

Annual Report 2019

OUR VALUES MAKE THE DIFFERENCE

WE
LIFE WITHOUT BARRIERS
VE

OUR PURPOSE

To partner with people to change lives for the better.

WE BELIEVE

A society where everyone can participate is a stronger, more resilient, more connected society.

OUR VALUES

All that we do, the decisions we make, and the approach we take is determined by our five core values:



WE BUILD RELATIONSHIPS

We are people people, relationships come first. Listening helps us understand.



WE ARE IMAGINATIVE

We are imaginative in our thinking and open to new ideas and ways of doing things.



WE ARE RESPECTFUL

We are respectful and caring in our dealings. We see the big picture but never lose sight of the detail. We welcome diversity.



WE ARE RESPONSIVE

We are responsive to needs, determined to get things done and do them well.



WE ARE COURAGEOUS

We are courageous in our convictions. We stand up for what we believe in.

ACKNOWLEDGEMENTS

In the spirit of reconciliation, Life Without Barriers acknowledges Aboriginal and Torres Strait Islander people as the Traditional Owners and Custodians of this country, and their connection to land, water and community. We pay our respect to them, their cultures and customs, and to Elders past, present and emerging. This document may contain images of Aboriginal and Torres Strait Islander peoples now deceased.

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YEAR IN REVIEW HIGHLIGHTS



23,648

People supported



Partnered with

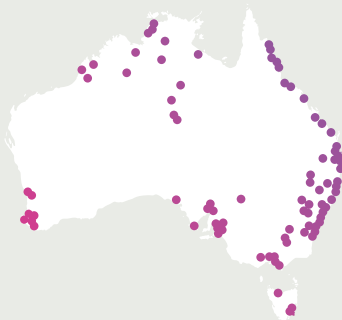
2,980

foster and kinship carers

Welcomed

679

participants as part of the transfer of services from the Department of Health and Human Services Victoria



530+

Communities served across Australia

7,037

Total staff as 30 June 2019

4,961

Full time equivalent staff at 30 June 2019



6,098

People with disability supported

4,673

Children in foster care supported



313

young people received treatment through Multisystemic Therapy, either directly from Life Without Barriers or through our partner agencies

4,043

People supported through the NDIS this year

813

staff completed Therapeutic Crisis Intervention training (including refresher courses)

Staffing grew by

27%



7,720

staff and carers actively using our myLearning training platform



1,799

Aboriginal and Torres Strait Islander children, adults and families supported



We partnered with

30

Aboriginal organisations

33,666

myLearning courses completed this year

2,547

staff have completed Introduction to Aboriginal and Torres Strait Islander Culture through our myLearning platform

6%

of staff identify as Aboriginal and Torres Strait Islander



6,499

Older Australians supported through Home and Community Care

Participated in

60

NAIDOC Week 2018 activities

141

new staff welcomed this year who identify as Aboriginal and Torres Strait Islander



408

staff attended face-to-face Aboriginal and Torres Strait Islander Cultural training



\$586K

worth of goods and services purchased from Aboriginal and Torres Strait Islander businesses through Supply Nation and other organisations

9%

of our staff identify as having a disability
(Employee Engagement Survey 2018)



CHAIR'S MESSAGE

To be trusted to serve people, is a privilege and honour. The 2018-2019 financial year brought a strong sense of reflection across Australia as we witnessed increased emphasis on the rights of Australians and how we all must strive to protect them.

Over my life I have had the opportunity to see many other cultures and ways of living. I am reminded every time I return to our beautiful country of the unwavering value we place on the human rights of every individual. They are fundamental to the life we lead and must be honoured.

This year, the final report from the Banking Royal Commission was released, after months of observing the heartache families and individuals endured because their trust was not honoured and valued. The ongoing impact of these actions shows the importance of ensuring entities never monetise this trust. As Chairman I can say, no matter the competing priorities, there is always the opportunity to choose to do the right thing.

At Life Without Barriers, we must consider our own values leadership, the trust placed in us and our resilience and long-term sustainability, so we can continue to be a reliable and viable service provider for people across Australia and our financial results for the year demonstrate this.

Remaining true to your ethos requires a commitment to purpose. Our purpose at Life Without Barriers is to partner with people to change lives for the better. Simply, our organisation exists for the people we support. As our contribution has grown in communities all across Australia, the Board and I have undertaken regular reflections of how we are leading through values and how, through our governance, we strive to demonstrate these values in our behaviours and decisions.

As a founding member of Life Without Barriers I am most confident in, and proud of, the values held in the DNA of our organisation. Over the year I met many of our staff, carers and the people we support and I am always, without fail, forever touched by their generosity to share their stories and open their hearts to me.

Our reputation has often centred on our significant experience providing support for people with more complex needs. Spending time with staff reminds me no matter how complex the support requirements, our staff work hard

to understand each person and work with them to provide the support they need in a way they choose.

As the NDIS continues to roll out across the country, a reform of this scale needs ongoing support and discussion. I stated at the commencement, it will take us ten years to truly embed the NDIS. Over the year there have been solid improvements made by the Government to overcome some of the challenges the Scheme has been facing. Yet more is needed.

For some Australians, the NDIS is life changing, yet for others it remains elusive and out of reach. Life Without Barriers has amongst the most extensive experience in the sector in supporting people to join the NDIS and through our knowledge and skills we share with Government ways to continue to improve the NDIS so that it can truly meet the needs of Australians with disability.

Over the year we welcomed the Federal Government's announcement to fund and deliver a Royal Commission into the Violence, Abuse, Exploitation and Neglect of People with Disability.

We do not yet live in a country where people with disability experience equality and quality of life consistent with people without disability. The Board and I sincerely hope the Disability Royal Commission gives people and their families the opportunity to share their experiences, and for all of us to drive change towards true equality and a commitment to the rights of people with disability.

This commitment to equality is also needed for Aboriginal and Torres Strait Islander people and as we develop our responsibilities in our new Reconciliation Action plan (RAP) we will be seeking to increase the impact our organisation has in improving equality across Australia.

For children and young people in out-of-home care, their families, kin and carers, there has been ongoing reform led by state Governments in how child protection responds to vulnerable children. We will continue to share our expertise on what we believe needs to continue to change in the experiences of children and their families so that the recognition of identity and the needs of children are first – always.

As we look to the future, the time has come to consider what we want to achieve together in the years ahead. The Board, Chief Executive and I have commenced a process to design our future strategy for Life Without Barriers – one that will be built on the insight of an evolving social context, the views of our staff and, most importantly, the people we work with. I look forward to sharing this with you mid next year.

To my fellow Board members, your demonstration of our values has been a gift to me in my role as Chair and I am eternally grateful for the support and trust you place in me. To Life Without Barriers Chief Executive Claire Robbs, I say my heartfelt thanks.

It is with honour that I share the 2018-2019 Life Without Barriers Annual Report with you. My sincere thanks to everybody who trusted us to meet their needs in the services we provide.



Terry Lawler
Chair
Life Without Barriers



CHIEF EXECUTIVE'S OVERVIEW

Change is a constant. It provides us the opportunity to always strive to adapt, be agile and do better. As we navigate the constant of change, we find stability in our true compass, our values. It is our values that drive us to not just meet the expectations of the people who trust us to provide their services, but to exceed them.

It is with great pleasure that I share the Life Without Barriers Annual Report for the Financial year 2018-2019.

The year has been rich with activity across the country, and most notably in Victoria as we welcomed 679 people with disability whose services transferred from the Victorian Government's Department of Health and Human Services (DHHS). Working in partnership with people, their families, the Government and staff required dedication and commitment to ensure services continued at a quality standard through transfer. Through independent evaluation with advocacy organisation VALiD we were pleased to receive positive feedback from those involved, who shared they felt valued and informed throughout the process.

As we finalised the transfer of services in Victoria, we also completed our change integration processes in NSW following the reforms in out-of-home care by the Department of Communities and Justice (formerly Family and Community Services).

Adapting to major reform can be challenging and it has been a humbling experience to learn more as a team how we can improve the way we embed change across our organisation. To strengthen our capability in this space and influenced by our learnings from the Victorian transfer of services, we have established a new Integration and Change Management Office. The new directorate will facilitate large scale and important reforms across Life Without Barriers.

This year we celebrated the first birthday milestone of our Social Impact Bonds in Qld, which is achieving great results, and of Joblife, our joint venture with Angus Knight. Joblife has gone from strength to strength, supporting more than 350 people with disability into meaningful employment. In Australia one in five people have disability and more than half of this population have barriers to employment. As a large employer, we recognise our role in creating opportunities for people with disability to engage in the workforce. Through our new Accessibility, Inclusion and Employment Plan launched this year, we are aiming

to increase the number of people with disability in our organisation to 11% by June 2020.

The issues many people with disability face in relation to housing formed a theme for our Ideas Without Barriers discussion series this year. In partnership with Board Director Graeme Innes, we facilitated engagement with key industry experts to explore how we can resolve the lack of affordable and practical housing. Funding for housing under the NDIS remains a focal point for Life Without Barriers and the role we play in Alliance 20 and we will continue to partner across the sector to find and recommend solutions.

Through the Alliance we have made considerable progress by engaging with the sector and Government. The Alliance has identified four key priority areas to improve the NDIS across Australia: the need for all parts of the disability community to work closely with governments and the National Disability Insurance Agency in an open way and with integrity; further enhance the service planning process for participants; strengthen the focus on improving client outcomes;

and create a sustainable provider market for the provision of supports.

Continuing to develop our emerging leaders remained a priority and through our Leadership Engagement program, we are strengthening our resilience as we navigate a changing environment. The time I have spent with our staff and leaders across the country during our Team Talk series has been a source of great joy for me and shown me just how impressive our leaders are throughout the organisation.

I am pleased to report our safety ratings improved by 31% this year due to the efforts of our Health and Safety team and our frontline staff. We have also continued to invest in our 'We Put Children First strategy' and our commitment to be a child safe organisation. Essential to this is providing ways for children to raise their concerns. This year we conducted our second Child Voice survey, speaking to 1606 children and young people in care across Australia about their views about where they live and how they feel. The survey found more than

95% felt safe and 92% felt they were part of the family.

The rights of children has been a focal point in our social policy work through the Children In Care Collective, which made several submissions this year on topics including to the National Office of Child Safety offering support in implementing targeted Royal Commission recommendations. We were also proud to join the 'It Takes a Village' campaign led by the Community Council of Australia to raise the profile of education and the role we all play in supporting children to remain focussed and motivated at school so they can reach their full potential.

My sincere thanks to the Life Without Barriers Executive team, to our staff across every corner of Australia, to our extraordinary foster and kinship carers and to the Board and Chair who place their trust in me every day. I deeply value your support.



Claire Robbs
Chief Executive
Life Without Barriers

SERVICE SNAPSHOT

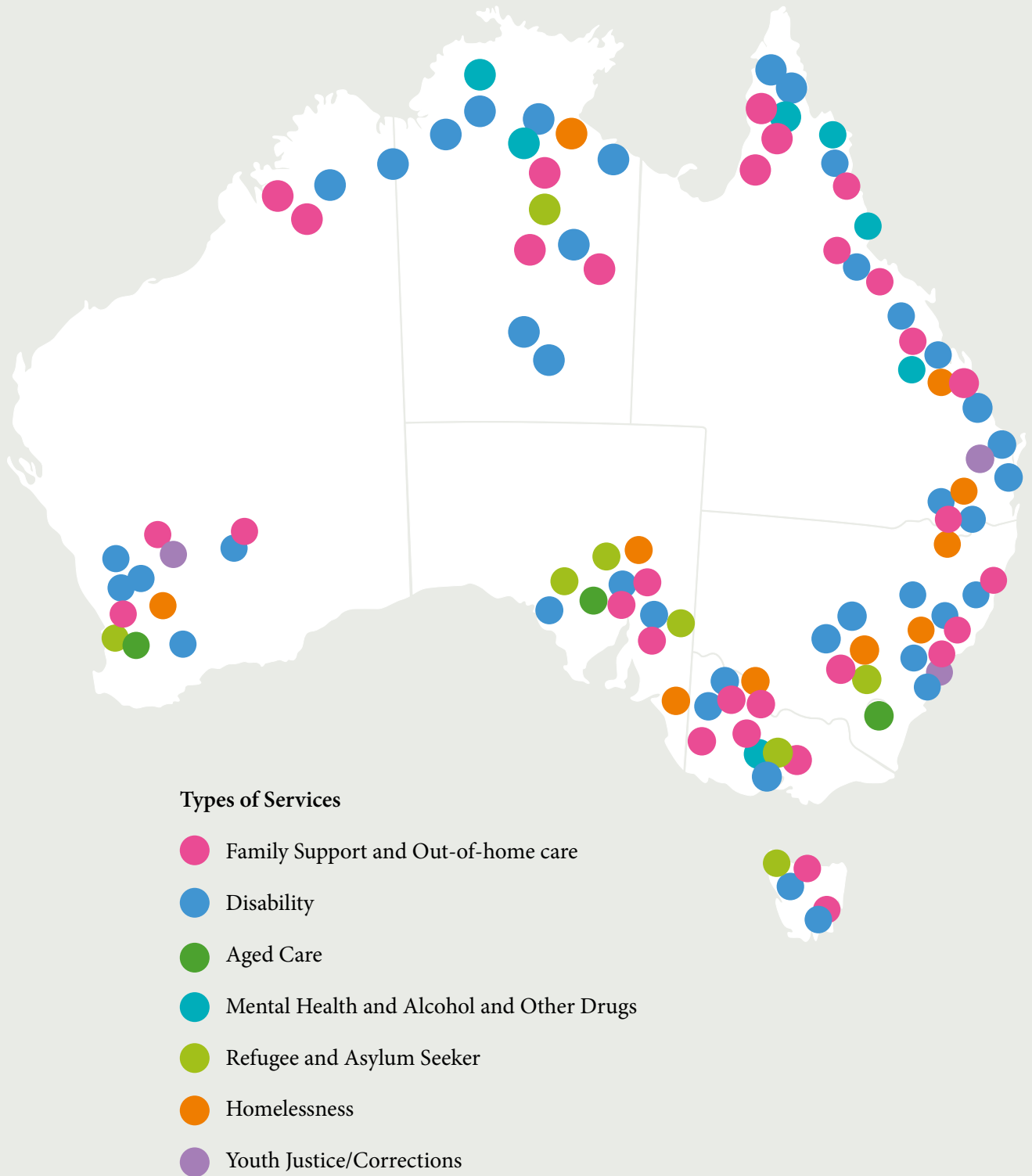
Clients by State and Service Stream

Sector	NSW/ACT	NT	QLD	SA	TAS	VIC	WA	Total
Family Support & Out-of-Home Care	1309	93	2395	296	256	160	164	4673
Disability	3379	146	410	141	433	1112	477	6098
Aged Care	2542	324	2925	275	2	402	29	6499
Mental Health	14	0	117	1305	78	6	97	1617
Support to Refugees & Asylum Seekers	1920	30	1	193	0	2249	3	4396
Homelessness	0	0	1	134	0	0	50	185
Youth Justice/ Corrections	1	0	93	0	46	0	40	180
Total	9165	593	5942	2344	815	3929	860	23648

Staff by State

Sector	Corporate Support	NT	NSW & ACT	QLD	SA	TAS	VIC	WA	NZ	Total
Admin, Support & Management	472	13	99	65	23	11	54	22	0	759
Disability	58	237	2058	417	125	149	1313	320	0	4677
Child, Youth & Family	22	78	394	333	86	132	33	40	0	1118
Aged Care	4	22	44	97	17	0	28	0	0	212
Homelessness	0	0	0	5	7	0	0	2	0	14
Mental Health	0	0	2	12	48	12	1	52	0	127
Support to Refugees & Asylum Seekers	7	2	37	5	13	0	45	1	0	110
Youth Justice\ Corrections	0	1	0	13	0	0	0	4	2	20
Total	563	353	2634	947	319	304	1474	441	2	7037

SERVICE LOCATIONS



OUR VISION FOR 2020

OUR PURPOSE

To partner with people to change lives for the better

In 2016 we embarked on our Vision 2020 Strategy, setting four clear strategic goals for our organisation.

BY 2020 WE ARE



**A LEADING
SOCIAL PURPOSE
ORGANISATION**



**AGILE
AND
INNOVATIVE**



**CONSTANTLY
CHALLENGING
OURSELVES**



**ONE DIVERSE,
UNIFIED TEAM,
DRIVEN BY OUR
VALUES**

ACHIEVEMENTS FOR 2018/19

In 2018/19, guided by our strategy, we worked with people in over 500 communities. We are now trusted to support over 23,000 people across Australia. Some of our key achievements are highlighted below.

- Excellence in service delivery remained at the centre of everything we do. In line with this commitment we expanded our evidence-informed practices, including CARE, Therapeutic Crisis Intervention, and MOCKINGBIRD FAMILY™.
- We partnered with the Department of Health and Human Services in Victoria to facilitate the smooth transfer of disability services in three regions to our organisation. This transfer saw us welcome 679 new participants and 1,216 new staff.
- We launched Joblife, a joint venture with Angus Knight, which supported over 350 people with disability to participate in meaningful, ongoing employment or education this year.
- We championed diversity and inclusion across our organisation by launching our next three-year Accessibility, Inclusion and Employment Plan (AIEP) which aims to increase the number of people with disability in our organisation to 8% of new staff and 4.5% of our workforce by June 2020.



- We strengthened our values-based culture and commitment to Aboriginal and Torres Strait Islander communities by making strong progress towards the targets set out in our Reconciliation Action Plan.
- We achieved strong engagement scores across the organisation in our Employee Opinion Survey through continued investment in our staff's learning and skill development and were uncompromising in our efforts to maintain a safe workplace, with a 31% decrease in staff requiring time off due to injury.
- We are committed to being a respectful and responsive partner in the social sector. Through collectives such as Alliance20 and Children in Care, we share our learnings to influence positive change, for the benefit of the people we support and the communities in which they live.

STRATEGIC OUTLOOK

We believe that a society where everyone can participate is a stronger, more resilient, and more connected society.

As we move into the final year of our Vision 2020 strategy, we are now turning our minds to our future strategy which will embody this belief.

Our values and purpose are our driving force – and we view this as our opportunity to think courageously and reimagine how we do things. To be bold, ambitious and dream big about how we can use our enormous strengths and partnerships to impact people's lives.

We have now embarked on 'Beyond 2020', the development process for our next organisational strategy. We know the strength of this new strategy will be the diversity of people, stakeholders and experiences that inform it.

Guided by our values, we will ultimately create greater:

EMPOWERMENT

People empowered with the skills and support to live life

TOGETHERNESS

A mutual journey of growth and empowerment for all involved, and a society that's more inclusive

BETTER SOCIAL POLICY

More effective policies that have greater impact and create better opportunities for all of us

WE BUILD RELATIONSHIPS

Relationships are in our DNA. We are people people, which means we listen first before we act. Our emphasis on relationships ensures the way we support people is designed for them, by them. We are proud of the work we have done to build relationships with the people who trust us to deliver services, as well as staff, carers and the hundreds of communities we worked in throughout 2018-2019.





CHANGING LIVES, NEW DIRECTIONS IN CARE

This year we launched Changing Lives, New Directions in Care, our strategy for working with children, young people and families. This evidence-informed national practice strategy has been endorsed by the Board of Life Without Barriers and provides a cohesive framework to take our service delivery from good to great.

It brings together much of the work we are already doing to support children and young people and helps our staff to be confident that what they do is informed by the best available evidence and practice wisdom.

We understand that relationships are the active ingredient in creating positive change and we know the quality of staff and carer relationships with children, young people and families are the key to making a positive difference.

CORE INITIATIVES OF CHANGING LIVES, NEW DIRECTIONS IN CARE

CARE and Therapeutic Crisis Intervention (TCI) Implementation

Relationships are central to CARE, an evidence-based, trauma informed model developed by Martha Holden, the Director of the Residential Child Care Project team at Cornell University. It is underpinned by six core principles drawn from extensive research into childhood development:

RELATIONSHIP BASED

Nurturing care experiences and basic attachments are necessary for children to grow into healthy adulthood.

DEVELOPMENTALLY FOCUSED

Strategies for change are more effective when they match the child's 'zone of proximal development', presenting a challenge but not overwhelming.

TRAUMA INFORMED

All expectations and interactions are to take into account the impact of trauma, such as neglect, abuse and violence, on a child's development.

FAMILY INVOLVED

A child's identity is tied to their family and involving parents or other significant adults is a vital component in achieving safety, wellbeing and permanency.

COMPETENCE CENTRED

Competence is the combination of skills, knowledge and attitude that each child needs to negotiate effectively in everyday life.

ECOLOGICALLY ORIENTED

Caring and supportive environments provide children with a model of how to care for themselves and others.



WE BUILD RELATIONSHIPS

Life Without Barriers uses these principles to guide all interactions of staff and carers with children, young people and their families.

CARE Program Model

CARE is an evidence-informed program from Cornell University which centres on providing services to children in out-of-home care based on the best interest of the child. In 2018-19 our ongoing commitment to implementing CARE across the organisation went from strength to strength. The Cornell University team has continued its regular technical visits to lead training sessions, problem-solve, facilitate cultural change and support implementation at a strategic level. The team from Cornell met with teams and leaders in all states and territories during their three visits for the year.

Foster Care Design Project

The Foster Care Design Project aims to further improve the quality of foster and kinship care supported by Life Without Barriers. This world class, evidence-informed approach is designed to help us build stronger relationships with our carers – from the point of contact right throughout the caring journey – so they can have the best possible relationships with the children and young people in their care.

MOCKINGBIRD FAMILY™

Building a support network for foster and kinship carers is the focus of MOCKINGBIRD FAMILY™. The program improves relationships and ultimately the social and emotional wellbeing of children and carers. In 2018/19 we created two constellations and began the expressions of interest process for a further five.

Evidence-informed practice

When caring for children and young people, we work in ways that evidence tells us makes a difference. CARE, TCI, MST and MOCKINGBIRD FAMILY™ are just a few examples of our commitment to using evidence to inform our work.

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STAFF COMPLETED
FACE-TO-FACE CARE TRAINING

Response to the Royal Commission's Recommendations

Understanding and implementing the recommendations of the Royal Commission into Institutional Responses to Child Sexual Abuse final report has been a priority for us since its release in December 2017. As a leader in the sector, we have invested in reviewing and implementing the recommendations to strengthen our approach to keep children and young people safe.

Family Inclusive Practice

Family Inclusive Practice ensures that families are included in children's lives and in all child-related decision-making whenever safe and possible. At Life Without Barriers we recognise that family is a child's first and most important relationship, and that families are a part of the solution, not the problem.

We Put Children First

We Put Children First is Life Without Barriers' commitment to keeping children and young people safe, supported and protected from abuse. It focuses on helping our employees and carers understand what is and isn't acceptable behaviour, how to recognise potential signs of abuse and what to do if abuse is suspected or disclosed. As part of this, in 2018-2019 we also commenced a campaign to help children and young people understand their rights, what they should expect from adults and how to raise concerns, using the SAFE Book Series developed by the NSW Office of the Children's Guardian.





MOCKINGBIRD FAMILY™ Newcastle group

CASE STUDY: CREATING A COMMUNITY OF CARERS

The phrase “it takes a village to raise a child” perfectly reflects the belief at Life Without Barriers that relationships are key to helping a child succeed and thrive. That’s why we are proud to be a part of MOCKINGBIRD FAMILY™.

MOCKINGBIRD FAMILY™ is an evidence-informed approach to foster and kinship care. It is designed to improve the social and emotional well-being of children through an ‘intentional community’.

Six to ten foster and/or kinship carer homes are connected to make a local community, called a Constellation. They are supported by an experienced carer, who takes on the role of Hub Home Provider.

“We are like a grandparent figure to the children, like aunties and uncles,” said one Life Without Barriers’ Hub Home Provider.

The Hub Home Provider is responsible for planned and emergency respite and practical and emotional support, as well as organising monthly meetings and social activities. These gatherings create a safe environment for young people and carers to build relationships as they share experiences and ideas. They also reduce feelings of isolation.

“In some ways I feel closer to [the other carers] than my own family or friends because of our shared experience,” said a MOCKINGBIRD FAMILY™ Constellation carer.

Life Without Barriers supported two MOCKINGBIRD FAMILY™ Constellations in 2018/19 and has five currently under development for implementation in the 2019/20 financial year.



WE BUILD RELATIONSHIPS

RAISE YOUR VOICE

We believe listening is a vital part of any relationship and it helps us better understand the needs of the people we support.

In keeping with the purpose of the NDIS, we have been working with participants and the Victorian Advocacy League for Individuals with Disability (VALiD) to form self-advocacy groups. The aim of these groups is to empower individuals to have a say in how their support is provided.

The first group meeting was held in our Epping office in May 2019 and it was attended by a number of participants from North Eastern Melbourne who had recently transferred to Life Without Barriers through the Transfer of Disability Services from the Victorian Government.

The participants had an overwhelmingly positive response.

“They [staff] really listened to me and we have lots to talk about. I think we need to work on staff

having too much paperwork to do,” said Life Without Barriers participant Dennis Thorpe.

Similarly, participant Cameron Noble asked, “when can I come again? I really enjoyed tonight.”

Coordinating the meeting was Life Without Barriers’ Program Lead for Participants, Families and Stakeholder Engagement, Justine Morris, who said the optimism from participants reflects a smooth transfer of services, and a promising outlook for their future support.



NDIS participants at the first self-advocacy group meeting in our Epping office



Support Worker Annie brought in her Thermomix to make soup with the participants at the group home she supports in Melbourne

NATIONAL DISABILITY INSURANCE SCHEME: TRANSFER OF DISABILITY SERVICES IN VICTORIA

As the National Disability Insurance Scheme (NDIS) rolled out in Victoria throughout 2019, Life Without Barriers was excited to work in partnership with the Department of Health and Human Services (DHHS) to transfer disability services from the Government Sector to our organisation. We are now the service provider for 679 participants accessing Supported Independent Living (group accommodation) and Short Term Accommodation and Assistance (respite support) in 54 locations across the state.

The aims of the NDIS are at the core of our foundations; to ensure people with disability have choice and control about the services they need and the freedom to live life the way they choose. We recognised transitioning to the NDIS and transferring to a new service provider could be hard for people with disability, which is why building and establishing new relationships was our focus throughout the transfer period.

Prior to the transfer, Life Without Barriers staff conducted 127 house visits to meet participants, their families and their support networks. We held 23 forums where questions and concerns were raised and answered from participants and families.

After transfer we conducted a staff engagement survey and found that overall staff were positive about joining Life Without Barriers. The overall engagement score was 67% with less than 10% reporting unfavourable outcomes. Transferring employees responded particularly favourably to the questions about organisational values and our commitment to health and safety.



WE BUILD RELATIONSHIPS



Photo courtesy of Jessica Clark Photography

SUPPORTING PEOPLE SEEKING ASYLUM INTO JOBS

Dandenong-based Life Without Barriers Case Coordinator, Erika Jones, is proving how important relationships are to the success of our work. Since the start of 2018, Erika has been building connections within her community to address the employment needs of vulnerable people seeking asylum.

Erika has worked tirelessly, with council, local businesses, jobs and education support groups to break down barriers. Despite huge challenges, she's already been able to support more than 28 people into meaningful and ongoing employment. The relationships fostered by Erika are also leading to new opportunities for Life Without Barriers to support more people into the workforce.

BUILDING RELATIONSHIPS STARTS WITH LISTENING

Life Without Barriers Living Arts Resident Artist, Claire Wildish shares why *nyinakati munu kulila* (Sit and Listen) is so important to nurturing respectful relationships.

“My parents met in Gunbalanya, NT and when the opportunity came about to work on the Ngaanyatjarra Lands in remote Western Australia, my mother (who was dying at the time) made me go. It will change your life she said, and it did.

Like most white people, I arrived in community with ants in my pants, full of enthusiasm and wanting to do something. But the best advice I got was, “kulila, nyinakati munu kulila” – sit and listen. And so, I did.

“Over six months the Anangu women watched me and made a decision, but they didn't tell me. You can't keep a secret in the desert, and they had heard where I'd been before and decided I would help them reopen their art centre. And so, we sat down together, shared stories and lived side by side. I was there for them and later when I needed them, they protected me and my family fiercely. It did indeed change my life. Three years later, I am now incredibly privileged to be part of the Living Arts team at Life Without Barriers and to bring with me that experience.

“So, what is Reconciliation? For me, this is where it can begin. Sitting down together and sharing stories, working side by side and learning from each other. You have to stop and listen.”



SOUTH AUSTRALIA'S SECOND CARERS CAMP

In October 2018, Life Without Barriers held its second Carers Camp in South Australia, providing a wonderful opportunity for relationship building between carers, children and young people. Run by the Placement Support Team, 25 families participated in the three-day camping event at Glenbarr.

Activities ranged from a Smoking Ceremony, to fun with the Living Arts program and basketball coaching. However, it was the interactions between all those who took part that was the real highlight.

“It was heart warming to see the connections and friendships that many of the children made with each other, especially given many usually struggle to develop peer relationships,” said Helen Jeffreys, Operations Manager at Life Without Barriers SA.

Feedback from carers was also overwhelmingly positive and many have continued the supportive relationships formed during the camp since returning home.



WE ARE IMAGINATIVE

We are passionate about finding the best solutions for everyone we work with. Support requirements and the environment we work in are constantly evolving, which is why we value an imaginative approach and mindset. We are always looking for new ways to do things or improve our existing programs to ensure we can meet the needs of the people we support both now and in the future. Our work during 2018-2019 is a clear reflection of this goal.



MULTISYSTEMIC THERAPY

Multisystemic Therapy (MST) is an evidence-based, short-term, intensive family and community program that breaks the mould in its approach to tackling the many factors known to be related to anti-social behaviour and youth offending.

Young people involved in the MST program are at serious risk of involvement with the criminal justice system or may have extensive offending histories. In many cases they may be using drugs or alcohol, be at risk of school exclusion or frequently abscond from home. MST works through the caregivers to address the multiple determinants of offending behaviour across the systems with which the young person interacts. MST uses the strengths of these systems – family, peers, school or community – to help facilitate positive behavioural change. Unlike other programs, it is specifically designed to help the whole family, rather than sending ‘rehabilitated’ young people back into a potentially dysfunctional environment.

Life Without Barriers both provides MST as well as supports others in their delivery of MST, in Australia and New Zealand. In our Network Partner role, we provide weekly consultant supervision to MST therapists as well as the ongoing coaching and training.

In the 2018-19 year, we directly delivered MST or MST Child Abuse and Neglect to 67 young people who completed the program and in our role as MST Network Partner, we provided clinical support to deliver the program to 246 young people who completed the program.



CASE STUDY: MST CHANGING LIVES

Braydon* is 15 years old and lives with his adoptive parents. Two years ago, he was experiencing lots of challenges and had some behavioural issues which began to escalate. By the time Braydon was accepted into the MST program, he had multiple interactions with the criminal justice system, was dealing with poor emotional regulation, polysubstance use and was disengaged from education and employment. He also regularly spent time away from home with limited or no contact with family.

MST’s innovative approach was ideal for Braydon. While working closely with him, the MST clinician also worked in tandem with his family, focusing on improving his parents’ behaviour management, stress management and communication skills.

“I found it hard to believe that the clinician’s ideas would work but boy was I wrong,” said Braydon’s mother. “Our clinician had an answer for every issue we faced, not only for our child but for me as well.”

At the three-month review, Braydon was back at school, not using drugs and had no new charges. He was living at home, taking part in team sport and building positive peer relationships.

“Our clinician turned our whole life around,” Braydon’s mother said.

**Images and name changed for privacy reasons*



WE ARE IMAGINATIVE



MST clinicians are support in New Zealand by Life Without Barriers

CASE STUDY: KIA ORA, MST IN NEW ZEALAND

Life Without Barriers is proud to be the Network Partner for eight teams delivering MST in New Zealand. We provide support through both a clinical and quality assurance capacity with our primary role being to ensure families are receiving the best service possible.

Along with weekly clinical input, our consultant provides quarterly training and assistance with development activities, including new program implementation and recruitment.

By conducting monthly reviews with MST participants, our Data Evaluator helps ensure the program's integrity, while also providing an opportunity for caregiver feedback.

"I wish this was available for all families. It's a wonderful service," she was told by one MST program participant. Another parent reported "Both (therapists) are fantastic. They're easy to understand and have helped me to change what I do with my child."

We have seen strong outcomes from our New Zealand teams. From 1 January 2018 to 31 December 2018 the teams supported 206 young people and families through the MST program. Upon completion 96% of the young people were living back at home, 78% were engaged in school or employment and 86% had no new arrests. We feel privileged to support our partner agencies to help young people create such lasting change.

INTENSIVE FAMILY ENGAGEMENT SERVICE, TASMANIA

We are focused on developing and advocating for new and more effective ways to keep families together. One solution showing great outcomes is the Intensive Family Engagement Service (IFES), a new model of care being trialled in Tasmania to keep children out of the foster care system.

Our IFES team in Hobart provides assertive, intensive in-home support each week to parents who are at high risk of having their children removed. Intervention by IFES workers is usually quite late in the journey, which is why they follow the evidence-informed Parenting Under Pressure model. These parents may have limited family support, issues with substance abuse or have been victims of trauma or abuse.

"We find when we meet the families, the issues we were told about are usually just the tip of the iceberg. It's quite a complex life," said Family Worker, David Taylor. "Although it is only a short time we get to work with these families, I am confident that I can make a little bit of difference and hopefully turn things around for them."

About 75% of the families the team have worked with continue to keep their children at home. "When a child is removed, the hope is always that any removals would be temporary," said Team Leader, Will Skadden. "Our program can help parents take the steps they need to resolve issues so they can get their children back."

The pilot program is currently funded by Child Safety Services in Tasmania. Life Without Barriers is committed to continuing to support this innovative program.



Will Skadden leads our IFES team in Tasmania

CASE STUDY: KATE, IFES PARTICIPANT

Kate is a solo mother whose children were restored to her care thanks to the support of the Life Without Barriers' IFES team. She says having a new service around was hard to begin with but has definitely changed their lives for the better.

"The kids just think it's great. Because I've got no family here, it's really hard and it's been really hard for a long time now. I'd be lost without them," she said.

When Kate was unexpectedly admitted to hospital recently for a two day stay, it was her IFES family worker who came to stay with the children.

"They are my only support system at the moment," she said. "I can't thank them enough. We still have a long way to go, but we'll get there, slow and steady."

**Images and name changed for privacy reasons*



WE ARE IMAGINATIVE

MEET BARISTA, MATT

Finding new and imaginative ways to support people is a core value for Life Without Barriers, and Matthew Dillon's new career as a barista is imagination in action.

Matthew who is 30 and lives with Down Syndrome, dreams of owning his own café. When a coffee machine was generously donated, the idea of a café was put to him by Life Without Barriers Care Coordinator, Kerrie Stephens. He was very keen and barista training was organised.

Now he is doing what he loves best, serving coffee to Life Without Barriers staff, clients and the general public every Friday morning. He also does the rounds of the Margaret River Community Centre, taking customer orders

and brewing up coffee. He even delivers! Patrons give him a donation for their coffee.

"I like being with people and making coffee and I am grateful and excited," Matt said. "I make everyone happy and smile." One of the best parts about this venture is his new-found confidence.

"Seeing him smile, doing something that he loves makes it all worth it," said Candice Adamson, Matt's support worker. "He's opened up 100% and it's given him a goal he wants to achieve."

Matthew is now doing work experience at two cafes in the area to further boost his skills.





WE ARE IMAGINATIVE

YOUTH ADVOCATE PROGRAM

Life Without Barriers delivers the Youth Advocate Program (YAP) to support young people leaving out-of-home care. With each young person in the program having such varied needs, our advocates are creative in designing a tailored solution for each person so they can reach their unique goals.

Advocates support young people to improve relationships with their families and peer group, to work on their behaviour and get them engaged in education. Work occurs intensively for up to six months, focusing on rebuilding relationships and helping them develop skills to live independently. This can involve being supported to secure a drivers' license, get a job, learn to budget or reconnect with their culture.

An independent review by the University of NSW's Social Policy Research Centre evaluated our YAP service in NSW and released their report in March 2019. Based on both quantitative and qualitative research, the report found that the program was judged by clients and staff to produce positive outcomes for young people as they transitioned to independence.

In 2018-2019, YAP supported 15 young people and welcomed their first NDIS funded person to the program, who was specifically seeking support for mentoring and advocacy.



CASE STUDY: HUGH'S STORY

Hugh's successful journey with our Youth Advocate Program is thanks to the imaginative approach taken by his advocate during and after his transition back to his natural family at age 18.

It wasn't a simple journey. There were seven people and 11 pets living in his grandmother's three-bedroom house in the Sydney suburb of Bidwill, which was extremely chaotic and challenging for a teenager on the Autism Spectrum. With YAP's support, Hugh's aunty, her partner and their three children were able to find their own home, leaving a much calmer environment for Hugh and his grandmother. His advocate also supported his natural mother to increase her role in his life by learning more about Hugh's diagnosis.

With YAP's support Hugh has now graduated his HSC and received a Cert III in retail studies.

**Image changed for privacy reasons*

Goods are donated by the local community, with special support from Coles, and compiled into special care packages

CARE PACKAGES IN MANJIMUP, WA

Care Coordinators Gemma and Donna at our Warren Blackwood Emergency Accommodation Centre at Manjimup in WA recognised there were members of their community who were struggling, but largely unable to access services. For example, there were people in the community who could afford rent, but once it was paid, had little left for anything else including food. Their imaginative solution was the creation of Up-Care packages.

Goods are donated by the local community, with special support from Coles, and compiled into special care packages. These are then distributed back into the same community – bringing the support full circle. There are four different packs, designed to meet the varied needs of the people they meet.

Gemma and Donna's innovative mindset didn't stop there. On World Homeless Day, they set up a free soup stand outside their local Woolworths. As well as giving a warm meal to anyone in need it also allowed them to identify people who might need a package and their support.



SERVICE AGREEMENT AND CLAIMING APP (SACA)

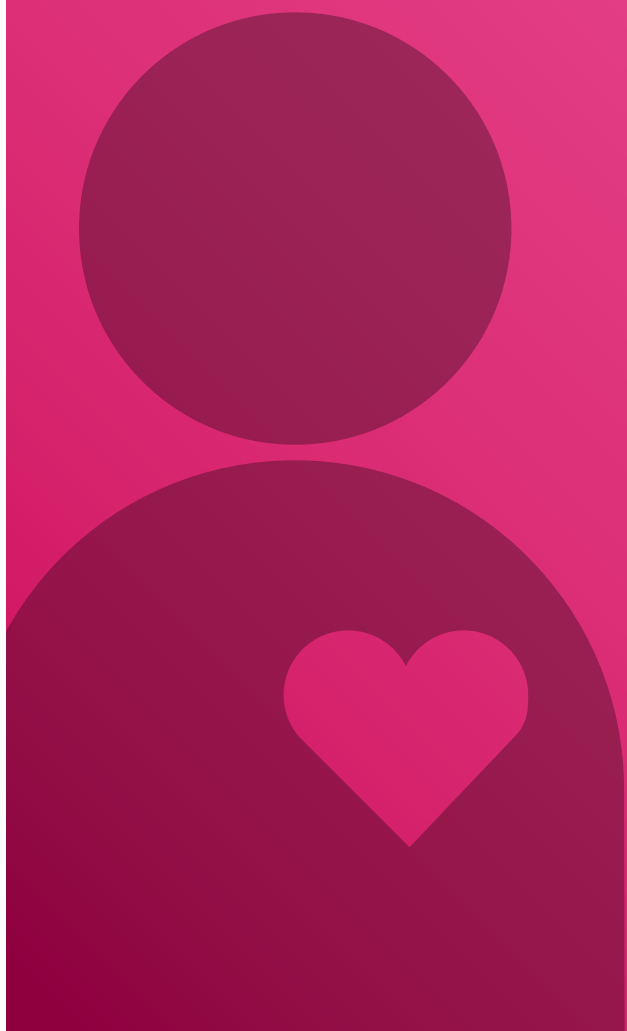
The development of our Service Agreement and Claiming App (SACA) is another way in which Life Without Barriers is innovating to create better outcomes for the people we support and staff. We are proud to report the completion of the rollout of SACA across our disability services in July 2018.

SACA is a web application that significantly reduces the time it takes for our staff to create NDIS service agreements and submit claims to the NDIA. SACA takes both processes into an online, automated environment which means our staff have more time to spend focusing on clients and their needs.

The software was built in-house by the Life Without Barriers Digital Team and tailored to meet our requirements and those of the NDIA. The introduction of the SACA has also resulted in a saving of \$1.5 million per year which means greater investment back into services for people.

WE ARE RESPECTFUL

Being respectful is a core value of Life Without Barriers. Respect is fundamental to our work in championing diversity and inclusion and it is paramount in our work with Aboriginal and Torres Strait Islander people and communities. Our focus on respect for all cultures is reflected in our work throughout 2018-2019.





**RESPECT FOR CULTURE:
PUTTING OUR
RECONCILIATION ACTION
PLAN INTO ACTION IN 2019**

We believe reconciliation should not just live in the hearts and minds of our staff, but in our hands as well. We are committed to supporting Aboriginal and Torres Strait Islander people, their families and the 6%* of our staff who identify as Aboriginal and/or Torres Strait Islander in a way that is culturally appropriate, respecting their traditions and deep connection to Country.

**Excluding parts of our business in NSW and Victoria in 2019*



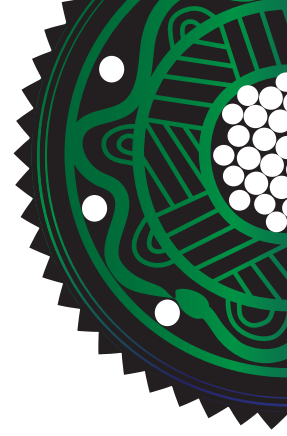
Our commitment to the goals of our Stretch Reconciliation Action Plan have seen us:

- Partner with more than 30 Aboriginal and Torres Strait Islander organisations to provide a range of services including cultural experiences for children and young people, traineeships within our workforce, Return to Country trips and sourcing culturally appropriate medical treatment for our young people and their families.
- Deliver Aboriginal and Torres Strait Islander Culture training to 2,500 staff through our learning management system and to a further 408 staff through face-to-face training which has created opportunities for staff to build their cultural competency.
- Participate in 60 NAIDOC community events and celebrate Reconciliation Week throughout our organisation.
- Support Aboriginal and Torres Strait Islander businesses with almost \$590,000 in goods and services.
- Welcome 141 Aboriginal and Torres Strait Islander new staff into our team which aligns with our commitment to increase employment opportunities for Aboriginal and Torres Strait Islander people.
- Embed cultural support plans for children in out-of-home care.

1799 ABORIGINAL AND TORRES STRAIT ISLANDER CHILDREN, YOUNG PEOPLE AND ADULTS SUPPORTED



WE ARE RESPECTFUL



We are proud of how our staff are embracing our Reconciliation vision at a local level. We have invested in 10 RAP Committees around Australia that govern our RAP and organise fundraising events and partnerships on a local level. With support from RAP committees many children in out-of-home care have been able to attend cultural activities and camps and some of our disability clients have received funding and support to Return to Country.

Our emphasis on respect has also been reflected in our community involvement. In July 2018, we participated in 60 NAIDOC events around Australia celebrating the theme 'Because of Her, We Can'. These ranged from staff and clients attending marches, fair days and balls to events we organised ourselves.

One of our NAIDOC highlights was co-delivering a Darwin Sports Day attended by clients, staff and the community, which included traditional activities such as Gorri, Koolchee, Edor and Tarnambai, Pudakul (Spear Throwing). In May 2019, we were also proud to support the Family Matters National Week of Action and Reconciliation Australia's National Reconciliation Week.

While these events are large on our annual calendar, it's also the small changes made by staff within Life Without Barriers that define our commitment to respect and reconciliation. In the last 12 months we employed eight Aboriginal and Torres Strait Islander young people as trainees across the organisation and hosted six CareerTrackers interns, who are Aboriginal and Torres

Strait Islander university students. In Darwin, the Winnellie meeting rooms have been named in the local Larakia language and our Kalgoorlie Office has translated our values into four local languages for display in their office. In Perth staff recently organised a Smoking and Cleansing Ceremony for a disability accommodation site after Aboriginal staff and clients were affected by a cultural presence in and around the building.

We recognise there is always more we can do. The development of our next Reconciliation Action Plan is underway. It has been informed by over 30 co-design workshops that have taken place with staff across the country and it is being guided by support from the PwC Indigenous Consulting team. We look forward to launching our next RAP in early 2020.



The visits were largely about family and reflected our commitment to helping the people we support remain connected to their culture.



PARTNERING WITH LINK-UP (QLD)

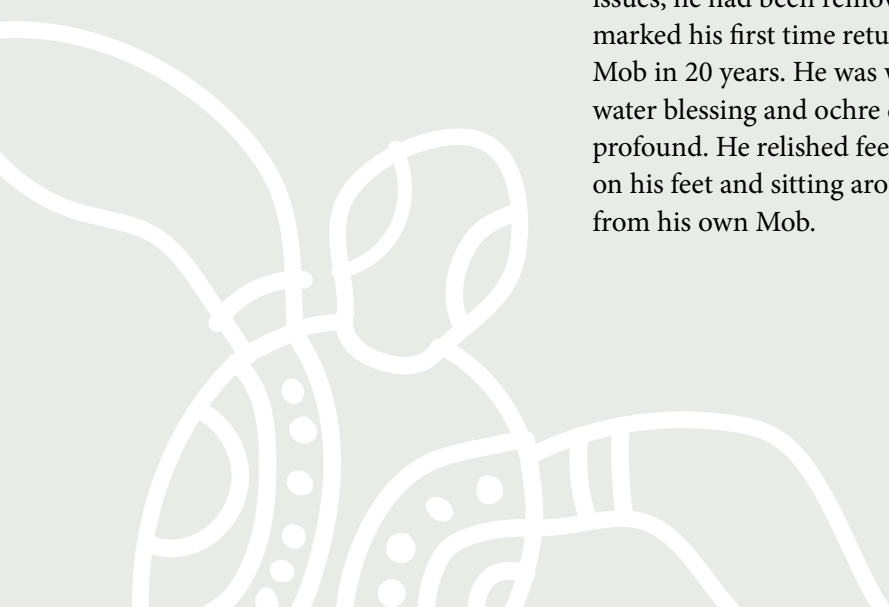
The importance placed on respect for culture and family is evident in our partnership with Link-Up (Qld). With their support, we help reconnect our Aboriginal and Torres Strait Islander people affected by forced removal, by researching and locating the families they have lost. This partnership has helped several young people in out-of-home care return to Country to meet their families.

KOWANYAMA CULTURAL FESTIVAL

Life Without Barriers is thrilled to have been part of the first cultural festival to be held at Kowanyama in Queensland. The event marked a Return to Country for three of our clients – Josie, Tamia and Rhonderson – and we are proud to have walked with them on their journey.

The visits were largely about family and reflected our commitment to helping the people we support remain connected to their culture. Josie enjoyed exploring the area in which she grew up and we were treated to stories from her father about walking the country as a bush man. Tamia was able to spend quality time with her family, who talked positively about the support offered by Life Without Barriers. Tamia is now 23 but went into care at four years old after an illness.

For Rhonderson, it was a deeply significant trip. Due to complex health issues, he had been removed from his family at an early age and this marked his first time returning to camp on Olkola Country with his Mob in 20 years. He was welcomed back to Country by elders with a water blessing and ochre ceremony and the effect this had on him was profound. He relished feeling the sand between his fingers, the water on his feet and sitting around the fire, sharing meals and hearing stories from his own Mob.





**WE ARE
RESPECTFUL**



MARY G: QUEEN OF THE KIMBERLEY

Television and radio personality, Mary Gedarrdyu, embodies the high value we place on being respectful and supporting diversity. She is from the Kimberley and prioritises culture and better understanding of Aboriginal and Torres Strait Islander challenges.

Through 2018, Mary G was the face of our Foster Carer Recruitment Campaign in WA, a role she is continuing in 2019. Through a number of radio advertisements, Mary G is also helping raise awareness about the NDIS and aged care services available for Aboriginal communities in WA.



STRONG SPIRIT WOMAN CULTURAL CAMP

Uncle Boomie's property, Gittaba in Queensland, was the location of the third 'Strong Spirit Woman' Camp. Held in April 2019, the camp provided an opportunity to build awareness and understanding of culture by bringing together young women, Aunties and staff. They shared stories, painted, went on bush walks, cooked and shared yarns around the fire.



CULTURAL CAMP FOR CHILDREN IN OUT-OF-HOME CARE IN WESTERN NSW

Building respect for culture among younger generations was the focus of the third Life Without Barriers cultural camp for children in out-of-home care. Working with Thikkabilla Vibrations, the group spent time in Katoomba visiting the Three Sisters and then travelled to Yabun in Sydney on Survival Day weekend (26 January 2019).

This was the first time the young people were able to attend Yabun, which is the biggest one-day celebration of Aboriginal and Torres Strait Islander culture and history in Australia. Connecting with the Thikkabilla dance group was particularly powerful for the young people and provided an invaluable opportunity to connect with Country, learn about their history and build pride in their culture.





FRANCIS COMES HOME

Supporting people to return to the land of their birth or the land of their kin, is a priority for us. In early 2019, one such journey was organised for Francis, a proud Aboriginal man from the Lockhart River community, about 800 kilometres from Cairns.

Francis has complex health needs and left his home over 20 years ago so he could access the support he needs. But after experiencing recent health issues, he felt a strong call to reconnect with his family. Recognising the

significance of this journey, a team member from Life Without Barriers' Far North Queensland office accompanied Francis so he could continue to receive specialised care and remain safe and comfortable.

Most of his family still resides in the area and he spent important time with kin, visiting the house in which he grew up, fishing in his family's homelands and enjoying a traditional feast of dugong cooked over the fire. Leaving was very emotional, but plans are already underway for more trips home so he can continue to make vital connections to his kin and country.

SUPPORTING TRAINEES IN THE NORTHERN TERRITORY

Life Without Barriers worked with a number of training organisation in the NT to offer employment experience for young Aboriginal and Torres Strait Islander trainees.

We partnered with Group Training Northern Territory and Charles Darwin University to provide employment experience for their trainees studying Community Services, Individual Support and Allied Health.

We currently have five trainees in the NT working with Life Without Barriers in our Aged Care and Life Style Support programs and recently offered ongoing employment in our Darwin team to a trainee who joined us from the Aboriginal Health Academy completing a certificate III in Allied Health.

This year we also partnered with ConocoPhillips, the NT Government, Aboriginal Medical Services Alliance Northern Territory (AMSANT) and Indigenous Allied health Australia (IAHA) to increase advocacy and support for trainees within social and community services.



MEET ABORIGINAL FOSTER CARER, JULIE

Julie has been caring for children in an informal capacity for much of her adult life. However, it was her role as an education support worker at a local Aboriginal organisation which motivated her to become a foster carer with Life Without Barriers. She wanted to see Aboriginal children stay in

their own community rather than being placed in homes with people who were strangers to them.

"I just cannot express how important it is for Aboriginal and Torres Strait Islander children to maintain their culture and their community bond," Julie said. "I looked at my own grown up children and saw how well I'd done, and I thought, 'I'm wasting time that I could be caring for other little kids that need a safe place to call home!' So, I went off and did the training."

Because of her experience with her own children and their friends, Julie has the ability to make kids feel safe quickly. For three years, Julie and her husband Trevor,

were emergency and respite carers for Aboriginal and Torres Strait Islander children in their own community. While in her care, the children were involved with their extended families and in an array of cultural activities, such as diving for abalone and cooking on the rocks. Julie and Trevor are now full-time carers for a primary school aged child.

"We, as adults have a responsibility to see that our little people are loved and cared for in a safe and loving environment," Julie said.

At Life Without Barriers, we are proud to support Julie as she continues her life-changing work.

WE ARE RESPONSIVE

Being responsive is essential to the success of what we do. We know when dealing with a diverse range of people and needs, a one-size-fits-all approach is never going to work. Life Without Barriers has demonstrated our commitment in this area through new and exciting initiatives, as well as our ongoing support of established programs throughout 2018-2019.



**OUR LOST TIME
INJURY FREQUENCY
RATE FELL**

31%

THIS YEAR

**CLIENTS FIRST,
SAFETY ALWAYS**

Safety is at the heart of everything we do at Life Without Barriers. Our LiveSafe campaign focuses on clients first, safety always. It's a reminder that when putting clients first we should never place the health, safety and wellbeing of others at risk. This emphasis on safety combined with early intervention from incidents and durable return to work practices has reduced our overall staff lost time injury frequency rate (LTIFR) by 31% across the year.

As a disability specialist, we know people with complex needs and behaviours have varied support requirements. These needs can also change suddenly, presenting different or new care and safety challenges. Our staff take a holistic, person-centred approach, so they can be responsive to these changes and ensure people with disability maintain or improve their quality of life.



CASE STUDY: MEET JAMES*

James* lives in a Life Without Barriers Independent Living residence in outer-Melbourne. He is in his mid-twenties with a passion for cooking. He also lives with autism and epilepsy and has limited speech.

In mid-2017, James' carers noticed that James' behaviour was changing. He was becoming withdrawn and simple tasks like showering became stressful. James' care team knew James well and by watching and connecting with James it became clear he was frustrated because he was having difficulty expressing his sensory needs.

His carers responded immediately, implementing a strategy to reduce his anxiety and stress. James' routine was changed with input from James and his support network to provide more flexibility, and a new sensory wall installed in the shower to create a calming environment.

James' wellbeing improved and he's back enjoying family dinners and cooking up a storm. Nevertheless, our staff remain flexible and proactive, so they are best positioned to anticipate and respond if James' sensory needs change again.

*Images and name changed for privacy reasons

WE ARE RESPONSIVE



WE ARE RESPONSIVE



CASE STUDY: MEET CARLY*

Carly* is in her late twenties. Living in one of Life Without Barriers Supported Independent Living residences in Melbourne, gives her the independence she values above all else. She has an intellectual disability, epilepsy and cerebral palsy but uses a motorised wheelchair to get out and about and watch movies, which she loves.

When a finger injury limited her ability to use her wheelchair, Carly became frustrated sometimes expressing this frustration through anger with her support team.

Life Without Barriers staff have spent lots of time with Carly, understanding what she likes and what is important to her. They understood that Carly just wanted to be able to get back to her usual independent self! Knowing how important independence was to Carly, our team had her wheelchair fixed within 12 hours and they implemented new procedures to ensure she could continue to enjoy outings, even during recovery time.

**Images and name changed for privacy reasons*

SYNERGY TEAM, TASMANIA

We believe living in a regional or remote area shouldn't put people at a disadvantage to accessing mental health and support services. Life Without Barriers' #synergy youth mental health service is embodying the value of responsiveness through its delivery of clinical mental health support for young people in regional and remote areas in southern Tasmania.

The #synergy team is focused on supporting 12 to 25-year-olds with or at risk of severe and complex mental health issues and is achieving positive outcomes. The strength of the model is its flexibility. The people being supported may be unable to get to office-based appointments for a variety of reasons. It could be their mental health symptoms prevent the journey, they have caring responsibilities or that there is simply limited or no transport available. The #synergy team is able to meet clients where they are, in their communities and in their homes.

We know the importance of meeting the needs of young people living in regional areas and we will continue to build on the work being done in this space.



Photo courtesy of Tasmania PHN

1850+

PEOPLE WITH DISABILITY CURRENTLY BEING SUPPORTED INTO EMPLOYMENT OR EDUCATION THROUGH JOBLIFE

BREAKING DOWN BARRIERS IN DISABILITY EMPLOYMENT

In Australia today, one in five people have disability. Concerningly, people with disability experience unemployment at double the rate of the overall population and that rate doubles again for people with significant or profound disability. The barrier to employment often faced by people with disability is a misconception that they don't have the skills or ability to perform the role of an able-bodied person, but this is simply not true. For this reason, Life Without Barriers is committed to breaking down barriers in this space. Throughout 2018-2019 we have been doing this in a number of significant ways.

In mid 2019, we launched our 2019-2021 Accessibility, Inclusion and Employment Plan (AIEP). Reflective of our commitment to improving disability employment opportunities, we have increased our target for new hires with disability to 8% by May 2020, 10% by May 2021 and 12% by May 2022. In our 2018 Employee Survey, 9% of our existing staff indicated having disability. We strongly encourage other organisations to follow our lead by committing to employment targets for people with disability.

In 2018-2019, we also partnered with the Australian Network on Disability (AND) to host 7 interns through their Stepping Into internship program. We



were excited by the prospect of accessing a new talent pipeline of people with disability and hosted eight AND interns during the year. Two interns have continued to work at Life Without Barriers and we are committed to continuing to support the AND program into the future.

Breaking down barriers and forging equality in employment needs a whole of community approach. To find solutions and look at ways we can all contribute to this, we hosted two Ideas Without Barriers forums in 2018. Fifteen leaders from government, the private sector and community organisations met to discuss

practical ways to improve disability employment within their own organisations. It was agreed community organisations had a great opportunity to 'walk the talk' of inclusion in this area.

Life Without Barriers has already responded to this need for a greater community focus in disability employment, forming a new partnership with the Queensland Community Services Industry Alliance (CSIA). We are developing a three-point plan to help grow employment opportunities and will progress this work in South Australia and other states and territories in the future.



WE ARE RESPONSIVE



MEET DOM, OUR STEPPING INTO INTERN

Dom Freestone joined our Communications and Media team in Newcastle after an internship through the Australian Network on Disability *Stepping Into program*. Dom is a graphic designer, but what surprises many people is that Dom is also a quadriplegic.

After finishing his visual communications degree, Dom wanted to work for an organisation where he could contribute something worthwhile and make a difference. He says this job ticks every box. “Life Without Barriers values its ability to be responsive, something I feel I have truly embraced since obtaining my disability,” said Dom. We are thrilled to have Dom as a valued part of our team.

EVOLVING OUR SERVICES IN NSW

Over the year we responded to changes implemented by the NSW Government in relation to permanency supports for children in out-of-home care.

We learned a great deal from the process we undertook and what we can improve on into the future. We want to thank our staff and carers who were so open and communicative throughout the process and who have shared their views and thoughts about how we can continue to improve our approach in times of change.



JOBLIFE

Our Disability Employment Services provider Joblife, launched in July 2018 and is another avenue through which we are working to respond to the needs of the people we support.

Joblife is a partnership between Life Without Barriers and Angus Knight Group, and provides practical, ongoing support to help people with disability into meaningful employment and training.

By 30 June 2019, Joblife had 47 consultants supporting 1900 job seekers. More than 350 people found work or enrolled in education in this year.



MEET JULIE, JOBLIFE JOBSEEKER

Julie was diagnosed with high-functioning autism at the age of nine when she was living with a foster care family in Toowoomba. From the age of 16, she has been supported by Life Without Barriers to lead a healthy and independent life. However, her dream was to secure a job.

With the help of her Joblife consultant, David Krienke, Julie was initially placed in a domestic services role, which she enjoyed and gained valuable transferable skills. However, changes in the business meant the position was no longer appropriate. David and his team responded immediately and identified a fantastic new role where she could develop her social and communication skills and coincidentally, it was with Life Without Barriers.

Julie is now employed in a part-time administration role where she is buddied with more experienced staff to develop her skills and she has already proven what an asset she is to the team.



AGED CARE SUPPORT: MEET RICHARD HOUSE

Richard House is 71-years-old and lives in his own home in Tamworth, NSW. While his disability and medical needs mean he needs help close by, with the support of Life Without Barriers, he is able to stay in the community he loves.

Richard is on a home care package which gives him 16 hours per week of assistance, including personal care and assistance getting out and about.

Home Care packages are flexible, making them an ideal way in which we are able to respond to the varied needs of our clients and help them maintain the independence they so value.

CHILD VOICE SURVEY

We are willing and able to respond to the needs of people we support, and with over 25 years behind us, we know the critical importance of listening to understanding what those needs are.

In 2018-2019, Life Without Barriers case managers visited 1606 children and young people in out-of-home care across Australia. We asked them a series of questions about where they live and how they feel. We also surveyed their caseworkers. The intention was to identify any young people who needed extra support so we could respond to that need.

The survey found more than 95% felt safe where they lived and 92% felt they were part of the family. Around seven out of 10 children and young people agreed they felt supported. Children and young people in foster care were also found to have slightly higher happiness scores than children and young people in residential care.

Where children and young people stated that they did not feel safe where they lived or where the caseworker thought that the child or young person had safety or wellbeing issues, this was immediately escalated to senior management for investigation and resolution.

DO YOU FEEL SAFE WHERE YOU LIVE?

95% YES

4% SORT OF
1% NO

- Do you feel part of the family where you live? (children and young people in family-based care) 92% yes, 7% sort of, 1% no
- Do you feel supported where you live? (children and young people in residential care) 69% yes, 24% sort of, 7% no
- Ratings of children's safety and wellbeing from their case managers 84% no issues, 13% minor issues, 3% significant issues

MEET KIEREN, LIFE AFTER FOSTER CARE



Kieren entered foster care with Rob* and Diane* at the age of 12. Rob and Diane fostered Kieren as well as two other boys. While Diane sadly passed away during his time with the family, he remained with Rob until he was 18.

As you might expect, in a house full of boys, they would ride motorbikes, build go-karts, go iceskating and on occasions, have bonfires. He says he is most grateful for how responsive his carers were to his challenges and needs, even after he had left their care. He says being open and flexible is the best advice he could give to other foster carers.

“Within reason, we need help dealing with everything,” Kieren said. “We’re going to make things hard – but a lot of the times we’re actually really good.”

Kieren is now working and living in Sydney's western suburbs where he hopes to buy a home and raise a family in the future.

**Names changed for privacy reasons*

WE ARE COURAGEOUS

Standing up for what we believe in is a core value at Life Without Barriers. We work with people whose experiences have traditionally been overlooked and it is our privilege to carry their message forward to governments and the wider community when given the chance. We take this responsibility very seriously. From initiatives to influence policy to our work on the ground with clients, we are proud to have been courageous throughout 2018-2019.





INFLUENCING SOCIAL POLICY

As a leading social purpose organisation supporting more than 23,000 people in over 500 communities, we have a responsibility to share our knowledge and skills and help share the experiences of people we support to better influence social policy design and reform.

One of the three goals of our Vision 2020 is better public social policy at all levels of government decision making. Our aim is for policies that have greater impact and create better opportunities for all of us. Our work as part of Alliance20 and the Children in Care Collective are examples of what we have achieved throughout the 2018-2019 financial year in this space.

ALLIANCE20

Life Without Barriers is a founding member of Alliance20, a group of influential service providers joining forces to promote the NDIS and highlight issues affecting the scheme.

Life Without Barriers and its Alliance colleagues are committed to using their collective experience to bring about positive change and help the NDIS be the successful reform in disability services it is intended to be.

By working with government agencies, ministers and other stakeholders, Alliance20 has the ability to offer practical solutions.

Since its inception, Alliance20 has partnered to develop 12 Issues Papers outlining key areas of opportunity to improve the NDIS and have met with the NDIA to discuss these issues as well as talking about potential solutions with ministers and MPs from across the Federal Parliament.

Importantly, the Alliance holds a seat on the NDIA Advisory committee and through this appointment they played a key role in working with the NDIA on pricing arrangements for the 2019-2020 financial year.

Our involvement in Alliance20 is just one part of our broader work in social policy and we will continue to work in partnership with stakeholders to create change where it is needed.





**WE ARE
COURAGEOUS**



Children in Care
Collective

CHILDREN IN CARE COLLECTIVE

The Children in Care Collective is a testimony of our courage in the out-of-home care sector. Formed in 2016 with a group of out-of-home care service providers and academics the Collective aims to proactively raise the voice of children in care, particularly children with complex needs.

Meeting bi-monthly, the Collective's agenda has included a roundtable on Aboriginal children in care, surveying carers about support needs and the proper recompense of carers of children with high needs. The Collective held three successful forums throughout the year with local and international experts. These forums share evidence-based best practice and are attended by an average of 18 government and out-of-home-care agencies.

The Collective submitted joint position papers to all child safety jurisdictions and the National Office of Child Safety offering support in implementing targeted Royal Commission recommendations. It also made submissions to the Tasmanian Government's A Future Program for Family Based Care Out of Home Care Foundations Project and the NSW Children's Guardian on Regulating Child Safe Organisations.

WE SUPPORTED

4396

REFUGEES AND ASYLUM SEEKERS THIS YEAR



NATIONAL IMMIGRATION SUPPORT SERVICE SUCCESS: MEET NARJES ABBASI

The work of our National Immigration Support Services (NISS) reflects our commitment to ensure people who may find it hard to advocate for themselves, have the support they need to plan their future.

Narjes Abbasi is originally from Iran and was referred for employment support by her NISS Coordinator in 2018. The pathway to employment for people in Narjes position can be rocky, but her support staff never wavered in their goal to assist her achieve a career in the aged and disability care sector.

They encouraged various training options, including vocational training and English language classes. After linking her with her local health district, she was assisted to complete a detailed application form for Westmead Hospital in NSW. After attending an interview, she started work as a hospital Volunteer, where her ability to speak both Farsi and English was a great asset.

This is the just beginning for Narjes. She has now enrolled in a Certificate III in Individual Support (Aged Care) with TAFE NSW, with the aim of getting a job as a support worker in a role that will use her Farsi speaking skills.



SUPPORTING THE LGBTIQ COMMUNITY

We are proud to support the Lesbian, Gay, Bisexual, Transgender, Queer and Intersex community, including our staff, carers and clients who identify as LGBTIQ and have continued to actively recruit LGBTIQ foster carers throughout 2018-2019.

AUSTRALIAN WORKPLACE EQUALITY INDEX (AWEI)

In March 2019, we participated in our second AWEI, the national benchmark for LGBTIQ inclusion in workplaces, and tripled our original score. This year, we also participated in the AWEI employee survey for the first time. Highlights included 96.5% of our employees responding in support of LGBTIQ workplace inclusion and nine out of 10 stating they would call out negative LGBTIQ based commentary. We are extremely proud of this result.

PRIDE EVENTS

The 41st Sydney Gay and Lesbian Mardi Gras Parade was a big date on our calendar, with 65 staff, carers, partners, and clients marching in support. Among them were our Chief Executive and Board Director Graeme Innes. It was the second time Life Without Barriers was chosen to participate and we were thrilled that our 'Breaking Down Barriers' float was shortlisted for the Ron Austin Award for Most Fabulous Parade Entry.

Life Without Barriers also showed our support for the LGBTIQ community at Newcastle Pride Fair Day, Brisbane's Pride Fair Day, Cairns' Tropical Pride Fair Day, Perth's PrideFEST Fair Day and Melbourne's Midsumma Carnival.

WELCOME HERE PROJECT

At Life Without Barriers, we are proud to have joined the Aids Council of NSW (ACON) Welcome Here project. The goal of the project is to create and promote environments that are visibly welcoming and inclusive of LGBTIQ communities. Our commitment to inclusion is evidenced by 'Welcome Here' stickers that are now displayed at the entrance of all our offices Australia-wide.

LGBTI AWARDS

Being nominated for Organisation of the Year at the LGBTI awards was a humbling moment for Life Without Barriers and testimony to our commitment to supporting people who don't always have a voice. It was our second nomination for this award. We congratulate Headspace, named the overall winner, and look forward to future nominations.



**WE ARE
COURAGEOUS**



EMPLOYEE RECOGNITION AWARDS

Putting a spotlight on the achievements of our staff is one way in which we demonstrate our support of their courage and commitment to our values and goals. More than 100 Life Without Barriers staff and board members attended the 2018 awards, held at the Museum of Contemporary Art in Sydney.

We are thrilled to have been able to celebrate the achievements of our winners and the outstanding ways in which they have supported their clients and colleagues.

WINNERS

Carol Peltola Practice Leader Award – Michael Ainsworth

Values Champion Individual – Amarjeet Singh

Values Champion Team – Maha Razouk and Momina Ali

Reconciliation Award – Out-of-Home Care Team, South East Queensland

Safety Leadership Award – Union St Team, NSW

Innovation Award – Digital Team

People’s Choice Award – Jason Kehl

JUVENILE JUSTICE WORK BREAKING NEW GROUND AND CONNECTING PEOPLE TOGETHER

Many young people who have entered the criminal justice system, may face long term stigmatization. They need opportunities to build new skills, feel engaged and strengthen their sense of purpose. To aid this, we created

a partnership with a green waste collection program in the ACT.

Through this program, young people who are currently in low-security in the ACT Juvenile Justice system are supported and supervised to provide a green waste removal service for people in our aged care service. This gives the young people the opportunity to build new skills, while providing a much needed, free service for older Australians.

Mr Werner Binder uses Life Without Barriers aged care services and says he approached this opportunity with an open mind. “They’re friendly, no problems at all. They just do their job and pop into the bus again and off they go,” Mr Binder said.

We are proud of our ongoing support of this initiative and the hope it brings young people as they work to build a better and more successful future.

**LIFE WITHOUT
BARRIERS
WELCOMED**

1195

**NEW NDIS
PARTICIPANTS
THIS YEAR**



MEET JASON KEHL, PEOPLE'S CHOICE WINNER

When people enter the Life Without Barriers office at Toowoomba in Queensland, Jason Kehl is the first person they see. He greets people by name, is ready with a smile, takes the time to listen and is always ready to help his colleagues. What most people don't know is that Jason is legally blind, with 3% sight in one eye and none in the other.

Jason embodies the work we do at Life Without Barriers and has demonstrated courage in his convictions to seek open employment for himself, regardless of his disability. After more than nine years with our organisation, he is the perfect recipient for this award. We have no doubt Jason will continue to be a valued member of our community for many more years to come.

MEET RAYMOND FOSTER: FOSTER CARER IN THE NT

Raymond Foster has been a foster carer with Life Without Barriers since 2007. More than 10 years ago, he began caring for Angus and William, two Aboriginal boys with disability. With no biological children, he has become more than a carer, he is a father to them both.

His care didn't stop when Angus and William aged out of foster care at 18. Instead he has continued to demonstrate his commitment to the boys by helping them transition to the NDIS. It hasn't been an easy journey. There were significant challenges around managing the NDIS plans for both young men and identifying resources in Darwin to assist. This has included respite funding and support to help the young men build on their independent skills.

We are pleased to be able to continue to support the young men as they transition out of foster care and are now accessing NDIS services delivered by Life Without Barriers.

OUR BOARD

AS AT 30 JUNE 2019



Terry Lawler AO, Chair of the Board

Independent non-executive director since July 2002 and Chair since 2002. Extensive experience as a chartered accountant providing business, internal audit, operational and strategic advice. Chair of PKF Lawler Corporate Finance. Chair of Ampcontrol Group. Chair of Hunter Water Corporation. Chair of Hunter Water Australia.



Gillian Calvert AO, Director

Independent non-executive director since February 2012. Extensive leadership in the human services sector, working across Government and non-Government, primarily in improving the lives of children and young people. Commissioner for Children and Young People, New South Wales 1999-2009.



Doug Dean, Director

Independent non-executive director since February 2016. Extensive experience in business strategy and growth, Australia and overseas. Managing Director/CEO, Veolia Australia and New Zealand for 25 years.



Anthony Deegan, Director

Independent non-executive director since November 2004. Practising solicitor since 1978, a former partner at Sparke Helmore, providing commercial advice specialising in information communications technology, intellectual property and serving in various management roles.



Graeme Innes AM, Director

Independent and non-executive director since May 2014. Lawyer, mediator and director. Human Rights Practitioner for 30 years in New South Wales, Western Australia and nationally. Australia's Disability Discrimination Commissioner from 2005 – 2014. During that time served as Australia's Human Rights Commissioner for three and a half years and as Race Discrimination Commissioner for two years.



Jan Lowe, Director

Independent non-executive director since April 2004. Extensive experience in senior Government roles in community services, social justice, higher education and local Government. Currently runs JL Consulting, working on organisational change, governance and international disability service relations. Has served on a range of not for profit boards and is currently a Director of Every Voice, Australia.



Tracey McCosker, Director

Independent non-executive director since July 2002. Extensive senior management experience in the public health sector. Chief Executive of NSW Health Pathology.



Natalie Walker, Director

Independent non-executive director since November 2017. Extensive experience across small business, government, not for profit and corporate sectors in various management and non-executive roles. Natalie brings deep knowledge and expertise in social enterprise governance, leadership and operations, social policy design, impact investment, and creation of social impact.



Paula Head, Secretary

Chartered accountant. Extensive experience in business management, strategy and governance.

OUR EXECUTIVE LEADERSHIP TEAM



Claire Robbs
Chief Executive

- Leadership of the Life Without Barriers' customer, operational and fiscal agenda
- Delivery of Life Without Barriers' strategic objectives and priorities, with a strong focus on client experience
- Implementation of the Culture and Values Program
- Governance of operational objectives to ensure they are in line with Life Without Barriers' purpose and values.



Mary McKinnon
Executive Director, Practice and Quality

- Program Design and Major Program Reform, including Disability and Foster Care
- Evidence-Informed Programs and Practice
- Research and Evaluation Practice Leadership, Clinical Governance and Client Outcomes
- Quality Assurance and Risk, Management, Performance Reporting and Data Analysis
- Practice and Quality Business Partnering



Scott Orpin
Executive Director, People, Safety and Culture

- Reconciliation, Diversity and Inclusion
- Health, Safety and Environment
- Remuneration and Systems
- Learning and Development
- Talent and Attraction
- Workforce Management Strategy
- Operating Model and Organisation Design Implementation
- People Safety and Culture Business Partnering
- Leadership Engagement Program



Jason Collins
Executive Director, Technology

- Information Technology
- Mass communication technology platform management
- Software integration and development
- Digital asset management
- Innovation through digital technology



Patrick Tyro-Burns
Executive Director, Integration and Change

- Change management
- At scale business integration
- Implementation management
- Disability Reform projects
- Project management



Brad Swan
Executive Director, Strategy and Engagement

- Strategy and Planning
- Marketing Strategy
- Communications and Media
- Partnerships
- Carer Retention and Recruitment
- Business Development and Tendering
- Social Impact and Investments
- Strategy and Engagement Business Partnering



John O'Connor
Executive Director, Corporate Services and Finance

- Finance
- Fleet and Property
- Commercial, Procurement & Insurance
- Legal
- Shared Services
- Corporate Services and Finance Business Partnering



Angela Connors
Executive Director, Client Services

- Client service delivery for all state and territory jurisdictions
- Disability and aged care
- Child, Youth and Family
- Mental Health, Alcohol and Other Drugs
- Homelessness
- National Immigration Support Service
- Youth Justice

GOVERNANCE STATEMENT

The Board of Directors have responsibility for the governance of the organisation. In order to ensure that the operations of the Board and its 4 sub committees work within sound governance practices, an annual review of all Board policies and documents takes place.

In 2019, the Board also reviewed its governance practices against the AICD Not for Profit Governance Principles, which were published in January 2019:

PRINCIPLE 1: PURPOSE AND STRATEGY

The organisation has a clear purpose 'To partner with people to change lives for the better'. The strategy to June 2020 'Vision 2020' is linked to this purpose, and progress towards the achievement of the strategy is monitored by the Board quarterly.

In 2019, the Board have set out on a process to develop the strategy Beyond 2020 which will be launched in June 2020.

PRINCIPLE 2: ROLES AND RESPONSIBILITIES

The Board has a governance charter, which sets out the roles and responsibilities of the Board and its sub-committees. This charter was last reviewed in March 2019.

In addition each of the 4 Board committees:

- Risk Management Committee;
- Practice Governance Committee;
- Finance and Audit Committee; and
- Remuneration, Nomination and Succession Committee

Has a charter defining the structure, functions and administrative workings of each committee. These charters were last reviewed in February 2019.

Delegations of authority for the Board and Chief Executive Officer are reviewed annually, these delegations were last reviewed in March 2019.

PRINCIPLE 3: BOARD COMPOSITION

The remuneration, nomination and succession committee has responsibility for recommending candidates to the Board. No new candidates were appointed in the year.

The skills matrix was reviewed in February 2019, following a collaborative process to refresh the skills required for the current strategy period and into the future for technical and behavioural skill requirements and diversity of background.

Board tenure is set at nine years (being three terms of three years), and directors retire by rotation at each AGM.

PRINCIPLE 4: BOARD EFFECTIVENESS

A standing chair is in place who chairs each meeting. A deputy chair is also in place to chair meetings in the chair's absence.

The governance charter sets out that the effectiveness of the Board be reviewed independently every five years. The latest review is currently underway and will be completed in the 2020 financial year.

PRINCIPLE 5: RISK MANAGEMENT

The risk management committee and Board review the risk management framework annually. This review, including risk appetite, strategic risks and risk management policy last took place in May 2019.

PRINCIPLE 6: PERFORMANCE

The Board meets 11 times per annum and monitors performance around clients: safety, wellbeing and satisfaction, staff: safety, retention and satisfaction, quality assurance and compliance, risk management, finance and complaint resolution.

The annual budget and business plan is approved annually at the May meeting.

The practice governance committee oversee the governance of practice and the work of this committee is led by a practice governance framework to oversee compliance to the organisational 'pillars of practice'.

PRINCIPLE 7: ACCOUNTABILITY AND TRANSPARENCY

The organisation has an internal audit function which carries out quality audits across service delivery and compliance to financial controls.

In addition, a number of regulators and licensing authorities also carry out regular accreditation and surveillance audits. As part of this process, governance documentation and Board materials are made available for inspection.

Board and Executive remuneration is set by reference to external benchmarks, and is significantly discounted to reflect the charitable nature of the organisation.

PRINCIPLE 8: STAKEHOLDER ENGAGEMENT

The organisational stakeholder engagement strategy includes Board engagement across all stakeholder groups: clients, staff, funders, government and other sector advocacy groups and leaders.

Complaints are reported to the Board monthly.

PRINCIPLE 9: CONDUCT AND COMPLIANCE

The code of conduct is reviewed by the Board annually, and this was last reviewed in September 2019. The organisational code of conduct sets out the required behaviours and applies to all employees, the Executive Management Team and Board.

All Board members comply with the national internal probity requirements and the probity requirements of external licensing authorities.

PRINCIPLE 10: CULTURE

The organisational values are clear and form part of doing business at Life Without Barriers. Values driven behaviour also informs the culture which has been articulated in a culture statement endorsed by the Board.

The Board review their performance and decision making in line with these organisational values at each quarterly Board meeting by way of an in-camera session chaired by the Deputy Chair.

QUALITY, AUDIT AND RISK MANAGEMENT

Our governance approach relies on commitment from the Board and Executive to maintain mature and effective systems, process and practice for risk management, quality assurance, and audit and assurance. During 2018–2019, we continued to enhance our assurance approach to better understand how effective we are at managing risks facing the people we support in our service delivery.

AUDIT AND ASSURANCE

Our focus on assurance and risk management is underpinned by our values with a key aim to safeguard the people we support, staff and business and continually improve our service delivery.

The Audit and Assurance program approach seeks to embed governance and accountability through routine monitoring of meaningful assurance checkpoints.

In 2018-2019, we achieved all standard requirements to maintain or renew quality accreditation including:

Disability

- Australian Capital Territory Standards for Specialist Disability Service Providers
- National Standards for Disability Services
- Victoria Human Service Standards
- Queensland Human Services Quality Framework

Child, Youth and Family

- South Australia Foster Care Agency and Children’s Residential Facility Licensing
- Western Australia Better Care, Better Service Standards
- Queensland Human Services Quality Framework
- Victoria Human Service Standards
- QIC Health and Community Services Standards
- New South Wales Standards for Permanent Care (underway)

Aged Care

- Home Care Standards

Mental Health

- Queensland Human Services Quality Framework.

RISK MANAGEMENT

Our Risk Management Framework aligns to ISO 31000:2018 and sets out actions for strategic and operational risk management across our group and sub-entity structure.

During 2018-2019, the Board completed annual reviews for

Strategic Risks and the Risk Appetite Statement. The Board and Executive also reiterated the risk management intent to remain vigilant and avoid becoming complacent. We continue to embed the risk assurance process focusing on prioritised risk information to ensure the effectiveness of risk mitigation activity.

The focus for 2019-2020 is to continue to embed improved risk management and strengthen our risk management maturity framework across all corporate and client services areas.

INCIDENT MANAGEMENT

The i-Sight system implemented in 2017 is a key enabler to respond, report and manage incidents involving clients and staff. i-Sight helps to keep clients and staff safe, meet our duty of care and comply with both legislative obligations and policy requirements. Building on strong initial uptake, i-Sight usage continues to grow through greater user engagement, the ability to capture more incident types, enhanced reporting and ongoing training.

In 2018-19, we recorded a 37% increase in the total number of

events recorded in the system compared to the previous year. Increased data visibility through distributed reports also enhanced the value of i-Sight to our Practice Managers, Quality and HSE teams. The key aim of reporting improvements is to analyse data for trends, support early warning and underpin good decision making for staff.

Our focus in 2019–20 is to continue to improve our incident management activities through training of staff, enhanced trends analysis and new i-Sight modules that capture legal and fraud incidents and staff grievances.

QUALITY BUSINESS PARTNERING

The Quality Business Partnering model was extended to all states and territories across Australia during 2018-2019. The network of Quality Teams have been the conduit for the implementation of the Life Without Barriers Audit and Assurance program approach including internal audit and jurisdictional management of accreditation, certification and licensing. The national Quality Business Partnering network was fully embedded to provide guidance and support for frontline staff through a range of quality assurance activities. Integrated processes for policy and procedure development, review and implementation have been supported through the network.

POLICY AND RECORDS

We rely on information that is accurate and accessible in a timely manner. In 2018–2019, we reviewed and updated our policy statements to align with industry standards, as well as consolidating policies across multiple jurisdictions.

In 2019-2020, we will determine the scope and design of an enterprise content management system, to improve the management of records throughout the organisation.

LEGISLATIVE FRAMEWORK

During 2018–2019, we maintained our legal subscription service to receive accurate and timely information about key legislative changes in the areas of:

1. Child protection and client welfare
2. Privacy and confidentiality
3. Health, safety and environment
4. Governance (including fair trading)
5. Industrial relations and human rights
6. Records management and IT security
7. Finance and reporting.

INFORMATION GOVERNANCE

To establish Information Governance (IG) within Life Without Barriers, we developed

new processes and naming conventions. These ensure effective management of information across our corporate systems.

In 2018-19, we applied the IG approach to support organisational restructures to ensure no disruption to systems integrations. We also utilise IG guidelines to determine data sources of truth, as well as introducing standard terminologies and definitions. In 2018-19, we adopted 123 new terms and 203 acronyms as part of the organisation glossary.

Our focus in 2019-20 is to develop a Data Strategy to provide a vision for the next 3-5 years as a collaborative initiative aligned with business and technology strategies.

PERFORMANCE REPORTING

The availability of accurate and meaningful information is pivotal to running a successful organisation.

In 2018-19, significant work was undertaken to identify current and future reporting requirements across Life Without Barriers as well as streamlining Board and Executive performance reporting.

In 2019-20, we will further streamline our data capture process using a corporate data warehouse and automate large parts of performance reporting with business intelligence tools, such as Tableau and PowerBI.

FINANCIAL SNAPSHOT AND FINANCIAL SUMMARY

2-year summary, \$000's	2018/19	2017/18
Revenue & Expenditure		
Total Revenue & other income	557,920	460,634
Total Expenditure	556,560	460,411
Operating Surplus	1,360	223
Assets & Liabilities		
Total Assets	214,254	175,444
Total Liabilities	161,122	124,342
Net Assets	53,132	51,102
Cash balance		
Cash and cash equivalents at 30 June	97,190	66,793

TOTAL INCOME

2017/18

\$461M

2018/19

\$557.9M

INCREASING SERVICES ACROSS AUSTRALIA

In FY 18/19 revenue increased by 21% (\$97m) enabling us to provide more people with services and access to programs. As we partner in hundreds of communities we have continued to focus on inclusion and ensuring we create access to services in areas of need.

OPERATING SURPLUS

2017/18

\$0.2M

2018/19

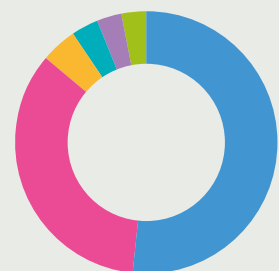
\$1.4M

SUSTAINABLE SERVICE DELIVERY

We maintained our commitment to prudent financial stewardship with an operating surplus of \$1.4m, offering assurance to the people and agencies that trust us to provide services, that Life Without Barriers is a sustainable organisation who will continue to support people well into the future.

TOTAL INCOME

\$557.9M



Disability	51.8%
Child, youth and family	34.5%
Support to refugees and asylum seekers	4.3%
Aged care	3.3%
Other	3.3%
Mental health	2.8%

INVESTING IN WHAT'S IMPORTANT THROUGH SOUND FINANCIAL STEWARDSHIP

Our goal of partnering with people to change lives for the better requires a lasting commitment of time, imagination and resources. This year we reinvested funds directly into initiatives that will ensure better outcomes for the people we support.

INVESTING IN DIRECT SERVICES TO CLIENTS AND EXCELLENCE IN SERVICE DELIVERY

A total of 90.2% of funds were invested into direct services and programs for people seeking support across Australia including:

- disability services
- services for children, youth and families
- mental health services
- homelessness support
- aged care services
- support for refugees and people seeking asylum
- alcohol and other drug services.

INVESTING IN OUR STAFF AND CARERS

We invested 6.9% of our funds in initiatives that achieve a high impact workplace culture including staff and carer training and leadership development. Through quality systems, appropriate technology and administrative support, we are able to run a proper and efficient organisation and our staff and carers are able to bring the highest quality services to the people we support.

INVESTING IN GREAT PRACTICE, INNOVATION AND RESEARCH OF SOCIAL ISSUES

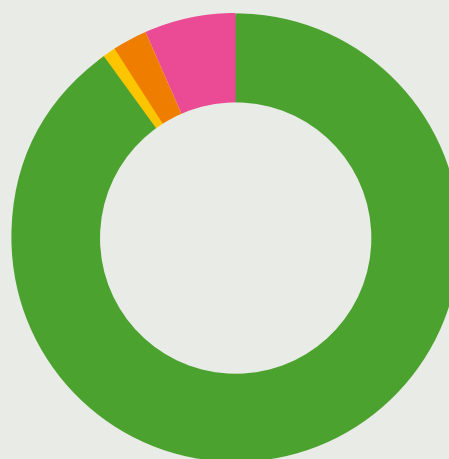
We invested 2.5% of funds into practice development and research, evaluating our impact, developing models of innovation and investing in technology to improve service delivery.

INFLUENCING SOCIAL POLICY

We invested 0.4% of funds in collaborating and partnering to influence social policy by sharing our experience and knowledge with our peers and government.

TOTAL EXPENDITURE INCLUDING REINVESTMENT

\$556.5M



Direct investment in services to clients	90.2%
Investing in staff and carers	6.9%
Impact measurement, research & innovation	2.5%
Influencing social policy	0.4%





THANK YOU


To our wonderful partners, foster and kinship carers, staff and the people we support, thank you for a fantastic year.


WE
LIFE WITHOUT BARRIERS
VE

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