY 3:

Meaningful Impact

Healthy and safe support for children, young people, individuals, families and staff

- Relevant Programs that Meet Community Needs
- Safe Environment
- Evidence Based Practice Framework
- Measurable Outcomes
- Client Feedback Analysis and Response
- Diversity and Inclusion Embedded
- Impactful Stories Acknowledged and Communicated

4

PRIORITY 4:

Lead Well

A place where people are nurtured

- Emerging Leaders Identified and Developed
- Robust Governance Structure
- Leadership and Mentoring Program
- Intentional Recruitment Practices
- Integrated and Purposeful Employment Lifecycle
- Best Practice Embedded
- Consistent Leadership Practices and Procedures
- Annual Operational Plans and Review
- Continuous Improvement and Effective Change Management

5

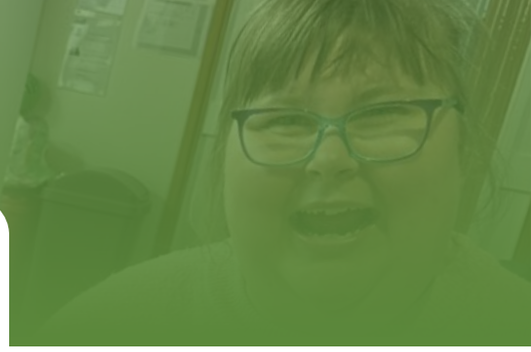
PRIORITY 5:

Grow & Sustain

Sustainable now with a roadmap for the future

- Future Planning and Financial Sustainability
- Succession Plan
- New Technology Implemented and Managed
- Appropriate Facilities and Resources
- Planned Business Growth and Development
- Innovation and Change Embraced
- Recognisable and Highly
- Regarded Employer
- Marketing Direction and Plan
- Strategic Workforce Planning
- Effective Stakeholder and Partner Engagement
- Ongoing Government and Community Collaboration





Executive Report

Pene Daniel
Executive Manager North

Mark Holwill
Executive Manager North West

Welcome to Glenhaven Family Care's Annual Report.

The Annual Report provides an opportunity not only to reflect on the year that has been, but also to recognise the people, partnerships and purposes that continue to shape our organisation. Every year tells a story, and this year is no different. It is a story of commitment, growth, resilience and, above all, hope.

At Glenhaven, our greatest strength continues to be our people. Across every program, every home, every office and every community we serve, our staff, volunteer foster carers and leaders demonstrate extraordinary compassion, professionalism and dedication. They work in environments that are often complex and challenging, yet they continue to serve with heart, inspiring hope for children, young people, participants and families across the North and North West of Tasmania.

Founded in 1959, Glenhaven has grown significantly from its humble beginnings into a diverse community services organisation employing around 300 staff and delivering six essential programs throughout Northern and North West Tasmania. While our services have evolved considerably over the decades, the values that underpin our work remain unchanged. We remain committed to providing safe, high-quality services that place people at the centre of everything we do.

During the past twelve months, our focus has remained on strengthening the foundations of the organisation while continuing to deliver exceptional support to those who rely on our services. As the community services sector continues to evolve, increasing regulatory expectations, workforce challenges and growing client complexity have reinforced the importance of strong governance, quality systems and capable leadership. Throughout the year, we have continued to invest in these areas to ensure Glenhaven remains well positioned for the future.

One of the great privileges each year is acknowledging the dedication of our staff through their years of service milestones. In 2025–26 we celebrated:

- **37** staff reaching **5 years** of service or more.
- **4** staff reaching **10 years** of service or more.
- **2** staff reaching **15 years** of service or more.
- **2** staff reaching **19 years** of service or more.

These milestones represent far more than years of employment. They reflect thousands of acts of kindness, countless relationships built and many lives positively impacted. We sincerely thank each of these staff members for their faithful service and commitment to Glenhaven's mission.

The strength of Glenhaven also lies in the relationships we share with others. We remain grateful for our ongoing partnership with the Tasmanian Government, our fellow community service organisations, and the many professionals who work alongside us to achieve the best possible outcomes for children, young people, participants and families. We continue to believe that lasting change is achieved through collaboration.

Across our programs there have been many highlights during the year.

Our **Safe Haven** team has continued to provide therapeutic residential care for children and young people with increasingly complex needs. Their dedication, resilience and professionalism in supporting some of

Tasmania's most vulnerable young people deserve enormous recognition. Every day, they create environments where young people can experience safety, stability and opportunities to grow.

Our Disability Services team has continued to support participants to live meaningful and fulfilling lives through supported accommodation, respite and day services. The team's focus on individual choice, community participation and the development of life skills continues to make a significant difference for the people we support.

Our **Out of Home Care** team, together with our incredible volunteer foster carers, has once again demonstrated extraordinary generosity and compassion. The care provided through emergency, respite and long-term placements continues to offer children and young people the stability, belonging, encouragement and practical support they need during difficult times.

Our **Integrated Family Support Services (IFSS)** team has continued to walk alongside families experiencing significant challenges. Through practical assistance, advocacy and relationship-based practice, they continue to help families build resilience and create safer, stronger home environments.

The **Bringing Baby Home** program has continued supporting parents and their newborns through intensive residential support, providing opportunities for families to remain safely together while building parenting confidence and capability.

Kentish House has remained an important community hub, providing opportunities for connection, inclusion and support across the Kentish municipality. The positive relationships built through this program continue to demonstrate the value of community-based services.

Behind every successful program are the teams who quietly ensure the organisation operates effectively. We extend our sincere appreciation to our People & Culture, Finance, Quality & Compliance, Administration, and Rostering teams. Their professionalism and commitment provide the essential foundation that enables our frontline staff to deliver outstanding care and support every day.

During the year, we have also continued to progress a number of strategic initiatives designed to strengthen Glenhaven for the future, including:

- Investing in our Management Team through a two-day Leadership Experience;
- Embedding new software systems for Rostering, Payroll and Human Resources;
- Developing Operational Plans linked to the overarching Strategic Plan;
- Conducting Strategic Workforce Planning;
- Planning for future service growth and sustainability; and
- Exploring opportunities to respond to emerging community needs, including the proposed Emergency Placement and Stabilisation House in Northern Tasmania.

As we reflect on the past year, we do so with genuine gratitude. We thank our Board for its wisdom, governance and unwavering commitment to Glenhaven's mission. We thank our Senior Leadership Team for its dedication and leadership, and every member of staff whose daily work changes lives in ways that are often unseen but deeply significant. We are especially thankful for our wonderful Executive Assistant—Donna.

Finally, we acknowledge the children, young people, participants and families who place their trust in us. It is a privilege to walk alongside you.

As we look to the future, we remain confident in the direction of Glenhaven. Challenges will undoubtedly continue, but so too will opportunities to innovate, collaborate and grow. Guided by our Christian values and sustained by the commitment of our people, we look forward to another year of serving our communities with **Compassion, Hope, Respect, Integrity and Support.**

Thank you for being part of the Glenhaven story.

– Pene & Mark



Out of Home Care *Report*

Sharon Mann

Out of Home Care Manager

The Annual Report for our Out of Home Care program encompasses another year of championing and challenges. In a climate where there is a nationwide shortage of foster carers, providing placements for children and young people is becoming increasingly difficult. As a sector, we are collectively considering how best to connect with people who have a heart for foster caring.

Meanwhile, we have an amazing team of foster carers who provide stable and loving homes for the children in their care. All our foster carers are 'salt of the earth' people who selflessly give so much of themselves to create safety and nurture for children and young people, whether for a day, a week, a month or many years. We journey with these carers, advocating for them and the children they care for, liaising with Child Safety and other agencies involved, and providing support during challenging times while cheering them on as the champions they are. Our state is all the better for these people, who answer the call to be one caring adult in a child's life at a time that can feel desperately sad and lonely for these young ones.

Over the past twelve months, some children have had a Transfer of Guardianship to their foster carer, creating a deep sense of connection and belonging for them, along with the relief of no longer needing Child Safety to sign off something as simple as a holiday with their foster family. We have also seen a wonderful ongoing respite placement with one of our respite carers grow into a permanent placement for the young person, when Child Safety requested a change of placement. Although this placement is relatively new, both the carer and the young person appear to be enjoying the journey and settling in well.

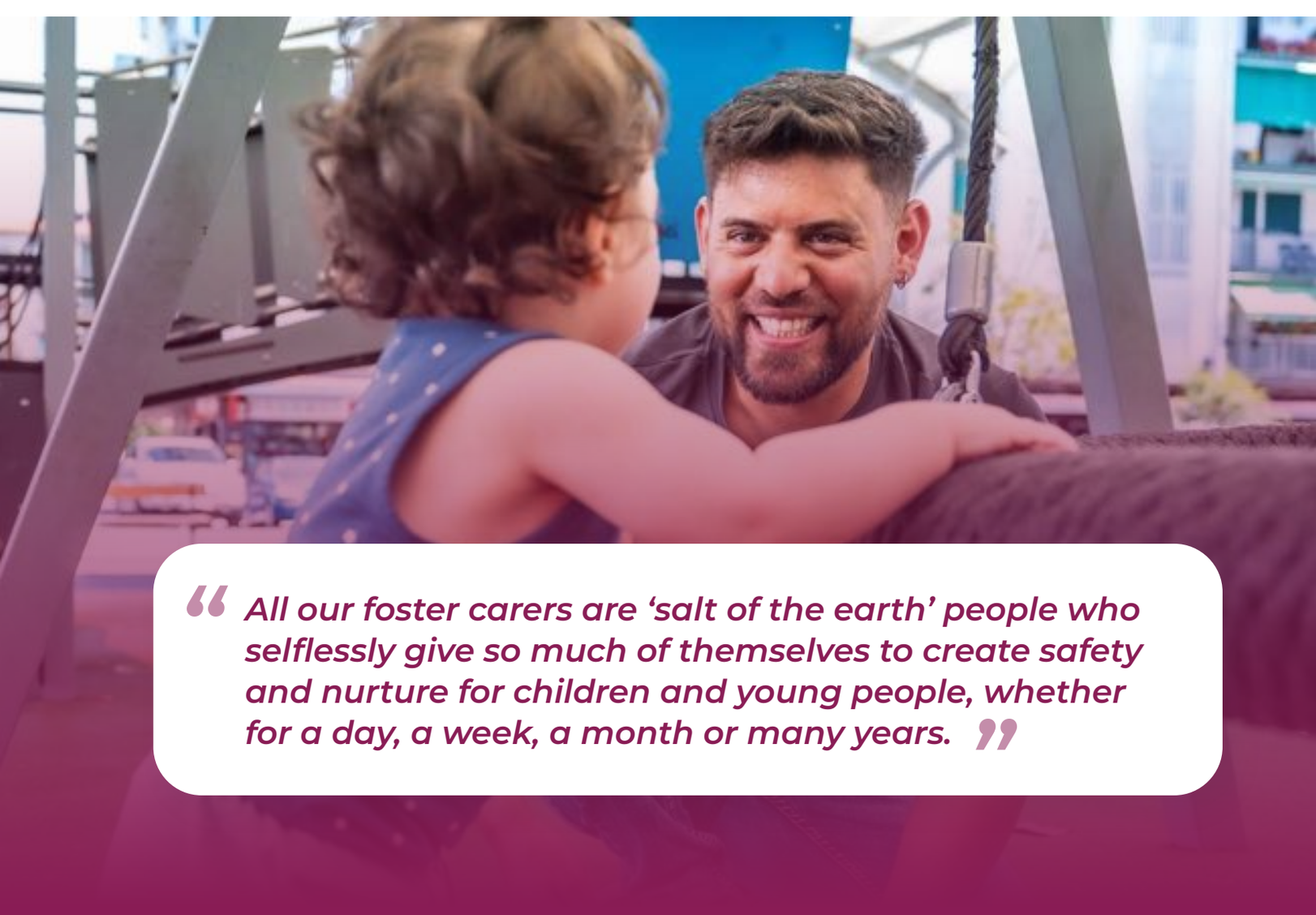
We have worked hard as a team across both regions to build strong connections with Child Safety and other agencies and strengthen our profile within the sector. Some staff attended the State Foster Carers Conference in Launceston, representing Glenhaven; I had the opportunity to attend the Australian Childhood Foundation Conference in Melbourne; and staff recently attended the Foster and Kinship Carers Association of Tasmania's Big Day Out in Launceston. These events provided not

only opportunities to learn more, but also opportunities to represent Glenhaven within the sector, which is a real privilege.

This year, our staffing has remained relatively stable, with the exception of the North West team losing Rachel, who had provided support to our long-term carers. Rachel was a wonderful team member, and we wish her well in her future endeavours. We have a new staff member starting next month and look forward to having a full team again. As the Manager of the team, I am incredibly grateful for Heather, Louise, Hope, Maureen and Tracey. Their support for each other, the wider team and me is greatly valued. They step up in times of need, not only within their own roles but beyond them, and it certainly does not go unnoticed.

In conclusion, I also want to thank our Executive Managers, Pene and Mark, for their leadership and support in an ever-changing space. Their heart for those they lead is evident, and Glenhaven is richer for having them at the helm of all we do as an organisation. We are very grateful for the support of the Executive Managers and the Glenhaven Board. This support is fundamental to our continued growth and capacity to serve our state and community in the Out of Home Care space.

- Sharon



> ***"All our foster carers are 'salt of the earth' people who selflessly give so much of themselves to create safety and nurture for children and young people, whether for a day, a week, a month or many years."***



Bringing Baby Home *Report*

Melissa Ainslie

Bringing Baby Home Manager

As I write this report, it is hard to believe another year has passed since our last annual report. Over the past year at BBH, we have supported eight families at our residence—by far the highest number we have supported in a single year. This increase has only been made possible through program changes, and it has certainly been encouraging and wonderful to see more families given the opportunity to receive support from the program.

Each family we support continues to bring new and valuable learning for us all. This year, working alongside our first culturally and linguistically diverse family has given us the opportunity to better understand the community supports available and how to assist families for whom English is not their first language. Each new experience strengthens our knowledge and practice and benefits the families who will follow in their footsteps.

As always, I believe it is because of our strong community collaboration that we continue to see such positive outcomes across the program. Our BBH residence is just one part of a broader support network, with clients working not only with our staff but also with a parenting coach, Child Safety Services and a range of community services. Together, as a team, we maintain a strong and united approach, supporting one another and respecting the different roles each service plays in working alongside our families.

This year, I have also had the opportunity to visit several families who spent time with us at the residence in the past. It was an absolute delight to see them thriving as parents, with several of them also

welcoming new babies into their families. These moments bring great joy to our staff and me. Families also continue to share photos and updates about their children's growth and development, which we always welcome and value. Although coming to BBH can be difficult for parents, it is very meaningful that they continue to see us as part of their story and choose to share their journey with us.

As a manager, I remain extremely proud of the team we have built at BBH. Each member brings strong skills and a welcoming, individually supportive approach to working with parents. Many team members have been with the program since its beginning, and I am always encouraged by the way they continue to adapt to change, learn new approaches and strengthen the way in which we support our clients.

In closing, I continue to find that there is nothing more encouraging than hearing a parent express gratitude for the opportunity to take part in the BBH program. Although the process can be challenging for our parents, these reflections remind us of the value and impact this program can have in the lives of these families.

As always, I feel privileged to oversee the BBH program with guidance from Pene, our Northern Executive Manager, along with members of our Senior Leadership Team. As an organisation, we all remain hopeful that the program will continue to develop and grow throughout the state, allowing us to support even more families in the future.

– Melissa



"Our BBH residence is just one part of a broader support network, with clients working not only with our staff but also with a parenting coach, Child Safety Services and a range of community services."

Serving with heart, inspiring hope.



Safe Haven *Report*

Simon Hyvattinen
Program Manager

Natasha Goss
Assistant Program Manager

The 2025–2026 year has been an eventful year on many fronts. There has been continued program growth as we continue to expand on the number of young people supported in the Safe Haven Program. We have been focussed on establishing norms and consistency in our practice to provide a trauma informed approach to the young people entrusted to our care. We have undertaken a significant amount of training for staff with the implementation of Therapeutic Crisis Intervention (TCI), Power to Kids and other complementary training, including medication endorsement and mental health first aid.

Accompanying this growth, we have welcomed new people to the leadership team. Jessica Clark, Emma Fitzallen and Jamahl Williamson-Beri have joined the North West cohort of managers. In the North, Pamela Collins and Mohammed Neyyappadath have joined the existing management team. A number of the new managers join the leadership team internally, coming up through the ranks, reflecting the depth of talent we have been able to draw on to strengthen the program. We are also expanding the team through an additional Practice Lead role, based in the North, to provide further wraparound support in therapeutic matters.

The leadership team also includes a number of Team Leaders who support the homes and provide direct support to young people and staff in all placements. The program is rounded out by a large group of dedicated and passionate staff who continue to demonstrate Glenhaven's values through their direct support of young people.

We have been privileged to support a consistent group of young people ranging from as young as two years old through to the those turning 18 and aging out, starting their adventure into adulthood. Safe Haven currently supports 15 young people in the North West and 13 in the North.

The Safe Haven program focuses on supporting young people through trauma-informed care in various ways: encouraging emotional regulation; building confidence in important life and independent living skills; being successful in schooling and having personalised goals with the support of safe and caring adults.

Our young people have made significant progress over the past year, achieving remarkable milestones in their personal growth, developmental milestones and pathways to independence.

A number of young people entering the Safe Haven program have rapidly developed their age-appropriate independent living and communication skills. This growth has yielded wonderful outcomes, including re-engagement with education. Notably, one young person has progressed from very limited school attendance to attending nearly full-time and celebrating many successful days in the classroom.

Other older young people have also achieved commendable milestones, including obtaining a driver's licence and gaining employment. Other significant achievements include young people transitioning to independent living in their own units with daily support. Another young person has begun a similar journey in a new unit with supports that will help them become increasingly prepared to take on a lease independently into the future as an adult.

A major highlight has been seeing a young person receive their augmentative and alternative communication (AAC) device. It has been exciting to watch them unlock new ways to communicate and connect with staff, peers and the wider community.

Young people have also participated in sports they love and continue to be solid contributors on the field, while also taking on other responsibilities, such as being a water carrier at a local football club.

It has also been inspiring to watch our young people explore new activities and unlock new talents, while others continue to nurture their passions through golf, dance and performance art.

They are achieving fantastic personal goals—from taking on new jobs in gardening and backyard maintenance to developing workplace skills that foster independence. In doing so, they are building vital social connections and creating strong, lasting friendships.

We are also celebrating major milestones, such as smooth transitions to new schools, and supporting one of our older young people as they begin a new chapter in online learning.

Another key highlight this year has been supporting our young people to maintain meaningful connections with their families. Keeping these links strong is a core priority, as regular family contact helps young people feel valued, nurtures their sense of identity and reinforces a true sense of belonging.

There have been many fun experiences this year, including attending sporting events, indoor and outdoor swimming, fishing, bushwalking, mountain biking, tenpin bowling and frequenting favourite places to eat. As in the previous year, young people have also enjoyed trips across the state and to the mainland.

These achievements reflect the hard work and dedication of the Safe Haven staff, who continue to collaborate closely with young people's care teams to foster essential life skills. Our focus remains on helping young people build independence in areas such as cooking, cleaning and forming positive, healthy relationships, while helping our young people feel loved and safe in building positive connections within their community.

– Simon & Natasha



Integrated Family Support Services *Report*

IFSS team

The 2026 Annual Report gives us a great opportunity to look back and review our year for our Integrated Family Support Service team. Our Northwest team of Arty, Mark and Maureen based in Ulverstone have supported 44 families and 96 children/youth throughout the past year. More than 80% of the families when exited from our service have said they are very satisfied with the family support provided and are now better off. Our Northern team of Jules and Teleisha have supported 21 families and 45 children and young people in this time. We are both proud of achieving strong outcomes with families exiting our service with their goals for themselves and family either being 'fully met' or 'substantially met' this year.

The key issues presenting in the last 12 months whilst working to support our families have been goals around cost-of-living pressures, housing, mental health support, parenting strategies and education, NDIS and disability support and school engagement. Anecdotally, the most difficult services to access have been Housing and Mental Health supports with often long wait lists. A further barrier for families is the costs involved in having assessments regarding diagnosis and accessing allied health professionals. Our team continues to advocate and work with a wide range of services, allied health professionals and government and non-government agencies to achieve the best possible outcome in each area of need.

The team have observed how often parents and children who are already struggling with many life issues are also dealing with a lot of these issues on their own as single parents after relationship breakdowns and/or exposure to domestic violence. However, the parents we are supporting have shown incredible resilience and determination who also want the best for themselves and their children.

This year the IFSS Sector Statewide, is going through a redesign on how the program is delivered to families as well as starting to begin a tender process for 2027. We are hopeful and look forward to continuing to offer a high-quality care and support service to families.

We are grateful for the families that have trusted us to walk alongside them on their journey forwards and sincerely thank the organisations, community services, allied health professionals and the Department for Education, Children and Young People, whose collaboration enables us to provide the best possible support and achieve strong outcomes in our key focus areas which is the Six Wellbeing Domains of the Tasmanian Child and Youth Wellbeing Framework:

A snapshot of client feedback received:

'At several appointments Mum has cried saying how thankful she has been for the family support provided by IFSS Worker. Mum has said "I was stuck and you have given me hope as I've been trying to get support for my son for the last ten years'

- Client Feedback

'IFSS worker exceeded my expectations. She was terrific and I so appreciated her help'

- Client Feedback

'IFSS worker was very helpful. He was amazing. I didn't want to let him go. He was patient, empathetic. The Dad I never had. With all the goals he supported me with, I would never push myself, I would let things be whatever. He gave me goals, set dates, but if not done, he would support me, push me but not too hard and respected my boundaries. There were some I didn't achieve, not because of the lack of support but a few things happened which meant I had to step back from the goals. He was amazing, patient, I felt listened to. He had my back. I cannot fault the program or the support.'

- Client Feedback

- **Being loved and safe:** Having stable, supportive homes, trusted relationships and protection from harm.
- **Having material basics:** Access to secure housing, nutritious food, clean water and proper clothing.
- **Learning:** Engage in education, skill development and positive growth experiences.
- **Participating:** Having a voice, being listened to and engaging in the community.
- **Culture and identity:** Developing self-esteem, a sense of belonging and connection to family history and traditions.

This year Jules began a new role as a Senior Practitioner as well as maintaining a case load for IFSS:

"I am incredibly proud of our IFSS team and the compassionate, professional and knowledgeable support they continue to provide to families across our communities. This is often during some of the most challenging times in their lives. Our team remains committed to strengthening practice through ongoing professional development, supervision and maintaining a trauma informed approach."

With thanks until next time,
The Glenhaven IFSS team:

- Jules, Teleisha, Arty, Mark and Maureen



Disability *Report*

Rebecca Ling

Disability Supports Manager

Another year has passed, and once again I find myself reflecting on just how much our Disability Services have grown. From the everyday achievements of our participants to the continued dedication of our staff, there is so much to celebrate.

Throughout the year, our Residential Services (Supported Independent Living), MAC (My Active Choice) Day Program and Disability Respite Program (Short Term Accommodation) have continued to provide opportunities for participants to build confidence, develop independence and enjoy meaningful connections within their communities.

This year has also seen Glenhaven Disability Services continue to strengthen its presence across Tasmania's North West Coast. Through quality support, strong relationships with participants and their families, and a commitment to person-centred practice, we are proud to see Glenhaven increasingly recognised as a trusted provider of disability services and a provider of choice within our local community.

Our MAC Hub in Latrobe continues to be a vibrant and welcoming space where participants are encouraged to build confidence, develop new skills and form lasting friendships. Throughout the year, participants have enjoyed a wide range of meaningful activities, including cooking, arts and crafts, gardening, beach visits, community outings, local events, cafés, parks and many other experiences that promote independence, wellbeing and social inclusion.

Our Disability Respite Program has continued to provide participants with enjoyable experiences while giving families and carers valuable opportunities for rest and support. Whether exploring the community, trying something new or simply relaxing in a safe and welcoming environment, participants have continued to build confidence, form friendships and develop practical life skills.

Our Residential Services have remained at full capacity throughout the year, with staff continuing to support participants to achieve meaningful outcomes in their everyday lives. Participants have worked towards greater independence in areas such as daily living, community participation, personal wellbeing and social connection. Watching participants achieve their goals, both big and small, continues to be one of the most rewarding parts of our work.

A significant focus this year has been strengthening both our team and the

culture within our Disability Services. We were pleased to welcome Brittany Johnson into the newly created Disability Support Officer role, and it has also been wonderful to see Breanna Stone continue to flourish in her role as Disability Team Leader. Together, we have continued to build a strong leadership team that is committed to supporting our staff and delivering the very best outcomes for our participants.

Throughout the year, our team has worked together to build a positive workplace culture where staff feel supported, respected and empowered to contribute their ideas. We have continued to foster an environment where people enjoy coming to work, feel confident to grow professionally and are united by a shared commitment to delivering exceptional support to our participants.

This positive culture has been reflected in the success of our programs and community events. The MAC End of Year Production and Family BBQ, Glenhaven's float in the Latrobe Christmas Parade, promotional filming and the many engaging activities delivered throughout the year received overwhelmingly positive feedback from participants, families, staff and members of the wider community. These moments have showcased not only the quality of our services but also the passion, creativity and dedication of our team.

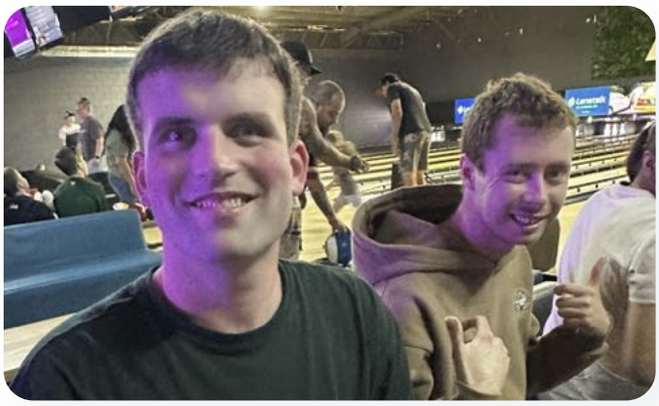
On a personal note, it was an incredible honour for our team to be nominated for the Tasmania Disability Awards this year. We were humbled by the nomination and see it as a reflection of the dedication, compassion and professionalism of our entire Disability team.

As I reflect on another successful year, I am immensely proud of everything we have achieved together. Every milestone reached, every challenge overcome and every opportunity created reinforces why we do what we do.

Thank you to our participants, families, carers, staff and the wider Glenhaven community for your continued trust and support. Together, we are continuing to build a service that not only delivers quality supports but also creates opportunities, strengthens communities and empowers people to live the lives they choose.

I look forward to another year of growth and collaboration as we continue to strengthen Glenhaven's reputation as a trusted provider of disability services across Tasmania's North West Coast.

- Rebecca







Kentish House *Report*

Cassandra Speed

Coordinator

At Kentish House, our ongoing mission is to provide free programs, services, events, activities and referrals that strengthen and support our community. Over the past twelve months, we have continued to deliver on this commitment through a range of programs, activities and events designed to meet local needs. These have included emergency relief assistance, access to visiting services, community events, school holiday programs, outreach services delivered across the Kentish municipality and ongoing, meaningful engagement with community members. Through these programs, events and activities, we have continued to foster connection, reduce social isolation and provide practical support to individuals and families across our community.

Over the past 12 months, Kentish House has been fortunate to offer additional programs, support, events and workshops as part of the A2HS program. The A2HS project enabled Kentish House to grow in ways that would not otherwise have been possible. A2HS expanded the regular offerings at Kentish House, delivered one-off workshops and events, and provided an additional level of support to the community. This resulted in a significant increase in the number of people utilising

For updates on programs and events, please follow the Kentish House social media pages:

www.facebook.com/kentishhouse

www.instagram.com/kentish.house

Kentish House, including those attending more regularly due to the increased range of programs of interest and those who had not previously been to Kentish House. The project also allowed us to inform the community in an alternative way about what Kentish House is, what it offers, and that it is not only for people from low socioeconomic backgrounds, thereby reducing the stigma sometimes attached to community and neighbourhood houses.

Kentish House's journey towards becoming part of the Neighbourhood Houses Tasmania network continues. The Department of Premier and Cabinet commissioned a Neighbourhood House Needs Analysis, in which Kentish House participated by providing data and information and taking part in round-table discussions. The outcome of this analysis is expected in late October 2026, and it is hoped that a clear path forward for joining the Neighbourhood Houses Tasmania network will be provided.

– Cassandra





Practice *Report*

Oliver Crawford
Practice Manager

This year, Glenhaven Family Care continued to strengthen its practice leadership, governance and service delivery across all programs. Significant progress was made in strategic planning, workforce capability, therapeutic practice development and safeguarding, supporting our commitment to delivering high-quality services and positive outcomes for the people we support.

Year at a Glance

- Four-year strategic plan developed
- 100 staff trained in TCI
- Safe Haven Practice Framework completed
- Power to Kids implementation commenced
- APO role established under Disability Rights legislation

Working alongside the Senior Leadership Team and program leaders, we developed a new four-year strategic and operational plan that will guide the organisation's growth and development. As demand for services continues to increase, we have also strengthened our practice leadership capacity, with our existing Practice Lead focused on Safe Haven services and recruitment underway for an additional Practice Lead position in Northern Tasmania.

A key component of our governance framework is the organisation's weekly incident review process. These reviews support a culture of safety, accountability and continuous improvement by ensuring incidents are responded to promptly, corrective actions are implemented, and emerging trends are identified. The process provides valuable insights that inform service improvements, workforce development and risk management while maintaining a strong focus on the wellbeing and rights of both the people we support and our employees.

One of the organisation's most significant initiatives this year has been the implementation of the Therapeutic Crisis Intervention (TCI) model, an evidence-based framework developed by Cornell University for children and young people in care. Initially focused on the Safe Haven program, TCI provides benefits across the organisation by strengthening leadership, supervision, family inclusion, incident management and staff capability. The model aligns strongly with Glenhaven's vision, mission and values, supporting staff to prevent and de-escalate crises while fostering a culture of learning and reflective practice. Approximately 100 employees have completed TCI training, with implementation continuing over the coming years.

This year also saw the commencement of the Power to Kids model across Safe Haven. Developed by the MacKillop Institute, this trauma-informed approach strengthens staff capability to understand and respond to complex behaviours while promoting emotional regulation, relational safety and positive behaviour change. The model further enhances our ability to provide consistent, therapeutic responses for children and young people in care.

Another significant achievement was the development of the Safe Haven Practice Framework. This evidence-informed framework establishes a consistent approach to care by combining research, professional expertise and the voices of children, young people and families. It provides a foundation for improved service quality, accountability and outcomes, while supporting workforce development through leadership, coaching and reflective practice.

A key priority for the coming year will be the review and redevelopment of Glenhaven's Supervision Framework. Effective supervision is essential to workforce wellbeing, professional development and quality service delivery. The revised framework will strengthen reflective practice, accountability and support for employees across all programs.

The introduction of Tasmania's Disability Rights, Inclusion and Safeguarding Act 2024 has also created important opportunities to strengthen safeguarding and accountability across our services. As part of these reforms, Glenhaven has implemented the role of Appointed Program Officer (APO) and is exploring additional capacity within the practice team to support future demand. Beyond legislative compliance, the APO role promotes positive behaviour support, person-centred practice and stronger safeguards for people accessing services. The principles underpinning these reforms, including human rights, inclusion and least restrictive practice, continue to guide service delivery across both disability and out-of-home care programs.

As the organisation continues to grow, our focus remains on strengthening practice excellence, supporting our workforce and ensuring the people we support receive safe, responsive and high-quality services. The progress achieved this year provides a strong foundation for continued innovation, improvement and positive outcomes across all areas of our work.

– Oliver



People & Culture *Report*

People & Culture Team

The journey of the People & Culture team in 2026 has been one of both growth and consolidation. The structure of the team has altered considerably to meet the changing needs of the organisation. Prior to Christmas, Claire departed the Learning & Development role, and in February, Moira left the Compliance role. The opportunity to restructure the team resulted in Lauren stepping into the Compliance role and the newly created Health, Safety and Quality role being filled by Hamish Becker. This has enabled the team to place an enhanced focus on Work Health and Safety and Risk. The administration function of the team has also been restructured, with Steph taking on a part-time administration function for the Safe Haven program. Tayla departed in early 2026, and her replacement, Faye Hodgetts, now reports to the new Finance Manager, as this role's focus on property and fleet better aligns with the Finance function.

Recruitment and Workforce Movement

The organisation has remained relatively stable over the past twelve months in terms of overall numbers. There has been considerable churn in Safe Haven management and the support worker cohort. In the Senior Management cohort, we recently farewelled Rodney O'Rourke on his retirement and welcomed Jason Ferguson to the Finance Manager role.

The organisation's total headcount has fluctuated slightly over the past 12 months, between 280 and 290. The headcount comprises 43% casual, 43% permanent part-time and 14% full-time employees. A total of 65 individuals separated from the organisation, compared with 70 new starters, representing an overall workforce increase of 4.0%. The highest churn was seen in the Safe Haven program, with a rate of 15% in the North West and 10% in the North.

The rolling recruitment methodology has continued to yield the number of quality candidates required to service the Safe Haven program in particular. In June, Glenhaven undertook its inaugural Strategic Workforce Planning process. This process ensures that we have the right people, with the right skills, in the right roles, at the right time. It also enables a strategic outlook that considers upcoming initiatives, projects and challenges out to a five-year time horizon. This process, combined with our new Operational Plans,

ensures that we are better positioned to conduct targeted and proactive recruitment as major initiatives and projects require it.

Strategic HR Projects

The People & Culture team has recently commenced our Operational Plan for the next 12 months. The key projects within the Plan are:

- The rollout of an online induction, enabling new starters to be inducted before joining the organisation;
- The creation of Coaching for Performance, a performance management framework within Employment Hero; and
- The design and creation of a Reward and Recognition program.

These initiatives are aligned with Glenhaven's Strategic Priorities and aim to support our employees so that they feel valued, engaged and safe in their work.

Learning & Development

Over the past 12 months, we have focused on delivering a variety of major training packages, including Progress Note Incident Reporting, Medication, First Aid and CPR, Power to Kids and Therapeutic Crisis Intervention (TCI). This suite has proven intensive for the Safe Haven cohort in particular and has comprised a combination of online and classroom delivery.

The Learning Management System (LMS), Go1, is an integrated part of Employment Hero. The next Learning & Development initiative will be to build a bespoke online learning suite for the organisation to complement and scaffold the principles of TCI.

Leadership Development

Our Leadership Development framework, underpinned by the Human Synergistics Life Styles Inventory© (LSI), is well underway, with all current leaders having undertaken the LSI. In September, a cohort of 18 leaders will commence a Certificate IV in Leadership and Management.

Work Health & Safety and Compliance

We are currently working on the design and creation of a Safety Management System (SMS) for residential care. This exciting project, led by Hamish, seeks to integrate the principles of disability and trauma-informed care with work health and safety, using a dual focus: 'What is in the interest of the child, young person or participant? What is the risk?'

The Compliance team is preparing for an external NDIS audit and continues to work towards best practice and compliance with the evolving legislative requirements of the Office of the Senior Practitioner (OSP).

Systems Support

We have successfully transitioned to Employment Hero as our integrated Human Resources Information System (HRIS). We can now successfully manage our critical HR processes across the employee lifecycle from one source of truth. This has resulted in efficiency gains of 0.6 FTE thus far, with further efficiencies anticipated as we become fully familiar with the system.

– Your People & Culture Team

Finance Report

Jason Ferguson

CPA – Finance Manager

FINANCIAL POSITION 2025/2026

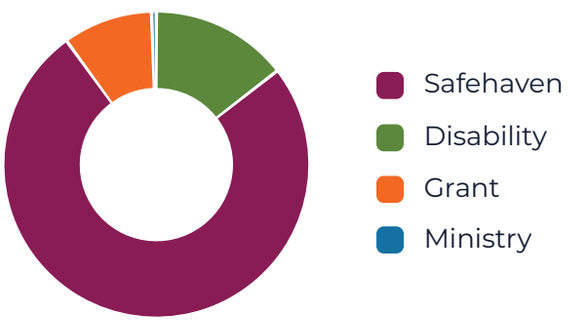
Glenhaven Family Care Inc. reported a surplus for the year of $1.527m compared to a surplus of $1.269m in 2024/25 which equates to an increase of 20.3%.

Total revenue increased by 10.4% from $26.5m to $29.2m

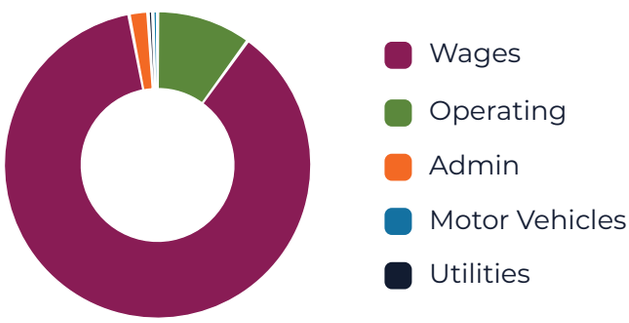
Total expenses increased by 9.9% from $25.2m to $27.7m

Increases in both income and expenditure during the 2025/26 financial year were largely driven by increased placements within the Safehaven program.

2025/26 Revenue $29.2m

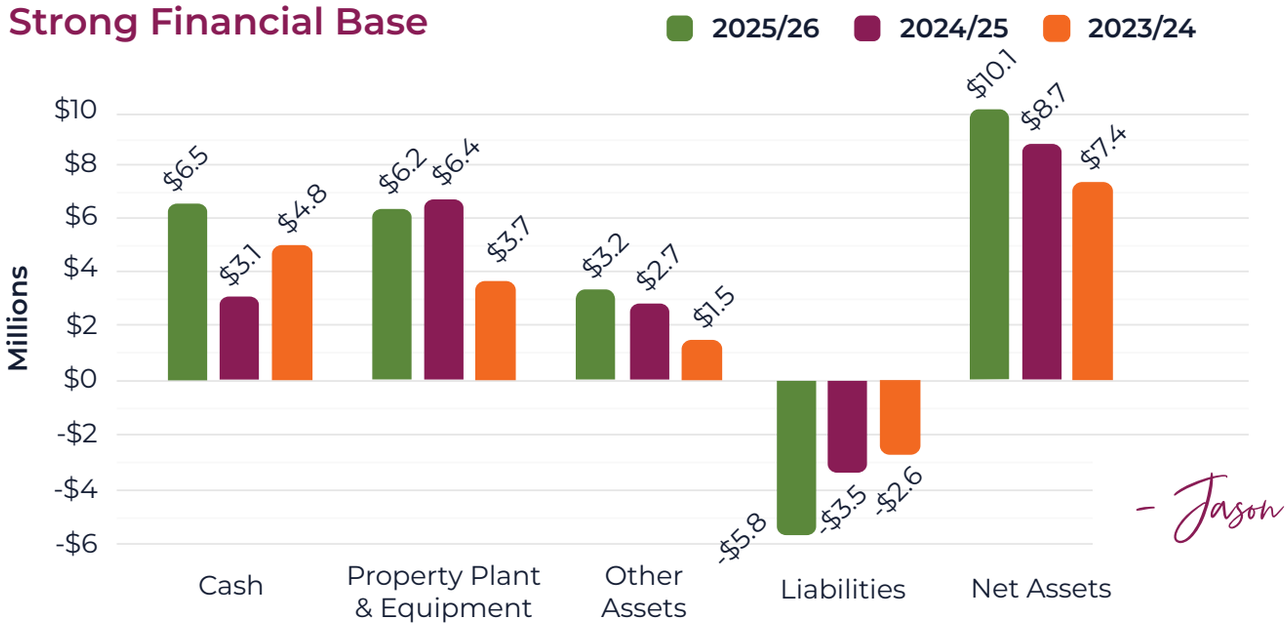


2025/26 Expenditure $27.7m



Glenhaven's 2025/26 financial base is supported by net assets with a value of $10.2m, this represents a 17.6% increase from $8.7m in 2024/25.

Strong Financial Base



– Jason



2025/2026 Statistics

Disability

My Active Choice Program Supports	Respite Nights	Residential Nights
2782	327	3285

Out of Home Care

881 Nights of Emergency & Respite Care

8162 Nights of Long Term Foster Care

Safe Haven Program

35 Young People Cared For

8663 Nights of Care



Thank you to every person who supports us in achieving our vision each and every year!

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