

LEAD

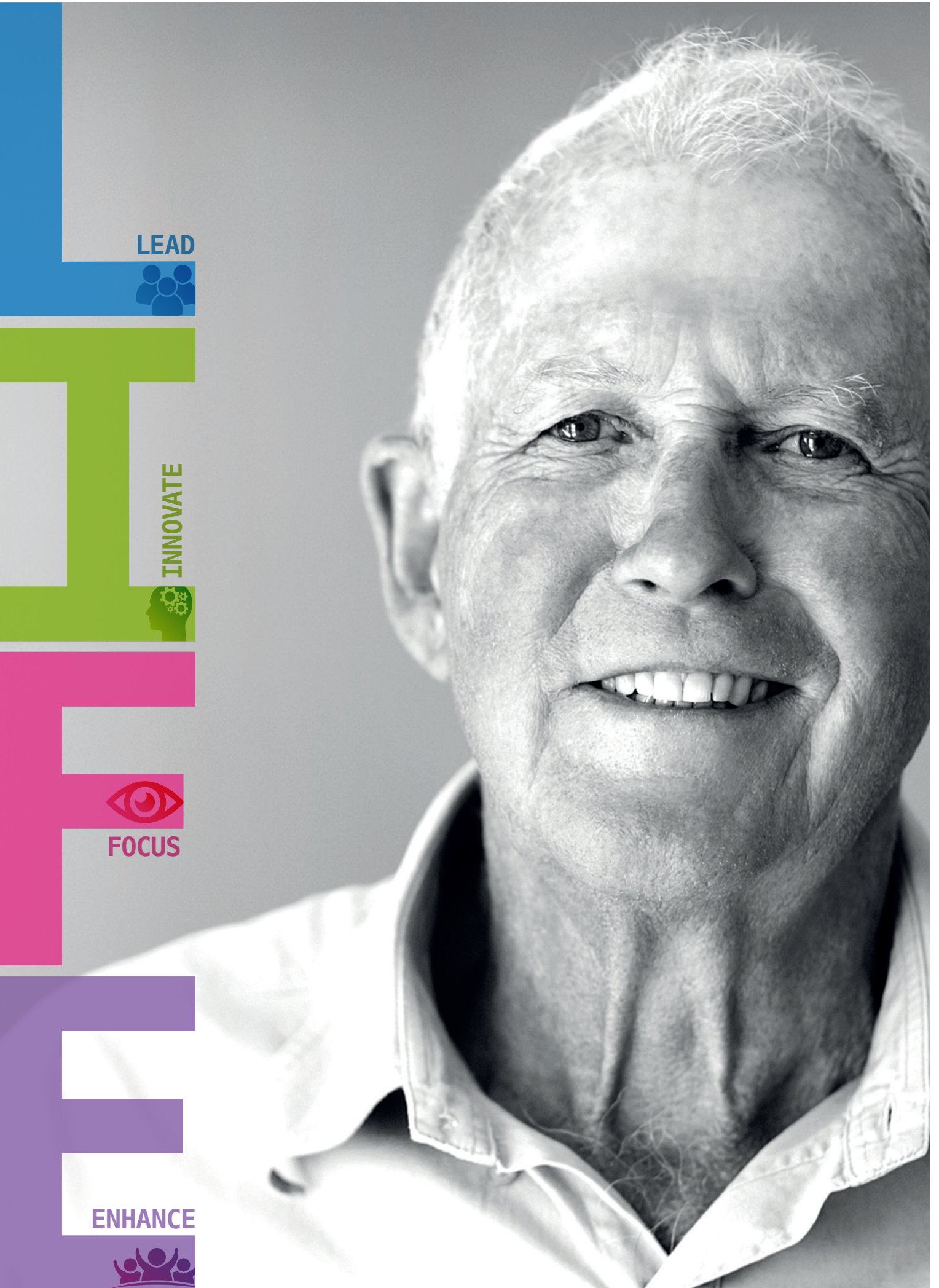


INNOVATE



FOCUS

ENHANCE



YEAR IN REVIEW SNAPSHOT OF HIGHLIGHTS

14,177
clients supported



Supporting
2,872
people with disability



Caring homes for

4,057

children and
young people



2,810

foster carers and volunteers
across Australia

Over **90%** of child and
family staff and **500**
carers undertook
**WE PUT CHILDREN
FIRST** training

Participated
in Australian
Catholic University's
KCONTACT study
in NSW

NEW TRAINEESHIP PROGRAM FOR ABORIGINAL
AND TORRES STRAIT ISLANDER PEOPLE BEGAN

5,463

refugees and asylum
seekers supported

**MULTISYSTEMIC
THERAPY PROGRAM**

begins in
Western Australia
in 2016 followed
by Queensland
in 2017

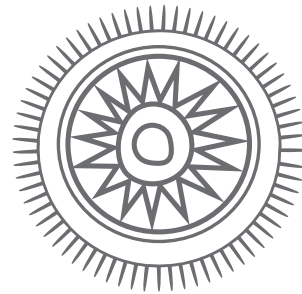


Ngatti House, Perth won
Western Australian Health
Excellence Award for Improving
Service Delivery



440+

locations across Australia



1,443

Aboriginal and Torres Strait
Islander clients across Australia

**TERRY LAWLER,
BOARD CHAIR,
RECEIVED ORDER
OF AUSTRALIA**

15,990
services provided



LAUNCH OF
*Accessibility, Inclusion
and Employment Plan*



1,000TH
young person in
Next Step After Care



Participated in Sydney
Mardi Gras for first
time on 4 March 2017
under LWB banner

#SYNERGY
new mental health program
established in Tasmania



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CHAIR'S MESSAGE



This year marks a turning point in the history of Life Without Barriers as we look into the future as a truly national organisation that can offer support and services to people no matter where they live.

Every person is entitled to the opportunity to live to the best of their ability, with the respect and support of society and, at the local level, their community. This is the belief under which I and everyone else involved in the early days of establishing Life Without Barriers held up as our guiding principle. Too often society dismisses the potential of people who are perceived as different from ourselves. At Life Without Barriers we strive to understand that some people's lives are affected by circumstances out of their control. Every human being, however, has the same desires and the same ambitions to achieve more for themselves and their families. Life Without Barriers not only provides services to help people fulfil their potential but we are there by their side for the journey.

We have been able to achieve support and services to help our clients and to improve their wellbeing by working with local communities. In the past, by cooperating with local businesses to improve our clients' inclusion in

society we have been able to assist clients to increase their opportunities for education, housing, recreation and employment. Now as we move into the future the landscape is changing, particularly with the start of the National Disability Insurance Scheme. In the coming years, we will be working more closely with governments at federal and state levels, as we are in Queensland in delivering the Multisystemic Therapy program and with other partners in the caring sector, such as with DUO in the Australian Capital Territory. Of course it's also about being there to offer clients the services, networks and opportunities they need to lead rewarding and fulfilling lives.

Underpinning all the services we deliver for clients is a robust organisation that continues to build on its good financial foundations. As I review and sign off on the financial reports of Life Without Barriers each year, I am convinced of our strong financial position and as the Chair of the Board confident that the organisation is being led under excellent

financial stewardship. The governance of the organisation under the leadership of the Board and the Executive Team continues to be reinforced and reinvigorated as we identify new strategies that require a fresh approach. Life Without Barriers with its strong financial stewardship and governance is in an excellent place to be able to embrace the challenges of the future and to continually implement new strategies to address a changing landscape.

In July 2017, Life Without Barriers departed its birthplace of 55 Parry Street, Newcastle. It marks a new stage in the development as an organisation as we similarly move forward to embrace a changing future. Just as we have outgrown our old premises so we have expanded our horizons and vision for the future of how we work with our clients. As I learn of the many initiatives that staff and teams have been undertaking and are planning for the coming years, I am delighted that Life Without Barriers has taken up the challenge of a changing world and is continuing to be innovative in its solutions.

We have expanded from our humble beginnings at Parry Street, Newcastle, to what we are now, a national organisation with facilities located in every state and territory, supporting the most vulnerable in our society by delivering services to children and families, young people, older people, people with disabilities, Aboriginal and Torres Strait Islander people, refugees and people from culturally and linguistically diverse backgrounds.

I am very proud to be associated with a film, entitled *The LWB Story*, which traces the early years at Parry Street, including interviews with those who were there at the start and the clients we have helped over the years. This film will be released in late 2017 and I encourage you to take the time to watch the film as it encapsulates our principles of respecting and supporting everyone to envision a life without barriers.

I would like to thank Board members for their support over the past 12 months and to particularly thank and acknowledge the contribution of Sue Gordon, who retired from the Board in October 2016.

Finally, I extend my heartfelt appreciation to Claire Robbs, Chief Executive, and her Executive team who continue to manage the ever-growing challenges of Life Without Barriers, and their dedicated staff and volunteers across all the offices and facilities.



Terry Lawler
Chair
Life Without Barriers

CHIEF EXECUTIVE'S OVERVIEW



I am delighted to present this year's Life Without Barriers Annual Report 2017. As I review our achievements for the past year, I am cognizant that not only have we made giant strides in our delivery of services to our clients but there are still areas for identifying new opportunities that will increase the potential for our clients to lead the lives they wish to lead. The title of this year's annual report "Envisioning lives without barriers" is about just that.

A strategic approach is fundamental to guiding not only the services and supports we provide our clients but also to foster the culture and values that all our staff can embrace whether they are in Hobart or Broome. To implement the strategic approach, I launched our *Future LWB Vision for 2020* last year to guide how we as an organisation respond to our clients, and build on the skills and strengths of our staff. As part of the implementation of the Vision 2020, we have been exploring how the different teams across the country are building the LIFE enablers of 'Lead', 'Innovate', 'Focus' and 'Enhance' into their planning for the future. These Team Talks have been crucial in crystalising how different areas are positioning themselves to better serve our clients and to enhance the team and individual performances into the future.

Each and every day, the staff of Life Without Barriers are doing amazing work as they support clients and I'm sure you will agree as you read how the Vision 2020 LIFE enablers of Lead, Innovate, Focus and Enhance are reflected in the case studies that appear throughout this year's annual report.

To address the changing social, political and economic environment in which we operate, over the past year, the Board and Executive have been considering how Life Without Barriers can be even more responsive to our clients. During the year, the Board approved the implementation of a Business Transformation Program, which will enable us to be more efficient and fit for purpose by creating more value in our service delivery through improved processes, role design and technology. Most importantly, our frontline staff will be able to spend more of their time and focus with clients in achieving their life goals.

Some of the key programs we have implemented to address how we deliver greater value for our clients are the Disability Reform program, the Foster Care Redesign, *We Put Children First* child protection training, Family Inclusion Strategies in the Hunter (FISH) and the Abecedarian approach. You can read more about these programs in the report itself.

Our future is looking bright as we embrace opportunities to expand our services ever wider. The innovative

work we have achieved over the past 12 months is linked to our strategic approach in exploring new ways of working. This shows our willingness to be adventurous and courageous.

The new ways of doing business is about being flexible and responsive as seen in how we have engaged in investing in social benefit bonds. Social bonds are a new way of doing business in the social services sector where we sign a contract with government in which a commitment is made to pay for improved social outcomes that result in public sector savings. In Queensland we have been successful in securing Treasury funding through the Social Benefit Bond for the delivery of the innovative Multisystemic Therapy services to reduce youth re-offending. This is an example of how the 'Innovate' enabler is being realised as we adopt new ways of delivering services.

We have also been increasing our engagement with the public sector as governments look at reforming their services. Reforms in the government sector provide us with the opportunity to expand our services. Recently, on 31

July 2017, I signed an agreement with the NSW Government which will see the transfer of management of services for more than 260 people living in group homes across the Central Coast, Nepean and Blue Mountains and South East Sydney areas. Such partnerships with government are an example of the 'Enhance' enabler to build partnerships which find solutions to transform people's lives.

At Life Without Barriers we have been expanding our horizons into new jurisdictions, most recently into the Australian Capital Territory in partnership with DUO. From July 2017, DUO has become part of the Life Without Barriers family. DUO has an excellent record of successfully delivering local services and the alignment between our two organisations will enable us to draw on our respective strengths, expertise and knowledge while building a solid foundation for future growth and staff development. By merging, DUO can continue to deliver their services to local communities, but with the added resilience and innovation that comes from being part of a national organisation. Most importantly, both

organisations share a similar vision and a strong values alignment. It is going to be a most exciting year for Life Without Barriers and DUO as we move forwards in this collaboration which delivers against our 'Lead' enabler, investing in people.

I invite you to take a closer look at our achievements over the past 12 months in this report which gives you a sample of the hard work that our more than 4,000 staff have been undertaking to service our 14,000 plus clients across Australia. You can also keep up with our news and events on our website at www.lwb.org.au.

As each year passes, we forge alliances with partner organisations who share our values and belief in the need to support people in need. I would like to thank our partners, volunteers, Board and above all our staff for their contributions in making the Life Without Barriers story such a success.



Claire Robbs
Chief Executive
Life Without Barriers

OUR VISION FOR 2020

A healthy organisation continually needs to undertake a process of renewal to ensure we achieve our long-term goals. In 2016, we launched *Future LWB Our Vision for 2020* as a blueprint for building our services, skills and commitment to support our clients today and into the future.

We identified that by 2020 we will:

- Be a leading social-purpose organisation
- Build relationships, engage communities and share learnings
- Be agile and innovative, challenging ourselves to do better
- Be one unified team, values-driven and diverse
- Transform lives.

The outcomes that will be delivered by 2020 are:

- Empowerment – people are empowered with the skills and support to live their life, giving families and carers peace of mind
- Togetherness – A mutual journey of growth and enablement 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.

To achieve this, we will be structuring and delivering our work through four enablers 'Lead', 'Innovate', 'Focus' and 'Enhance' (see details on opposite page).

Over the past year, we have been working with our teams across Australia to ensure that the elements of Vision 2020 are not only understood but embedded in staff's day-to-day practice as individuals and as part of the larger team. We commenced implementation of a Vision Campaign Strategy during 2017 to take the concept to staff and formalise how staff conceive their role moving forward. We have commenced holding a series of Vision 2020 Team Talks across different locations (see page 62).

Under this year's annual report theme of 'Envisioning lives without barriers', each case study is aligned to one of the four enablers of 'Lead', 'Innovate', 'Focus' and 'Enhance' to illustrate how our work is helping us to deliver against the Vision 2020.



L IS FOR LEAD

Investing in our People. Our goal for 2020 is to have a clear vision of the work we do, a high-performance learning culture, a great place to work, diversity and inclusion and attract people aligned with our values.



I IS FOR INNOVATE

Reshaping what's Possible. Our vision for 2020 is that we have excellence in service delivery, our practice and programs are evidence informed and measurable. We're innovative, and support ideas to improve client outcomes and business operations.



F IS FOR FOCUS

Strengthening Our Core. This focuses on our Corporate and Operational Support services, including smarter ways of attracting and retaining our clients as well as modernising our IT systems and processes to enable our workforce to be more mobile and maximise time with clients.



E IS FOR ENHANCE

Reaching More and Building Together. Our vision is about connecting within and between communities, building partnerships and seeking opportunities to deepen our impact and find solutions to transform people's lives.

WHO WE ARE AND WHAT WE DO

WHO WE ARE

We are a social-purpose organisation working in more than 440 communities across Australia. Our services currently support just over 14,000 people.

We support children, young people and families, people with disability, older people and people with mental illness. We work with people who are homeless and refugees and asylum seekers.

Our services are predominantly funded by State/Territory or Commonwealth grants but we also receive funding or in-kind support from independent trusts and corporate partners.

Our goals are simple but clear – create services where the decisions around the type of care or support being received are made by the people requesting it.

Today, we are one of only a few national providers of social services in Australia, with a reputation for supporting clients with complex needs and delivering services in challenging and new environments.

We work with individuals, their carers and others in the community to ensure the best care and support are developed for each individual's needs. This includes working in partnership with the community, elders, government and private sector to improve the lives of the people we support.

OUR PURPOSE

Our purpose is to partner with people to change lives for the better.

We believe in the rights of people and the importance of relationships.

We bring respect and sensitivity to cultural, linguistic and religious diversity through our Reconciliation Action Plan and Cultural Respect Framework. These foundations shape our unique approach to care and underpin the values of Life Without Barriers.

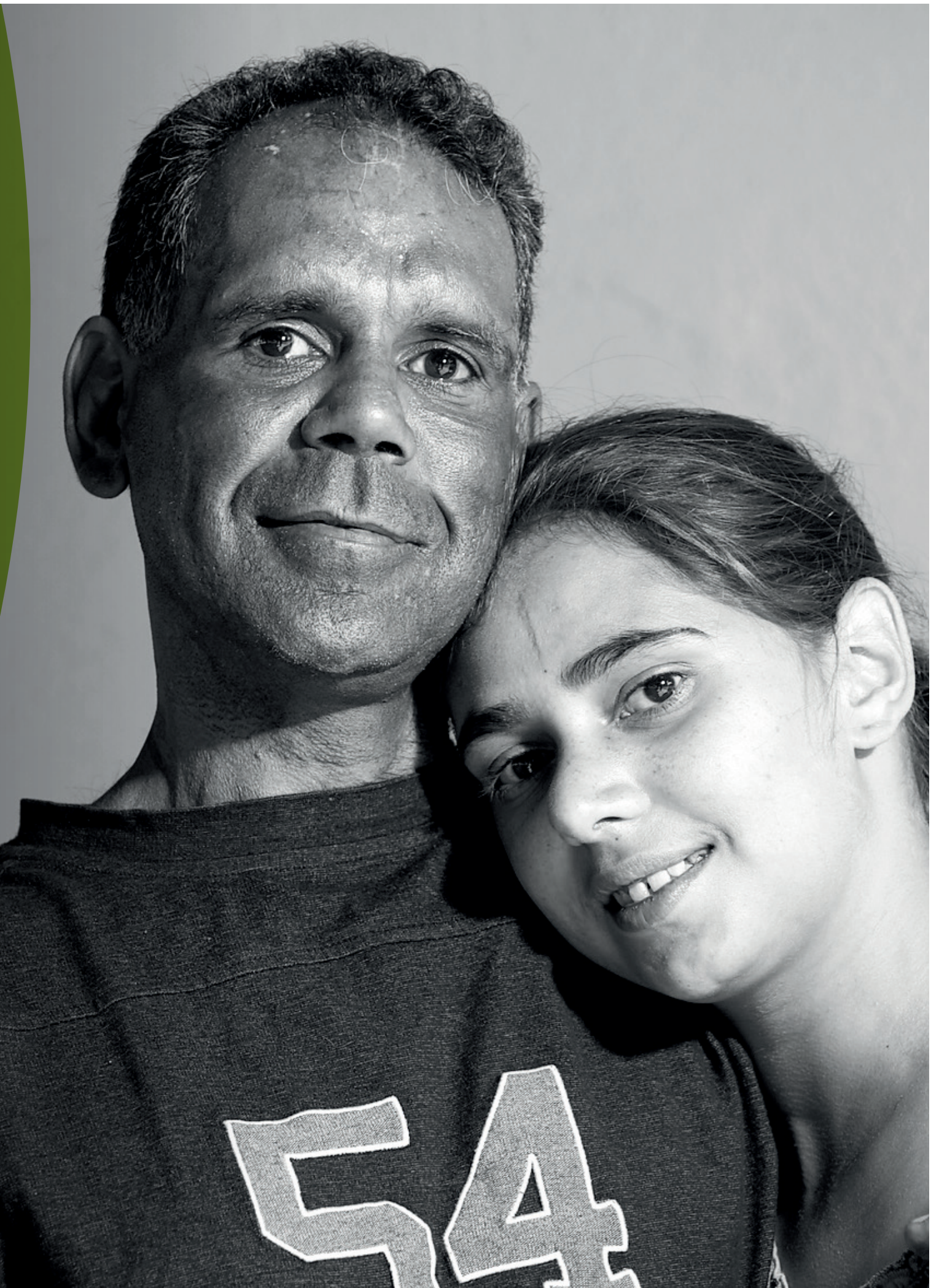
WHAT WE DO

Our services and programs include:

- Caring for children, young people and working with families
- Supporting people with disability
- Caring for older people
- Supporting Aboriginal and Torres Strait Islander peoples
- Supporting people with mental health issues
- Counselling for people affected by alcohol and other drugs
- Helping people experiencing homelessness
- Supporting refugees and asylum seekers.

	2012/13	2013/14	2014/15	2015/16	2016/17
People supported	5,298	6,254	11,591	12,254	14,177
Employees	3,582	3,899	3,961	4,162	4,394
Volunteers (including foster carers)	2,451	2,381	2,574	2,599	2,810
\$annual turnover	\$310 million	\$345 million	\$372 million	\$400 million	\$414 million





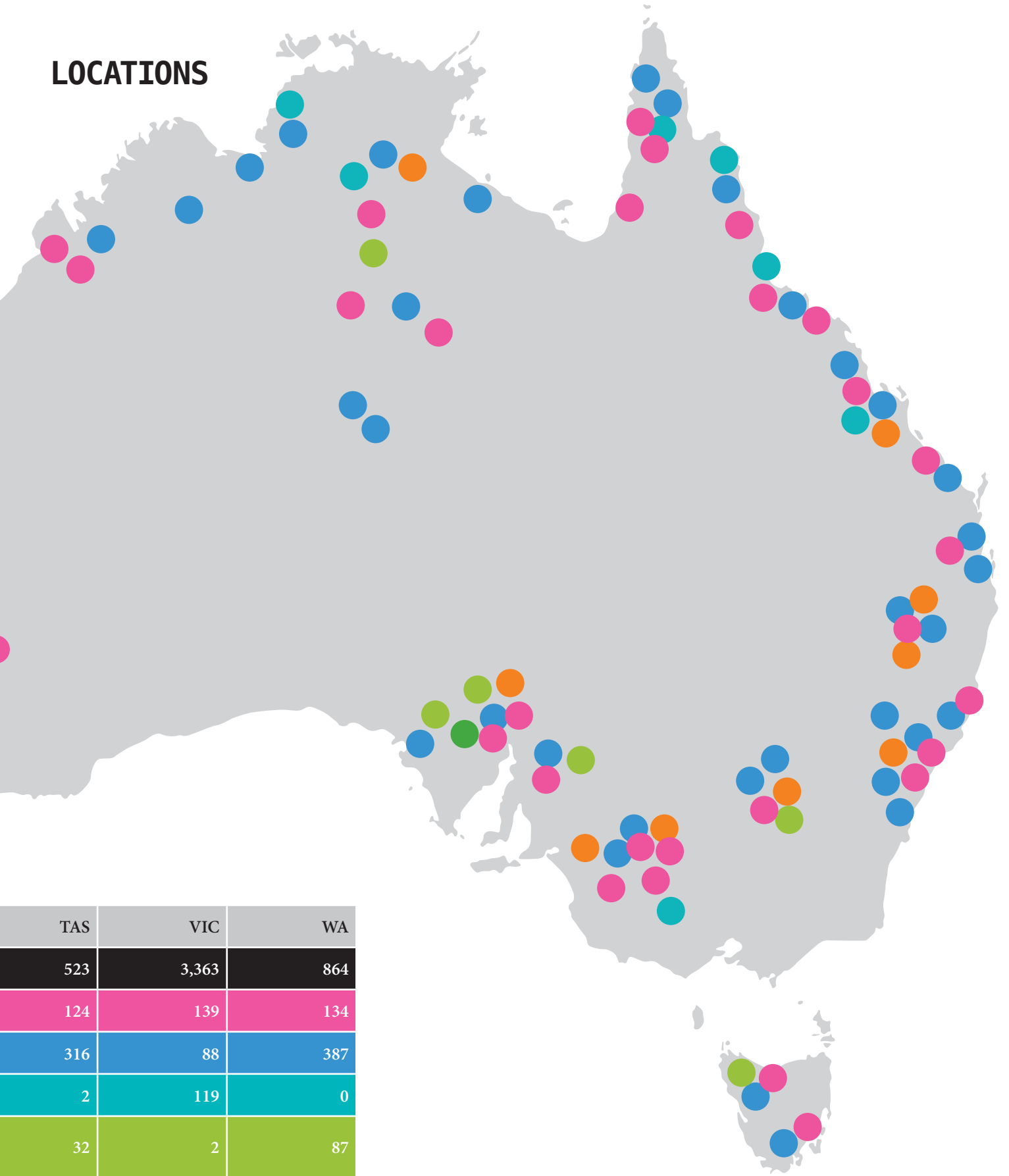
A SNAPSHOT OF SERVICES PROVIDED

Child, Youth and Families	4,057
Disability	2,872
Community Aged Care	1,850
Mental Health, and Alcohol and Other Drugs	1,151
Refugees and Asylum Seekers	5,616
Homelessness	301
Youth Justice	143
Total	15,990



	TOTAL	NSW/ACT	NT	QLD	SA	
TOTALS SERVICES PROVIDED	15,990	5,335	448	3,668	1,789	
Child, Youth & Families	4,057	1,458	26	1,925	251	
Disability	2,872	1,482	109	394	96	
Community Aged Care	1,850	58	276	1,180	215	
Mental Health, and Alcohol and Other Drugs	1,151	11	0	164	855	
Refugees and Asylum Seekers	5,616	2,323	37	1	234	
Homelessness	301	0	0	4	138	
Youth Justice	143	3	0	0	0	

LOCATIONS



TAS	VIC	WA
523	3,363	864
124	139	134
316	88	387
2	119	0
32	2	87
1	3,015	5
0	0	159
48	0	92

CHILD, YOUTH AND FAMILIES AND CARERS

Every child has a right to be safe and supported to reach their potential. At Life Without Barriers we help families to provide safe and supportive homes for their children and young people. We help families to stay together and grow stronger through our Family Support Services.



	CLIENTS IN CHILD, YOUTH AND FAMILIES SERVICES
NSW/ACT	1,458
NT	26
QLD	1,925
SA	251
TAS	124
VIC	139
WA	134
TOTAL	4,057

The past year has seen our teams striving to deliver more innovative programs and services to support children and young people, carers, parents and families. Life Without Barriers operates several Child, Youth and Families programs, including home-based foster care, residential care, transition support and aftercare, mentoring and family contact as part of our Out of Home Care programs. Other services include early learning centres, Multisystemic Therapy and domestic violence counselling services.

WE PUT CHILDREN FIRST – CHILD PROTECTION TRAINING FOR STAFF

All our staff, supervisors, carers and even recruitment staff complete training in child protection. During National Child Protection Week 2016 (4–10 September 2016), we launched *We Put Children First: Understanding Child Sexual Abuse*, a training module for Life Without Barriers employees who work with children and their managers, and carers. The training using video, discussion and case studies addresses the issue of child sexual abuse, people who sexually offend against children, signs of possible child sexual abuse, detection and responding to disclosures.

UNDERSTANDING OUR EVIDENCE-BASED PROGRAMS

Abecedarian Approach: The Abecedarian Approach is a combination of teaching and learning enrichment strategies for use in early childhood education settings to facilitate positive child outcomes in areas such as cognitive, social, emotional, communication, and school readiness skills.

Children and Residential Experiences or CARE: A multi-component program to build the capacity for residential care organisations and staff to provide a therapeutic, evidence-based practice model to improve outcomes for children in their care.

Cognitive Self-Change: A psychosocial rehabilitation-based program offering a Cognitive Behavioural Therapy called 'Cognitive Self-Change'. We are the first organisation in Tasmania to run the program.

Multisystemic Therapy or MST: An intensive, gold standard evidence-based program for at-risk youth, their families and communities. Life Without Barriers are the MST Network Partners for Australia and New Zealand and have supported hundreds of families.

Multisystemic Therapy – Child Abuse and Neglect or MST-CAN: An adaption of the MST model that focuses on helping young people and their families cope with child abuse and neglect.

Parents under Pressure: An Australian-developed program that supports families facing adversity to develop positive, secure relationships with their children.

Therapeutic Crisis Intervention: A crisis management protocol developed by Cornell University for residential childcare facilities that provides a protocol for crisis prevention and intervention.

Youth Advocate Program or YAP: A personalised mentoring program using advocates who work intensively with individuals in residential Out of Home Care for up to six months to establish post-care networks and, in some cases, restoration or repaired relationships with family.

CHILD, YOUTH AND FAMILIES AND CARERS

> Case Study

E IS FOR ENHANCE



Family Inclusion a priority

Life Without Barriers, in partnership with the University of Newcastle, has conducted research into the views and perspectives of parents who have children in care. The report was published in 2016.

Lead researcher, Dr Nicola Ross of the University of Newcastle Law School, said there was strong evidence that children in care had better outcomes when they had good relationships with their parents. The research found that parents experiencing the removal of their children reported feeling excluded from their children's lives, even before the legal decision was made to permanently remove their children.

The research findings identified an urgent need for a parent and family inclusive approach to child protection and foster care within Australia. This means we need to respect, listen to, hear and include parents and families in our work if we want to ensure optimal outcomes for vulnerable children. By including families, it increases the possibilities that children are restored to their families and relationships with their parents and families are maintained.

Over 70 employees have been trained as facilitators to deliver the training. Following training to staff which began in September 2016, training for carers began in February 2017. Over 1,000 employees and over 500 carers attended one of the workshops. This training is the second phase of the *We Put Children First* strategy, following *We Put Children First: Our Stance on Child Safety*, which sets out our commitment to the safety of children.

The next phase will focus on engaging with children and young people about how to stay safe and ways to raise concerns via a pilot program in partnership with the NSW Children's Guardian. The pilot will use the SAFE Book Series, developed by the NSW Children's Guardian with children in out-of-home care in the Hunter/Central Coast region. Later, we will assess the availability and suitability of material for older age groups.

FAMILY INCLUSION STRATEGIES IN THE HUNTER

We recognise that family is a child's first and most important relationship and we have been an enthusiastic supporter of the **Family Inclusion Strategies in the Hunter (FISH)** program for several years. This collaboration of individuals, agencies, including Life Without Barriers, and family members, is dedicated to building and promoting the inclusion of family in the lives of children and young people who are under the child protection and Out of Home Care systems. While in her role as FISH convenor, staff member Jessica Cocks was awarded a prestigious Churchill Fellowship in 2016, which allowed her to travel to the United Kingdom, Norway, Canada and the United States to learn about best practice for improving outcomes for vulnerable children and families.



We are committed to a family restoration approach that provides a safer and more inclusive service for families with children in or at risk of entering care. To further this, in 2016, a new peer support worker role was created so families in the Hunter Region can engage directly with a support worker who knows what it is like to have had a child placed in care. This is a first for us and for the Out of Home Care sector in Australia. The support worker will also advise case managers on family engagement and assist in the development of policies, procedures and communications that are more family inclusive.

kCONTACT STUDY

The kContact Study is a research project being undertaken by the Institute of Child Protection Studies at the Australian Catholic University with 10 agencies in Australian Capital Territory and Victoria since 2014. In 2017, the kContact team approached the Life Without Barriers Southern NSW Region to seek participation at four sites, with funding from the NSW Department of Families and Community Services. In the study, children aged up to 14 years in long-term care have supervised contact with their birth parents at least four times a year. The study is trialing an evidence-based intervention to better manage contact visits in Out of Home Care contexts and to improve outcomes for children and families.

REMOTE ABORIGINAL COMMUNITY FIRST TO PRACTICE ABECEDARIAN APPROACH

In 2016, we partnered with the University of Melbourne and the local community to deliver training in the Abecedarian Approach (3A) at a crèche in a remote Aboriginal community in the Northern Territory. The 3A approach is to maximise children's learning outcomes by enhancing educator practice and focuses on learning games, enriched caregiving and other activities to help support educators, parents and caregivers to provide the best possible environment for learning and childhood development. A tailor-made 3A practitioner training package was developed, tailored for educators in the community, and was delivered through five two-day workshops between September 2016 and February 2017.

Not only did the children enjoying the workshops but the adults are already seeing the benefits. Key messages from the workshop have also been translated into Warlpiri so that they can be displayed on the walls of the crèche.

CARE IMPLEMENTATION

The Children and Residential Experiences (CARE) model continues to be rolled out across the organisation. Over 250 staff completed the five-day CARE training, as well as 20 staff who have undergone specialised training to become fully-accredited CARE educators. CARE engages staff at all levels of the organisation, providing intensive training for creating a therapeutic environment that improves outcomes for children and young people. Also, we continue to release the CARE Skill of the Month Practice tools.



Graduates of the 3A training course at Lajamanu, Northern Territory. Photo: Averill Piers-Blundell

CHILD, YOUTH AND FAMILIES AND CARERS

> *Case Study*

I IS FOR INNOVATE

Supporting to build a child's dream

Kate*, a bubbly 12-year-old, is polite, considerate and friendly but some of the other girls in Kate's school find her a little overwhelming at times, and her teachers pull her up for daydreaming in class.

Kate is in Out of Home Care and research into educational experiences suggests that children and young people in Out of Home Care face greater challenges and barriers at school than other children their age, which affect their educational outcomes and, in turn, their life outcomes.

An education program, developed between Life Without Barriers in South East Queensland and Edmund Rice Education Australia Youth+, helps children and young people in care with similar challenges to Kate. Since its launch seven years ago, the program has expanded to cover South West Queensland and Sydney. Educational Consultant Jane Blackburn spends much of her time visiting schools to help teachers and staff understand how many children in care have been affected by their past trauma experiences, and how the school can respond in a way that helps recovery.

She explained to the staff at Kate's school that trauma experienced in childhood had potentially affected her ability to regulate her behaviour and emotional control. Our clinicians and case manager, and Kate's foster carer, were able to work with her teachers and the Department of Communities' Child Safety Officer to find the best way to support her.

"Once the school understood where Kate's difficulties and behaviours were coming from, they became really responsive to her needs. We are now all proactively working together to help Kate achieve her dream of being a sports scientist!" said Jane.

**Not real name.*



YOUNG PEOPLE LEARN ROAD SAFETY FROM THE EXPERTS

A group of 13 young people attended a one-day defensive driving course facilitated by Safe Driver Training. Supported by Beenleigh (Queensland) Transition from Care/ Supported Independent Living Service, the young people started the day with theory, the effect that drugs, alcohol and fatigue have on driving, what to do in an emergency and common mistakes. The young people then spent the rest of the day on the road around Mt Cotton, in exercises designed to increase their driving skills, teach positive driving behaviours and respond appropriately during emergencies on the road. The instructor discussed safe driving skills and what to do in an emergency as they travelled the local roads.

Research into educational experiences suggests that children and young people in Out of Home Care face greater challenges and barriers at school than other children their age, which affect their educational outcomes and, in turn, their life outcomes.

BONUS CARTWHEEL DAY

Our Living Arts Program team in South Australia uses creative endeavours to partner with people to help them realise their potential and connect with community. For 2017, the Living Arts team partnered with Splash Adelaide and NEAMI National, to create the idea of “Bonus Cartwheel Day” as part of the 2017 Adelaide Fringe Festival. There were interactive workshops on offer, such as circus, parkour, floristry, craft, yoga and meditation, and open opportunities for community members and Fringe Artists to share their creative acts. Approximately 200 people participated in the inaugural Bonus Cartwheel Day at Kurrangga Park, including many of our clients, who not only had the opportunity to develop their event planning and design skills but helped create key decorative elements for the day.



Photos: Kay Loechel and Lachlan Young

> Case Study

E IS FOR ENHANCE



Building skills and independence

The Burdiya Community Hub in Yangebup, Western Australia, is focused on building participants' skills. The Art program is run by professional artist Jacob Butler who helps participants build their artistic skills through individual and collaborative pieces, which are shown at an annual exhibition. In The Shed, participants work on woodwork projects that benefit the community, such as renovating recycled furniture. There is a beauty bar program that offers training in beauty therapy, such as pedicures, manicures, massage and hair styling. The Funky Junk Music Program recycles rubbish or junk and brings it back to life as musical entertainment through sustainable living.

In partnership with the Fremantle Environmental Resource Network, Burdiya runs a Community Garden Program to share ways of living sustainably and building skills in hands-on gardening, rebuilding and cooking. The Healthy Living Program teaches participants to cook a different dish each week while those who want to learn retail skills staff the Op Shop.



CHILD, YOUTH AND FAMILIES AND CARERS

OUR FOSTER AND KINSHIP CARERS

Without our Life Without Barriers foster carers, the work we do as an organisation would not be possible. Foster carers voluntarily care for children and young people from the community who are unable to live in their own home. Foster carers may be known to the child, such as extended family or people from the child's community network (relative or kinship carers) or they may be people the children have not met before. Foster carers give children and young people the care, safety and support they need during a very difficult time in their lives, whether for a few days or until they turn 18.

In Australia, the number of children living in Out of Home Care continues to rise. The most recent statistics from the Australian Institute of Health and Welfare show that at June 2015, there were 46,448 children and young people living in Out of Home Care with a high proportion of these living in foster care or relative/kinship care. To respond to this community need, there are about 2,600 foster carers across Australia who partner with Life Without Barriers to support children, young people and their families. Whether a foster carer provides fulltime, short-term or emergency care, every carer contributes to the ongoing success of our foster care programs in communities across the country.

Volunteers provide foster care through Life Without Barriers, opening their homes and their lives to children and young people in foster care. There are 2,682 individual carers and 1,715 carer households.

	CARERS IN PAST FOUR YEARS			
	Carers 2013/14	Carers 2014/15	Carers 2015/16	Carers 2016/17
NSW/ACT	1,334	1,376	1,317	1,309
NT	37	25	15	8
Queensland	584	648	701	739
SA	148	162	164	184
TAS	58	62	69	107
VIC	33	41	53	58
WA	161	260	280	277
TOTAL	2,381	2,574	2,599	2,682

Over the year we recruited, trained and deployed 260 new foster carers, equipping a new generation of people to support children and young people in need and adding 'new blood' to our programs as some of our experienced carers step down.

There are 2,682 individual carers and 1,715 carer households.



FOSTER CARE REDESIGN

We are committed to partnering with children and families to transform lives by operating a world class evidence-informed foster care program. To ensure that we continue to meet this commitment, in 2016, we commenced a Foster Care Redesign project that builds on our strengths while incorporating expertise, practice wisdom and research from Australia and around the world. Part of the project has been engaging Professor Judy Sebba, Director of the Rees Centre for Research in Education and Fostering at Oxford University, to review our work. Her insights have been invaluable and will help ensure our program is best placed to improve outcomes for children and young people in our care. A pilot of the newly designed program is scheduled for the South West region of Brisbane in 2017.

The past 12 months saw meaningful engagement with our carer consultation groups across the country. Consultation sessions were held with foster carers around the country to engage in feedback on service quality and a range of matters relative to carers and clients.

FOSTER CARER SUPPORT

We continued to support and develop our existing carers through our Carer Learning Pathways and other therapeutic development programs. For foster carers of children and young people with high-level complex needs, we partnered with specialist learning and development agencies to provide training to our carers in a range of areas including behavioural support and supporting cultural identity. We work with foster carers to maintain standards and, if individual foster carers do not meet the required standards, their contract with Life Without Barriers may be terminated if necessary.

> Case Study

F IS FOR FOCUS



Long-time carers Chris and Sophiaan

The couple has been together for 10 years and married in Queenstown, New Zealand, in 2015. After years of on-and-off consideration of fostering, Chris and Sophiaan began the process by attending a Life Without Barriers information evening. While doing foster care training, they met other same-sex couples which made them feel they were making the right decision to foster.

“Family has always been really important to us. It’s not about adoption. It’s not about having a surrogate child. It’s about providing stability for the child,” said Sophiaan.

The child they care for has gradually become more comfortable sharing his emotions and vulnerabilities as they build trust and respect. Chris and Sophiaan acknowledge that challenging behaviours tend to surface a couple of days leading up to a major event.

“We don’t always know what is going to be major, but we have begun to recognise the behaviours and use them as invitation into carefully scaffolded conversations, to support the child we care for towards an increased ability to name and articulate some of the difficult emotions he struggles with,” said Chris.

The difference they were able to make to a child’s life was the motivating factor.

“I would advise anyone considering this path to have lots of conversations, with the people they value and respect in their lives; to expose themselves to stories of children in care and the potential challenges of the fostering role. I’d say listen to both your head and your heart and if you decide you have room in your life, your home, your family, your heart...you’ll be in for an amazing adventure,” added Sophiaan.



CHILD, YOUTH AND FAMILIES AND CARERS

> *Case Study*

F IS FOR FOCUS



Raechel Matthews – Respite carer

A respite carer has an important role supporting primary foster carers who may need a short break for a night or weekend or a bit longer over the school holidays. This is especially important for children with high needs. Respite care is mostly planned in advance but can sometimes be required at short notice or in an emergency situation. Our respite carers are key to the success of our foster care program.

Raechel has been a respite carer with Life Without Barriers since 2015 and currently provides respite for two foster children and their foster families. Having previously worked in the not-for-profit sector, she wanted to support her community and make a difference to young people who may not have had the easiest start in life.

She supports two girls and, through them, has developed strong relationships with the fulltime foster carers and siblings as well. She feels like part of the extended family, spending Christmas with them and plans for weekends full of activities whether a trip to Luna Park or the Powerhouse Museum, road trips, watching movies or baking cakes at home. She is guided by the children about the planned activities but at the same time she is keen to stay consistent with how they are raised in their foster family to give them the right blend of guidance and empowerment.

“I love stepping out from my busy work, family and social life to focus my energies on a really rewarding couple of days with funny, smart and awesome young women,” said Rachel about the highlights of being a respite carer.

“This experience has taught me a lot about compassion and understanding, and the importance of role modelling positive behaviours.

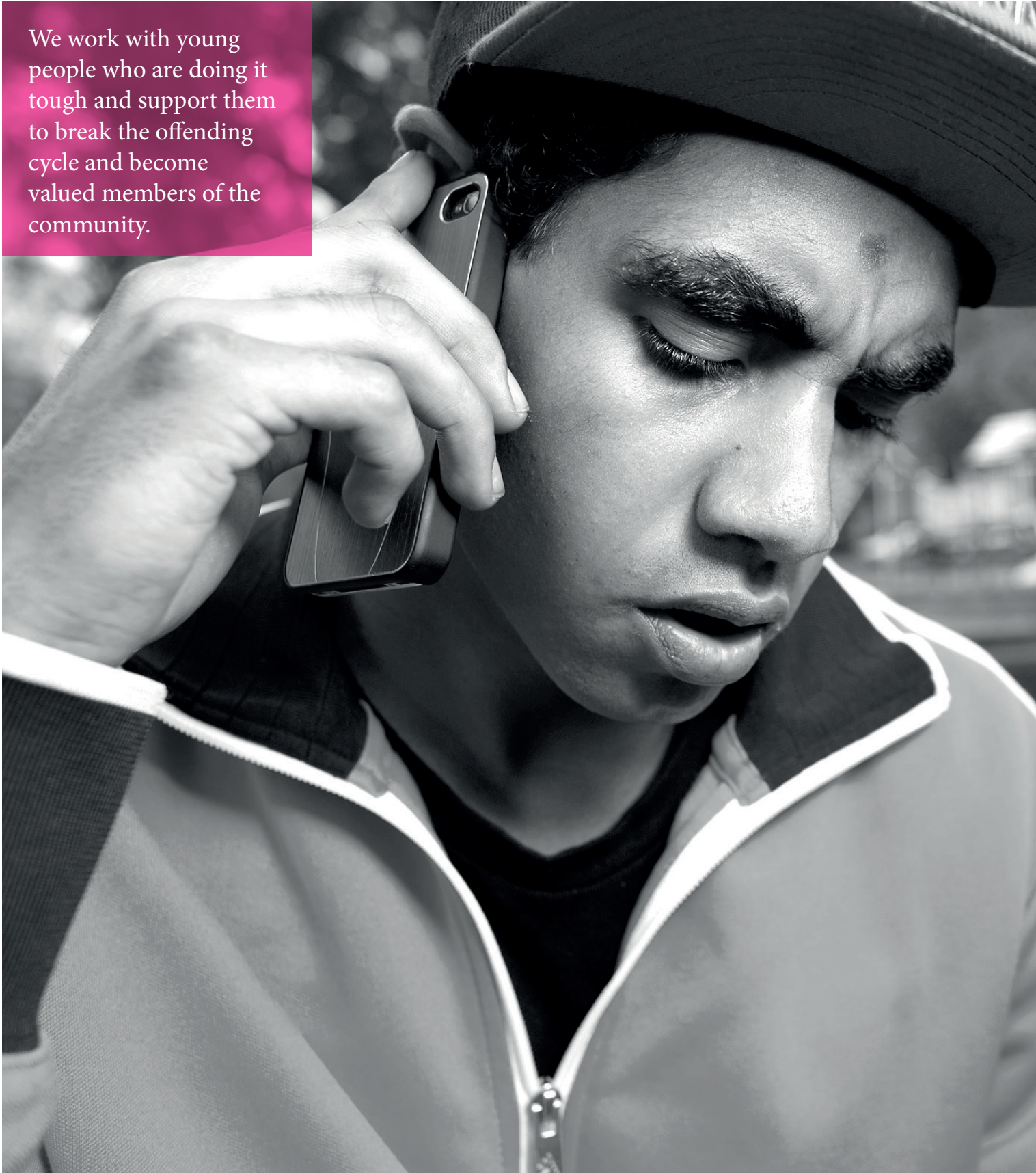
“Having worked in the not-for-profit sector previously I was well aware of the screening and assessment process – and welcomed it!” said Raechel.

Raechel emphasises that anyone can be a foster carer, whether fulltime or as respite, as a single male or female carer, or as busy professionals.



YOUTH JUSTICE

We work with young people who are doing it tough and support them to break the offending cycle and become valued members of the community.



	CLIENTS IN YOUTH JUSTICE PROGRAMS
NSW/ACT	3
NT	0
QLD	0
SA	0
TAS	48
VIC	0
WA	92
TOTAL	143

Australia's youth justice system sees children and young people, between 10 and 17 years of age, who have either committed or are alleged to have committed an offence.

BACK ON TRACK

The **Back on Track** program, a collaboration between Life Without Barriers and the Tasmanian Department of Justice has now been in place in Tasmania since January 2016. Back on Track provides intensive support to young people on their first probation order. Over the past year, of the young people who joined the program, several have found work, others have enrolled in vocational education, and others have strengthened existing skills. The model has two parts:

- A group program called Cognitive Self Change focusing on helping young people to develop awareness of 'risky' thinking
- Intensive case management, including specific support and referrals for education, employment, family and relationship issues and substance abuse concerns. The purpose is to assist young people achieve their individual goals and divert from committing criminal offences.

MULTISYSTEMIC THERAPY

Life Without Barriers has been the Australasian licence holder for **Multisystemic Therapy (MST)** since 2009 and began delivering this internationally recognised program for young offenders in 2016. MST builds up the skills and confidence of the family to empower them to bring about positive changes in the young person's behaviour. In July 2016, we rolled out our first program, which is being jointly funded by the Youth Justice Board (Department of Corrections) and Lotterywest in Western Australia. In 2017, we were able to extend our delivery of the program in Queensland thanks to the Queensland Treasury Social Benefit Bond Program. The new service is commencing in 2017 in northern and southern Brisbane, and will work with young people from 10 to 16 years old, their families and networks and up to 600 young people, aged 10 to 16 years old, who have been determined to have 'high to very high' risk of re-offending, will be referred to the program by Queensland Youth Justice over five years. We were successful in tendering in March 2017 for the 'Family preservation and restoration service through Multisystemic Therapy for child abuse and neglect' to be delivered in the New England area of New South Wales.

DISABILITY JUSTICE PROJECT

In 2015, Life Without Barriers partnered with the Intellectual Disability Rights Service and the Centre for Community Welfare Training to deliver the **Disability Justice Project**, which is funded by the NSW Department of Ageing, Disability and Home Care to build the capacity of government and non-government agencies to assist people with cognitive disabilities who are at risk of or in contact with the justice system. Of the 15 training courses being delivered in New South

Wales, 27 locations, we developed two and collaborated in the content and review of the other courses.

We set up communities of practice across New South Wales to bring together professionals. The groups held discussions about the impact of the National Disability Insurance Scheme (NDIS) transition for people with cognitive disabilities in the move towards full roll-out of the NDIS. To find out further information about the Project and the Communities of Practice, visit <http://disabilityjustice.edu.au/>

YOUTH BAIL HOUSES

Over the past year, Life Without Barriers had an agreement with the Western Australian Department of Corrective Services to provide supported accommodation, a day program and local transport for young people on bail who do not have immediate access to a responsible person or an environment that is conducive to their wellbeing. Under the agreement, which applied to Broome, the young people are bailed to Life Without Barriers instead of a detention place away from home.



YOUTH JUSTICE

> *Case Study*

I IS FOR INNOVATE

Future Back on Track

Jane* is bright and ambitious but she faced difficult circumstances in her life that resulted in her making some poor choices. If she had continued offending, Jane may have ended up entering the youth criminal justice and prison system.

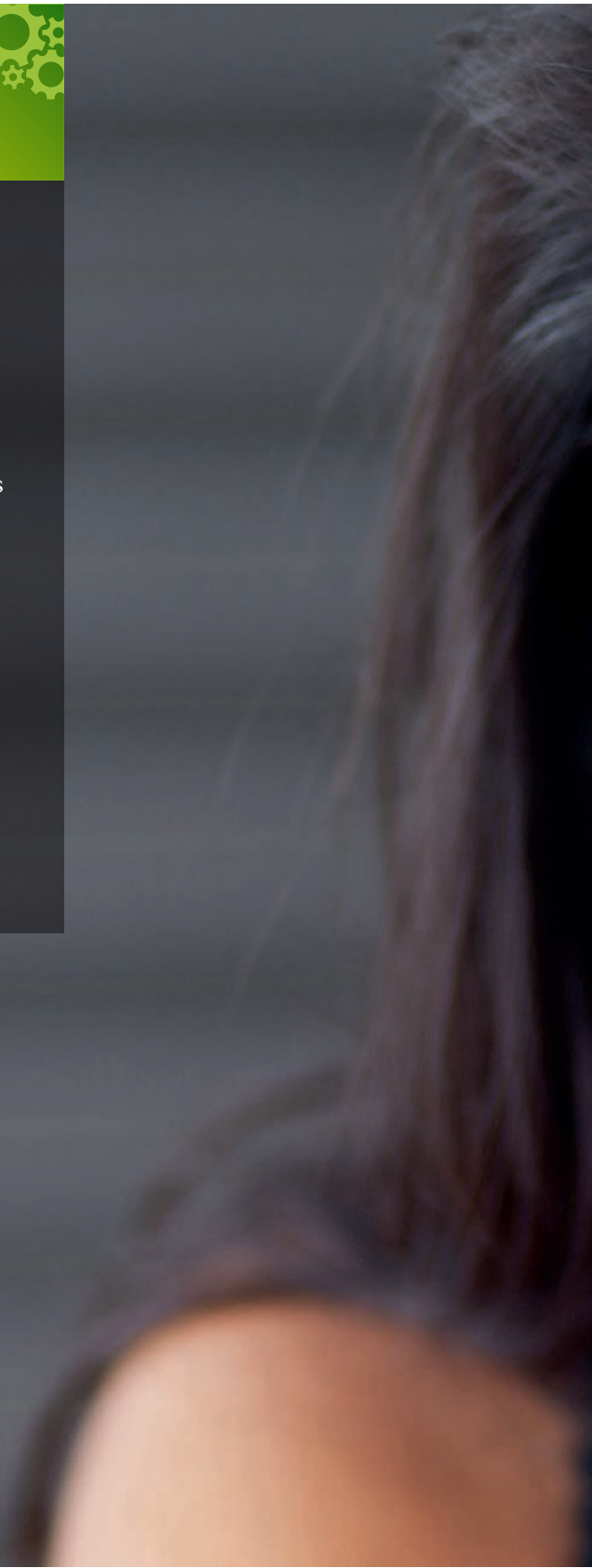
When she was 20, Jane became the first young person to join the 'Back on Track' program in January 2016. Jane enjoyed the Cognitive Self Change group and believes it has been helpful to think that she has different choices in her life.

"Coming to the group has shown me I'm not a no-hoper and that right decisions can get me somewhere," said Jane.

After joining the program, Jane set herself a number of personal goals, has a positive attitude and improved health. She has also completed a training course in Traffic Management, Heights and Workplace Safety; become a trained Wildlife Rescue person with Bonorong Wildlife Park; earned her P Plates; and secured part-time employment in a café.

Her journey within the program has helped her self-understanding and made her determined to change her thinking.

**Not real name or picture.*





DISABILITY

We know it's important for clients' needs to be met with the right supports, at the right time, whether delivering the services you need in your area or supporting you to navigate and access services through the National Disability Insurance Scheme.



	CLIENTS USING DISABILITY SERVICES
NSW/ACT	1,482
NT	109
QLD	394
SA	96
TAS	316
VIC	88
WA	387
TOTAL	2,872

DISABILITY REFORM

The roll-out of the National Disability Insurance Scheme (NDIS) has challenged us as an organisation to be more innovative while continuing to focus on delivering the services and outcomes that our clients and their families desire.

The Disability Reform project is exploring ways to use emerging technologies to improve our processes, and the experience and outcomes of people with disabilities; establish a client-centred culture; and use our experiences in participating in NDIS trial sites in the Hunter, Tasmania and Northern Territory to develop our processes and new service models.

Our Social Innovation group has been working to increase **economic participation for people with disabilities** by finding pathways for existing and future clients to employment. Historically, many people with disabilities have had a poor success rate finding and keeping meaningful and engaging work through no fault of their own. With the roll-out of the NDIS across Australia, the jobs marketplace and support for people with disabilities is changing, particularly in relation to supported employment and the recontracting of Disability Employment Services. We are investigating the development of a number of employment schemes with the public/private sector to enable young people on the autism spectrum to undertake transition to work programs. Some of the options being investigated include sourcing and creating job opportunities with potential partners and employers and employing more people with a disability within Life Without Barriers.

DISABILITY SERVICES ADVISORY COUNCIL

The Disability Services Advisory Council, comprising representation from clients with disabilities from all states and territories across Australia, is our national advisory body that provides advice, guidance and overview of our disability service programs. A key focus of the past 12 months has been continuing to co-design elements of our disability services with the Council. Co-designing involves a creative approach to problem solving that starts with insights about the people you are designing for and ends with solutions tailored to need. Some of the co-design projects included:

- Making our disability handbooks and customer information brochures more accessible, reflecting the cultural diversity of people with disability and provide the information that people need, when they need it
- Targeting our recruitment processes for good support workers as advised by the Council, by recognising the importance of attributes and personality as well as formal qualifications.

DISABILITY

> *Case Study*

I IS FOR INNOVATE

Tailored support at Amaroo

The Life Without Barriers staff at Amaroo Community Centre on the Central Coast of New South Wales help make post-school transition easier for young people with disability. The National Disability Insurance Scheme (NDIS) means that now people with disability and their families have real choice in selecting their providers.

Three years ago, when it came time for Casey Caldersmith to leave her school, she and her parents carefully reviewed all available options. They chose Amaroo, run by Life Without Barriers, because they were impressed by the facilities, which included a sensory room, gym, computers, music, arts and crafts, modern kitchen and garden with BBQ, picnic area and vegetable patch.

Today, Casey is thriving at Amaroo and has made many friends and adores her fun, innovative, energetic and considerate carers. Casey's programs have been carefully developed to ensure she is in a group of like-minded friends, with similar interests, personalities and abilities. Her days are busy and varied. She attends a weekly music group, goes to the movies, BBQs and picnics, shopping, swimming and the beach. Casey also helps with the vacuuming or washing up at the end of the day.

On the administrative side, Life Without Barriers staff have helped the family with information about the transition to NDIS.

"While Casey may make changes to her program once the NDIS is up and running, we are sure she will choose 'Amaroo' as her mainstream support service provider for years to come," says Mr Caldersmith, Casey's father.



DISABILITY SECTOR AWARDS

Over the past year, Life Without Barriers has been recognised for its innovative and supportive work with clients with disabilities. Two of our staff members were recognised at the 2016 Northern Territory Disability Services Awards, which promote the value of a career in the disability sector and celebrated the positive contributions of the workforce. Florence Henaway, a Darwin Operations Manager, won an award for Excellence in Improving Participation for her outstanding work in reconnecting Aboriginal and Torres Strait Islander clients to country and their people as well as managing the Community Participation Program, supporting clients to pursue interests and develop their skills. Carlie McWilliams, State Director Northern Territory, won the award for Outstanding Disability Services Employee. Carlie leads the teams across the Territory, motivating and inspiring them to provide high-quality care and support for people with disability and has implemented many programs and initiatives to develop partnerships with community, elders, government and the private sector to improve the lives of people with disability.

Over the past year, Life Without Barriers has been recognised for its innovative and supportive work with clients with disabilities.

LAUNCH OF AMAROO SENSORY ROOM

The Amaroo Community Centre at Tuggerah (NSW) launched a new 'Sensory Room' for clients living with a disability on 10 May 2017, funded by a \$64,000 grant from the Newcastle Permanent Charitable Foundation. The Sensory Room has been named 'Maningrida', which means 'the place where dreams change shape' and includes a fibre-optic curtain, a LED musical touch wall, tactile panels and walls, aromatherapy items, cause-and-effect items, and body socks that provide clients with a source of pressure, resistance and relaxation. People with disabilities can often have a combination of intellectual, physical and sensory impairments, affecting how they interact with their external environment and make sense of their surroundings. Spending time in a sensory room has been shown to help increase concentration, provide security, focus attention, improve alertness, awaken memories, improve mobilisation and spark creativity, in addition to encourage social relations.

Day programs operate 51 weeks a year out of the Amaroo Centre, offering individual one-on-one supports on weekends, on afternoons after school, and during school holidays for clients ranging in age from 5 to 65 years old. All clients have the opportunity to use the Sensory Room and sensory programs through the NDIS.

> Case Study

E IS FOR ENHANCE



NDIS Breakthrough Services

Life Without Barriers is using peer research and innovative co-design to give the people we support more choice and control. Over the past year, we invited peer-researchers who have lived experience with disability to help lead our discussions about creating a new suite of services to respond to the NDIS and the flexibility that it offers.

In December 2016, Life Without Barriers partnered with The Australian Centre for Social Innovation and The Difference Incubator to create NDIS Breakthrough Services, a suite of new offerings. Clients, families, carers and staff in Northern Adelaide (South Australia), Illawarra Shoalhaven (NSW) and Epping (Victoria) were selected to co-design new service models that were considered as Breakthrough Innovation and represented choice and control for participants.

A human-centred design from Stanford University was used as the methodology for the process. The aim was to understand what was useful in our disability services, what we could do better; and what gets in the way of providing higher quality services.

From 13 new service concepts, two new services were selected to be launched in July 2017 to align with the NDIS roll-out in New South Wales and South Australia. The two new services are:

- "The Allies" – a mentor for 16–30 year olds to help them define and achieve their goals in independent living, relationships and community connection, and employment
- "The Collective" – a mentor and a peer group of 16–30 year olds to pursue common interests in the community.

The services are being rolled out as pilot schemes with a number of clients participating while waiting for their NDIS packages. The project has given a proven methodology for developing future innovative schemes designed in consultation with clients, families and staff.



DISABILITY

> *Case Study*

I IS FOR INNOVATE

Transitional Respite Program

For most of her life, Bronya had lived with her parents Heather and Colin in Dalby, 80 kilometres north-west of Toowoomba, Queensland. Bronya attended Life Without Barriers disability support day programs in Dalby and worked part-time at the Endeavour Foundation.

However, Bronya dreamt of independent. So, five years ago, Bronya moved to Toowoomba to take part in Life Without Barriers' Transitional Respite Program. This 12-week program supports people to learn new life skills they may need to live independently, such as shopping, cooking, building community relationships and personal hygiene.

A year later she moved into independent accommodation for people with disability, into a house managed by Life Without Barriers, with live-in staff to support tenants as required. When Bronya first moved into the house she felt more comfortable with staff being around most of the time, but over the past four years she has become increasingly independent.

This year Anne-Marie joined Bronya as her housemate. Anne-Marie had also taken part in the Transitional Respite Program. She also works at the Endeavour Foundation.

Bronya and Anne-Marie have very different personalities but fast became very good friends who, often help each other in small ways. Bronya and Anne-Marie share a love for yoga, dancing and going out for dinner, commitment to their jobs, and sense of pride in their home.

Caroline Pedersen, Disability and Aged Care Operations Manager at Life Without Barriers said:

“Like any house-share, it’s all about finding complementary personalities to create a successful arrangement, and Anne-Marie and Bronya found just that. They’re great friends who have learned from each other and the staff and families have noticed a huge difference in their outlooks since they moved in.”



Photo: Paul Finch

LIFE WITHOUT BARRIERS AMBASSADORS

During the year, two new engagement officers, Fillippo and Michelle, came on board to support events in Victoria. Our engagement officers are people we support through our Disability Support Services and whom we employ as Life Without Barriers ambassadors at promotional events.

Fillippo and Michelle attended their first event as ambassadors earlier this year, sharing stories about what it is like to be supported by Life Without Barriers. They took part in the “Our Choice” Expo held by the Victorian League for Individuals with a Disability (VALID). At the Expo, Filippo and Michelle talked with many people living with disability and their families, and shared their personal experiences of the support they receive from Life Without Barriers. This was important for anyone who is expecting to receive support through the NDIS.

Fillippo and Michelle are employed by Life Without Barriers on a casual basis and will be involved in many more events like the Expo. By talking to and hearing from other people living with disability, our engagement officers can help us understand what people with disability expect and want from us as a registered provider of support and what we can do better to meet those expectations.



NOWRA DISABILITY HOME

In September 2016, we officially opened a new purpose-built home in Nowra, New South Wales for five people living with a disability to help them move towards more independent lifestyles. The new home, comprising one one-bedroom villa and two two-bedroom villas, is part of the NSW Government's Ready Together program. The Ready Together program is focused on what people with disability have expressed as their greatest desire – control, flexibility, and choice in how they live their lives.

ADELAIDE'S 'DAY OF DISABILITY'

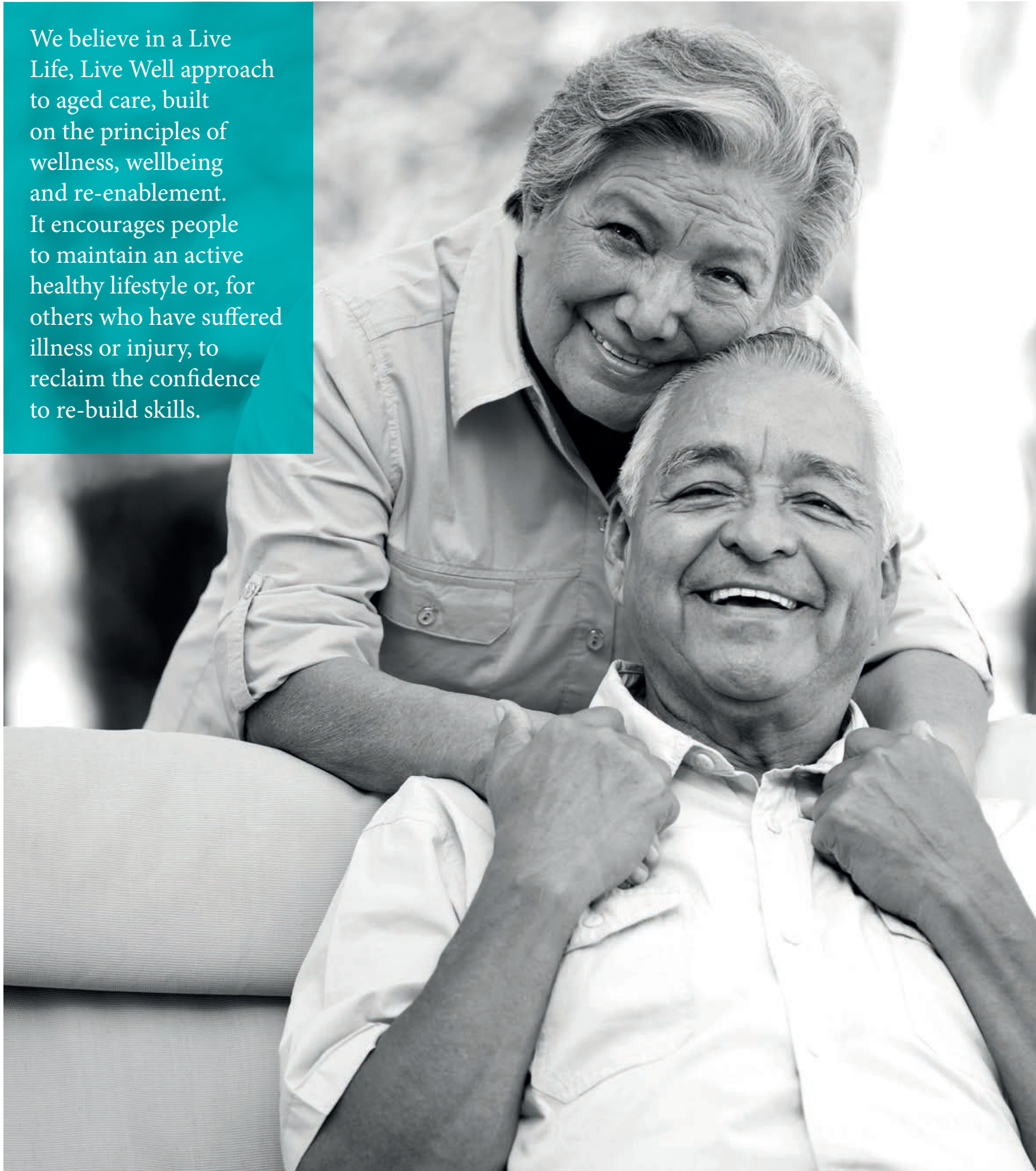
The Adelaide (South Australia) Disability team participated in the 'Day of Disability' in December 2016 which took place in central Adelaide. The event was attended by many clients who were keen to learn how we can support them when the NDIS is rolled out in South Australia.



Staff members Amy Godfrey and Suyog Singh at the Adelaide's Day of Disability

COMMUNITY AGED CARE

We believe in a Live Life, Live Well approach to aged care, built on the principles of wellness, wellbeing and re-enablement. It encourages people to maintain an active healthy lifestyle or, for others who have suffered illness or injury, to reclaim the confidence to re-build skills.



	CLIENTS USING COMMUNITY AGED CARE SERVICES
NSW/ACT	58
NT	276
QLD	1,180
SA	215
TAS	2
VIC	119
WA	0
TOTAL	1,850

In the past 12 months, our programs and services for older people increased from 1,706 to 1,850. We will be expanding our services to older people in the next financial year as a partnership with DUO unfolds (see page 8). Our aged care services are developed with our clients to meet their needs for living a fulfilling, independent life. People who choose our services are diverse and come from a variety of social and lifestyle backgrounds.

> Case Study

I IS FOR INNOVATE

Katherine adventure awaits

In June-July 2016, a small group of people from the Northern Territory Aged Care Program headed off on an adventure that took them from Darwin to Katherine to see the natural beauty of the Territory. The group stayed in Nitmiluk National Park in Katherine at the Cicada Lodge, an Aboriginal-owned establishment. They visited the Katherine museum and enjoyed a dinner cruise along Nitmiluk Gorge, which featured a dinner of kangaroo, buffalo and crocodile soup.

This is one of the many home-based programs that Life Without Barriers Northern Territory offers.



COMMUNITY AGED CARE

> Case Study

L IS FOR LEAD

Lyla treats people she supports like family

Lyla Carroll is an Aged Care Support Worker based in South East Queensland's Gold Coast and Brisbane since June 2009. Born in Napier, New Zealand, Lyla spent her childhood in a children's home until the age of 18. She arrived in Australia as a trained nurse in search of independence and to escape domestic violence.

Lyla says her focus is on giving the people she supports the same care and attention that she would give a member of her own family. With her earlier personal experiences, she is able to use her life circumstances to make a difference to her clients.

Lyla enjoys chatting with the people she supports over a cup of tea and taking the time to connect. She says it is important to listen and act because the people she supports are generally quick to tell her what they like and what they don't like.

"I truly believe it's the investment in the relationship first and foremost," says Lyla.

"It's playing catch with a person's dog because they can't throw the ball themselves. It's showing someone how to use Facebook so they can see their family member's pictures. And it's sometimes knowing when to be there for support without saying anything at all. These are things that you can't necessarily quantify but are immeasurable in value."



LIVE LIFE LIVE WELL

Our Live Life, Live Well program has been running since 2015 and is built on the Commonwealth Home Support Service principles of wellness, wellbeing and re-enablement. It encourages people to maintain an active healthy lifestyle or, for others who have suffered illness or injury, to reclaim the confidence to rebuild skills. Live Life, Live Well is part of the personal support activity offered by Life Without Barriers and is offered to all aged-care clients. Following on our very successful fitness video produced in October 2015, over the past year, we have also produced printed materials because we know it is much easier for older people to take their own time when exercising. Easy and healthy recipe ideas have also been prepared that help older people maintain a healthy diet while living at home.

SENIORS WEEK

Seniors Week 2016 in August 2016 was celebrated at various events across the country. For the first time teams in Cairns, Mackay, Townsville and Rockhampton hosted a Seniors' Ball, At Brothers Leagues Club, Cairns, 108 guests attended the event while in Rockhampton, a joint function held by Life Without Barriers and the 60s & Better Program held their event at the Frenchville Sports club, with a rock'n'roll band that kept the 180 guests dancing.

An age-friendly community is one where older people are valued, respected and actively engaged in their community.

WORLD ELDER ABUSE AWARENESS DAY

Elder abuse, which can manifest as neglect, emotional, physical, financial, social or sexual abuse, is seen to be on the increase in Australia. Life Without Barriers' South Australian Aged Care Home Support Program marked World Elder Abuse Awareness Day (15 June 2017) by raising awareness of elder abuse in the community at a morning tea. Over the past year, the Aged Care Home Support Program has extended its contracted service sites across all of metropolitan Adelaide, which has increased the visibility and reach of the program across South Australia.

CAPALABA SENIORS ACTIVITY CENTRE

The Capalaba Seniors Activity Centre, in Brisbane (Queensland) turned one in mid 2016. The centre is focussed on re-igniting skills and building confidence in clients by offering a range of activities, from furniture restoration to craft and puzzles. The centre focuses on health and wellbeing matters, with a qualified nurse attending to deliver information and training sessions for the seniors, including preventing or managing falls, core body strength, skin care and hydration. Classes that clients can take include yoga, stretching and circulation, and positive reflection meditation. Other popular activities in the centre were the Oscars fancy dress party in February 2017, arts and crafts, men's shed and high tea outings.

> Case Study

I IS FOR INNOVATE

The Casserole Club

An age-friendly community is one where older people are valued, respected and actively engaged in their community. They are in touch with people socially and have the services and support they need.

With funding from the Queensland Department of Communities, Child Safety and Disability Services, in mid 2016, Life Without Barriers began an 18-month pilot program, called The Casserole Club, in the Townsville area.

The Casserole Club is a community-based program that matches people who like to cook with older people who live alone or who might benefit from a home-cooked meal.

Using an online form, potential cooks provide their location, indicate the level of commitment they are able to make, and distance they are able to travel. Life Without Barriers then reviews and matches the cooks to people we support through our aged care and community engagement programs.

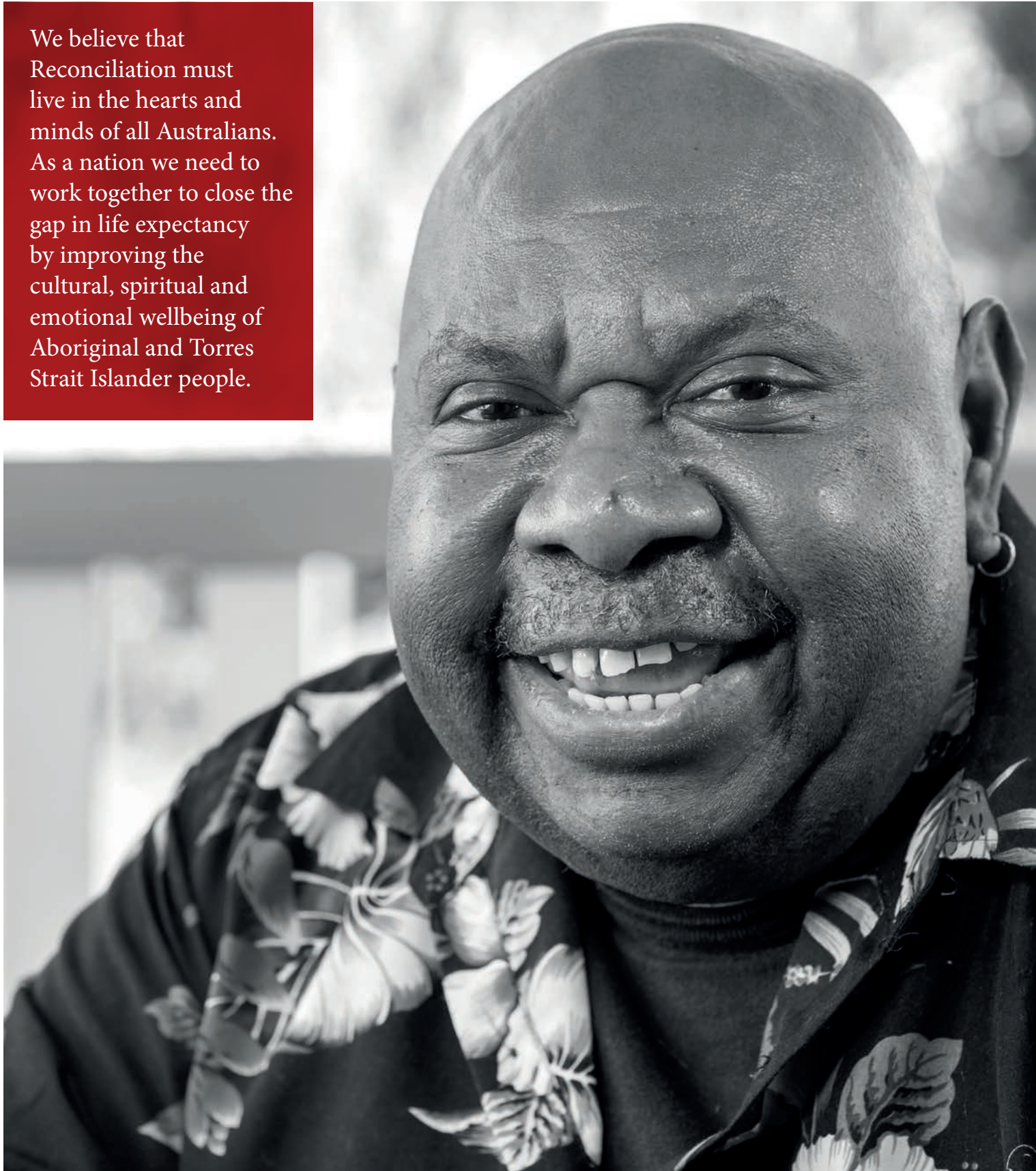
The pilot will be evaluated in early 2018 to determine whether it can be replicated and incorporated into our regular healthy ageing services.



Pictured (left to right): Social work student and volunteer cook Ellen Beaumont; Minister Coralee O'Rourke (Minister for Disability Services, Minister for Seniors, Minister Assisting the Premier on North Queensland); and Casserole Club recruiter Margaret Shears.

ABORIGINAL AND TORRES STRAIT ISLANDER PEOPLE AND RECONCILIATION

We believe that Reconciliation must live in the hearts and minds of all Australians. As a nation we need to work together to close the gap in life expectancy by improving the cultural, spiritual and emotional wellbeing of Aboriginal and Torres Strait Islander people.



**ABORIGINAL
AND TORRES
STRAIT ISLANDER
CLIENTS BY
STATE**

NSW/ACT	405
NT	79
QLD	577
SA	178
TAS	32
VIC	8
WA	164
TOTAL	1,443

**ABORIGINAL
AND TORRES
STRAIT ISLANDER
CLIENTS BY
SERVICES**

Child, youth and family	935
Youth justice	42
Disability	281
Aged care	0
Mental health services, alcohol and other drugs	162
Homelessness	23
TOTAL	1,443

Of the more than 14,000 people who we work with across our services and programs, over 1,400 identify as being Aboriginal or Torres Strait Islander, as do 273 staff and 150 volunteer carers. This makes reconciliation important for Life Without Barriers. In our Vision for 2020, our commitment to reconciliation is a fundamental organisational principle which is reflected how we partner with our clients and customers, our policies and decisions, and determines our language and relationships.

We are fully committed to increasing opportunities and improving outcomes for Aboriginal and Torres Strait Islander people, including authentic engagement and cultural recognition of Aboriginal and Torres Strait Islander staff, clients, and carers. Supporting cultural connectedness and opportunities for community engagement has become an everyday goal for Life Without Barriers, and you will notice examples of reconciliation-based activities throughout all areas of this annual report.

**STRETCH RECONCILIATION
ACTION PLAN**

In February 2016, we released our third and most in-depth Reconciliation Action Plan. Our *Stretch Reconciliation Action Plan 2016–2019* (Stretch RAP) is a call to action identifying 16 key actions, related timeframes, and 62 targets to ensure that Life Without Barriers engages with and delivers client services that result in increased opportunities and improved outcomes for Aboriginal and Torres Strait Islander people, communities and organisations.

It was developed in partnership with Aboriginal and Torres Strait Islander staff and influenced by our carers, families and communities. Our Stretch RAP is available on the Life Without Barriers website.

We have a strong team of Aboriginal and Torres Strait Islander staff to ensure delivery of culturally responsive services. Recruitment is a key component of the Stretch RAP (our target for Aboriginal and Torres Strait Islander employees is 10 percent of our workforce by October 2018). As part of the recruitment process, we attended career fairs across Australia and placed targeted advertising in Aboriginal and Torres Strait Islander publications.

Since launching this plan, we have already expanded and strengthened our partnerships with community organisations, through 10 formalised partnerships. We supported Waltja Tjutanku Palyapayi Aboriginal Corporation (Waltja), with its 2016 Aged and Disability Festival in Ross River, outside Alice Springs (Northern Territory). We were invited by Reconciliation Australia to participate as a Corporate Partner to Waltja following their acknowledgement at the 2014 Indigenous Governance Awards. Waltja is a community-based organisation, working with Aboriginal families in remote Central Australia and Anangu Pitjantjatjara Yankunytjatjara, South Australia. The New South Wales Southern Region held a gala dinner, supporting the work of Nggunawal Aboriginal Corporation to purchase equipment to identify and treat otitis media.

ABORIGINAL AND TORRES STRAIT ISLANDER PEOPLE AND RECONCILIATION



> Case Study

E IS FOR ENHANCE



A year for remembering Reconciliation

2017 is a year of particular significance on the Aboriginal and Torres Strait Islander calendar – it was the 50th anniversary of the 1967 Referendum while it also marked the 25th anniversary of the Mabo Decision. So this year was particularly important to show our support by participating in community events as well as hosting our own around the country, including National Sorry Day on 26 May and National Reconciliation Week (27 May–3 June).

Sorry Day is a day to mourn and acknowledge the Stolen Generations and our staff heard painful stories from members of the Stolen Generation. The Newcastle office, through the local Stretch RAP Waruparr Committee, hosted a National Sorry Day event, featuring guests who spoke about their past and present experiences as members of the Stolen Generations.

Our Brisbane office partnered with the Link-Up Aboriginal Corporation to host a Sorry Day breakfast and program of events. Attendees sang along with the Songlines Choir and Meanjin Voices.

In New South Wales, the Rockdale office held an event for National Sorry Day at which Lead NSW Aboriginal and Torres Strait Islander Initiatives Les Ahoy delivered the Welcome to Country in traditional dress and State Director NSW/ACT Roderick Best gave an address, demonstrating that Reconciliation is everyone's business.

The Warwick office in Perth hosted a National Sorry Day event, featuring the video of Prime Minister Rudd's Apology and a short video on the 1967 Referendum to revisit these significant milestones, which led to rich conversation about the impact legislation had and has on Western Australian Aboriginal people.

The Rocherlea Office in Tasmania celebrated National Reconciliation Week and were joined by 11 members from The Elders Council of Tasmania.

In recognition of 25 years since the Mabo Decision, Brisbane staff participated in a Mabo Day event that began with a procession, then Welcome to Country by the Traditional Owners the Yuggera people. The Yuggera people handed over to the Murray Island people to celebrate on their country. The Welcome dance by the Traditional Owners, received a response from the Murray Islanders who invited the Yuggera people to visit their island.

In Victoria, the inaugural Mabo Day Community Picnic and Celebration down on the Birrarung featured live music, performances and children's activities. The Dandenong Centre followed this with a screening of 'Mabo'.

We were once again a gold sponsor of the biennial Laura Aboriginal Dance Festival, held from 30 June to 2 July 2017. The Festival celebrates the culture of the Aboriginal people of Cape York Peninsula through song, dance ceremony and performance. The Festival attracted several thousand people from 20 communities who travel to Laura to dance and share culture. This year, 120 people, including 70 children, 20 clients with disability and numerous staff and carers from Life Without Barriers, came to camp at the Festival. For some of our clients with disability, it was a chance to be united with far-flung family.

We have also hosted and attended close to 100 events, including numerous events over NAIDOC Week. Over 1,000 people attended the 2017 “Reconciliation in the West” event held on 1 June and organised by Tauondi Aboriginal College in partnership with Life Without Barriers, Reconciliation South Australia, Anglicare South Australia and Uniting Care Wesley Port Adelaide.

RECONCILIATION WORKING GROUP

The Reconciliation Working Group, co-chaired by Chief Executive and National Aboriginal and Torres Strait Islander Initiatives, meets on a quarterly basis to discuss reconciliation initiatives. Over the past year, the Group discussed actions for reconciliation, including setting the Stretch RAP direction, governing implementation and overseeing reporting requirements.

CULTURAL CONNECTEDNESS AND GROWTH

We are continually seeking to find ways to ensure cultural connections are maintained for Aboriginal and Torres Strait Islander people we support. Across many programs and regions, we have well established Return to Country programs but we know there is always more we can do. For example, under the Next Step Program Aboriginal young people camped on Stradbroke Island (see case study on page 44).

We partnered with Wiradjuri Condobolin Corporation to develop the Draft Condobolin Youth Strategy, which was tabled at the Condobolin Interagency meeting in February 2017 which focused on linking the Youth Strategy to existing Council and regional plans. The Wiradjuri Condobolin Corporation has been working closely with a local mining company to identify employment and training opportunities for young people from the Back Tracks program to become job ready as opportunities arise at the mines.

In early 2017, Life Without Barriers organised the annual Aboriginal and

Torres Strait Islander Cultural Camp in Gumbaynggir Country, near Nambucca Heads, New South Wales for 25 children and young people living in out of Home Care in the Sydney and New South Wales North Coast regions. The group were able to learn about their heritage, reconnect with their culture and make new friends. Aboriginal staff members and staff from Life Without Barriers’s National Immigration Support Service team volunteered to support.

The GITTABA (Strong Brothers) Program operates in South East Queensland and provides Aboriginal and Torres Strait Islander children and young people aged six to 17 years with opportunities to learn about their culture, traditions, connections with land and the importance of Dreamtime. The GITTABA Program achieves this through cultural camps facilitated by Uncle Boomi Hegarty, an Aboriginal Elder for the Wakka Wakka People. The GITTABA Program has been successfully running in conjunction with Life Without Barriers. In late 2016, the GITTABA Program expanded to include a Stronger Family Camp, supporting family reunification in a culturally safe space.



ABORIGINAL AND TORRES STRAIT ISLANDER PEOPLE AND RECONCILIATION

> *Case Study*

I IS FOR INNOVATE

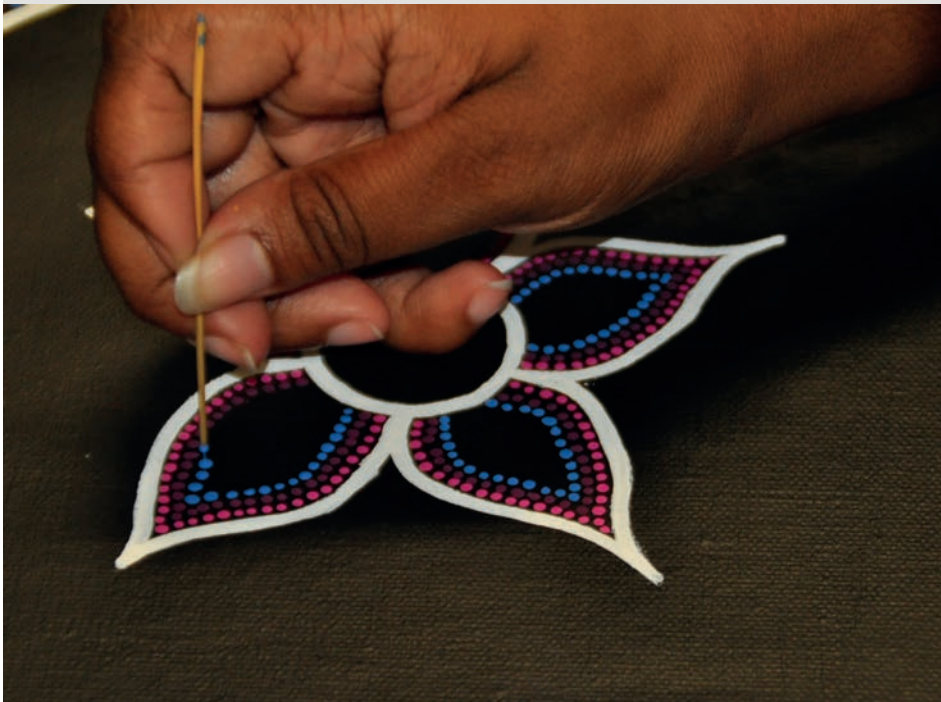
Journey into art

Next Step After Care continues to grow and improve its engagement with young people leaving care, particularly for Aboriginal and Torres Strait Islander young people. In early 2017, Next Step gathered these young people from all over Queensland to come together on Stradbroke Island.

Stradbroke Island, off the coast of Brisbane on Quandamooka land, was the backdrop for the young people to learn about the region's cultural heritage. After a day of touring, they turned their inspiration into artwork.

"Young people from each of the Next Step regional locations were offered the opportunity to be involved in the creation of a Next Step Indigenous artwork which will be utilised for the promotion of Next Step to the Aboriginal and Torres Strait Islander community," said Next Step Operations Manager Adam McMurray.

The young people put their heart and soul into the project and the end result is absolutely stunning. At the same time, the young people have grown and found new confidence from the experience. Each young person was encouraged to bring their own thoughts and understanding of the region they currently reside in, their own story and journey, and illustrate that in the overall work.



This year, Darwin, Northern Territory was the host city for the National NAIDOC Awards during NAIDOC Week (3–10 July 2016). The Life Without Barriers team in Darwin dedicated one afternoon a week to prepare clients for the big event. The National NAIDOC Awards and Ball created a positive culture of inclusion. It was a chance for everyone to connect with other members of the community, and for clients from Aboriginal or Torres Strait Islander backgrounds to showcase and represent culture through a variety of dance and entertainment.

In April 2017, the Aboriginal Literacy Program was launched as a partnership between Life Without Barriers and Toronto Library. Lake Macquarie Mayor Councillor Kay Fraser opened the event and 11-year-old Kirra Lee Simon gave the Acknowledgement of Country, followed by the Biraban dancers who performed three traditional dances. This program introduces literacy resources to Aboriginal children to encourage them to read and engage with books, thus improving their literacy skills. Through the program parents and carers will be encouraged to read books with their children.

Aboriginal people have always had their own unique education methods and learning process through dance, song, storytelling and art.

CREATING BRIGHTER FUTURES

Aboriginal people have always had their own unique education methods and learning process through dance, song, storytelling and art. A new arts-based learning program, called 'Creating Brighter Futures' or the 'nyuntumpa nintiringanyi' (meaning 'for you to learn about' in the language of the Pitjantjatjara people), has been developed for schoolchildren. It has been developed to the National School Curriculum for the Arts in consultation with Inbarendi Parent Committee, the Aboriginal Parents Group. The funding from the Department of Prime Minister and Cabinet enabled the research and development of this concept prior to its actual implementation in the school educational program. The program has increased attendance rates by 12 percent.

TRAINEESHIPS

Life Without Barriers offers a Traineeship Program for eight Aboriginal and Torres Strait Islander trainees, with three on board in the 2016/17 year. We are working to pilot some university interns in the summer at our New South Wales locations.

> *Case Study*

E IS FOR ENHANCE

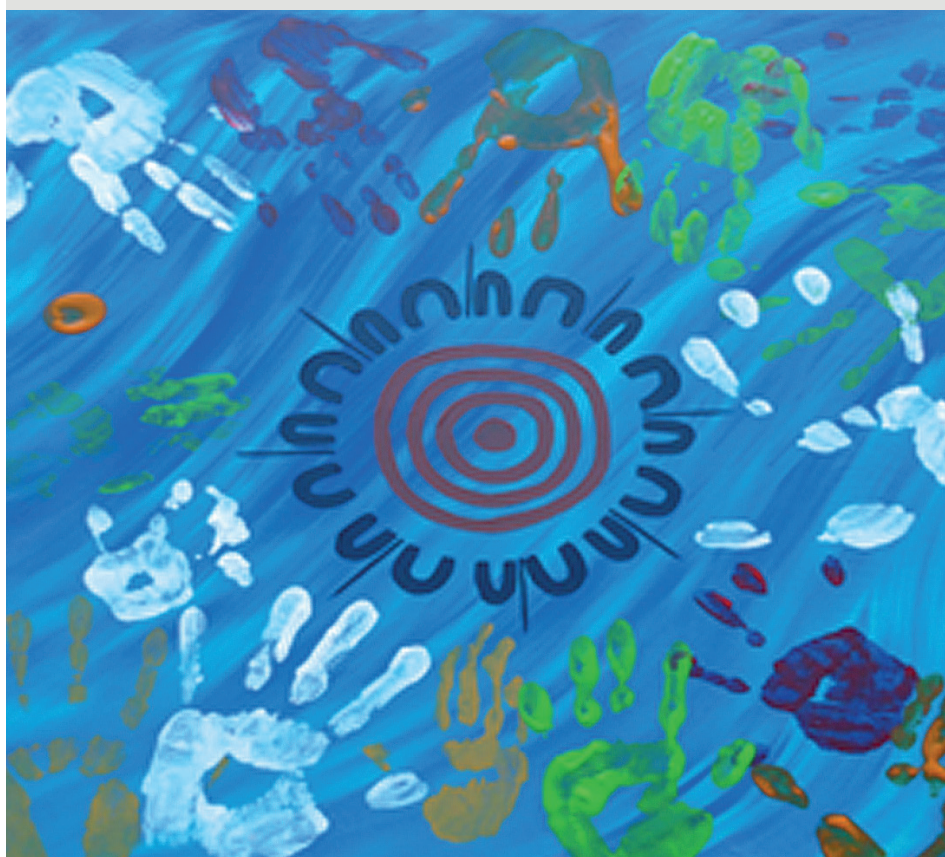


TALAMA – Hold by the hands

On 17 January 2017, Aboriginal children and young people with profound disabilities and their carers came to the Miromaa Cultural Language Centre in Newcastle (NSW) to experience Aboriginal culture through their senses.

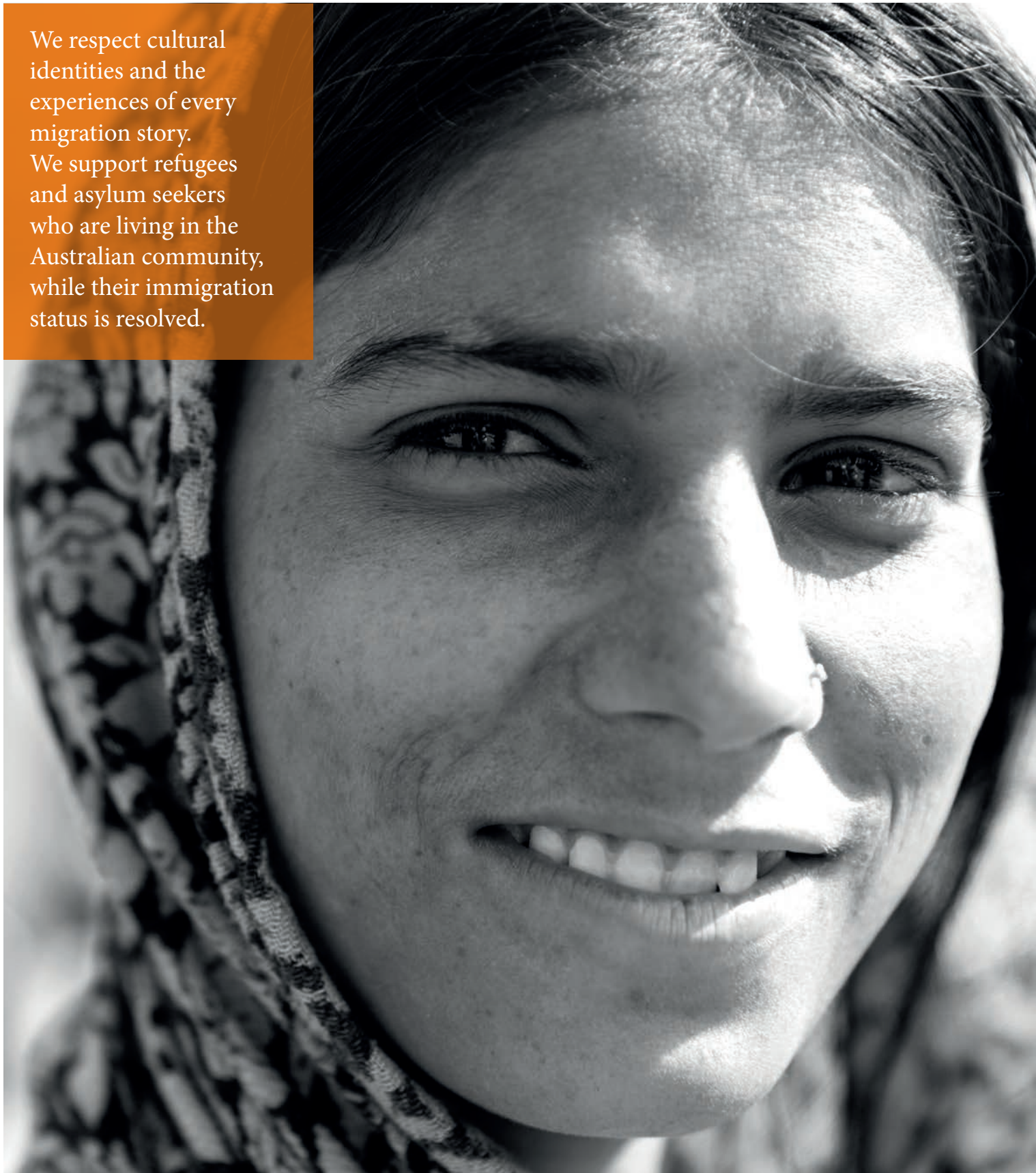
At Miromaa Cultural Language Centre, a local Aboriginal language and technology centre, the children and young people were surrounded by Aboriginal art, maps, artefacts, musical instruments and books. Ray Kelly, a traditional Awabakal man gave a Welcome to Country and played the Yidaki (or didgeridoo) starting the sensory journey with sound. This was followed by a Dreamtime story, told in Darug language.

A visual landscape journey was shown through a Norman Tindale Australian map outlining the traditional Aboriginal nation's boundaries. Activities focussing on other senses included feeling possum and kangaroo pelts and smelling traditional scents such as lemon myrtle leaves. Morning tea covered off taste, with servings of wattle seed chocolate mud cake and rainforest juice.



REFUGEES, ASYLUM SEEKERS AND PEOPLE FROM CULTURALLY DIVERSE BACKGROUNDS

We respect cultural identities and the experiences of every migration story. We support refugees and asylum seekers who are living in the Australian community, while their immigration status is resolved.



	CLIENTS IN REFUGEE AND ASYLUM SEEKER PROGRAMS
NSW/ACT	2,323
NT	37
QLD	1
SA	234
TAS	1
VIC	3,015
WA	5
TOTAL	5,616

We have supported more than 5,463 individuals, representing 57 nationalities and 40 languages, living in Australia as refugees and asylum seekers over the past 12 months.

Since 2009, Life Without Barriers has been partnering with refugees and asylum seekers to support children, young people and families to access housing, employment, medical, legal and other essential services. With our years of experience, we understand people from diverse backgrounds have unique needs.

We believe that our society is enriched by its diversity. We work to ensure people from diverse cultures feel safe and secure, and can access the support they need to thrive and fully participate in community life. Our experience in working with people across many programs has strengthened the support we provide to people from culturally and linguistically diverse backgrounds.

NATIONAL IMMIGRATION SUPPORT SERVICE (NISS)

We have supported more than 5,463 individuals, representing 57 nationalities and 40 languages, living in Australia as refugees and asylum seekers over the past 12 months. We provide residential services and community-based education and support under contract to the Department of Immigration and Border Protection.

Our five community hubs are located in New South Wales (Parramatta), South Australia (Salisbury) and Victoria (Epping, Dandenong and Sunshine). We also deliver services in Northern Territory and unaccompanied humanitarian minors settlement services in Western Australia. We have expanded the program range to include mental health support, aged care and disability support, Aboriginal and Torres Strait Islander support programs, Out of Home Care and Family and Children Services. We are able to deliver such a broad range of services due to the high-degree of cultural competence and sensitivity among our staff.

ECONOMIC PARTICIPATION

Supporting people to gain employment, stable income and housing, and English language skills is a major part of our NISS work. We deliver employment mentoring in New South Wales and Victoria and between July 2016 and June 2017, we provided getting ready for employment skills across a range of programs to more than 500 people. The skills taught included interview skills and techniques, job readiness, work rights, goal setting and searching for the 'right job' for you. We also delivered employment services in partnership with The Brotherhood of St Laurence as part of the Jobs Victoria Employment Network.

NISS – FUTURE

The people we support are telling us that they are facing a number of challenges, such as mental health issues associated with the trauma many have experienced and the ongoing uncertainty of their status. Family and domestic abuse is an increasing concern for many of our clients. We will focus on these now and into the future by strengthening our services and drawing on our relationships within local communities to respond to these needs. We will also be sharing our experience working with people from culturally and linguistically diverse backgrounds to engage people from these communities as part of our Disability and Aged Care services.

REFUGEES, ASYLUM SEEKERS AND PEOPLE FROM CULTURALLY DIVERSE BACKGROUNDS

> Case Study

I IS FOR INNOVATE

Giving back to the community

Before arriving in Australia as an asylum seeker, Ahmed* had qualified as a lawyer in Iran and was a captain in the fire brigade, volunteering to help others. Ahmed is keen to give back to the Australian community that accepted him as an asylum seeker.

He wanted to contribute to his local community through volunteer work to dispel some of the negative stereotypes about asylum seekers within broader society. He is currently being supported by our NISS team in Dandenong (Victoria), who are helping him to volunteer by linking him with organisations. Ahmed has volunteered in numerous, including as a client guide at Monash Community Hospital; an emergency response officer with the State Emergency Service in Greater Dandenong; and shop attendant for the Australian Red Cross, Vinnies and the Salvation Army.

At the same time, he worked as a truck driver as well as taking part in a Life Without Barriers workshop to improve his employment prospects in the future. Ahmed is an example of how asylum seekers can make a positive contribution to both the local community and Australian society as a whole.

*Not real name.



ALONE IN A STRANGE LAND

Over the past year, the Victorian NISS team has been supporting two young brothers from Iran who have been living in community detention. The boys had experienced significant trauma and are alone in Melbourne, with their mother in Iran and their father in prison. NISS staff reached out to colleagues in the Victorian Department of Disability and Children, Youth and Families teams for support to deal with the complex case to provide what the boys needed at a very difficult time in their lives, including trauma support and support to ensure they experience a smooth transition when their father returns from prison. We recruited staff who speak Farsi to communicate with the boys while other staff met with government departments to deal with the legalities of the case.

“We felt it was important they had a voice. How we give these boys the best experience in community detention. Give them a great experience in Melbourne,” said Shane Wilson, Regional Manager Victoria.

CONTINUING TO BLOSSOM

Hani Abdile, a refugee from Somalia, was featured in our 2016 Annual Report. Since then, she has continued to inspire others and has ambitions of becoming a journalist and human rights lawyer. In March 2017, Hani published her first book of prose and poetry, *I Will Rise*, which was launched at Newcastle Library. Her writings reflect her enthusiasm and determination to succeed and live a happy and fulfilling life. Hani's book can be purchased online at:

<http://writingthroughfences.org/shop>.

EMBRACING CULTURE

We held community celebrations and open days at Parramatta (NSW), Salisbury (South Australia) and Epping (Victoria) in August 2016. Clients and community partners learned about our services and programs that support people from culturally and linguistically diverse backgrounds. Originally focused on supporting refugees and asylum seekers, our footprint has expanded over time to support people from culturally and linguistically diverse communities, some of whom may be living with disability, have mental health issues, or experiencing family violence.



African drummer performing at the Epping community celebration.

> Case Study

I IS FOR INNOVATE

The future is bright

Ashraf* arrived in Australia in 2013, having fled his home country of Myanmar (Burma) because of religious persecution. He had no family with him. He spent about a year in detention on Christmas Island as an unaccompanied minor, before he was referred to Life Without Barriers for community detention placement in Adelaide.

Since then, Ashraf has put his heart into becoming part of his new community in Australia. Although he had not attended school before coming to Australia, he started learning English while still on Christmas Island and then at the Adelaide Secondary School of English. As a result, Ashraf was offered a full scholarship for years 11 and 12 at the Christian Brothers College.

“As I did not have the opportunity to attend school in my country, I realised the importance of good education and will never take that for granted,” says Ashraf.

Ashraf loves sports, going to the gym regularly, taking part in the Life Without Barriers soccer program and rowing for his school. Once he finishes school, he plans to go to university to study engineering.

We continue to support Ashraf with his studies, giving him advice when needed, and providing emotional support by acting as his family away from home.

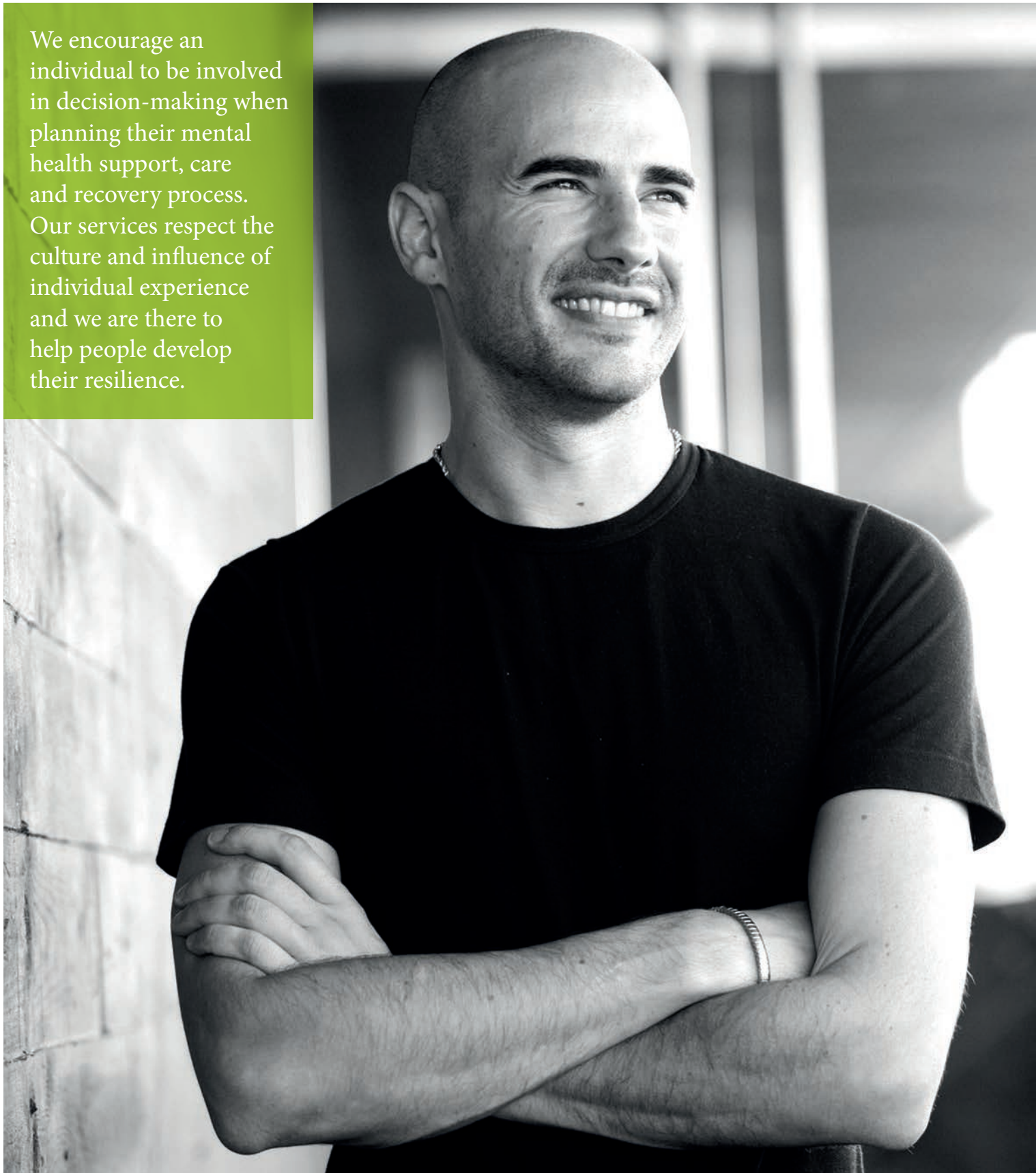
“In many ways Life Without Barriers is my Australian family that holds a special place in my heart,” says Ashraf.

**Not real name.*



MENTAL HEALTH SERVICES, ALCOHOL AND OTHER DRUGS

We encourage an individual to be involved in decision-making when planning their mental health support, care and recovery process. Our services respect the culture and influence of individual experience and we are there to help people develop their resilience.



CLIENTS SUPPORTED THROUGH MENTAL HEALTH AND ALCOHOL AND DRUGS PROGRAMS

NSW/ACT	11
NT	0
QLD	164
SA	855
TAS	32
VIC	2
WA	87
TOTAL	1,151

We have been supporting people living with mental illness for over 10 years through both outpatient and community-based programs. Our mental health programs support individuals to participate in their community and to achieve outcomes that are meaningful to them.

Our model of care and support is delivered by skilled and qualified personnel and our services include psychosocial rehabilitation support, supported accommodation and respite care. The psychosocial rehabilitation support services provide support to people with a mental illness, promoting community participation and access as well as supporting the development of living skills that promote independence.

PARTNERS IN RECOVERY

Life Without Barriers continued to lead this South Australian significant mental health program for the Southern Adelaide, Fleurieu and Kangaroo Island services. Over the past year, we led the establishment of communities of practice, bringing mental health service provider staff and stakeholders across the region together to share learnings in relation to the National Disability Insurance Scheme (NDIS) during this time of change.

NATIONAL MENTAL HEALTH WEEK

We are always keen to participate in National Mental Health Week (11–18 October 2016). The aim of Mental Health Week is to promote social and emotional wellbeing to the community, encouraging people to maximise their health potential, enhancing the coping capacity of communities, families, individuals and increasing mental health recovery. With a number of Mental Health Week events across Australia throughout October, our staff took part in raising awareness across a number of cities from Launceston (Tasmania) to Perth (Western Australia). In the Darwin office (Northern Territory), staff participated in the “Talk Support and Recover Day in the Park” to launch Mental Health Week 2016. The Life Without Barriers Bendigo office (Victoria) treated the public to unique art pieces in the form of the creations of the Women’s group and the Mad skills deconstruction art group.

RECOGNITION FOR NGATTI HOUSE

In November 2016, Perth-based youth rehabilitation residential service Ngatti House was announced as winner of the Western Australian Health Excellence Award for Improving Service Delivery. The Health Excellence Awards are held every year to recognise the achievements of teams and individuals in the provision of quality health care to Western Australians.

We have been supporting people living with mental illness for over 10 years through both outpatient and community-based programs.

MENTAL HEALTH SERVICES, ALCOHOL AND OTHER DRUGS

> Case Study

I IS FOR INNOVATE

Recovery through Strong Mob

Aaron is a young Aboriginal man from Lockhart River, a remote Aboriginal community in remote Far North Queensland. Because of his schizophrenia and an acquired brain injury as well as other health issues, Aaron had relocated to Cairns for medical reasons in 2015. Due to his medical conditions, life was a struggle in Cairns and others were taking advantage of him by claiming to be his friend or self-adoptive family.

Aaron was referred to Life Without Barriers' Strong Mob Program from a homeless shelter in October 2016. The Strong Mob Program is a recovery-oriented program delivering mental health care for Aboriginal and Torres Strait Islanders living in the communities of Cairns, Yarrabah, Wujal Wujal and Hope Vale. Strong Mob is culturally appropriate with 80 percent of staff being Aboriginal and Torres Strait Islanders. The program has a recovery approach that emphasises hope, social inclusion, goal-setting and self-management and supports individuals to develop their social and emotional wellbeing through personalised support, mutual support and self-care, group support and family/carer support.

Strong Mob worked closely with Aaron, providing one-on-one support and group engagement. Due to his brain injury, even simple tasks were a challenge for him. His support plan included getting him to locate and shop at stores and the laundromat as well as how to use a washing machine, microwave, his phone and banking or to find lost keys, wallets and phone.

Aaron enjoyed being part of the social interactions at group days with Strong Mob. Part of the recovery was staying connected to his family at Lockhart River. His mother self-referred as a family/carer client and kept in contact with visits to Cairns or by phone.

In March 2017, Aaron expressed a wish to return to Lockhart River. As Aaron's medical appointments had been completed and his family wanted him home, Strong Mob prepare a plan for Aaron to go back home while his mental health worker liaised with Lockhart health services for his ongoing medical needs. Strong Mob worked with the Public Trustee and family to organise flights and end his tenancy before Aaron could return home.

Aaron finally returned home on 8 April 2017 with Strong Mob waving him off at the airport.

Based in Fremantle and run by Life Without Barriers, Ngatti House provides community-based services to young people aged 17 to 22 years, who show signs and symptoms of mental illness while homeless or at risk of homelessness. The service provides medium-term accommodation and clinical support. The partnership between Life Without Barriers and Youth Reach South, a Western Australia government mental health service, which provides the clinical support, was developed as part of the Western Australia Mental Health Strategy.

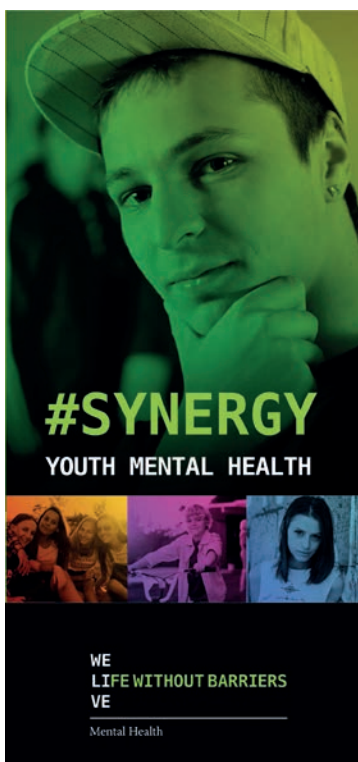
Ngatti House receives an average of 37 referrals per year and has housed approximately 78 young people since 2010, while assisting them in overcoming social barriers. An individual program is developed for each resident, who may live at the residence for up to 12 months. The program addresses an individual's health issues, is culturally appropriate and based on building self-esteem, social inclusion, recovery and how to reach desired goals while being supported in their community.



Ngatti House team receiving their award.

YOUTH MENTAL HEALTH PROGRAM ESTABLISHED IN TASMANIA

#synergy is a youth mental health service in Southern Tasmania provided by Life Without Barriers and supported by Primary Health Tasmania under the Primary Health Networks Program – an Australian Government initiative. Established in March 2017, #synergy will support young people aged 12 to 25 years, who have or at risk of having severe mental illness, to take steps to improve their mental, physical and social wellbeing. This support may involve one-on-one counselling as well as working with family, schools, health providers and other agencies to support the young person. The program will also connect young people to a range of relevant services, such as social support, cultural support, financial help, health care, housing support, recreation, education, or employment. We will start accepting referrals to #synergy from September 2017.



> Case Study

I IS FOR INNOVATE

#iConnect reconnects

Brad* is a happy, confident and energetic young man but at one stage of his life, Brad had anxiety and found it difficult to interact with people, engage in recreational activities, or even get into a car to go to school. Brad's anxiety affected his health and family relationships until Life Without Barriers' #iConnect program started to work with and his family.

The #iConnect Program is a state-wide program in Tasmania that specialises in treating mental health issues in young people, aged 12 to 18 years, by providing clinical intervention as well as individually designed psychosocial and case management support packages.

#iConnect has a close partnership with Child and Adolescent Mental Health Services (CAMHS)/Forensic Mental Health Services and collaborates with clients' care teams as well as the National Disability Insurance Agency, Department of Human and Health Services, Child Protection, Adult Mental Health Services, and the Department of Education in Tasmania.

Life Without Barriers and the CAMHS staff and his family formed a team with Brad and over 12 months, achieved the goals they set towards supporting his recovery. Now managing his anxiety, Brad drives within his local area, attends school full time, has formed more friendships, and is engaging with the community.

"If it weren't for all your support, I wouldn't have come this far," says Brad about #iConnect.

There are still some challenges ahead for Brad and his family, but they are now more confident, and have the skills and experience to face challenges and to keep moving forward together.

**Not real name.*



HOMELESSNESS

In Australia, the rising levels of homelessness and the impact on people who are experiencing homelessness, including older women, is on the increase. Homelessness affects the most vulnerable in our society.



	CLIENTS IN HOMELESSNESS PROGRAMS
QLD	4
SA	138
TOTAL	142

Through our homelessness support services we help the people we support to connect with a wider service network and address issues that contribute to homelessness.

We deliver support through a range of interventions that provide outreach and intensive case management to people sleeping in public places and others at risk of homelessness.

In Adelaide, we collaborated with the local Aboriginal community, facilitated by Aboriginal trainee, Colleen Raven, to form a men's Yarning Circle. The Yarning Circle is driven by the Aboriginal community and supported by key Elders and the Life Without Barriers Homelessness team in a partnership. The group delivered support services to Aboriginal men sleeping rough in the Adelaide parklands, with its first establishment marked with a smoking ceremony at Colebrook Reconciliation Park.

ROUGH SLEEPER CODE BLUE

Life Without Barriers is part of an integrated service and community response to an extreme cold weather event in South Australia, known as the Code Blue. Partner services include the Department for Communities and Social Inclusion, Centacare, Barmera/ Berri Council, Loxton Waikerie Council, South Australia Police, Renmark/ Paringa Council, State Emergency Service, AcCare, Department of Environment, Water and Natural Resources, Riverland Chaplains, Uniting Church, Salvation Army, Country Health South Australia, Riverland Division of General Practice, St Vinnies, and Foodbank. Code Blues are activated by the Department for Communities

and Social Inclusion. Regular meetings are held to prepare and plan for an extreme weather event in order to support the wellbeing of rough sleepers by focusing on a local and coordinated response, using existing relationships and partnerships within a community. Support includes supply of emergency accommodation, welfare checks, and basic provisions, such as extra blankets, food or makeshift shelter for people who refuse to move.

HELPING OUT DURING HOMELESSNESS WEEK

Homelessness Prevention Week during August is when the effects of sleeping rough can be really seen. During Homelessness Week 2016, our South Australian Homelessness Support Program team joined over 3,000 people in the "Walk a Mile in my Boots" march in Adelaide and attended the Elder Park memorial service for people who died while homeless.

Kaurna men, Jack Buckskin and Cliff Wilson, led a cleansing ceremony, followed by tributes. Singer/ songwriter and 'The Voice' contestant Rachel Leahcar also performed before white balloons were released to commemorate those who had died while sleeping rough.

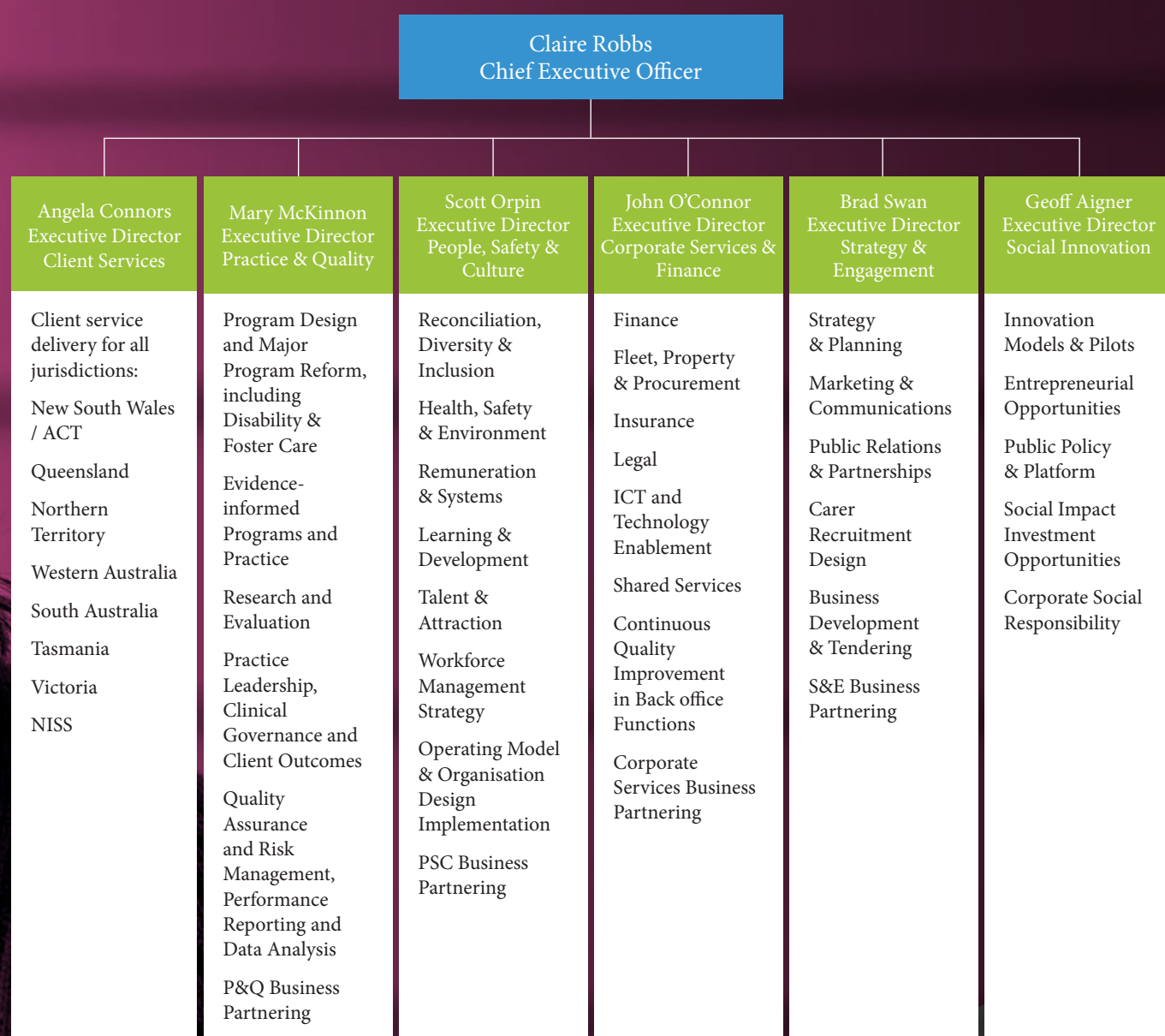
In the Riverland region, the Homelessness team worked with the Salvation Army and the local Alba Café to distribute hot soup, bread and sandwiches to people experiencing homelessness. The team also took flasks, clothing and blankets to homeless people sleeping along the river. It is estimated there are over 600 people, adults as well as children, sleeping rough along the Murray River.



PEOPLE, BUSINESS AND GOVERNANCE

ORGANISATIONAL CHART

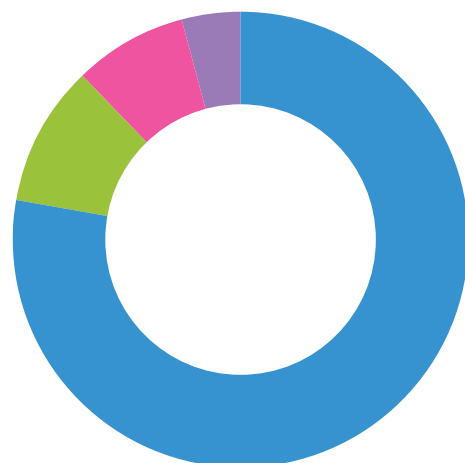
As at 30 June 2017



OUR PEOPLE

STAFF BY FUNCTION

DIRECT CLIENT SERVICE	78%	3,420
CORPORATE AND SECTOR SUPPORT	10%	451
CLIENT SERVICE LEADERSHIP	8%	363
ORGANISATIONAL AND BUSINESS UNIT LEADERSHIP	4%	160
TOTAL	100%	4,394



STAFF BY SECTOR/LOCATION

SECTOR	CORPORATE SUPPORT	NSW/ACT	NT	QLD	SA	TAS	VIC	WA	NZ	TOTAL
ADMIN SUPPORT & MANAGEMENT	254	192	14	72	24	11	38	33	2	640
DISABILITY		949	173	440	126	141	80	274		2,183
FAMILY SUPPORT & OUT OF HOME CARE		457	66	328	85	87	39	109		1,171
HOME & COMMUNITY CARE		17	25	60	6		13			121
HOMELESSNESS				4	10					14
MENTAL HEALTH				14	46	5	28	27		120
SUPPORT TO REFUGEES & ASYLUM SEEKERS	5	35			13		73			126
YOUTH JUSTICE						5		14		19
TOTAL	259	1,650	278	918	310	249	271	457	2	4,394

Our people are our strength. We bring together a team of people who are able to anticipate change and to respond with imaginative and innovative solutions to meet a client's expectations. Our teams work together, drawing on their experience and understanding of the challenges facing our clients. Life Without Barriers has strong corporate systems that enable us to support our people to deliver quality services. Between 1 July 2016 and 30 June 2017 our total workforce expanded from 4,162 to 4,394 which is a 5.5 percent increase.

2016 EMPLOYEE RECOGNITION AWARDS

Life Without Barriers and our clients across the country rely upon the dedication and service that our hardworking staff deliver. Every day, our people support vulnerable, disadvantaged and marginalised people in our community to live their best lives possible. To recognise these efforts, we hold the annual Employee Recognition Awards to highlight excellence in the categories of:

- Values – Individual
- Values – Group
- Innovation – Individual or Group
- Practice Leader – Individual
- Reconciliation – Group
- People's Choice Award – Individual.

The 2016 Awards were held in September 2016 with well-known media identity, Wendy Harmer as guest MC. There were 18 finalist teams and individuals this year, three for each of the six Award categories. We are already in the midst of preparation for the 2017 Awards which are highly anticipated by staff and will be held in Sydney in October.



All the winners with guest MC Wendy Harmer (front). Pictured (Left to Right): Rueben Koops (The Hub, Tas), Anya Fielder (Aboriginal Men's House, SA), Justine Morris (VIC), Tara Connolly (NSW), Rob Anderson (The Hub, Tas), Phoebe Millen (NEXTSTEP, Qld), Jon Moen (NEXTSTEP, Qld), Rick Eggins (NSW).

OUR PEOPLE

> *Case Study*

I IS FOR INNOVATE

Staff member receives Churchill Fellowship

Jessica Cocks from our Practice and Quality team has been awarded a Churchill Fellowship in recognition of her dedication to innovative parent and family inclusion approaches in child welfare. The Fellowship is designed to support dedicated and passionate Australians to travel the world in search of new ideas, innovation and excellence, focussing on innovations that will have a positive impact on our communities and wider society.

The award of this Fellowship is a credit to Jessica and her excellent work with the Life Without Barriers Family Inclusion Strategies in the Hunter area of New South Wales. During 2017, Jessica will visit sites in the United Kingdom, Norway, Canada and the United States at the cutting edge of best practice for improving outcomes for vulnerable children and families. As an organisation, Life Without Barriers will benefit from the insights and knowledge that Jessica will bring home and, in turn, we will be able to implement enhanced services for our clients.



AUSTRALIA DAY AWARD FOR BOARD CHAIR

In January 2017, the Chair of Life Without Barriers' Board of Directors Terry Lawler received an Order of Australia, as part of the 2017 Australia Day Honours in recognition of 40 years of outstanding service to vulnerable communities. A founding member of Life Without Barriers in 1994, Terry was instrumental in bringing leaders of the Newcastle community together to form an organisation to support people with disability to live meaningful lives in their community. Since then, Terry has been at the forefront, guiding us as we develop new services for vulnerable people to match their needs and empower them to be part of their communities.

Life Without Barriers and our clients across the country rely upon the dedication and service that our hardworking staff deliver.



> Case Study

L IS FOR LEAD

Embracing equality

In an act of acknowledgement, commitment and solidarity, 36 staff and carers from Life Without Barriers marched in the 39th Sydney Mardi Gras Parade on 4 March 2017.

We strive to champion opportunity and equality for all, and it an honour to be part of a public celebration alongside the LGBTQI community and other like-minded organisations to support the needs and wellbeing of our diverse community and vulnerable populations.

We were just a part of a huge representation of diversity from the LGBTQI community, including not-for-profit, corporate, sporting and political organisations, all celebrating and supporting each other under the 2017 Mardi Gras theme – EQUALITY! Our inclusive and diverse workforce was in full voice and colour at our first Mardi Gras participation.

We have been recruiting LGBTQI foster carers for the past 23 years and have always understood the benefit of having a wide diversity of families to care for children from a diversity of backgrounds.

“There was such a feeling of joy and acceptance as enormous crowds celebrated equality, diversity and inclusion together,” said Life Without Barriers Diversity and Inclusion Manager, Fiona Davies. “How we translate this spirit of inclusion and diversity to our employees, clients and wider community going forward is where the real impact will be.”

The final word, however needs to go to Karyen Teal, Jo Forwood and their daughter Brittany who marched in solidarity with us as lesbian mums and proud foster carers, “Walking with Life Without Barriers wasn’t just about the colour or the parading down the street. As foster carers, it was about coming together as a united group to be the public face of the organisation to say ‘we are here and we need you too’. As we danced our way from beginning to end it was us making our statement that people matter and Life Without Barriers are here to help everyone see that.”

PEOPLE SAFETY AND CULTURE

ROLL-OUT OF 2020 STRATEGY CAMPAIGN – CHANGING OUR CULTURE

To embed an understanding of how Life Without Barriers is changing as an organisation under the new *Future LWB Our Vision for 2020* (see page 10), a 2020 Strategy Campaign was launched to our staff in March 2017.

The key focus of the 2020 Strategy Campaign is to align all our work to the Vision, to re-engage our staff with our Values and Values Outcomes Framework, to foster a positive culture with a 'can do' approach, and to share experiences within teams and across the networks.

Following the launch of the 2020 Strategy Campaign, six Team Talks were held across various areas of the organisation to engage their readiness to embrace the Vision and Values Framework. The Team Talks are fun and engaging sessions with staff, hosted by Director of Values, Loretta Perry. Each team delivered a presentation or focus on their work, their team and how they will deliver against the Vision 2020 in the coming year. The Team Talks 2020 started off in New South Wales with the Client Services Leadership, followed by the Northern Area Managers on 11 May, and Tamworth and Narrabri Operations Team on 13 June. The Victorian Senior Leadership Team Talk occurred on 14 June, followed by the Practice and Quality Leadership Team on 15 June. The Team Talks returned to New South Wales to the Hunter and Central Coast Operations Team on 30 June.

The Team Talks will continue in the 2017/18 financial year, kicking off with team talks in Queensland at Brisbane, Mackay, Townsville and the South East during July. Tasmania, South Australia, and Western Australian will commence their Team Talks in September.

IMPROVING ORGANISATIONAL RELATIONSHIPS

Any major organisational change needs to be fostered at the relationship level and the implementation of our Vision for 2020 is being supported by a Business Partnering model, led by People, Safety and Culture. The Business Partnering model is being implemented across the directorates of People, Safety and Culture, Corporate Services and Finance, Strategy and Engagement, and Practice and Quality. There are dedicated business partners allocated to the states and territories who liaise with the directorates and the state-based Client Services teams to drive organisational priorities and to promote local and state initiatives.

LAUNCH OF ACCESSIBILITY PLAN

In December 2016, we launched our *Accessibility, Inclusion and Employment Plan*, which sets out bold employment targets, and the positive impact that employing people with disability will have on Life Without Barriers and the wider Australian economy as well as the positive social and economic benefits for an individual. Our key goal is to increase employment of people with disability. In year one of the plan, our target is four percent of new appointments to be people with disability, increasing to 10 percent in year two. We met our target of four percent which equated to 31 new appointments. This target will drive our commitment to proactively recruit people with disability into meaningful roles across the breadth of the organisation. In addition, we have continued to develop our relationship with the Australian Network Disability by participating in regular forums and events, focussing on access and inclusion in the workplace. Over 50

staff undertook the Australian Network Disability course, Disability Awareness Training, specifically aimed at hiring managers and recruiters. We have also participated in the High Growth Jobs initiative with the NSW Government.

RECRUITMENT OF STAFF

Under our Stretch Reconciliation Action Plan (RAP), we have identified annual employment targets for Aboriginal and Torres Strait Islander staff. Over the past 12 months, we increased our Aboriginal and Torres Strait Islander staff number by 32 taking us to six percent of our total workforce. There are a number of recruitment initiatives in place to reach our 18 percent target by October 2018, including:

- Implementing an Aboriginal and Torres Strait Islander Employment Strategy
- Pursuing trainee positions for Aboriginal and Torres Strait Islander people and partnering with Career Tracker in November 2017 to place university students in New South Wales as interns
- Promoting Life Without Barriers as a preferred employer through Indigenous media, such as *Koori Mail*, and through career fairs.

2016/17 saw the implementation of a scholarship sponsored by Veolia for an Aboriginal or Torres Strait Islander student valued at \$15,000 per year for three years.

IMPROVING STAFF SAFETY

The safety of our staff continues to be of the highest importance for Life Without Barriers. Over the past year, we continued to focus on safety, dealing with traditional safety risks, as well as addressing the more complex area of safety in client and employee interactions. To ensure we can work closely with government agencies monitoring safety and to implement best practice, we have increased personnel in the Safety team. This has led to a reduction in injury rates and a resulting fall in workers' compensation premiums. Other key projects for staff safety include mental health in the workplace, community activity safety, manual handling and a review of risk-assessment approaches.

LEARNING AND DEVELOPMENT

Over the past year, the Executive endorsed the Learning and Development vision and the establishment of a Steering Committee to oversee learning and development across the organisation and to implement new learning technologies and approaches to help meet clients' needs. Mobile learning delivered in small chunks at multiple locations will be a significant new approach.

During Child Production Week in September 2016, we launched a child protection training program for employees who work with children entitled, *We Put Children First: Understanding Child Sexual Abuse*. The training sessions feature a video, interactive discussions and case studies (see page 17).

> Case Study

L IS FOR LEAD



Team Talks having a ball at Tamworth and Narrabri

The Tamworth and Narrabri Team Talk took place on 13 June 2017 during a big week for the Tamworth and Narrabri teams, as they were preparing for the Life Without Barriers Narrabri Ball on the Friday evening. The team had previously played a part in the Values Outcomes Framework project and showed that living values makes a difference to client outcomes.

Feedback from staff during the Team Talk:

“The values play a huge role. The values we live by really help the work and practice we do everyday.”

“You know, everyone at this table is a fighter. Especially when you're isolated here, sometimes you feel like you might be forgotten. You have to be a fighter in these roles.”

“We have a new staff member who's been with us for three months. She's in a very isolated area and her only form of supervision is through minimal phone calls. And it was wonderful to hear her say “My whole life, I've been looking for a workplace whose values are identical to my values. I really think our team lives and breathes the values, and that's why I get out of bed every morning.”

Feedback from participating staff at other team talks

“Working down on the ground and seeing what's possible and that good things can happen for our clients and our customers. It's the biggest motivation for all of us” – *Northern Area Managers*

“When we think about how do we work around here and what's the culture. I think the glue that binds is really the customer. What do the clients feel? How do we work together to make their experience the best it can be?” – *Practice and Quality*

“Victoria has a strong leadership team. There's so much room for us to support more people and we have the foundation to do that. We have a very exciting 12 months coming up.” – *Victoria Senior Leadership Team*



Victorian Senior Leadership Team Talk

PEOPLE SAFETY AND CULTURE

> *Case Study*

L IS FOR LEAD

Life Without Barriers host forum

Life Without Barriers hosted the 'For Purpose Human Resources and Learning and Development Forum' at the LinkedIn offices in Sydney in June 2017. The People Safety and Culture organised the event that focussed on sharing knowledge and experiences from across the For Purpose sector.

With around 60 human resources and learning and development professionals attending, there was ample opportunity to discuss common problems and possible solutions with engaging and recruiting staff in the For Purpose sector. Among the topics covered in the forum was diversity and inclusion in the workplace and a session on the issue of institutional child sexual abuse.

Life Without Barriers showcased the Stretch Reconciliation Action Plan, on-boarding approaches, and keeping children safe.

An updated Code of Conduct was released in the past year and, as part of its roll-out, a systematic approach to training of all staff was implemented. The training was provided online as an organisation-wide e-learning program, identifying the importance of ethical behaviour with an emphasis on maintaining professional boundaries and social media. This was the first time an e-learning platform had been used for organisation-wide training.

VALUES OUTCOMES FRAMEWORK

Four teams from New South Wales participated in the Values Outcomes Framework in Sydney North, Wollongong, Dubbo and Orange, and Tamworth. The purpose of the project was to see whether promoting our values and engaging in Values behaviours were enabling factors of enriched client outcomes. Part of the exercise was to see whether we could identify how living the values makes a difference to client outcomes, and if they do make a difference, how we can further improve client outcomes through living the values. It was evident that values play a crucial and central role in achieving improved client outcomes.



OUR EXECUTIVE

A new structure was announced in the first quarter of 2017, following the transformation review with the Executive and Board and to align the new structure to be fit-for-purpose to help us deliver the 2020 Vision. The new structure will assist Life Without Barriers to:

- Enhance our strategy and design capability
- Establish agile, responsive and sophisticated business supports within operational teams
- Realise the benefits of our investment in systems
- Strengthen the connectivity across operational units
- Create great leaders
- Increase diversity
- Have a better approach to remote service delivery.

The following positions in the Executive team are current as at 30 June 2017.



CLAIRE ROBBS – CHIEF EXECUTIVE

Qualifications: B Social Policy, Grad Dip Psych, MBA (Executive)

Experience: Claire joined Life Without Barriers in 2004, and has over 20 years' experience in the welfare and community services sector. She has held a number of senior positions within the organisation and has been key to the success of our diversification strategy. She led the operations division from 2005, working in the disability and child protection sectors in residential support, case management and behaviour intervention roles, and in 2010 was appointed Deputy CEO, Operations. Claire was appointed Chief Executive in 2011.

OUR EXECUTIVE



GEOFF AIGNER – EXECUTIVE DIRECTOR SOCIAL INNOVATION

Qualifications: BBus, Masters of Social Development, MBA (Executive)

Experience: Geoff has over 25 years' experience as an executive in the corporate and non-government sectors in Australia and overseas. Geoff's career began with a Norwegian shipping line based in Australia and Norway. He completed an MBA and moved to a role in the strategic change practice at PricewaterhouseCoopers Consulting. Most recently he was the Director of Social Leadership Australia from 2011 to 2016. He had strategic responsibility for Social Leadership Australia's purpose of creating better leadership for a better Australia.



ANGELA CONNORS – EXECUTIVE DIRECTOR CLIENT SERVICES

Qualifications: BA (sociology/politics), MCom, MSc, ANZSOG Executive Fellow

Experience: Angela joined Life Without Barriers in December 2014 and brings more than 20 years' experience in the social and community services sector. Angela was most recently with the Department of Human Services in Victoria where she held senior roles in service delivery and operations, service development and design. Angela has worked to improve services to people with a disability, vulnerable children, the homeless and women and children experiencing domestic violence.



MARY MCKINNON – EXECUTIVE DIRECTOR PRACTICE AND QUALITY

Qualifications: BA and Social Work, BA in Media Art, ANZOG Executive Fellow

Experience: Mary joined Life Without Barriers in 2013 after nearly 30 years' experience in disability, child, youth and family services as a practitioner, manager and administrator. Mary previously held the position of Director of Statutory and Forensic Services Design in the Victorian Department of Human Services. Mary has also held a number of senior positions in Victoria and worked for nearly 10 years at Melbourne City Mission in a variety of practice and management roles and in youth justice in South Australia.



JOHN O'CONNOR – EXECUTIVE DIRECTOR CORPORATE SERVICES AND FINANCE

Qualifications: BCom, CPA

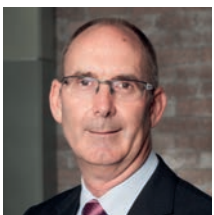
Experience: John has over 25 years' experience across a range of sectors, including mining services, transport, logistics and distribution, and has led teams across Australia, New Zealand, Asia and South Africa with leading ASX50 companies. Prior to Life Without Barriers, John was the General Manager Finance for Patrick Bulk & Automotive Port Services, part of the ASX50 Asciano group where he played a key role in strategy development, organisational restructure and Mergers & Acquisitions. John has also held a number of senior finance roles within the ASX50 Orica group including leadership roles across Asia Pacific and South Africa responsible for business integration, performance management and business efficiency.



SCOTT ORPIN – EXECUTIVE DIRECTOR PEOPLE, SAFETY AND CULTURE

Qualifications: Dip Teaching (Secondary), BA (Politics), MCom (Industrial Relations)

Experience: Scott joined Life Without Barriers in August 2015 after 25 years as a human resources and health/safety professional in the corporate sector in Australia and New Zealand for companies such as BHP and Asciano. He has significant experience in supporting and leading organisations through transformational change, taking an employee-centred approach to help staff identify the role they have in driving and achieving positive outcomes.



BRAD SWAN – EXECUTIVE DIRECTOR STRATEGY AND ENGAGEMENT

Qualifications: BBus (Public Admin)

Experience: Brad was appointed Executive Director Strategy and Engagement in early 2017 following his appointment as Life Without Barriers' Queensland State Director in April 2013. Prior to Life Without Barriers, he was Deputy Director-General, Communities, Child Safety and Community Participation, Department of Communities responsible for child safety and community services in Queensland. Brad has 29 years' experience in Government working across child safety, disability services, Aboriginal and Torres Strait Islander services, education and vocational education and training.

OUR BOARD OF DIRECTORS



TERRY LAWLER AO – CHAIR OF THE BOARD

Qualifications: BCom, FCA, FAICD, FAIM

Experience: Extensive experience as a chartered accountant, providing business, internal audit, operational and strategic advice. Chair of Ampcontrol Group, Chair of Hunter Water Corporation, Chair of Hunter Water Australia, Chair of the Alex McKinnon Foundation. Chair of People Fusion, Board Member of Powerdown.

Special Responsibilities: Chair. Member of the Finance and Audit Committee. Member of the Remuneration, Nomination and Succession Committee. Chair of Family and Youth Therapeutic Services. Chair of DUO. Chair of LWB QLD SBB.



GILLIAN CALVERT AO – DIRECTOR

Qualifications: MBA, BSW, BA

Experience: Extensive leadership experience 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, NSW 1999–2009.

Special Responsibilities: Chair of the Practice Governance Committee. Member of the Risk Management Committee.



DOUG DEAN AM – DIRECTOR

Qualifications: BCom, FCPA, FAIM, FAICD

Experience: Extensive experience in business strategy and growth in Australia and overseas. Managing Director/CEO, Veolia Australia and New Zealand for 25 years. Sits on a variety of Boards, including University of Newcastle and the MCA and a committee member on many leading industry groups relating to the environment.

Special Responsibilities: None.



ANTHONY DEEGAN – DIRECTOR

Qualifications: BCom, LLB

Experience: Practising solicitor since 1978. Currently a partner at Sparke Helmore, providing commercial advice specialising in information communications technology and intellectual property.

Special Responsibilities: Chair of the Risk Management Committee. Member of the Remuneration, nomination and Succession Committee. Director of DUO. Director of LWB QLD SBB.



SUE GORDON AM – DIRECTOR (Retired: 29 October 2016)

Qualifications: LLB

Experience: Extensive experience in improving the lives of Aboriginal people. Magistrate of the Children's Court of Western Australia for over 20 years. Chair of the Sister Kate's Children 1934 to 1953 Aboriginal Corporation since 2001. Sits on a variety of Boards and Trusts around Australia in relation to Aboriginal people and communities. Sue Gordon received an honorary Doctorate of Letters from the University of Western Australia in 2003.

Special Responsibilities: Reconciliation Adviser



GRAEME INNES AM – DIRECTOR

Qualifications: LLB FAICD

Experience: Lawyer, mediator and director. Human rights practitioner for 30 years in NSW, 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. Graeme Innes received an honorary Doctorate of Human Rights from the University of Canberra in 2015.

Special responsibilities: Member of the Practice Committee. Chair of the Remuneration, Nomination and Succession Committee. Director of DUO.



JAN LOWE – DIRECTOR

Qualifications: BA, DipEd, FUNISA

Experience: Extensive experience in senior government roles in community services, social justice, higher education and local Government. Currently runs JL Consulting, a business that works on organisational change, governance, international disability service relations. Has served on a range of not-for-profit boards and is currently a Director of Every Voice, Australia.

Special Responsibilities: Member of the Remuneration, Nomination and Succession Committee.



TRACEY MCCOSKER – DIRECTOR

Qualifications: BCom, MAICD, MBA

Experience: Extensive senior management experience in the public health sector. Chief Executive of NSW Health Pathology.

Special responsibilities: Chair of the Finance and Audit Committee. Member of the Risk Management Committee.



PAULA HEAD – SECRETARY (Appointed: May 2017)

Qualifications: BA (HONS), FCA, GAICD

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

BOARD AND COMMITTEES

In October 2016, the Board approved the organisation's vision for 2020 (see page 10). Through 2017, the Board have been governing the strategy and associated strategic projects:

LEAD

Investing in our people;

INNOVATE

Reshaping what's possible;

FOCUS

Strengthening our Core;

ENHANCE

Reaching more and building together.

Through 2017, the Board have reviewed and improved of a number of its governance policies, including the governance policy statement, code of conduct, conflict of interest, privacy and confidentiality. In addition, the Board attended development sessions focusing on the challenges of modern governance.

BOARD COMMITTEES

Remuneration, Nomination and Succession Committee

An annual skills and Board composition review was undertaken which will result in a new appointment to the Board, Natalie Walker, in September 2017. In addition, committee membership was reviewed and external appointments were made to the practice governance committee (Aurora Andruska and Richard Matthews) and the technology enablement advisory group (Richard Harris). The governance charter is being reviewed and will be finalised by October 2017.

Risk Management Committee

An annual review of the strategic risks and risk appetite statement was undertaken in May 2017 and the committee have governance oversight of the strategic project around event management reporting.

Finance and Audit Committee

A review of the delegations of authority was undertaken in April 2017 and the related parties policy will be reviewed and enhanced in August 2017 to reflect best practice and Australian Accounting standards.

Practice Governance Committee

A focus on the development of a learning practice culture, engaging and empowering clients, evidenced informed strategy, client outcomes, and the development of a practice governance framework have been the recommendations which have been put forward and endorsed by the Board to continually improve practice delivery in the organisation.

Technology Enablement

This advisory group was established during the year to bring an additional level of governance at a Board level to the technology improvement projects which the organisation is undertaking in response to sector reforms.

REGISTRATION AND LEGISLATION

Life Without Barriers is a public company limited by guarantee. Australian Business Number (ABN) is 15 101 252 171 Australian Company Number (ACN) is 101 252 171.

We hold charitable fundraising licences in the following states and territories:

- New South Wales – 14504
- Queensland – CH1785
- South Australia – CCP1361 & CCP2684

- Western Australia – 20984
- Tasmania – F1A-319
- Victoria – 12376
- Northern Territory – fundraising legislation does not apply in the Northern Territory.

Life Without Barriers holds a charitable fundraising authority under the *Charitable Fundraising Act 1991 (NSW)*, subject to compliance with the Act.

Life Without Barriers operates in New Zealand as Family and Youth Therapeutic Services Ltd (Charity registration: CC52545).

Life Without Barriers is a Public Benevolent Institution, and is endorsed as a deductible gift recipient (DGR) under subdivision 30 – BA of the *Income Tax Assessment Act 1997* in Item 1 of the table in section 30-15.

The Life Without Barriers Annual General Meeting will be held on Friday 17 November 2017.

BUSINESS TRANSFORMATION PROGRAM

Over the past 20 years, Life Without Barriers has grown from a small community-based organisation in Newcastle to a national and diverse organisation, with local leaders and teams employing innovative approaches when managing complex clients in a dynamic political and social environment. At the same time, there has been changing social, political and economic environment in which we operate that has led the Board and Executive to consider how to transform Life Without Barriers to be even more responsive to our clients. During 2016/17, the Board approved the implementation of a Transformation Program, through which we will invest in the long-term stewardship of our clients and communities.

The Program entails undertaking a review and redesign of the support and administrative functions in order to create more value in daily service delivery activities through optimised process, role design and technology, whilst also reducing indirect expenditures. This will allow our frontline staff to spend more of their time and focus with our clients in achieving their life goals.

The Transformation Program to be rolled out over three years will focus on five primary initiatives:

- enhancing a customer experience focus to achieve long-lasting outcomes for our clients
- implementing the new disability services model offerings

- strengthening a continuous quality improvement function to ensure we exceed the expectations of our customers in service delivery and support
- enhancing technology and systems that promote new ways of operating, and increased efficiency and consistency
- a ‘fit for purpose’ right-sizing of the organisation to meet current and future needs
- workplace of the future.

BUSINESS OPERATIONS

QUALITY, AUDIT AND RISK MANAGEMENT

Quality assurance and risk management are key elements of governance and fundamental to the sustainability of Life Without Barriers.

Quality Assurance

We apply fit-for-purpose quality assurance arrangements to meet the needs of various accreditation agencies in different jurisdictions. During 2016/17, we achieved all requirements to maintain or renew accreditation across 13 third-party reviews. This included:

- Queensland renewed licensing and certification for the Human Services Quality Framework. The accreditation covers child safety and disability services, community and mental health services in Queensland
- Northern Territory achieved outstanding results for the newly implemented Disability Quality and Safeguarding Framework
- South Australia renewed certification for the Quality Improvement Council standards for Health and Community Care and accreditation for the National Standards for Mental Health Services.

We are looking to further enhance the quality of our service delivery following the improvement suggestions identified throughout these reviews.

Risk Management

Our approach is based on the Risk Management standard (ISO 31000:2009). The framework includes actions for strategic and operational risk management. During 2016/17, our Board reviewed Strategic Risks and updated the Risk Appetite Statement to enable and encourage innovation within a risk aware framework.

The purpose is to continue to reflect on the strategic context of Life Without Barriers to identify risks at the level of:

- Seeking – actively pursue opportunities
- Receptive – be aware and open to opportunities
- Cautious – require Chief Executive endorsement
- Averse – consult the Board before proceeding
- Zero tolerance – prohibited until notified.

Incident Management

We aim to maintain timely, complete and accurate record of all incidents that occur involving the people we support. During 2016/17, we continued to configure an enhanced incident management software platform to record and manage all incidents, improve our capability and streamline business process. This project is due to be implemented in late 2017.

Internal and External Audits

A mix of internal and external audit activities ensures we remain aware of the quality of our service delivery. During the year, we participated in external audits and other monitoring activities conducted by Federal, State and Territory departments and other regulatory agencies. We also reviewed our internal audit strategy as an opportunity to enhance the maturity of internal audit programs and data value, with specific focus on safeguarding our clients, meeting internal and external obligations and continually improving our business. We commenced pilot internal audits for Service Delivery Contract Health Checks, which aim to ensure sustainability of the services we deliver.

Continuous Quality Improvement

We have embraced a culture of continuous quality improvement to address the rapid change occurring in the community sector. Over the past year, we continued to improve the delivery of quality services that help to safeguard our clients and improve their outcomes and experiences, including:

- Training over 1,000 employees and carers in *We Put Children First* in order to build our capacity to act protectively for the children we support
- Rolling out Children and Residential Experiences (CARE) nationally. The evidence-based, trauma informed practice model of CARE is complementary to the Therapeutic Crisis Intervention Program
- Partnering with the University of Newcastle on a research project, entitled 'No Voice, No Opinion, Nothing', that focuses on the experiences of children who have been removed from family and placed in care.

Policy and Procedure

During 2016/17, we continued to streamline and update existing documents.

Legislative Framework

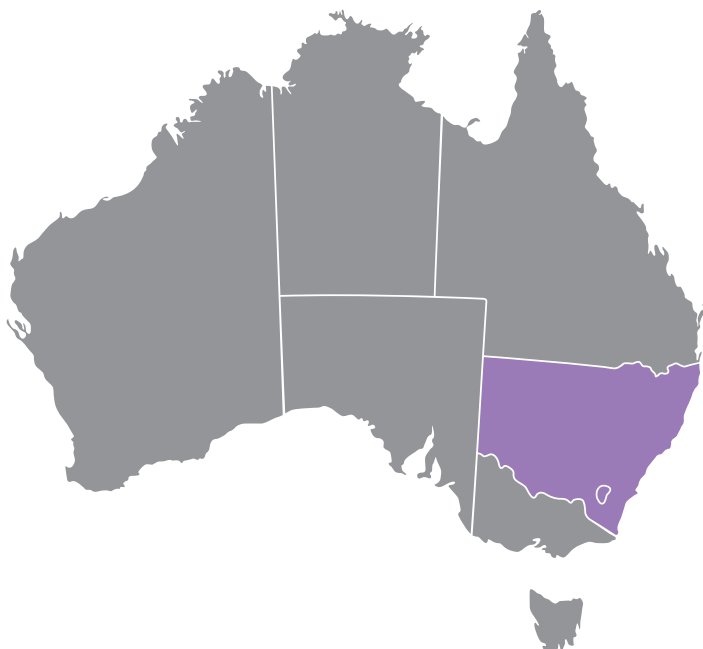
During 2016/17, we maintained our legal subscription service to receive accurate and timely information about key legislative changes in the areas of:

- Child protection and client welfare
- Privacy and confidentiality
- Health, safety and environment
- Governance (including fair trading)
- Industrial relations and human rights
- Records management and IT security
- Finance and reporting.

APPENDIX – STATE PROFILES



APPENDIX – STATE PROFILES



NEW SOUTH WALES/AUSTRALIAN CAPITAL TERRITORY

Operational Areas:

Northern NSW, Western NSW, Southern NSW/ACT, Hunter and Central Coast, Sydney

Services	Clients
Child, Youth and Families	1,458
Youth Justice	3
Disability	1,482
Community Aged Care	58
Refugees, Asylum Seekers & People from Culturally Diverse Backgrounds	2,323
Mental Health Services, Alcohol and Other Drugs	11
Homelessness Programs	-
Total	5,335
Aboriginal & Torres Strait Islander clients	405

**NUMBER OF
FOSTER CARERS**

1309

**NUMBER OF
STAFF**

1650

REVENUE

\$173.7M

HIGHLIGHTS:

- Continued roll-out of Children and Residential Experience (CARE) five-day training, with 223 staff now trained, and the release of CARE Skill of the Month Practice tools.
- 16 staff attended the Step by Step training and been accredited as Step by Step assessors.
- The Life Without Barriers Adoption Project commenced – aim is accreditation as an adoption services provider by April 2018 when Out of Home Care accreditation is renewed. A family-inclusive model for adoption services has been developed, recognising adoption continues to impact lives after adoption. More than 20 children currently under Out of Home Care case management are potential candidates for adoption. Over 60 NSW care team staff have attended training on open adoption.
- Assessed to be fully compliant under the National Regulatory System for Community Housing found in all performance outcomes.
- Participated in kContact study with Australian Catholic University to research supervised contact with birth families.
- Implemented:
 - Family Engagement and Inclusion Pilot Project
 - Wiradjuri Condobolin Corporation Youth Strategy
 - Disability Justice Project.

- Successfully tendered for NSW Department of Family and Community Services Family Preservation service in Tamworth to deliver Multisystemic Therapy (MST) for Aboriginal children coming into care. A high proportion receiving the service in Tamworth will be Aboriginal families in outlying rural areas.
- Employment of people with disability through the Accessibility Inclusion and Employment Plan.

ACCREDITATION AND LICENCES:

- Out of Home Care Accreditation by the NSW Office of Children's Guardian
- Third Party Verification of NSW Disability Services Standards
- Tier 3 Registration as Community Housing Provider (National)

FUNDERS:

- Hunter New England Area Health Service
- National Disability Insurance Scheme participants
- North Coast Primary Health Network
- NSW Department of Family and Community Services (Ageing, Disability and Home Care)
- NSW Department of Family and Community Services (Community Services)

MEMBERSHIPS:

- Association of Children's Welfare Agencies
- Children in Care Collective
- Connecting Carers NSW
- Disability Network Hunter
- NSW Council of Social Service

CONFERENCES, PRESENTATIONS AND/OR AWARDS:

- Association of Children's Welfare Associations (ACWA) Conference, 15–17 August 2016 presentations by Mary McKinnon, Janelle Chapman and David Verdejo. ACWA Service Excellence Award – Honourable Mention – Youth Advocate Program. ACWA Children and Young Person's Award – Winner – 17 year old Marissa; Highly Commended – Hani.

COLLABORATIONS:

- Edmund Rice Education Australia (EREA)
- Orange Aboriginal Medical Service (OAMS)
- Western Sydney University

COMMUNITY EVENTS:

- Sydney Mardi Gras march
- Carer forums – throughout NSW
- Disability Expo – Queanbeyan
- Foster Care Week events across NSW
- Hunter Disability Ball
- International Day of People with Disability events across NSW
- NAIDOC Week events across NSW
- Narrabri Ball
- Newcastle Jets Game
- NDIS Information Sessions
- Orange Blossom Festival
- Reconciliation Week
- Southern Gala Dinner
- Toronto Library in Lake Macquarie Cultural Introduction session

APPENDIX – STATE PROFILES



NORTHERN TERRITORY

Operational Areas:

Darwin, Palmerston, Katherine, Alice Springs, Lajamanu, and Barkly Shire (Tennant Creek) and Crocker Island

Services	Clients
Child, Youth and Families	26
Youth Justice	0
Disability	109
Community Aged Care	276
Refugees, Asylum Seekers & People from Culturally Diverse Backgrounds	37
Mental Health Services, Alcohol and Other Drugs	0
Homelessness Programs	0
Total	448
Aboriginal & Torres Strait Islander clients	79

**NUMBER OF
FOSTER CARERS**

5

**NUMBER OF
STAFF**

270

REVENUE

\$30.8M

HIGHLIGHTS:

- Only provider to pass without provisions the Northern Territory Quality and Safeguarding accreditation audit.
- Awarded the Commonwealth Aged Care tender for the Katherine region.
- Selected to trial Health and Community Services Complaints Commission mobile application.
- Two staff members won in their categories (Excellence in Improving Participation and Emerging Leader) at the Northern Territory NDS Disability Services Awards.

ACCREDITATION AND LICENCES:

- Registered National Disability Insurance Scheme provider
- Accredited under the Northern Territory Quality and Safeguarding Framework for Disability Services

FUNDERS:

- Northern Territory Government – Department of Health, Territory Families
- Australian Government – Department of Prime Minister and Cabinet, Department of Education and Training

MEMBERSHIPS:

- National Disability Services
- Northern Territory Council of Social Service

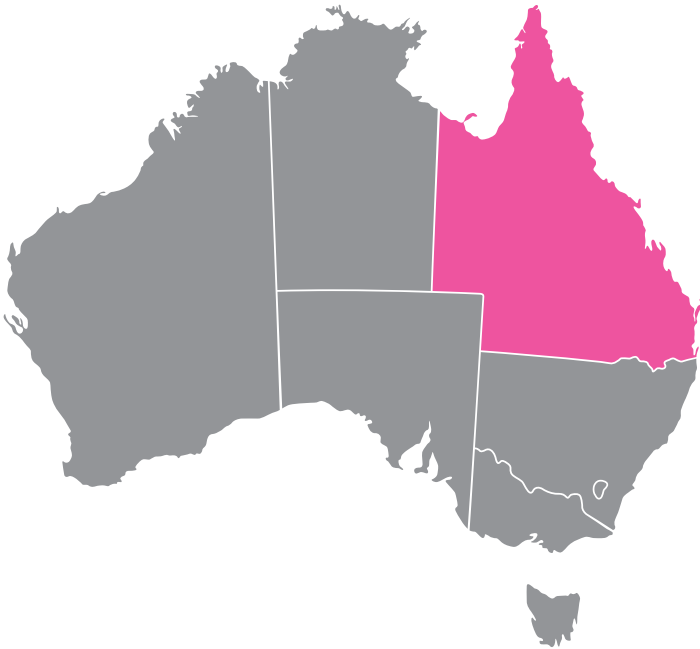
COMMUNITY EVENTS:

- Hosted a National Disability Insurance Scheme information forum for stakeholders and providers.
- Hosted an Out of Home Care forum with guest speaker Professor Judy Sebba (Oxford University) presenting on best practice for achieving positive outcomes for children and young people in foster care.

SPONSORED EVENTS:

- Major sponsor of Darwin City Council Disability Awareness Festival
- Northern Territory Careers Expo
- National Disability Services Awards
- Camel Cup – Alice Springs
- Todd Regatta – Alice Springs

APPENDIX – STATE PROFILES



QUEENSLAND

Operational Areas:

Brisbane, South East Queensland, Toowoomba/Darling Downs, South West Queensland, North Coast, Wide Bay/North Burnett, Rockhampton – Central Queensland, Mackay – Northern, Townsville – Northern, Cairns – Far Northern

Services	Clients
Child, Youth and Families	1,925
Youth Justice	0
Disability	394
Community Aged Care	1,180
Refugees, Asylum Seekers & People from Culturally Diverse Backgrounds	1
Mental Health Services, Alcohol and Other Drugs	164
Homelessness Programs	4
Total	3,668
Aboriginal & Torres Strait Islander clients	577

**NUMBER OF
FOSTER CARERS**

728

**NUMBER OF
STAFF**

918

REVENUE

\$79.4M

HIGHLIGHTS:

- Began establishment of #YouthChoices, a Multisystemic Therapy (MST) Program for young people aged 10 to 16 years, who commit serious and/or repeat offences or are at risk of re-offending. Life Without Barriers signed an agreement with the Queensland Government for a Social Benefit Bond on 31 May 2017 to progress the roll-out.
- Injury Prevention and Management Program Certificate of Completion received following 18 months partnership between Client Services, Health Safety Environment Australia and WorkCover Queensland to improve safety and injury management performance. Life Without Barriers has been recognised as a high achiever.
- Delivered Next Step After Care services to over 1,000 young people since inception in April 2015. Next Step After Care won 2016 Child Protection Award – Youth Participation category.
- Trial site established at Ipswich for the Foster Care Redesign Project.
- 100 placement transfers were made for Toowoomba and Ipswich.
- Attendance by 120 people including 70 children, 20 disability clients and staff and carers at Laura Aboriginal Dance Festival (30 June–2 July 2017), a biannual event celebrating Cape York Peninsula Aboriginal culture.

ACCREDITATION AND LICENCES:

- Department of Communities, Child Safety and Disability Services
- Human Services Quality Standards – Certificate of Registration

FUNDERS:

- Department of Communities, Child Safety and Disability Services
- Department of Health
- Department of Veterans Affairs
- Department of Education, Training and Employment
- National Disability Insurance Agency
- Brotherhood of St Lawrence
- Aftercare
- Council on The Ageing
- Foster Care Queensland
- Department Justice and Attorney General

MEMBERSHIPS:

- Peakcare
- Aged and Community Services Australia
- Queensland Alliance for Mental Health
- Community Services Industry Alliance
- Queensland Council of Social Service
- QShelter
- National Disability Services

CONFERENCES, PRESENTATIONS AND/OR AWARDS:

- Presentation at Doing Education Differently conference in Melbourne, September 2016
- Presentation at Association of Children's Welfare Associations Conference, 15–17 August 2016
- Presentation at Queensland Council of Social Services Conference, September 2016
- 2016 Child Protection Award – Youth Participation
- Child Protection Symposium – Life Without Barriers guest presenters
- Foster and Kinship Care Conference – Life Without Barriers presented

COLLABORATIONS:

- Next Step artwork on Stradbroke Island with the Quandamooka elders and Next Step young people
- Transition to Independence Month Launch Townsville with CREATE and Department of Communities
- Joint commissioning with The Australian Centre for Social Innovation (TACSI) in Designing an Industry-led Commissioning Approach for Child and Family Services in Queensland
- Inspirational: Art meets sport – joint event with Access Arts
- Edmund Rice Australia

COMMUNITY EVENTS:

- 30 June–2 July 2017 – Laura Aboriginal Dance Festival
- November 2016 – Annual Cherbourg trip
- June 2017 – Mabo Day celebrations
- Toowoomba Carnival of Flowers float entry
- Senior Week Celebrations – events across the state

SPONSORED EVENTS:

- Laura Aboriginal Dance Festival – Gold Sponsor
- Mabo Day celebrations
- Highlanders women's rugby league team
- Toowoomba Disability Business awards
- 2016 Queensland Council of Social Services State Conference
- Queensland State Disability Conference – major sponsor
- Griffith Symposia
- Open Minds Queensland Mental Health Awards

APPENDIX – STATE PROFILES



SOUTH AUSTRALIA

Operational Areas:

Adelaide, Country North, Country South, Riverland

Services	Clients
Child, Youth and Families	251
Youth Justice	0
Disability	96
Community Aged Care	215
Refugees, Asylum Seekers & People from Culturally Diverse Backgrounds	234
Mental Health Services	668
Alcohol and Other Drugs	187
Homelessness Programs	138
Total	1,789
Aboriginal & Torres Strait Islander clients	178

**NUMBER OF
FOSTER CARERS**

184

**NUMBER OF
STAFF**

314

REVENUE

\$27.3M

HIGHLIGHTS:

- Funding from Country and Adelaide primary health networks and Department of Veterans Affairs for alcohol and other drugs programs in rural and metropolitan areas.
- Established community of practice bringing together the Southern Adelaide Fleurieu and Kangaroo Island Partners in Recovery mental health service teams for NDIS.
- Commenced New Horizons Leaving Care program. A new Specialist Disability Residential Care Facility provides three placements for young males with a disability. One client appeared in the Life Without Barriers short movie *Music and Me* shown at the 'Sit Down, Shut Up and Watch' festival. Another client was involved in the Restless Dance and Adelaide Fringe Show 'Intimate Space'.
- Implemented a new general and respite foster care program for 40 placements over three years. Target for placements in specialist foster care program was achieved 18 months early. The average length of placement in specialist foster care is five years for those assessed as CAT3 or CAT4.
- All new children and young people placements were assisted to transition from Department commercial or residential care to family based care.
- Funding from Department for Child Protection for an additional support officer and clinical position in Mount Gambier to support regions. The adult Aboriginal trainee secured ongoing employment.
- Living Arts program launched the Drama Group and Staff and Carer Wellbeing program in July 2016.

ACCREDITATION AND LICENCES:

- National Mental Health Standards
- Quality Improvement Council Standards for Health & Community Service
- Annual License to provide respite services (Mental; Health Carers Respite Program)
- Children's Residential Care Licence
- Foster Care Agency Licence

FUNDERS:

- Department of Social Services
- South Australia Health
- Adelaide Primary Health Network
- Country South Australia Primary Health Network
- Northern Health Network
- Department of Veterans Affairs
- Department of Communities and Social Inclusion
- Department of Health
- Neami
- Department for Child Protection
- People's Choice Credit Union
- Department of the Prime Minister and Cabinet
- Disability South Australia

MEMBERSHIPS:

- Mental Health Coalition of South Australia
- South Australian Network of Drug and Alcohol Services
- Child and Family Welfare Association
- Australian Association of Social Workers
- Disability Health Priority Group
- Aged Care Health Priority Group
- Aged Care Advocacy Network
- Purple Orange
- Aged Care South Australia
- Metro Aged Care Regional Networks

CONFERENCES, PRESENTATIONS AND/OR AWARDS:

- Presentation at TheMHs (The Mental Health Services Conference), Auckland, New Zealand, August 2016
- Disability and Aging Expo Adelaide
- Disability client won 3rd prize at Oysterfest Art Exhibition on Eyre Peninsula
- Port Augusta Aboriginal Men's House won Life Without Barriers Reconciliation Award
- Ceduna Supported Accommodation Service nominated as Business of the Year 2016 and Disability Support Worker PE nominated as Best Employee of the Year 2016. Leesa Vlahos, Minister for Disability, Mental Health and Substance Abuse visited Ceduna Program.

COLLABORATIONS:

- With Neami and Uniting Care Wesley Port Adelaide on special projects – giant brain sculpture 'Brainstorm' for Festival of Now, Mental Health Week; site design and set building for Living Arts Festival Bonus Cartwheel Day; recording for a music jam CD.
- A men's Yarning Circle with Aboriginal community to support Aboriginal men sleeping rough in the Adelaide Park lands.
- Development of resources with University of South Australia's Australian Centre for Child Protection on fetal alcohol spectrum disorder, language difficulties, sensory difficulties.

COMMUNITY EVENTS:

- Mental Health Week – Festival of Now and stall in Rundle Mall, Adelaide
- Homelessness Expo stall
- Adelaide Fringe Festival – parade float and Bonus Cartwheel Day
- Participation in the 'walk a mile in my shoes' event during Homelessness Week
- NAIDOC Week – various events, including Family Fund Day and Bridge March
- Carers Week luncheon for foster carers in Adelaide and country
- Youth Week – Living Arts Wishing Well at You Thrive Festival
- Reconciliation in the West
- World Elder Abuse Awareness Day
- Aboriginal Football Carnival, Ceduna, April 2017
- Closing the Gap Day morning tea at Port Augusta Aboriginal Men's House

SPONSORED EVENTS:

- Festival of Now held in October 2016 with brainstorm sculpture
- NAIDOC South Australia Young Person of the Year Award
- People's Choice Credit Union – New Horizon's Leaving Care Program

APPENDIX – STATE PROFILES



TASMANIA

Operational Areas:

Southern Tasmania, Northern Tasmania

Services	Clients
Child, Youth and Families	124
Youth Justice	48
Disability	316
Community Aged Care	2
Refugees, Asylum Seekers & People from Culturally Diverse Backgrounds	1
Mental Health Services, Alcohol and Other Drugs	32
Homelessness Programs	0
Total	523
Aboriginal & Torres Strait Islander clients	0

NUMBER OF FOSTER CARERS

110

NUMBER OF STAFF

249

REVENUE

\$17.3M

HIGHLIGHTS:

- Commenced roll-out of #synergy, a mental health service for young people aged 12 to 25 years, with or at risk of, severe and complex mental illness and other co-morbidities.
- Secured funding for four years for the #iConnect Program.
- Entered partnership with Cosgrove High School under the #grove program. Designed by Life Without Barriers to focus on school values, the eight-week 'Apprentice Mentor Program' is for students who experience challenges with relationships, including bullying, racism, violence, drug use, and absenteeism issues. Students will gain skills in communication, relationships, leadership, planning and reporting.

ACCREDITATION AND LICENCES:

- Licensed with Triangle Counselling for use of Outcomes Star
- Registered for provision of Special Care Packages through Tasmanian Department of Health and Human Services
- Skills Tasmania – Employer of Choice
- Registered for provision of National Disability Insurance Scheme

FUNDERS:

- National Disability Insurance Agency
- Tasmanian Department of Education
- Tasmanian Department of Health and Human Services, Child Safety Services and Mental Health, Alcohol and Drug Directorate
- Tasmania Department of Justice (Community Corrections)
- Primary Health Network (Tasmania)
- Tasmania TAFE
- Continuity of Support

MEMBERSHIPS:

- Australasian Society for Intellectual Disability
- Australian Institute of Company Directors
- Australian Youth Mentoring Network
- Foster and Kinship Carers Association of Tasmania
- Mental Health Council of Tasmania
- National Disability Service
- Tasmanian Chamber of Commerce and Industry
- Tasmanian Council of Social Service
- Tasmanians with a Disability
- Why Not – Youth Networks of Tasmania
- YANG (Youth Advisory Group)

CONFERENCES, PRESENTATIONS AND/OR AWARDS:

- Poster Presentation on #iConnect program and the 17th International Mental Health Conference, Gold Coast
- The Hub – Life Without Barriers Innovation Award

COLLABORATIONS:

- Northern Suburbs Community Centre – Veggie Box Delivery Program
- Josef Chromy Tasmania – Art Exhibition
- Conservation Volunteers Australia

COMMUNITY EVENTS:

- Agfest, May 2017
- Flourish Women's Day
- Child Youth Families Centre – Dads Day Out
- Beyond the School Gates
- Gearing Up Expo
- Teddy Bears Picnic

APPENDIX – STATE PROFILES



VICTORIA

Operational Areas:

Northern Metropolitan, Western Metropolitan, Southern Metropolitan, Eastern Metropolitan, Ballarat

Services	Clients
Child, Youth and Families	139
Youth Justice	0
Disability	88
Community Aged Care	119
Refugees, Asylum Seekers & People from Culturally Diverse Backgrounds	3,015
Mental Health Services, Alcohol and Other Drugs	174
Homelessness Programs	0
Total	3,535
Aboriginal & Torres Strait Islander clients	8

**NUMBER OF
FOSTER CARERS**

58

**NUMBER OF
STAFF**

271

REVENUE

\$12.6M*

* Does not include NISS funding.

HIGHLIGHTS:

- Delivered Targeted Care Packages for 35 Child Protection clients, in partnership with the Victorian Department of Health and Human Services (DHHS), to be supported at home or in other home-based care options.
- Undertook recruitment to increase number of foster carers, particularly for children with trauma backgrounds or living with a disability.
- A practice clinician focused on working with staff, children, young people, their families and our carers to develop individualised care plans.
- Provided a free home-tutoring program for 24 pre-schoolers, promoting early literacy and school readiness through the Home Interaction Program for Parents and Youngsters (HIPYPY). The Brotherhood of St Laurence is the licence holder for HIPYPY in Australia.
- Offered a School Holiday and Respite Program (SHARP) of community-based sport, leisure and recreation activities to young people with a disability in Cardinia, Dandenong and Casey. Around 35 children and young people participated on Saturdays, after school and during school holidays.
- Two residential services have transitioned into the National Disability Insurance Scheme (NDIS). An NDIS Support Coordination team has been established.

ACCREDITATION AND LICENCES:

- Department of Health and Human Services – Disability and Children Youth and Family Standards
- Registered Provider of Out of Home Care and Disability Services by the Victorian Department of Health and Human Services
- Registered provider for the National Disability Insurance Scheme

FUNDERS:

- Victorian Department of Health and Human Services
- Brotherhood of St Laurence
- National Disability Insurance Agency
- Albury Wodonga Health
- Care Connect (Bendigo Mental Health Services)
- Department of Social Services
- Department of Veterans Affairs

MEMBERSHIPS:

- Foster Care Association of Victoria
- Fostering Connections
- Centre for Excellence in Child and Family Welfare
- VICSERVE
- National Disability Services
- National Disability Practitioners
- Australasian Society for Intellectual Disability
- Conferences, Presentations and/or Awards:
- Department of Health and Human Services' Excellence in Social and Cultural Access at the 2016 Victorian Disability Awards
- 2017 National Foster & Kinship Care Conference (Melbourne, Victoria)

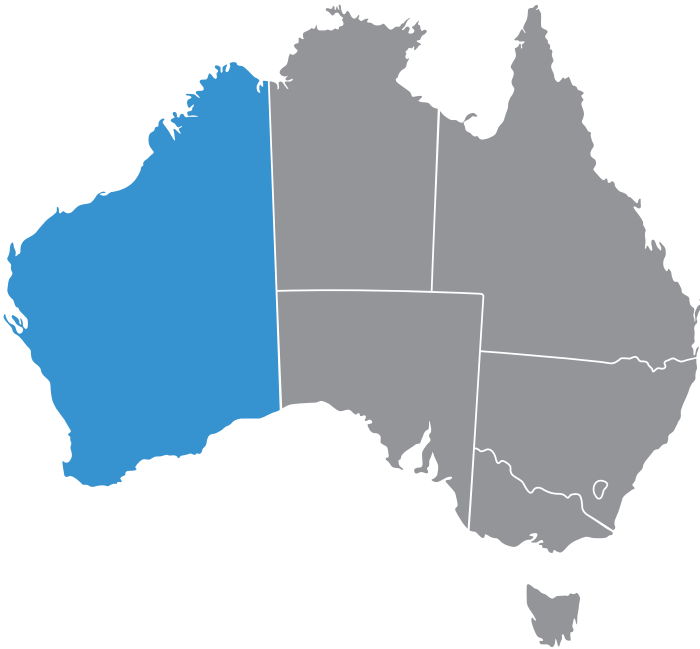
COLLABORATIONS:

- With Victorian Aboriginal Child Care Agency (VACCA): Family Lofe, Ladder, Active Community Housing

COMMUNITY EVENTS:

- NAIDOC Week July 2016 – a variety of events across the state.
- Seniors Week October 2016 – events included a social afternoon, square dance and a croquet club.
- National Aboriginal and Torres Strait Islander Children's Day, 4 August 2016

APPENDIX – STATE PROFILES



WESTERN AUSTRALIA

Operational Areas:

South West, South Metropolitan, North Metropolitan, Goldfields, Kimberley

Services	Clients
Child, Youth and Families	134
Youth Justice	92
Disability	387
Community Aged Care	0
Refugees, Asylum Seekers & People from Culturally Diverse Backgrounds	5
Mental Health Services, Alcohol and Other Drugs	87
Homelessness Programs	159
Total	864
Aboriginal & Torres Strait Islander clients	164

**NUMBER OF
FOSTER CARERS**

175

**NUMBER OF
STAFF**

457

REVENUE

\$41M

HIGHLIGHTS:

- Ngatti House, a Perth-based youth rehabilitation residential service, won the Western Australia Health Excellence Award for Improving Service Delivery.
- 26 of 41 individuals received their licences under the Aboriginal Driver Training Program. The Attorney General the Hon John Quigley visited the Broome office to discuss the program. On 29 June 2017, an ABC-TV documentary featured the program.
- Three young people with disabilities secured community paid employment.
- Two young people were successfully transitioned out of care and supported into the disability program.
- Metropolitan disability program exceeded targets.
- South West had a quality evaluation by the Disability Service Commission, met the standards, with no required actions and only three service improvement opportunities identified.
- Ran four Return to Country camps in the Goldfields with Land and Sea rangers teaching children about the land and their culture, and one young person deciding to become a ranger.
- Western Australia Department of Communities allocated an additional six general foster care placements with the Metropolitan team.
- Five clients from the Supported Accommodation program were taken on a week-long camp in Shark Bay.
- Partnered with Warnbro Community High School on a student project to create elephants to make a child or young person's journey through difficult times easier.
- The fortnightly Metro Disco continued to operate.

ACCREDITATION AND LICENCES:

- Inspections for licensing under the *Hospital and Health Services Act 1927*.

FUNDERS:

- Boulder Rotary Club and City of Kalgoorlie/Boulder and Anglo Gold Ashanti
- Western Australia Department of Child Protection
- Western Australia Disability Services Commission, Mental Health Commission
- LotteryWest
- Western Australia Department of Attorney
- Department of Social Services
- KCGM
- Youth Justice

MEMBERSHIPS:

- Children's Youth and Family Agencies Association
- Western Australia Council of Social Services
- Western Australian Association for Mental Health
- REC Ink
- Council of Regional Disability Services
- Broome Chamber of Commerce
- National Disability Services

CONFERENCES, PRESENTATIONS AND/OR AWARDS:

- Presented a paper on 'Signs of safety and reunification in Kalgoorlie' at the YACWA conference in May 2017
- Presentation on 'Co-creation, organisational readiness for co-design, Kimberley Youth Awards' at the Clinical Senate Meeting: Homelessness
- Attended the MS Summer and Winter conferences
- Had stall at Youth Mental Health Conference – 10 October 2016

COLLABORATIONS:

- With Edith Cowan University on Ngatti House Evaluation report
- With Youth Justice and Wirrpanda or Broome Bail House
- Other collaborations with Forrest Personnel, Red Cross Australian and Commonwealth Government on carers respite, Alliance Housing, Access Housing, Lions Club Australind, South West TAFE, South West Aboriginal Mental Health Services, Job South West, Headspace, Aged Care Steering Committee, Foster Carer Association

COMMUNITY EVENTS:

- NAIDOC Week July 2016 – a variety of events across the state, including the opening ceremony in Kalgoorlie.
- Mental Health Week – October 2016
- Annual Christmas Parties – Bunbury, Margaret River, Manjimup
- Australia's Biggest Morning Tea – 25 May 2017
- Jeans for Genes Day – 4 August 2016
- Explore the Goldfields – 11 February 2017
- Signs of Safety reflect Reboot Renew Conference in October 2016
- Stolen Generation Sorry Day – a variety of events across the state, May 2017
- Stall at the Abilities Expo – Crown Perth, September 2016
- NDIS Community Expo – Armadale, September 2016

SPONSORED EVENTS:

- Western Australia Foster Carer Week
- Disability Support Awards Ball
- Western Australia Health Excellence Awards
- NAIDOC Ball 10 tickets
- Western Australia Youth Awards
- Fairground Conference
- South West Rodeo
- Rhythm & Ride BRONZE Bell Partner



SUMMARY FINANCIAL STATEMENTS

For the Year Ended 30 June 2017

Life Without Barriers

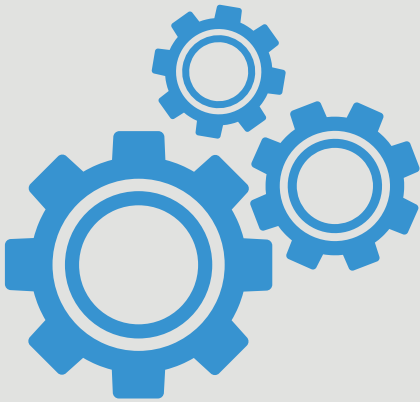
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5-YEAR FINANCIAL SUMMARY

	2016/17 \$'000	2015/16 \$'000	2014/15 \$'000	2013/14 \$'000	2012/13 \$'000
Revenue & Expenditure					
Total Revenue & other income	414,198	403,989	376,010	344,823	309,757
Total Expenditure	413,577	399,144	369,588	337,057	303,687
Operating Surplus / (Deficit)	621	4,845	6,422	7,766	6,070
Assets & Liabilities					
Total Assets	136,233	130,168	119,733	97,744	90,004
Total Liabilities	85,912	80,693	75,003	59,083	59,598
Net Assets	50,321	49,475	44,730	38,661	30,406
Cash flows					
Net cash from operating activities	3,844	17,712	8,885	13,004	20,218
Net cash from investing activities	(10,323)	(7,746)	(9,575)	(13,470)	(1,363)
Net cash from financing activities	(3,032)	(3,472)	(1,077)	0	(165)
Cash and cash equivalents at 30 June	53,876	63,387	56,898	58,728	59,170

FINANCIAL SNAPSHOT



STRATEGIC INVESTMENT INTO IMPROVED SYSTEMS AND SERVICES

In 2017, Life Without Barriers invested \$7.5m (2016 \$2.8m) into enterprise-wide systems to improve efficiencies and reduce administration as part of the Business Transformation Program.

Reinvestment has continued in the Disability Reform Program and in NDIS transition.



BUSINESS EFFICIENCY

Our focus on maximising funds available for direct-spending on client services is continuing to work. In 2017 we spent 13.2% on non-client activities, reflecting an improvement of 0.9% over the previous year and in line with our Business Transformation Program.



PRUDENT FINANCIAL STEWARDSHIP

A total of \$0.6m was returned to reserves in 2017. This demonstrates prudent stewardship of funds and ensures the long-term sustainability of Life Without Barriers and the services it provides to the community.



STRATEGIC REVENUE GROWTH

Revenue in 2017 grew by \$10m (2.53%) to \$414m despite increased expenditure on initiatives under the Business Transformation Program.

DIRECTORS' REPORT FOR THE YEAR ENDED 30 JUNE 2017

The directors present their report, together with the financial statements of the Consolidated Group, being the Company and its controlled entities, for the financial year ended 30 June 2017.

1. GENERAL INFORMATION

Directors

The names of the directors in office at any time during, or since the end of, the year are:

T Lawler AO (July 2002 – current)

A Deegan (November 2004 – current)

J Lowe (April 2004 – current)

T McCosker (July 2002 – current)

S Gordon AM (December 2009 – 29 October 2016)

G Calvert AO (February 2012 – current)

G Innes AM (May 2014 – current)

D Dean AM (February 2016 – current)

Directors have been in office since the start of the financial year to the date of this report unless otherwise stated.

Principal activities

The purpose of Life Without Barriers is to partner with people and change lives for the better. To achieve this, the principal activity of the Consolidated Group during the financial year was providing a range of programs and services for people with disabilities, children and young people in crisis, people with mental health issues, aged care and support to refugees and asylum seekers. No significant change in the nature of these activities occurred during the year.

Short and long term objectives

In October 2016, the Board approved the organisation's vision for 2020.

Through 2017, the Board have been governing the strategy and associated strategic projects:

LEAD

Investing in our people;

INNOVATE

Reshaping what's possible;

FOCUS

Strengthening our Core;

ENHANCE

Reaching more and building together.

The strategic intent seeks to achieve positive outcomes for people and communities and enhance social policy to create opportunities for all.

Members guarantee

Life Without Barriers (parent) is a company limited by guarantee. In the event of, and for the purpose of winding up of the company, the amount capable of being called up from each member and any person or association who ceased to be a member in the year prior to the winding up is limited to \$50, subject to the provisions of the company's constitution.

At 30 June 2017, the collective liability of members was \$400 (2016: \$400).

Information on directors

The names of each person who has been a director during the year and to the date of this report are:

T Lawler AO	Director
Qualifications	BCom, FCA, FAICD, FAIM
Experience	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, Chair of the Alex McKinnon Foundation. Chair of People Fusion. Board Member of Powerdown.
Special responsibilities	Chair. Member of the Finance and Audit Committee. Member of the Remuneration, Nomination and Succession Committee. Previous Trustee of the Life Without Barriers New Zealand Trust. Director of Family and Youth Therapeutic Services.
<hr/>	
A Deegan	Director
Qualifications	BCom, LLB
Experience	Practising solicitor since 1978, currently a partner at Sparke Helmore, providing commercial advice specialising in information communications technology and intellectual property.
Special responsibilities	Chair of the Risk Management Committee. Member of the Remuneration, nomination and Succession Committee. Previous Trustee of the Life Without Barriers New Zealand Trust.
<hr/>	
J Lowe	Director
Qualifications	BA, DipEd, FUNSIA
Experience	Extensive experience in senior Government roles in community services, social justice, higher education and local Government. Currently runs JL Consulting, a business that works on organisational change, governance, international disability service relations. Has served on a range of not-for-profit boards and is currently a Director of Every Voice, Australia.
Special responsibilities	Previous Chair of the Life Without Barriers New Zealand Trust. Member of the Remuneration, Nomination and Succession Committee.
<hr/>	
T McCosker	Director
Qualifications	MAICD, MBA, BCom
Experience	Extensive senior management experience in the public health sector. Chief Executive of NSW Health Pathology.
Special responsibilities	Chair of the Finance and Audit Committee. Member of the Risk Management Committee.

DIRECTORS' REPORT FOR THE YEAR ENDED 30 JUNE 2017

S Gordon AM	Director
Qualifications	LLB
Experience	Extensive experience in improving the lives of Aboriginal people. Magistrate of the Children's Court of Western Australia for over 20 years. Chair of the Sister Kate's Children 1934 to 1953 Aboriginal Corporation since 2001. Sits on a variety of Boards and Trusts around Australia in relation to Aboriginal people and communities. Sue Gordon received an honorary Doctorate of Letters from the University of Western Australia in 2003.
Special responsibilities	Reconciliation Adviser
<hr/>	
G Calvert AO	Director
Qualifications	MBA, BSW, BA
Experience	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, NSW 1999–2009.
Special responsibilities	Chair of the Practice Committee. Member of the Risk Management Committee.
<hr/>	
G Innes AM	Director
Qualifications	LLB FAICD
Experience	Lawyer, mediator and director. Human Rights Practitioner for 30 years in NSW, 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. Graeme Innes received an honorary Doctorate of Human Rights from the University of Canberra in 2015.
Special responsibilities	Member of the Practice Committee. Chair of the Remuneration, Nomination and Succession Committee
<hr/>	
D Dean AM	Director
Qualifications	BCom, FCPA, FAIM, FAICD
Experience	Extensive experience in business strategy and growth, Australia and overseas. Managing Director/CEO, Veolia Australia and New Zealand for 25 years. Sits on a variety of Boards including University of Newcastle and the MCA and a committee member on many leading industry groups relating to the environment.
Special responsibilities	None

2. OPERATING RESULTS AND REVIEW OF OPERATIONS FOR THE YEAR

Operating results

The profit of the Consolidated Group amounted to \$621,000 (2016: surplus of \$4,845,000).

Review of operations

A review of operations of the consolidated group during the financial year shows a 3% increase in revenue from a continued expansion of services. Expenses for the year increased by 4%, mainly due to employee and other operational expenses as head count and associated activity were increased to meet the service delivery needs of the increased activity. In New Zealand, Family and Youth Therapeutic Services Limited (FYTS) had a full year's worth of trading in the year.

3. OTHER ITEMS

Significant changes in state of affairs

There have been no significant changes in the state of affairs of entities in the Consolidated Group during the year.

Events after the reporting date

On 1 July 2017, Life Without Barriers became the sole member of DUO Services Australia Limited. Life Without Barriers paid no consideration for this acquisition. At the date of signing these financial statements, the fair value of this acquisition had not been determined and the financial statements of DUO Services Australia Limited for the year-ended 30 June 2017 had not been signed. As reported in its 2016 signed financial statements, the net asset position of DUO Services Australia Limited as at 30 June 2016 was \$2,114,157 and revenue for the year then ended was \$16,166,930.

LWB QLD SBB Limited, controlled by Life Without Barriers (Australia) was incorporated on 13 March 2017. This entity has three directors. These directors hold either management or director positions within Life Without Barriers (Australia). There were no transactions in this entity during the period since incorporation to 30 June 2017.

Future developments

The Consolidated Group expects to continue geographical expansion of operations throughout Australia.

Environmental issues

The Consolidated Group's operations are not regulated by any significant environmental regulations under a law of the Commonwealth or of a state or territory of Australia.

DIRECTORS' REPORT FOR THE YEAR ENDED 30 JUNE 2017

Meetings of directors

During the financial year, 36 meetings of directors (including committees of directors) were held. There were two meetings held for FYTS during the year. Attendances by each director during the year were as follows:

	Directors' Meetings		Finance & Audit		Risk Management		Remuneration		Technology Enablement	
	Number eligible to attend	Number attended	Number eligible to attend	Number attended	Number eligible to attend	Number attended	Number eligible to attend	Number attended	Number eligible to attend	Number attended
T Lawler	10	10	8	8		-	6	6	3	3
A Deegan	10	9	-	-	4	4	6	6	-	-
J Lowe	10	7	-	-	-	-	6	6	-	-
T McCosker	10	8	8	8	4	4	-	-	-	-
S Gordon AM	4	1	-	-	-	-	-	-	-	-
G Calvert AO	10	10	-	-	-	-	6	6	-	-
G Innes AM	10	9	-	-	-	-	6	6	-	-
D Dean AM	10	9	-	-	-	-	-	-	-	-

	Practice Committee		FYTS	
	Number eligible to attend	Number attended	Number eligible to attend	Number attended
T Lawler	-	-	2	2
A Deegan	-	-	-	-
J Lowe	-	-	-	-
T McCosker	-	-	-	-
S Gordon AM	-	-	-	-
G Calvert AO	5	5	-	-
G Innes AM	5	5	-	-
D Dean AM	-	-	2	2

Company secretary

Paula Head held the position of Consolidated Group secretary at the end of the financial year.

Indemnification and insurance of officers and auditors

During the year, the consolidated group paid a premium to insure the directors and trustees of all entities in the consolidated group.

The liabilities insured are legal costs that may be incurred in defending civil or criminal proceedings that may be brought against the directors in their capacity as directors of the entity and any other payments arising from liabilities incurred by the directors in connection with such proceedings. This does not include such liabilities that arise from conduct involving a wilful breach of duty by the directors or the improper use by the directors of their position or of any information to gain advantage for themselves or someone else to cause detriment to the entity.

Auditor's independence declaration

The lead auditor's independence declaration in accordance with section 60-40 of the *Australian Charities and Not-for-Profits Commission Act 2012*, for the year ended 30 June 2017 has been received and can be found on the following page of the financial report.

Signed in accordance with a resolution of the Board of Directors:

Director:  _____

Director:  _____

Dated 22 September 2017

AUDITOR'S INDEPENDENCE DECLARATION



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Auditor's independence declaration To the Directors of Life Without Barriers

In accordance with the requirements of section 60-40 of the Australian Charities and Not-for-profits Commission Act 2012, as lead auditor for the audit of Life Without Barriers for the year ended 30 June 2017, I declare that, to the best of my knowledge and belief, there have been no contraventions of any applicable code of professional conduct in relation to the audit.

In accordance with the requirements of section 60-40 of the Australian Charities and Not-for-profits Commission Act 2012, as lead auditor for the audit of Life Without Barriers for the year ended 30 June 2017, I declare that, to the best of my knowledge and belief, there have been no contraventions of any applicable code of professional conduct in relation to the audit.

GRANT THORNTON AUDIT PTY LTD
Chartered Accountants

GRANT THORNTON AUDIT PTY LTD
Chartered Accountants

Partner - Audit & Assurance

Sydney, 22 September 2017

A J Archer

Partner - Audit & Assurance

Sydney, 22 September 2017

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The accompanying notes form part of these financial statements

SUMMARY STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME AS AT 30 JUNE 2017

	Note	2017 000's \$	2016 000's \$
Revenue	2	413,120	402,656
Other income	2	1,078	1,333
Total revenue and other income		414,198	403,989
Employee benefits expense – service delivery		(277,292)	(266,516)
Service delivery costs		(27,599)	(28,577)
Employee benefits expense – administration and managerial		(36,158)	(34,531)
Depreciation and amortisation expense	3	(7,662)	(6,265)
Motor vehicle expenses		(7,731)	(11,339)
Property expenses		(20,278)	(20,375)
Travel and accommodation		(3,506)	(4,002)
Office expenses		(2,811)	(3,054)
Insurance		(11,796)	(8,793)
Recruitment and training		(3,583)	(3,652)
Other expenses		(14,484)	(11,455)
Finance charges		(677)	(585)
Total expenditure		(413,577)	(399,144)
Surplus before income tax		621	4,845
Income tax expense	1(p)	-	-
Surplus for the year		621	4,845
Other comprehensive income			
Items that will be reclassified to surplus or deficit when specific conditions are met			
Exchange differences on translating foreign controlled entities		(2)	2
Net fair value movements for available for sale financial assets		227	(136)
Items that have been reclassified to surplus or deficit			
Reclassification of fair value losses on available for sale financial assets		-	34
Other comprehensive income for the year		225	(100)
Total comprehensive income for the year		846	4,745

The accompanying notes form part of these financial statements

SUMMARY STATEMENT OF FINANCIAL POSITION AS AT 30 JUNE 2017

	Note	2017 000's \$	2016 000's \$
ASSETS			
CURRENT ASSETS			
Cash and cash equivalents		53,876	63,387
Trade and other receivables		23,273	13,571
Other financial assets		10,501	2,612
Other assets		670	825
TOTAL CURRENT ASSETS		88,320	80,395
NON CURRENT ASSETS			
Financial assets		11,621	10,908
Property, plant and equipment		29,106	30,743
Intangible assets		7,186	8,122
TOTAL NON CURRENT ASSETS		47,913	49,773
TOTAL ASSETS		136,233	130,168
LIABILITIES			
CURRENT LIABILITIES			
Trade and other payables		51,367	48,792
Provisions		13,717	12,240
Financial liabilities		8,525	3,930
TOTAL CURRENT LIABILITIES		73,609	64,962
NON CURRENT LIABILITIES			
Provisions		3,486	3,177
Financial liabilities		8,817	12,554
TOTAL NON CURRENT LIABILITIES		12,303	15,731
TOTAL LIABILITIES		85,912	80,693
NET ASSETS		50,321	49,475
FUNDS			
Special Purpose Funds – Aboriginal & Torres Strait Islands Children's Foundation	4	3,230	3,206
Reserves		7,860	8,587
Accumulated Funds	3	39,231	37,682
TOTAL FUNDS		50,321	49,475

The accompanying notes form part of these financial statements

SUMMARY STATEMENT OF CHANGES IN FUNDS FOR THE YEAR ENDED 30 JUNE 2017

2016	Accumulated Funds 000's \$	Special Purpose Funds LWB Aboriginal & Torres Strait Islands Children's Foundation 000's \$	Foreign Currency Revaluation Reserve 000's \$	Financial Asset Reserve 000's \$	Capital Assets Reserve 000's \$	Total 000's \$
Opening balance 1 July 2015	33,531	3,131	64	309	7,695	44,730
Surplus for the year	4,845	-	-	-	-	4,845
Transfer to/(from) special purpose funds	(694)	75	(64)	-	683	-
Other comprehensive income / (loss)	-	-	2	(102)	-	(100)
Balance at 30 June 2016	37,682	3,206	2	207	8,378	49,475

2017	Accumulated Funds 000's \$	Special Purpose Funds LWB Aboriginal & Torres Strait Islands Children's Foundation 000's \$	Foreign Currency Revaluation Reserve 000's \$	Financial Asset Reserve 000's \$	Capital Assets Reserve 000's \$	Total 000's \$
Opening balance 1 July 2016	37,682	3,206	2	207	8,378	49,475
Surplus for the year	621	-	-	-	-	621
Transfer to/(from) special purpose funds	928	24	-	-	(952)	-
Other comprehensive income / (loss)	-	-	(2)	227	-	225
Balance at 30 June 2017	39,231	3,230	-	434	7,426	50,321

The accompanying notes form part of these financial statements

SUMMARY STATEMENT OF CASH FLOWS AS AT 30 JUNE 2017

	Note	2017 000's \$	2016 000's \$
CASH FLOWS FROM OPERATING ACTIVITIES:			
Receipts from government grants and other income		432,343	438,389
Receipt from other organisations		12,338	10,372
Payments to suppliers and employees		(442,670)	(433,233)
Interest received		1,833	2,184
Net cash provided by (used in) operating activities		3,844	17,712
CASH FLOWS FROM INVESTING ACTIVITIES:			
Proceeds from sale of property, plant and equipment		383	106
Purchase of property, plant and equipment		(1,904)	(4,902)
Purchase of intangible assets		(488)	(2,403)
Proceeds from sale of other financial assets		2,824	2,656
Purchase of other financial assets		(11,138)	(3,203)
Net cash used by investing activities		(10,323)	(7,746)
CASH FLOWS FROM FINANCING ACTIVITIES:			
Proceeds of borrowings		1,580	-
Repayment of borrowings		(4,612)	(3,472)
Net cash used by financing activities		(3,032)	(3,472)
Net increase (decrease) in cash and cash equivalents held		(9,511)	6,494
Cash and cash equivalents at beginning of year		63,387	56,898
Effect of foreign currency rate changes on cash and cash equivalents		-	(5)
Cash and cash equivalents at end of financial year		53,876	63,387

The accompanying notes form part of these financial statements

NOTES TO THE SUMMARY FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2017

1 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Basis of Preparation

The summary financial statements have been prepared from the audited financial report of Life Without Barriers. The full audited report for the year ended 30 June 2017 is available on request from Life Without Barriers.

The financial statements, specific disclosures and other information included in the summary financial statements are derived from and are consistent with the full financial statements of Life Without Barriers. The summary financial statements cannot be expected to provide as detailed an understanding of the financial performance, financial position and financing and investing activities of Life Without Barriers as the full financial statements.

The accounting policies have been consistently applied to Life Without Barriers and are consistent with those of the financial year in their entirety. The presentation currency used in the financial report is Australian dollars.

The significant accounting policies used in the preparation and presentation of these financial statements are provided below and are consistent with prior reporting periods unless otherwise stated.

The financial statements have been prepared on an accruals basis and are based on historical costs modified, where applicable, by the measurement at fair value of selected non-current assets, financial assets and financial liabilities.

Rounding of amounts

The Consolidated Group is an entity to which ASIC Class Order 98/100 applies and, accordingly, amounts in the financial statements and Directors' Report have been rounded to the nearest thousand dollars.

Principles of Consolidation

The consolidated financial statements include the financial position and performance of controlled entities from the date on which control is obtained until the date that control is lost.

Intragroup assets, liabilities, equity, income, expenses and cashflows relating to transactions between entities of the group have been eliminated in full for the purpose of these consolidated financial statements.

Appropriate adjustments have been made to a controlled entity's financial statements where the accounting policies used by that entity were different from those adopted in the consolidated financial statements.

(a) Revenue and other income

Grants and donations

Government funding which is contingent upon certain outcomes, including the expenditure of certain amounts, is recognised as revenue only when those outcomes are achieved and only to the extent of the expenditure incurred. Funding received that has not achieved such outcomes is recognised as other payables. Funding which is not contingent upon certain outcomes is recognised as revenue over the periods to which it relates.

Government funding on some programs includes the reimbursement of out of pocket expenditure incurred. Such amounts are included in government grant revenue.

Other sources of income which are not tied to specific outcomes (including fundraising revenue and donations) are recognised as revenue when the following conditions are met:

- (a) the Consolidated Group obtains control of the contribution or the right to receive the contribution;
- (b) it is probable that the economic benefits comprising the contribution will flow to the Consolidated Group; and
- (c) the amount of the contribution can be measured reliably.

Donated property and goods are accepted on the basis they will provide a future economic benefit. Revenue is brought to account when the property and goods are received and is recorded at fair value, which is represented by either wholesale value or independent valuation.

NOTES TO THE SUMMARY FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2017

Interest and dividends

Interest revenue is recognised on a proportional basis taking into account the interest rates applicable to the financial assets.

Dividend income is recognised when the entity's right to receive payment is established, usually through a formal announcement of the company distributing the dividends.

Rental income

Rental revenue is recognised on an accruals basis when the entity's right to receive payment is established under the lease.

All revenue is stated net of the amount of goods and services tax (GST).

(b) Fundraising activities

Charitable Fundraising Act 1991: this Act and supporting Charitable Fundraising Regulation prescribe the manner in which fundraising appeals are conducted, controlled and reported. The amounts shown in note 5 are in accordance with Authority Condition 7, which is issued to the company under section 19 of the Act.

Donations for Special Purposes:

any donations received where the use of those funds is restricted under the conditions of the contribution to Special Purposes are allocated to the specific fund's account and any surplus in relation to these funds are transferred from Accumulated Funds to Special Purpose Funds at the end of each financial year.

Cost of fundraising: costs used in note 5 include all direct fundraising costs in accordance with the Act. The inclusion of indirect costs is discretionary. Exclusion of the indirect costs decreases the cost of fundraising and increases the ratios in note 5.

General fundraising: costs charged to general fundraising relate to processing unsolicited donations and the planning and development of future fundraising activities. Once a decision is taken to proceed with a specific fundraising appeal, relevant costs are allocated to the specific appeal. Revenue from unsolicited donations is credited to general fundraising.

Any surplus arising from fundraising appeals is applied to the charitable purposes of the Company. Various services are donated to the consolidated group. No assessment of the value of those services is included in these accounts.

	2017 000's \$	2016 000's \$
2 REVENUE AND OTHER INCOME		
Revenue		
– State / Federal government grants	401,859	392,389
– Other organisations	8,855	7,571
– Interest received	1,833	2,184
– Dividends received	573	512
Total revenue	413,120	402,656
Other Income		
Gain / (loss) on disposal of investment	62	35
Gain / (loss) on disposal of property, plant and equipment	(132)	(87)
Charitable income and fundraising	87	53
Insurance recoveries	48	43
Other	1,013	1,289
Total other income	1,078	1,333
Total revenue and other income	414,198	403,989

	2017 000's \$	2016 000's \$
3 ACCUMULATED FUNDS		
Accumulated surplus at the beginning of the financial year	37,682	33,531
Total surplus / (deficit) for the year	621	4,845
Transfers to reserves	928	(694)
Accumulated surplus at the end of the financial year	39,231	37,682

NOTES TO THE SUMMARY FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2017

4 SPECIAL PURPOSE FUNDS	LWB Aboriginal & Torres Strait Islands Children's Foundation 000's	Total 000's \$
Year ended 30 June 2016		
Balance at the beginning of the year	3,131	3,131
Transfer to/(from) Special Purpose Funds	75	75
Balance at the end of the year	3,206	3,206
Year ended 30 June 2017		
Balance at the beginning of the year	3,206	3,206
Transfer to Special Purpose Funds	24	24
Balance at the end of the year	3,230	3,230

LWB Aboriginal & Torres Strait Islands Children's Foundation

This fund has been established with the specific aim of furtherance of the welfare of Aboriginal and Torres Strait Islander children in Northern Territory. Any funds contributed to the company in relation to this fund will be transferred from accumulated funds to Special Purpose Funds at the end of each year to ensure that the funds are used in accordance with the purpose of the fund.

5 CHARITABLE FUNDRAISING ACT 1991 DISCLOSURES	2017 000's \$	2016 000's \$
Gross aggregate income received from fundraising:		
Donations and Gifts – monetary & non-monetary	87	52
Sales of Goods	-	1
	87	53
Direct expenditure associated with fundraising appeals	(5)	(1)
Net Surplus / (Deficit) from fundraising appeals	82	52
The net surplus from fundraising appeals was applied in the following manner:		
Existing client programs	82	52
	82	52

	Rate 2017 %	Rate 2016 %	Total cost of fundraising appeals 2017 000's	Gross income from fundraising 2017 000's	Total cost of fundraising appeals 2016 000's	Gross income from fundraising 2016 000's
Comparison of monetary figures & percentages						
Total cost of fundraising appeals / Gross proceeds from fundraising appeals	5.75	1.89	5	87	1	53

NOTES TO THE SUMMARY FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2017

SUMMARY STATEMENT OF SURPLUS OR DEFICIT AND OTHER COMPREHENSIVE INCOME

Total Revenue for the year increased by 2.48% to \$413 million. The service sectors where the majority of this growth occurred were:

- Disability Services (\$8m increase) – combination of contracts for new services, organic growth and CPI increases.
- Family Support & Out of Home Care (\$7m increase) – combination of increased client numbers and CPI increases.

As in prior years, revenue continues to be predominantly sourced from State and Federal Government bodies with 98% being received through government funders and their agencies. The perceived risk of funding concentration is mitigated through the funding being sourced via a range of agencies spanning all states and territories as well as federal agencies. A large portion of the revenue stream is underpinned by contracts spanning multiple years with contracts that were won through competitive tendering processes or via panels that Life Without Barriers has pre-qualified on. Life Without Barriers continues to focus on securing diverse income streams, including transitioning to the NDIS, which is customer directed disability services.

The Surplus for the year was \$621k, a decrease of \$4.2m over the previous year. The 2017 result incorporated the following key changes to 2016:

- Reinvestment has continued into the disability reform program to enable client outcomes to be achieved, whilst operating an efficient service delivery model. The increasing transition to NDIS funding has continued to remain at the forefront of the focus for this program.
- The organisation continues to reinvest part of its surplus in the year that it is earned. This includes investment in process improvement, focusing on supporting frontline workers and maximising time they are able to devote to client services.

SUMMARY STATEMENT OF FINANCIAL POSITION

Total assets have increased during the year with the increase being predominantly in the following categories:

Trade Debtors and grants receivable were \$9.7m higher at the end of 2017. The balance has increased due to NDIA accrued income as a large number of clients transitioned to this program in the current year.

Intangible assets represent the costs of developing information technology systems and products, net of amortisation. During the year Life Without Barriers continued to invest in improved rostering and attendance systems.

Liabilities have increased by \$5.2m in total.

Grant funding liabilities have increased by \$1.7m due to under-delivery and an increasing trend towards fee for service clients, for example, NDIA transitioning.

Employee liabilities have increased by \$2m due to increased employee numbers to support the income growth and additional employees qualifying for long service leave.

Special purpose funds – the Aboriginal and Torres Strait Islander Children's Fund has continued to increase as a result of investment income received.

Total Funds have increased during the year in line with the operating result.

SUMMARY STATEMENT OF CASH FLOWS

The statement of cash flows shows a net outflow of \$9.5m for the year ended 30 June 2017.

Cash from operating activities was an inflow of \$3.8m, a net positive result for the year.

Investing activities accounted for a net outflow of \$10.3m. This was predominantly due to payments of other financial assets (\$11.1m), which includes \$8m in term deposits that had an expiry date of greater than 3 months after year end.

DIRECTORS' DECLARATION

The Directors of Life Without Barriers declare that:

1. The financial statements and notes, as set out on pages 8 to 16:

- (a) comply with the Accounting Policies as described in Note 1; and
- (b) have been derived from and are consistent with the full financial statements of Life Without Barriers.

This declaration is made in accordance with a resolution of the Board of Directors.

Director  Director 

Dated: 22 September 2017

Directors' declaration pursuant to the *Charitable Fundraising Act*:

The directors of the entity declare that:

1. The full audited financial statements and notes thereto for the year ended 30 June 2017 give a true and fair view of all income and expenditure of the consolidated group with respect to fundraising appeals;
2. The full audited Statement of Financial Position as at 30 June 2017 gives a true and fair view of the state of affairs with respect to fundraising appeals;
3. The provision of the *Charitable Fundraising Act 1991* and the regulations under the Act and the conditions attached to the authority have been complied with for the year ended 30 June 2017; and
4. The internal controls exercised by the entity are appropriate and effective in accounting for all income received.

This declaration is made in accordance with a resolution of the Board of Directors.

Director  Director 

Dated: 22 September 2017

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF LIFE WITHOUT BARRIERS



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Independent auditor's report To the Members of Life Without Barriers

Auditor's Opinion

We have audited the accompanying summary financial report of Life Without Barriers ("the Registered Entity"), which comprises the summary consolidated statement of financial position as at 30 June 2017, the summary consolidated statement of profit or loss and other comprehensive income, summary consolidated statement of changes in equity and summary consolidated statement of cash flows for the year then ended, notes comprising a summary of significant accounting policies and other explanatory information and the Directors' declaration. The summary financial report does not contain all the disclosures required by Australian Accounting Standards.

In our opinion, the summary financial report derived from the full audited financial report of Life Without Barriers for the year ended 30 June 2017, is consistent in all material respects with the full audited financial report on the basis described in Note 1.

Responsibility of the Directors for the Financial Report

The Directors of the Registered Entity are responsible for the preparation of the summary financial report in accordance with Note 1. The Directors' responsibility also includes such internal control as the Directors determine is necessary to enable the preparation of the summary financial report that gives a true and fair view and is free from material misstatement, whether due to fraud or error.

Auditor's Responsibilities for the Audit of the Financial Report

Our responsibility is to express an opinion on the financial report based on our procedures which were conducted in accordance with Auditing Standard ASA 810: Engagements to Report on Summary Financial Statements. The standard requires us to comply with relevant ethical requirements relating to audit engagements and plan and perform the audit to obtain reasonable assurance whether the summary financial report is free from material misstatement. We believe

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

Independence

In conducting our audit, we have complied with the independence requirements of the Accounting Professional and Ethical Standards Board and the *Australian Charities and Not-for-profits Commission Act 2012*.

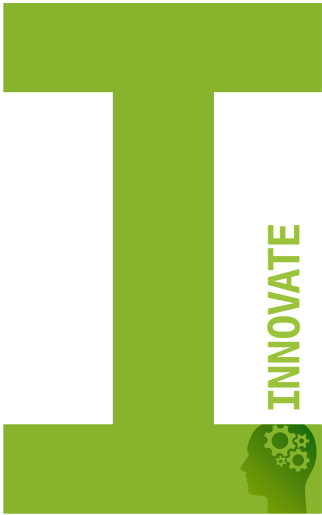
A handwritten signature in blue ink that reads "Grant Thornton".

GRANT THORNTON AUDIT PTY LTD
Chartered Accountants

A handwritten signature in blue ink that reads "A J Archer".

A J Archer
Partner – Audit & Assurance

Sydney, 22 September 2017



WITHOUT BARRIERS