

Partnering in action

ANNUAL REPORT 2018

WE
LIFE WITHOUT BARRIERS
VE

OUR PURPOSE

To partner with people and change lives for the better.

WE BELIEVE

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

OUR VALUES

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



WE BUILD RELATIONSHIPS

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



WE ARE IMAGINATIVE

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



WE ARE RESPECTFUL

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



WE ARE RESPONSIVE

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



WE ARE COURAGEOUS

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

ACKNOWLEDGEMENTS

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

This document may contain images of Aboriginal and Torres Strait Islander peoples now deceased.

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YEAR-IN-REVIEW HIGHLIGHTS



22,850
people supported



Partnered with
3,025
foster and
kinship carers

Welcomed 
640
clients as part of
the transfer of
NSW disability
services



iCare
award for
improvements
in safety



440+
locations across
Australia



Trained
750 staff
in CARE model



5,559
total staff

78.5%
of staff satisfied
with our
workplace culture

25%
of staff fluent
in another
language

DUO
continued to be
values driven and
consumer focused



1,806
clients supported
as NDIS
participants

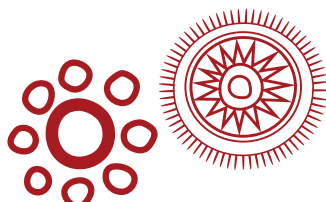


Supported
5,287
people with
disability



Collaborated
in the
Alliance 
A BETTER NDIS
for a better NDIS

9%
of staff identify
as having
a disability



1,740

Aboriginal and Torres Strait Islander people supported



6%

Aboriginal and Torres Strait Islander staff employed



Investing

in Aboriginal procurement



6,285

people supported through Home and Community Care

Welcomed

680

new staff as part of the transfer of NSW disability Services



Joblife

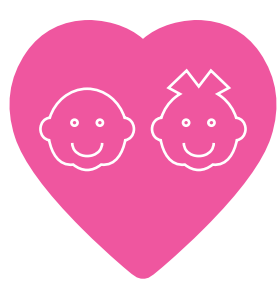
Formalised Joblife joint venture



Supported

4,858

Refugees and Asylum Seekers



Support for

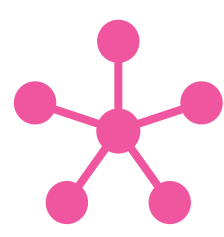
4,500

children and young people nationwide



Commenced

YouthChoices as part of Social Benefit Bond



First

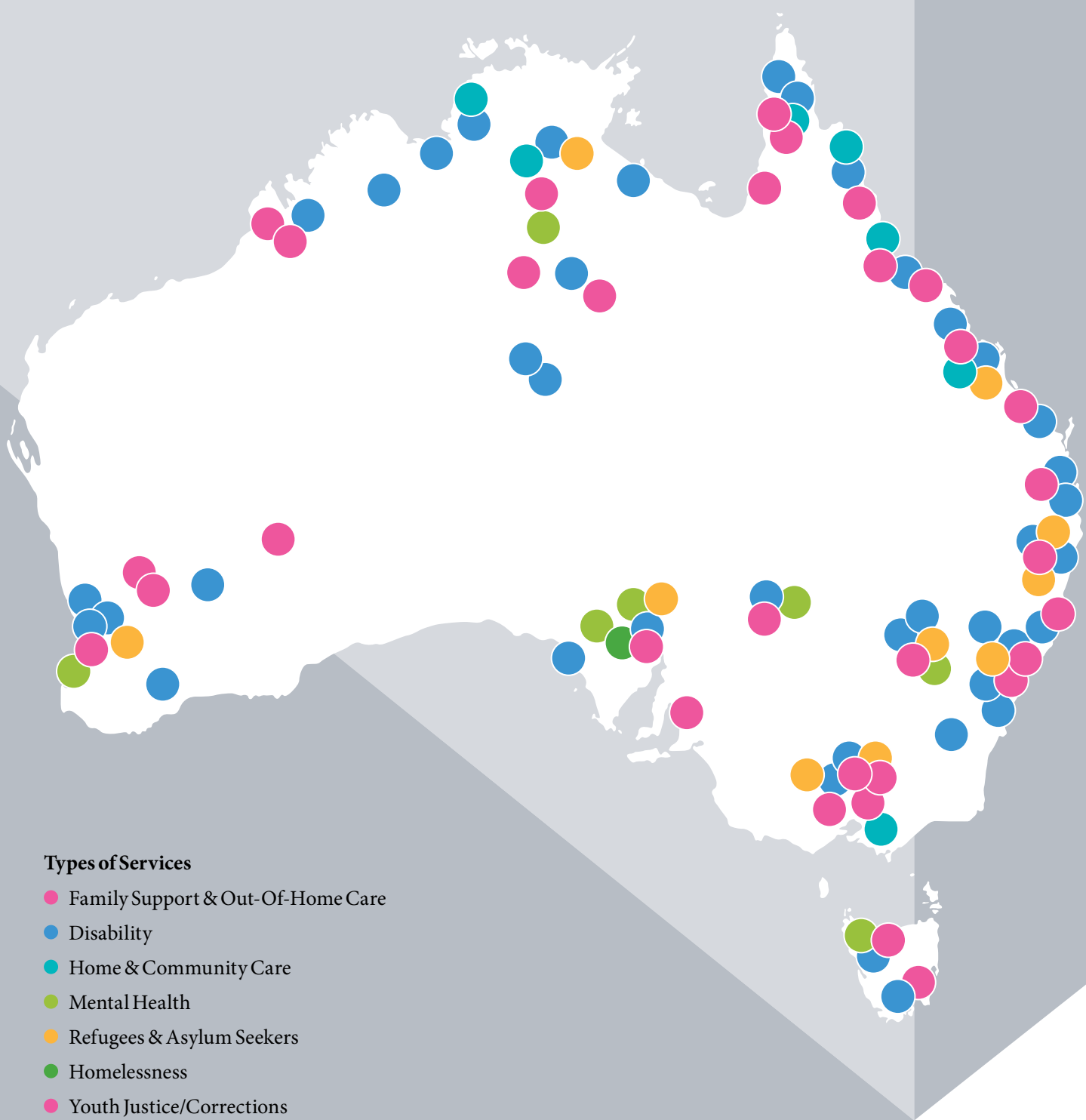
MOCKINGBIRD FAMILY™ constellation

SERVICE SNAPSHOT

	FAMILY SUPPORT & OUT-OF-HOME CARE	DISABILITY	HOME & COMMUNITY CARE	MENTAL HEALTH	REFUGEES & ASYLUM SEEKERS	HOMELESSNESS	YOUTH JUSTICE/ CORRECTIONS	TOTAL PEOPLE RECEIVING SERVICES
NSW	1,419	2,557	87	16	2,197	0	3	6,279
ACT	0	1,036	3,010	0	0	0	0	4,046
NT	26	138	298	0	19	0	0	481
QLD	2,207	375	2,514	167	2	2	66	5,333
SA	331	105	280	1,094	161	137	0	2,108
TAS	215	387	0	84	0	0	80	766
VIC	144	224	176	17	2,473	0	0	3,034
WA	158	465	18	98	6	0	58	803
TOTAL	4,500	5,287	6,383	1,476	4,858	139	207	22,850



OUR LOCATIONS BY TYPE OF SERVICE



CHAIR'S MESSAGE

As we continue to navigate the fast changing and dynamic industry of providing services to thousands of Australians, it is their courage and resilience which inspires our commitment to continue to strengthen services for people in more than 440 communities across the country.



The financial year 2017–2018 has been complex and required us to be even more agile in the way we consider and respond to changes in our sector. This has been most relevant as the National Disability Insurance Scheme (NDIS) rolls out across the country.

Life Without Barriers (LWB) strongly believes in the fundamentals of the NDIS and the underpinning philosophy of choice and control, yet there is work to do to ensure the scheme truly meets the requirements of people with disability. Through our commitment to partnering, we supported the establishment of Alliance20, a collective of some of the nation's most influential disability service providers, including Life Without Barriers, Cerebral Palsy Alliance, Achieve Australia and House with No Steps. Alliance20 aims to work with key stakeholders to recommend improvements across several key areas in disability services. I have confidence that together through the Alliance, we can support progress towards a sustainable and valuable NDIS for people with disability in Australia.

Our reputation as a disability provider has also given us the opportunity to work closely with both the New South Wales (NSW) and Victorian State government as they transfer disability services to the non-government sector. In NSW on 22 February 2018, we welcomed 680 staff from the Department of Family and Community Services and 640 people with disability to the Life Without Barriers community. It has been a privilege to support this process and provide services to more Australians. We were thrilled to learn we will have the opportunity to work with hundreds of participants and their families in 2019 when the Victorian Government transfers services as the NDIS moves to the full Scheme next year. Life Without Barriers sought to work with both New South Wales and Victorian governments because we want to work with people with complex needs to help ensure that all participants are afforded the same opportunities under the NDIS, no matter the complexity.

As the nation continued to bear witness over the past year to truly heartbreaking stories of abuse and neglect through the Royal Commission into Institutional Responses to Child Sexual Abuse, I was personally deeply affected by the impact of this Commission as it brought to light horrific stories as a nation we must never forget. Our organisation is very

sensitive to the trauma and impact these life changing experiences have for people given our work with children across the country. The recommendations handed down by the Royal Commission are insightful, well informed and deeply considered. We are steadfast in our commitment to implement the recommendations within our organisation and work began this year to do so. We will support any organisation working with children to do the same.

As the Royal Commission handed down its findings, the New South Wales Government announced its plans to reform out-of-home care in the state to improve permanency options for children. This results in sector wide reform in the delivery of out-of-home care for children and young people by working towards achieving permanency in a two year period. As we work with the Government to support the implementation of changes it cannot be understated how our sector needs to itself reform to help meet this courageous goal. For Life Without Barriers this means evolving the way we organise ourselves to deliver support for children as well as building new approaches including partnering with other agencies through the Children in Care Collective. It also means keeping our sights firmly on children who may not achieve permanency so they too, are not left behind.

One of the most heart-warming memories for me this year has been sharing the Life Without Barriers story with so many of our supporters, clients and peers. It was a truly humbling experience to see the story of our organisation told by the people we support, our carers and our staff in such a compelling way and a brief moment to take stock and reflect on all that has been achieved, not just in the past 12 months but over the life of our organisation. I was most impacted by seeing just how important our values and culture are, without these we would not only be far less impactful in our work, but we would lose the essence of what makes Life Without Barriers a wonderful organisation. The Life Without Barriers story reminded us all, I believe, about great things that can be achieved when we partner together. In this regard, the theme for this year's report is particularly fitting.

As I shared the Life Without Barriers story, I know none of the work we do is of course possible without our staff and carers. I am often in awe of the extraordinary dedication and magic that our people bring to the lives of the people we support every day. We can say proudly that we are a values driven organisation because our staff live and breathe a commitment to our social purpose through our values. This was evident in the 2018 Staff Survey where our staff have affirmed that our social

purpose and our values led work is what inspires their commitment to our organisation and the people we serve.

Of course one of the fundamental obligations we have as a social purpose organisation, is to ensure we remain reliable and secure for our clients, carers and staff by delivering a firm financial position. The changing nature of the sector means we cannot rest on our laurels when it comes to maintaining an appropriate and sustainable organisation. This year has presented opportunities for us to begin to consider how we can continue to develop our focus and ensure the way we govern ourselves is always in the best interests of the people we support. At a Board level this has included a mid-way review of our strategy to 2020 to determine how we are progressing in the way we partner with people and improve lives, as well as a spotlight on our Governance and how we can continue to be confident we have robust structures and approaches in place.

My sincere thanks to our Board members for their dedication and guidance and a special warm welcome to our new Director Natalie Walker who joined us during the year. I would also like to extend appreciation to the members of the DUO Board, who have assisted in making DUO an integral part of Life Without Barriers.

As always I want to acknowledge the unrelenting commitment of Life Without Barriers Chief Executive Claire Robbs, the Executive Management Team and all the staff, carers and volunteers nationwide who give so much of themselves.

To our valued partners and stakeholders, and particularly to our corporate and government funders thank you for your trust, and dedication for partnering with us. Without you we could not do the work we do.

As I sign off to share this report with you, may I acknowledge the trust placed in us by people across Australia who need support. You are the reason we work hard each and every day.



Terry Lawler
Chair
Life Without Barriers

CHIEF EXECUTIVE'S OVERVIEW

Our doors are always open because we firmly believe we cannot achieve real change in social justice by closing our doors to people in need of support, opportunities to improve ourselves and new partnerships which assist us to achieve our purpose. It is through true partnerships that we will be able champion opportunity for the people we support across Australia.



I am delighted to share with you the Life Without Barriers 2017–2018 Annual Report. The theme this year truly captures what is at the heart of how we work at Life Without Barriers – partnering to improve lives.

There has been a number of wonderful partnerships we have engaged with this year including Alliance20, a group focused on partnering to work together to make the NDIS the best it can be. Through the Alliance we are working with the National Disability Insurance Agency (NDIA) on key issues and are confident we can bring practical solutions to the table.

We are also a lead agency in the Children in Care Collective which seeks to support advancements in practice, research and service delivery priorities for children in out-of-home care. This is particularly relevant given the NSW Government reforms which aim to improve permanency options for children and young people and decrease the number of children in long term out-of-home care.

Through our partnerships with State Governments across the country and the Federal Government nationally, we are committed to being agile and responsive as they undertake various reforms and changes to policy.

As we continue to support children and young people, we have significantly advanced our practice initiatives this year by embedding the recommendations of the Royal Commission and taking our Child Youth and Family strategy to the next stage using national and international practice improvements. Our new practice initiatives include advancing how we support foster carers across Australia and engaging experts throughout our organisation to drive innovative practice improvements.

The past year has seen the continuation of disability services transitioning to the NDIS. While this has its challenges, the scheme is already providing a much better system of support for people with disability in Australia.

To help our teams adapt to the changing environment and respond in an agile way to the NDIS, we established the National Disability Staff Support Centre (DSSC). This team is available to support all of our staff across the country to work within the NDIS and adjust to the introduction of new tools, practices, processes and policies for the benefit of people who choose to receive their services from us.

The last year saw the completion of the transfer of the management of a number of disability accommodation services from the NSW Government and we have had complimentary feedback about the process from participants, families and staff who are now involved with Life Without Barriers.

To add to this successful transfer, this year the Victorian Government announced that Life Without Barriers was selected to operate a large number of services that it will transfer as the NDIS rolls out in Victoria. We are again incredibly proud of the trust placed in our organisation by the Victorian Government and we are excited about welcoming everyone to our wonderful organisation!

As state governments consider their role as the scheme rolls out across the country, I believe the non-government sector has a crucial role to play to support people as they transition to the NDIS. We seek out these opportunities for two clear reasons – firstly that the staff we are welcoming to our organisation as a result of the transfers have long standing relationships with the individuals they are supporting and have great experience and commitment to their work.

Secondly we believe that everyone with a disability no matter the complexity of their individuals needs deserves all of the opportunity for choice and control the NDIS can provide and we believe Life Without Barriers as a not for profit and a for purpose organisation is well positioned to support them to do so.

We hold our values very close to our heart at Life Without Barriers. We strive to live the values in the way we work every day. It is our values that enable us to offer something unique to people we support and foster a thriving positive work culture, a place where people want to be. As part of the Culture and Values Program, we held Team Talks in every region this year to great success. Team Talks allow us to connect and celebrate the contribution of all of the individual directorates in our organisation.

We also undertook the 2018 Staff Engagement Survey which allowed us to check in with staff to understand how they feel connected to their work. We asked a range of questions of staff in all teams, and I appreciate the honesty and positivity of our teams who took time and care to share what is important to them. I was encouraged to see that engagement with our values remains very high as does a connection to our social purpose and our commitment to Reconciliation.

Mid this year we also brought together a number of our leaders from across all directorates to the 'Partnering to 2020' conference. The conference was an opportunity to truly highlight the role that partnering together takes in how we provide services. Over two days we were able to have great discussions about our progress towards 2020, and talk about what it means to be a real leader in this organisation.

To support the efforts of our staff and to develop the calibre of our leadership, we have been carefully building a Leadership program where we can offer opportunities for emerging leaders in Life Without Barriers to be nurtured and supported to thrive. Part of our leadership framework includes a solid commitment to keeping our staff safe. Safety is an ever present priority for the Executive and I, and it was fantastic for our efforts here to be recognised with the iCare award for safety improvement this year.

I am fortunate to continue to work with a team of experts in the Executive, all of whom bring their own special skill and insight into the work we do. They help push our organisation forward so we can support more people, and this year we began working with a coach to focus us on the challenge of change so that we can be the best we can be for our staff and the people we support. I am continuously grateful to the Executive for their support and commitment.

Working with our staff, carers and our clients is a true honour for me. What tremendous people they are. Together we create opportunities to improve people's lives as we bear witness to stories of grit and determination, and exceptional kindness and intelligence.

Finally to our valued partners, may I express my sincere thanks for your support this year, I hope you are as moved as I am reading through this year's report and the work of our team.

Claire Robbs
Chief Executive

PARTNERING FOR CHANGE



22,850 people supported



440+ locations
across Australia



Bringing about change is a team effort. That is why at Life Without Barriers we are proud of the partnerships that are making a difference in more than 440 communities we support across Australia.

DISABILITY EMPLOYMENT

Our work in the area of disability employment is a concrete example of successful partnering and the benefits it can produce. We are continuing to support and champion employment for people with disability through Joblife (a Disability Employment Services Provider), and by providing people who choose our services real and meaningful work in our national office.

ABOUT Joblife

Joblife is a partnership between Life Without Barriers and Angus Knight group, and opened its doors to jobseekers in July 2018. There are **26** offices around Australia, co-located on Life Without Barriers sites.

Since our official opening, Joblife has worked with a large number of people across Australia and we are seeing great success in helping people find employment.

DUO SERVICES

After a year of operating the DUO entity, we are pleased with progress in further providing continuity of care and increased consumer choice for clients as well increasing job security for staff and continued opportunity to work for a values based organisation.



BRUCE AND HUNTER'S STORY

Bruce Pine's business success comes from the production of a premium product combined with great customer service. He employs 12 people, including his newest hire Hunter, who is on the autism spectrum.

"I believe that everyone needs a chance to work," Bruce said.

Sunview staff worked with Hunter to find the best way to teach him about the job and Bruce says he's fitting in well.

"If you find the right person for the job they are just like any other employee, and I have the same expectations of Hunter that I do of all my staff."

Bruce also credits the support from the Mooloolaba Joblife team with the success of Hunter's experience. He says from filling out forms, to answering questions, they made the whole process smooth and simple.

NSW GOVERNMENT DISABILITY SERVICES TRANSFER

On 22 February 2018, Life Without Barriers took on responsibility for operating a number of specialist disability services previously provided by the NSW Department of Family and Community Services (FACS). The services are located in three distinct geographical areas – South East Sydney, Nepean/Blue Mountains and Central Coast. By partnering effectively with FACS, we were able to ensure the transition occurred smoothly and without disruption to people we support or staff.

The transition included:

- **54** group homes, including three specialist services that support people with complex medical needs,
- **9** respite houses that support over **400** clients,
- an In-Home Support Service that provides drop-in supports to people living independently in their own home in the community, and
- welcoming **680** new staff to Life Without Barriers.

As part of this transition, we also worked with Housing Choices Australia and Hume Community Housing, our housing partners managing the properties and providing tenancy services for the residents.

PARTNERING FOR CHANGE (CONTINUED)

iCARE AWARDS – SAFETY IN ACTION

With so many people in our care, safety is of paramount importance. From the people we support to our staff and carers, we have made working together to improve safety processes and systems a priority.

This year, that focus has been rewarded with the **iCare Aware Award** from Insurance and Care NSW (iCare). The award recognises the hard work and dedication from all Life Without Barriers employees to creating a safety mindset in our day-to-day operations, and the practices we've put in place to achieve a safer workplace for all.

Two years ago, it became apparent change was needed after analysis of high injury rates. This led to the introduction of the "Live Safe – Home Safe and Healthy Every Day" campaign and the introduction of i-Sight, an online reporting portal for any health and safety incidents or risks. This award is wonderful recognition of the partnerships and enormous effort to build a safer and happier environment for all those connected to Life Without Barriers.

PARTNERING TO 2020 STAFF CONFERENCE

At Life Without Barriers, we are reinforcing our focus on partnership through events that bring together our board members and leadership staff who are best positioned to drive significant change in the business.

In June, over **80** of our people from all states, territories and services areas attended a three-day conference in Sydney. Speakers from within and outside Life Without Barriers discussed different ways to enhance our internal and external partnership opportunities and strategies to reach our vision for 2020.

Attendees were extremely positive about the experience. We are committed to continuing to develop this partnership between the Board and staff who can learn from each other, generate ideas and move our organisation forward. Plans are also underway to support how staff partner together towards our vision.

"[This is] an organisation that encourages leaders to think outside the square – inspiring."

~ Conference Participant

"I made connections with people I wouldn't normally have met that will benefit Life Without Barriers. We need to focus on the future and be creative to develop the agency to meet the needs of those most vulnerable in our communities – never give up trying."

~ Conference Participant



EMPLOYEE RECOGNITION AWARDS

Each year, Life Without Barriers recognises and celebrates the hard work and dedication of employees across Australia. The Employee Recognition Awards are our way of putting a spotlight on the incredible achievements of our staff. The 2017 awards were held at the Primus Hotel, Sydney and hosted by Indira Naidoo.

Close to 100 staff and board members attended, including 31 finalists who were recognised in our award categories.

Carol Peltola Award	➤ Emily Boxhall
Values Champion, Individual	➤ Nicky Osbourne
Values Champion, Team	➤ Foster Care Placement Support Team
Reconciliation	➤ Next Step After Care Aboriginal and Torres Strait Islander Artwork Project Team
Safety Improvement Award	➤ Central Coast Client Services Team
Innovation Award	➤ National Immigration Support Service (NISS) Team
People's Choice Award	➤ Kim Nguyen

Each of our winners went above and beyond in their work to support Australians and colleagues. They are all wonderful examples of why we do what we do at Life Without Barriers.



- ➊ Angela Connors, Emily Boxhall, Andre Peltola, Rachel Peltola
- ➋ Jan Lowe, Nicky Osbourne, Loretta Perry
- ➌ Tracy McCosker, Julie Wood, Linda Higgins, Sue Roden, John O'Connor
- ➍ Graeme Innes, Nicole Muller, Julie Cave, Helena Holdaway, Roderick Best
- ➎ Scott Orpin, Christine Peruch, Jennifer Gray, Terry Lawler
- ➏ Brad Swan, Jamie Lee-Baron, Lara Ghobrial, Peter Singh, Tony Deegan
- ➐ Gillian Calvert, Kim Nguyen, Claire Robbs

PARTNERING WITH PEOPLE WITH DISABILITY



Supporting **5,287**
people with disability



1,806 people supported as
participants of the NDIS



Helping people live the life they want is our priority, which is why we work to ensure each person's needs are met with the right supports, at the right time. Our experienced team takes a hands-on approach, working in partnership with people with disability and support networks to create tailored solutions for each individual.

Alliance20

A BETTER NDIS

Life Without Barriers is proud of our significant involvement in the NDIS, and our partnerships with other service providers and participants, as the scheme rolls out across Australia. The NDIS is fundamentally changing the landscape for people with disability, giving them real choice and control. However, such a huge shift does not come without challenges.

Life Without Barriers is thrilled to now be partnering with **15** of Australia's largest disability service providers to promote the NDIS and lobby for the changes needed to ensure the best outcome for participants. This partnership is called Alliance20.

Alliance20 formally launched in late 2018, but has been hard at work since May, partnering with the National Disability Insurance Agency (NDIA), governments and other groups to advocate for improvements. Areas of work include:

- promoting ways of easier service access,
- establishing supports for people with high and complex needs, and
- communication with the NDIA.

We have been part of a series of meetings with stakeholders and offered our assistance as the rollout continues.

Alliance20 represents a total of **75,000** participants and collectively is trusted to manage around **\$2 billion** per year of disability services funding.

WAVES FOR ALL

Waves for All is an exciting partnership reinforcing our commitment to people living with disability. Life Without Barriers has worked closely with Cooks Hill Surf Lifesaving Club at Bar Beach in New South Wales, and the Newcastle City Council to improve access to the beach and build a better community. The new accessibility infrastructure includes a lift and toilet located in the Clubhouse, a ramp from the Clubhouse to the beach, and a ramp from street level on Memorial Drive to the Clubhouse.



NDIS AT NORFOLK ISLAND

The Norfolk Island community celebrated the rollout of the NDIS at their inaugural Health and Wellbeing Expo in July 2018.

We are partnering with Care Norfolk to coordinate and deliver Disability Support Worker training through five scholarships funded by the Department of Social Services. We are also sharing an employee from our Newcastle office for two weeks every month to deliver support coordination to Norfolk Island participants.

PARTNERING WITH PEOPLE WITH DISABILITY (CONTINUED)

NICK AND ALEX'S STORY

Two young men in Launceston, Nick and Alex, have moved out of their parents' homes to live independently with the help of Support Worker, Jess.

Nick and Alex met at The Hub (a social meeting space for young men with disability) and developed a firm friendship. With the support of their families and their Life Without Barriers mentor they successfully transitioned to independent living. They have created a roster of domestic tasks, cooking duties and fun activities, but also enjoy time on their own.

"We get along really well and we have bonded," Nick said. When asked about Nick, Alex said "he encourages me. He is an inspiration to me and everyone around him."

Alex and Nick are now working to reduce the need for mentors and support and are looking forward to living completely independently in the future.

This is a living example of how our partnership with the NDIS is changing lives.



"This opportunity for the guys originated from a blossoming friendship. It works because their personalities really complement one another."

~ Jess, Nick and Alex's Support Worker



HANNAH AND CHANTELLE'S STORY

Hannah and Chantelle's journey is inspiring and another illustration of how our partnerships help people with disability live the lives they choose.

After four years of group accommodation and waiting for their own space, Hannah and Chantelle now have a home of their own thanks to the new choice option and support of the NDIS.

"Our first night was very exciting and strange being away from our familiar areas, but we were here and starting our new chapter in our lives," Hannah said.

"We have lots of fun times together and laugh and joke a lot of the time," said Chantelle.

PARTNERING WITH PEOPLE WITH DISABILITY IN THE NDIS

As a significant supporter of the NDIS we are proud to be partnering with participants throughout the transition process. While the rollout of the scheme is complete in SA, the ACT, and NSW, we have been continuing to work with participants around Australia to ensure a smooth transition as they become NDIS participants.

As at 30 June 2018, Life Without Barriers supported **1,806** people with disability as participants of the NDIS. Of these, over **300** people were already being supported by us and transitioned to the scheme in 2017–2018. We assisted people with their planning meetings and beyond, to ensure their service needs, and how those services are delivered was clearly communicated and understood. As a result, our participants continue to receive the support they need, with little to no disruption to their services.

SUPPORTING INDEPENDENT LIVING

Living independently is a goal for many people who choose us to provide their disability services.

Supported Independent Living (SIL) is a program funded through the NDIS and delivered by us to people who need support in only a few areas. People are assisted to live independently, in their own home, either by themselves or with housemates. One of the benefits of the NDIS is major progress towards choice for participants, such as being able to choose their own co-tenants. Life Without Barriers Support Workers, known as Mentors, partner with the tenants, visiting them regularly and assisting them to build the skills needed to successfully live on their own.

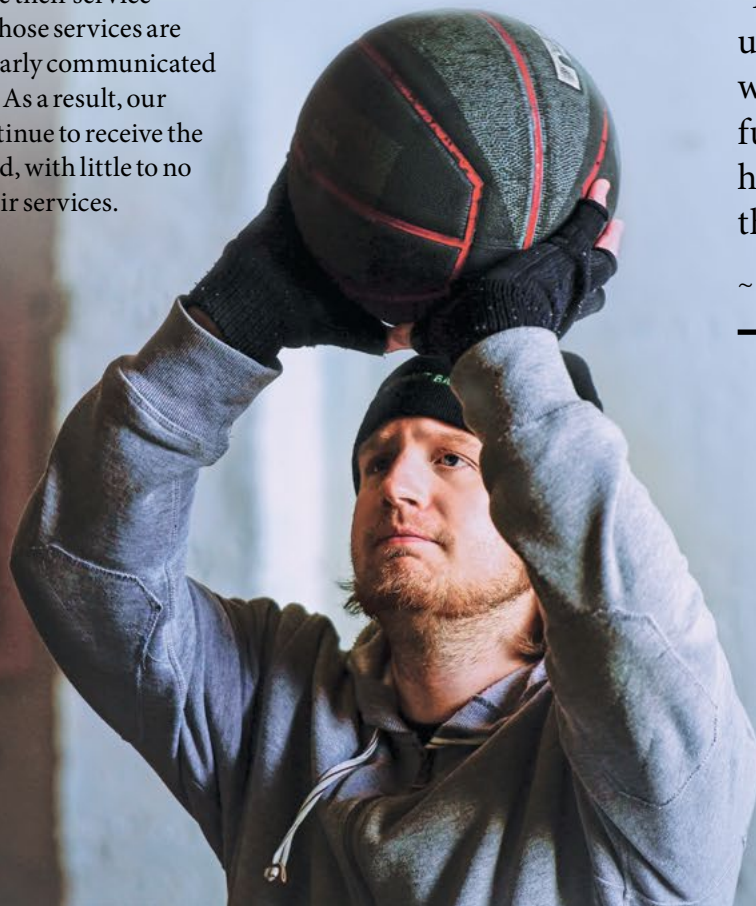
AND ACCESS AND INCLUSION INDEX

In 2018, we were proud to score **64%** on the Australian Network on Disability (AND) Access and Inclusion Index. That placed Life Without Barriers **7th** within **28** organisations and reflected ongoing improvement from the previous year. In particular, we achieved strong results in premises, workplace adjustments, marketing and communications, and recruitment practices.

As part of our commitment to AND's Stepping Into Program, we also successfully placed three interns within our People, Safety and Culture teams in Western Australia, Queensland and New South Wales.

“I gained a better understanding of how a working environment functions... I would highly recommend this internship.”

~ Courtney McVeigh, WA Intern



PARTNERING WITH CHILDREN, YOUNG PEOPLE AND FAMILIES



Support for
4,500 children and young people



3,025 foster and kinship carers



At Life Without Barriers, we are committed to partnering with children, young people, and families. From support workers to foster parents, all our carers believe every young person has a right to be safe and supported and given the opportunity to reach their potential.

AN EVIDENCE-BASED APPROACH TO CARE

Partnering with young people to help them thrive is central to the evidence-based Children and Residential Experiences (CARE) Model.

Implementation of CARE and Therapeutic Crisis Intervention (TCI) has been a key focus for out-of-home care teams during the past 12 months. This journey has been supported through multiple visits from the Residential Child Care Project team from Cornell University in New York. To date, the success of this partnership has resulted in over 750 staff trained in the CARE model, in more than 50 training events across six States and Territories.

A partnership goes both ways, and we are pleased to report the Cornell team is also applying learning from the Life Without Barriers implementation to further research into the CARE model. We'd like to thank Martha Holden, Jack Holden and Anton Smith from the Residential Child Care Project at Cornell University for their ongoing support.

CHILDREN IN CARE COLLECTIVE

Proactively raising the voice of children engaged in out-of-home care, especially children with intensive needs, is at the heart of our commitment to the Children in Care Collective.

Led by Life Without Barriers, the Collective was formed in 2016 by a group of out-of-home care service providers and leading experts. We believe partnering with our

industry peers to improve outcomes in the out-of-home care service system is the most effective way to address systematic practice issues. The strong body of research generated over the past two years reinforces this view.

“The opportunity to talk freely and work collaboratively on broad ranging underlying issues has been invaluable.”

~ Roderick Best, NSW State Director

The Collective has provided a forum for the agencies to increase knowledge and skills at the senior leadership level, raise the standard of service delivery, and to advocate and inform public debate.



<https://www.youtube.com/watch?v=EC3LxY9xqk8>

TINA'S STORY

At the age of 10, Tina's life was turned upside down. From living at home with her parents and siblings, she found herself homeless and staying with her family in her mother's van. The support of her foster care family helped turn her life around.

“The carers that have us are very supportive and very loving and very kinda ‘go-getterish’ you know. ‘Go do it!’” she said.

That's exactly what she has done. Tina is now studying to be a science teacher at the University of Newcastle, her success is possible because of the incredible support provided by her carers and Life Without Barriers.

PARTNERING WITH CHILDREN, YOUNG PEOPLE AND FAMILIES (CONTINUED)

FOSTER AND KINSHIP CARERS

Life Without Barriers currently partners with **3,025 foster and kinship carers**. They are all unique, just like the young people they support. Our carers are single, in different types of relationships, of different ages, nationalities and providing different levels of care, but they all have one thing in common – they are all committed to partnering with Life Without Barriers to provide the very best support to the children in their care. Our support ensures these carers are never alone on this important journey.



WE PUT CHILDREN FIRST – TALKING WITH CHILDREN AND YOUNG PEOPLE

We Put Children First is designed to increase awareness and knowledge among staff and carers around child safety. Building on the success of previous phases, this year we focused on supporting young children to develop protective behaviours and an age-appropriate understanding of what is, and isn't, acceptable behaviour by adults.

Informed by recommendations made by the recent Royal Commission, The SAFE Book series helps children think about their feelings and safety, which parts of their body are private, and to identify trusted adults to turn to if they feel uncomfortable. It also provides a direct opportunity for children to talk about how safe they feel and understand their rights, as well as promoting the concept of children having a voice. A tailored approach for young people aged 11–17 is also being developed. The SAFE Book series is an initiative of the NSW Office of the Children's Guardian.

GEORGIE AND MITCH'S STORY

“It is a very healthy and revealing process.”

Georgie and Mitch are from Launceston in Tasmania. With no kids of their own and with plans to get married, they decided they wanted to foster a child.

“We both work with youth in the education sector and felt we had something more to offer... we decided we would like to open our home.”

They opened their home to their 17-year old foster child in early 2018. They say teenagers can be spontaneous and not always the best communicators, and admit there have been times when they needed to take a breath and try not to ‘sweat the small stuff’.

Mitch says respect, good humour and the ability to remain responsive are key to their success.

“There are good days and hard days, and being flexible is a huge part of that,” he says.

For Georgie it has been a revealing process to become a foster carer, but says every day can bring new reasons to smile.

“We are so glad we said YES.”

“We try to laugh through the good and hard times. But behind those jokes and light-hearted approach, there is a lot of care.”

~ Georgie and Mitch, Foster Carers



PARTNERING WITH CHILDREN, YOUNG PEOPLE AND FAMILIES (CONTINUED)



BLACK-BELT IN SELF WORTH

When an idea is nurtured into action, it can provide some fantastic avenues for supporting positive change. Belinda*, a Case Manager from our Queensland Transition from Care Team, came up with an idea to provide exercise and empowerment to the young women she works with who are transitioning into independent living from foster care.

She partnered with a local and respected martial arts expert to run weekly self-defence classes. The classes focus on more than just physical safety, providing an opportunity for discussion about healthy relationships, domestic and family violence and self-confidence. Each young woman is encouraged to attend every week for ten weeks, even when they are experiencing significant personal crises.

“One of the added bonuses is the time spent talking in the car trip to and from the sessions, where the young people emotionally support each other,” Belinda said. “The payoff has really been changing their values and understanding what healthy relationships look like.”

* Name changed for privacy

YOUTHCHOICES SOCIAL BENEFIT BOND

In October 2017, we commenced delivery of YouthChoices, in Queensland thanks to the Queensland Treasury Social Benefit Bond Program. YouthChoices receives referrals from the Department of Child Safety, Youth and Women, their families and networks, for young people aged 10 to 16 years who have been determined to have ‘high to very high’ risk of re-offending. Life Without Barriers will accept 600 referrals over the five years of the Bond.

Life Without Barriers has secured two specialist teams around Brisbane, one in Shailer Park to the south and another at North Lakes. Our teams work with families facing complex issues including youth offending, truancy, substance abuse, and family dysfunction. We have achieved some great outcomes over the first year, including a reduction in offending,

re-engagement in learning or earning and an increase in pro-social behaviour. These outcomes are testimony to the strength of Life Without Barriers's collaboration with our government partners.

MULTISYSTEMIC THERAPY (MST)

Our commitment to partnering with communities is highlighted by our long-standing delivery of Multisystemic Therapy (MST) services. Over the past year, we have expanded this service into Brisbane in partnership with the Queensland Government.

MST is an evidence-based model, focused on partnering with young people within their communities to address the multiple factors that influence antisocial and offending behaviour. In doing so, it mobilises the strengths and resources of young people and the community to support long-term, sustainable change.

MST SUCCESS STORY

From a successful student enrolled in a pre-law course, George's* life began to unravel in Year 11. His association with older peers, who were disengaged from school and regular substance users, led him down a similar path. He eventually began offending with these peers, and was physically and verbally aggressive at home when coming down from substances. He spent seven weeks in detention and on his return, refused to return to mainstream schooling.

Now, his life is full of possibilities thanks to successful partnerships with his family and his MST clinician. Together they have plotted a safe, logical and achievable course for George, while also creating a framework to improve his environment and relationships at home. We also supported him and his partner to prepare for the birth of their baby. Now aged 16, George has begun a traineeship, ceased contact with his old peer group, and remained clear of substance use and other criminal issues. He's now excited to start his own family.

* Name changed for privacy

EXPERT ADVICE – THE FOSTER CARE DESIGN PROJECT

Over the past two years, we have been designing a new foster care model to help ensure that Life Without Barriers continues to offer the best possible services to children, young people, their families and their carers.

Central to this work has been our partnership with Professor Judy Sebba, the Director of the Rees Centre for Fostering and Education at Oxford University. Professor Sebba served as a ‘critical friend’ to us as we

reviewed the evidence base and best practice worldwide, and introduced us to cutting edge research and practice in the child, youth and family space.

This partnership has helped sharpen our focus on what really works for children and young people in care. We have now designed a model that we are confident will focus on the lived experience of children and young people, help carers connect

with each other and the community, keep families and communities engaged and ensure that all services are therapeutic, trauma-informed and supported by good evidence.

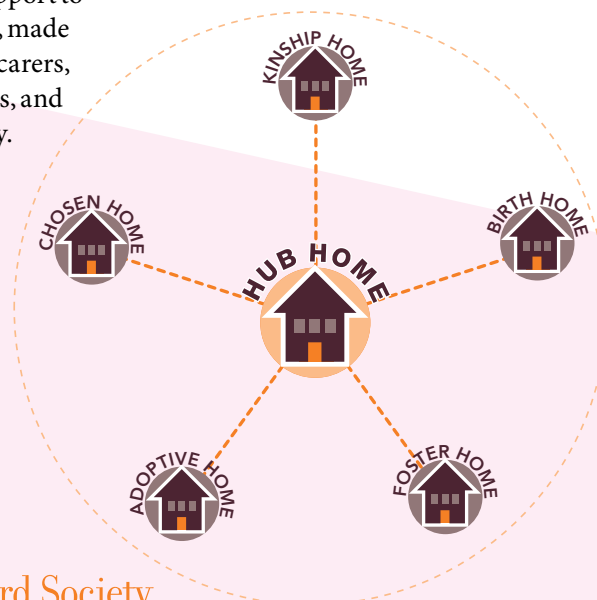
Professor Sebba also introduced us to the Mockingbird Society, and our partnership with them has reached new heights this year with the launch of our first MOCKINGBIRD FAMILY™ constellation in Brisbane’s southern suburbs.

OUR MOCKINGBIRD FAMILY™

MOCKINGBIRD FAMILY™ is a ground-breaking approach to delivering foster care, based on collaboration and partnership, and emphasising the importance of family-based care in a ‘constellation’ of community support. The ‘hub’ home, occupied by an experienced foster carer, is the centre of the constellation. These carers provide practical and emotional support to the rest of the constellation, made up of foster carers, kinship carers, respite carers, birth families, and members of the community.

This ‘extended family’ structure empowers communities to put children and families first, providing respite care, peer support, joint planning, training and social activities.

At Life Without Barriers, we are excited to see how this constellation changes young lives for the better in Queensland and beyond.



“I’ve noticed all the children in the constellation come to life with the additional positive relationships that they are forming with other carers and children ... we’re all like one big happy family.”

~ Mockingbird Family Hub Home Provider

“It’s exciting to do life together with like-minded people who understand what it is like to be a carer, day in and day out.”

~ Carer in a Mockingbird Family Constellation



PARTNERING WITH THE COMMUNITY



Supported **4,858** Refugees and Asylum Seekers



6,383 people supported through Home and Community Care



MY PATHWAY, MY FUTURE

My Pathway, My Future helps people with a psychosocial disability realise their potential when considering employment, education or training opportunities.

The program has been developed by Life Without Barriers as a result of extensive community consultation. At Life Without Barriers, we understand the importance of partnering with people closest to the challenges we are trying to overcome. Through community engagement, we worked with people with mental illness, their carers and significant others, peer workers, service providers, students, volunteers, educators, trainers, and employers.

My Pathway, My Future allows people to uncover or rediscover their values, attitudes, strengths and their rights and responsibilities.

The program is freely available to anyone across Australia.

Image below – My Pathway Launch:
Top left; Sue Thomas, Kyp Boucher, Deborah Milford (all Life Without Barriers), Front; Hon Kelly Vincent MLC (Dignity Party).



“There is a significant disparity between participation rates of people with mental illness in education, training and employment when compared to others... [T]here are enormous benefits to the individuals, the organisations that employ or train them, and ultimately, to society as a whole when people with mental illness are gainfully employed or are accessing education and training in the areas they love”.

~ Sue Thomas, SA State Director

RIVERLAND ROUGH SLEEPER SURVEY

Life Without Barriers staff partnered with the Department for Environment and Water, Housing SA and Riverland Homelessness

providers to gain insights about rough sleeper demographics. The aim was to better understand how to support the effective provision of services to the people who need them the most.

Individuals identified as rough sleeping were added to the Riverland By-Name list, a real-time record owned by Life Without Barriers. The information is combined with information from other service providers in the region, and used by us to help coordinate service access and prioritisation.

PINK VAN RECOGNISED

The BreastScreen Refugee & Migrant Project has been recognised at the 2017 VicHealth Awards.

BreastScreen Victoria, who partnered with Life Without Barriers to deliver this crucial initiative, was selected as a finalist.

The BreastScreen Refugee & Migrant Project has the aim of engaging and educating women from culturally diverse backgrounds about the benefits of regular breast screens, and ensure they have easy access to culturally sensitive services. Refugee and migrant women typically have very low participation in cancer screening, at just over 55%.



PARTNERING WITH THE COMMUNITY (CONTINUED)

ROHINGYA FAMILY CAMP

In January 2018, Life Without Barriers’s National Immigration Support Service (NISS) in Melbourne successfully delivered the second annual camp in partnership with YMCA and the City of Greater Dandenong in Victoria. This year, **106** children and adults from the Rohingya community were supported to attend the **3-day** program at the YMCA’s Camp Manyung site.

The Rohingya people are some of the most vulnerable asylum seekers in the community. This camp gave families the opportunity to safely spend time away from home in a relaxed environment, while connecting with the Australian outdoors, learning key life skills, and hearing from service providers committed to supporting their needs.

They were also taught about coastal and marine safety, with the purpose of empowering them to feel better equipped when visiting beaches with friends and family. Other activities included the flying fox, giant swing, and the award-winning access high ropes course.

Our Partners

YMCA Camp Manyung	Provided accommodation, food and adventure activities on the camp site with all members of the attending families.
Surf Life Saving Victoria	Provided water safety training.
Anglicare	Ran a men’s group which, at the request of the participants, was developed into a five-week men’s parenting session for asylum seeker and culturally and linguistically diverse men. This was held in August 2018 at a Life Without Barriers office.
City of Greater Dandenong Children Services and Library Services	Educated the participants about their programs and promoting awareness of the council services.
Mission Australia	Conducted a group session for mothers with preschool children, to promote the importance of community participation in preschool programs and school hub programs, in the Dandenong community.
Legal Aid Victoria	Ran a very effective information presentation followed by a question and answer session on road rules, family safety and other pertinent legal issues.

Image below: Young people enjoying activities at the Rohingya client camp at Camp Manyung.



MENTORING SUCCESS

Our Asylum Seeker Coaching and Mentoring program has been in operation since the beginning of 2018 and is already producing incredible results.

The project is focused on three key areas:

- job outcomes
- developing pathways to employment, strengthening education and training opportunities for asylum seekers, and
- engaging local employment sector partners to support asylum seekers.

Our partnership with the City of Greater Dandenong, in the form of the Asylum Seeker Partnership Employment Grant, allows Life Without Barriers to employ a staff member for two days per week to complete this work.



During the course of 2018 the program has:

Received **81** referrals

Completed **41** assessments

Supported **12** people into further education

Developed **9** ongoing employer relationships

Built stronger links with **4** local Jobs Victoria Employment Network (JVEN) providers

Engaged **20** Asylum Seeker people in ongoing employment

To achieve this Life Without Barriers has:

- **Further** developed our relationship with our co-located partner Brotherhood of St Laurence to ensure better referrals and additional support.
- **Developed** links with local education providers including Chisholm and Holmesglen TAFE.
- **Strengthened** our connection with Springvale Neighbourhood House and engaged Dandenong Neighbourhood House to facilitate referrals to further education.
- **Provided** Monash Refugee Health with referrals to their volunteer program.
- **Engaged** with our co-located partner *beyondblue* Connect for mental health support.
- **Linked** to small business loan specialists THRIVE and Splend to support the entrepreneurial spirit of recently arrived asylum seekers.
- **Developed** a relationship with the Australian Taxation Office to help people better understand Australian taxation obligations.

PARTNERING WITH THE COMMUNITY (CONTINUED)

AGED CARE

Life Without Barrier’s aged care team takes a hands-on approach, working in partnership with people to maintain their independence and way of life. We offer a broad range of supports across the country, and take care of all service requirements from start to finish, tailoring support to each individual’s needs.

Living independently is a goal for many of the people we support. Our suite of services includes:

- Personal Care
- Flexible Respite
- Specialist Support
- Social Support
- Home Maintenance
- Domestic Assistance
- Transportation.

We incorporate a ‘Live Life, Live Well’ approach, and are constantly exploring innovative ways to incorporate wellness, wellbeing and re-enablement into everything we do. This past year, and every year, we have started from the perspective that the people we support have goals to achieve and seek to be part of society. Our job is to partner with them to remove obstacles and provide opportunities, ensuring they can live the life they choose.

Support stories from Life Without Barriers Far North Queensland Aged Care team.

A HAPPY ENDING

With the support of our team in aged care, Poppy’s hidden talent of writing short stories, poems, and researching family history was able to thrive. By securing Poppy a computer, now she enjoys researching about her family and creating beautiful stories and poems to share with family and friends. Poppy is flourishing and has something to look forward to everyday.



LAUREL'S STORY

Laurel has Dementia and significant issues with her hearing. This is her story, told by her daughter, Joan.

“My mother has Dementia and was becoming more and more withdrawn. My sister and I were very concerned. We felt it may be because she refused to wear her hearing aids. She found them uncomfortable and one kept falling out of her ear.

“We took Mum for a hearing test and were shown the very latest in hearing aids. They are rechargeable and have a remote control. They are Bluetooth enabled and stream straight into the television. We rang Life Without Barriers to see if Mum could purchase the aids through her home care package. Jo Baldwin, from Life Without Barriers’s Rockhampton office, got approval and Mum was fitted for the aids and accessories. The change in Mum was unbelievable. She regained her old sparkle and heard things she hadn’t heard for years. One day she came to my house and asked me what the sound was that she could hear outside. She was blown away when I told her it was a butcher bird singing. She said it had been so long since she had heard it, she had forgotten what it was. Because the aids can be paired with my iPhone, she can even talk to her grandchildren, who live out of town. Being able to purchase these hearing aids through Mum’s package has made a huge difference, not only to her life and general well-being, but has also given our family our old Mum back.”

Our partnership with Laurel and her family illustrates how thinking out of the box and working closely with the families we support, can help our aged care teams make real improvements in people’s lives.



OUT OF THE BOX SUPPORT

Shopping in grocery stores was becoming a real struggle for Paula, a person using our aged care services, so we thought about ways to help so she didn’t have to brave the shops or handle cash. An iPad was purchased and now, with the assistance of a support worker, she does her weekly grocery shop online. She also makes video calls to family living out of town.



ENDING ISOLATION

Henry was living in community housing, but was feeling isolated and lacking the opportunity to use his skills. We partnered with him, providing social support. This has given him the confidence and opportunity to produce some beautiful gardens. He has even won the local community housing award, and this year, with the help of a support worker, was able to receive the award in person.



PARTNERING TOWARDS RECONCILIATION



1,740 Aboriginal and Torres Strait Islander people supported



Partnering with **24** Aboriginal and Torres Strait Islander organisations



At Life Without Barriers, we believe reconciliation must live in the hearts and minds of all Australians. The only way to close the gap in life expectancy, wellbeing and opportunity between Aboriginal and Torres Strait Islander people and the rest of the community is to work together, in partnership and as a nation.

Our Reconciliation Action Plan provides real actions that have a positive impact by achieving measurable outcomes for Aboriginal and Torres Strait Islander people and communities.

This year we have achieved so much and we remain energised and committed to furthering the depth of work with Aboriginal and Torres Strait Islander clients, families and communities.

STRETCH RECONCILIATION ACTION PLAN

RELATIONSHIPS

Focus area: Delivering client-centred community-based services; and inventing new ways of working with people and communities to create more opportunities.

1. Increase knowledge and understanding of Aboriginal and Torres Strait Islander cultures, histories and achievements and leverage mutually beneficial relationships

We continue to foster two-way relationships and partnerships with 24 Aboriginal and Torres Strait Islander organisations.

2. Raise internal and external awareness of our Reconciliation Action Plan to promote reconciliation across our communities

We regularly communicate our Reconciliation activities and achievements through all of our communication channels, as well as by sponsoring community groups and events.

3. Provide opportunities for Aboriginal and Torres Strait Islander staff to engage with culture and community during National Reconciliation Week

The theme this year, 'Don't Keep History A Mystery: Learn. Share. Grow', explored the history of NRW celebrations. We held 32 internal events across the organisation.

EMPLOYEE AWARDS

We celebrated a win in the Employee Recognition Awards with the 'Next Step After Care Aboriginal and Torres Strait Islander Artwork Project Team, Queensland' accepting the Reconciliation Award. The team partnered with the Quandamooka people, and their Elders to support the success of the project.



Our strong relationship and partnership with the pre-eminent childhood trauma academic and practitioner, Professor Helen Milroy, enabled the launch of a storybook on the out-of-home care experience for children and young people. Professor Milroy is a descendant of the Palyku people of the Pilbara region and Director of the Centre for Aboriginal Medical and Dental Health at the University of Western Australia.

The story, titled *A Soft Landing*, is about a baby willy wagtail who falls and is cared for by a Red Kangaroo. To complement the launch Life Without Barriers was delighted to give a soft Kangaroo toy to the many children who have listened to the story.



PARTNERING TOWARDS RECONCILIATION (CONTINUED)



Smoking and
Cleansing Ceremony,
Rottnest Island

RESPECT

Focus area: Delivering client-centred community-based services; and developing our people and our leadership capability.

1. Building cultural capability in staff and carers

Over 1,600 staff and carers have attended face to face cultural awareness training in 2017–2018.

2. Embedding cultural protocols

Our Acknowledgement of Traditional Owners and Welcome to Country practices and cultural protocols for each community we partner with are embedded in our DNA.

3. Engagement with culture and community

We participated in 70 events during NAIDOC week, celebrating the theme 'Because of her we can'!

CELEBRATING COMMITMENT TO RECONCILIATION

Western Australia's Leadership Team and staff participated in cultural learning on Wadjemup (Rottnest Island). The team took part in a Smoking and Cleansing Ceremony, and guided tour of significant Aboriginal sites. The experience provided the team with more knowledge and respectful understanding of Aboriginal cultures, histories and achievements.

BULLANG BULLOGAHN TALGUNN

We launched *Bullang Bullogahn Talgunn* or Strong Woman Spirit Camp. Ten young women travelled to the spiritually significant Mount Tamborine in South East Queensland, where they spent two days connecting to Country, their cultural history and traditions. The camp was a true celebration of young women's cultural connections and learning.

OPPORTUNITIES

Focus area: Inventing new ways of working with people and communities to create more opportunities; developing our people and leadership capability; improving our use of resources and diversifying and growing to reach and connect more people together.

1. Setting employment targets

We have maintained our focus this year on increasing the number of Aboriginal and Torres Strait Islander people we attract and retain to 10%.

2. Opportunities through internships

We piloted the CareerTrackers program, successfully placing three Disability Support Workers in NSW and an intern at our office. Given the success, we are expanding the program in additional locations to offer more opportunities for Aboriginal and Torres Strait Islander university students!

3. Aboriginal and Torres Strait Islander Traineeships

We seek to offer 8 traineeships a year around the country and have 7 positions underway (SA, NSW, NT).

4. Cultural Support Plans

We achieved development of cultural support plans for children and young people in out-of-home care at an implementation rate of 85% for NSW and 72% for QLD.

5. Spending with Aboriginal and Torres Strait Islander organisations

We are a member of Supply Nation and this year directed \$450,208 through Aboriginal and Torres Strait Islander suppliers.

UNIVERSITY STUDENT SCHOLARSHIP

Life Without Barriers awarded a university scholarship of \$15,000 per year to Oceania Henry, from the Gunditjmara region in Western Victoria, to support her to graduate with a Biomedical Science degree which she did with a Distinction. In exciting news, Oceania was offered a place in Medicine and begins a Doctor of Medicine Postgraduate Degree in 2019, living her dream of becoming an Anaesthetist. Oceania says, “Thank you so much for all of your generosity and support throughout my undergraduate degree. Not having to work and stress about how I could afford to live made a huge difference, and I truly believe it is what got me into Medicine”.

Oceania awarded
University Scholarship by
Life Without Barriers



PARTNERING TOWARDS RECONCILIATION (CONTINUED)

The stories of Reconciliation are a celebration of how we partner with people we support, staff and Aboriginal and Torres Strait Island colleagues and stakeholders. They further our journey towards Reconciliation.

STORY TELLING THROUGH CULTURE AND ART

We were honoured to present an artwork by some of our young Next Step After Care participants which is now hanging in Queensland Parliament. It is titled *Creation*, the work of six Aboriginal and Torres Strait Islander young people. It was created during mentoring sessions with Elders on Stradbroke Island. The team involved in the project won this year's Reconciliation Team Award at Life Without Barriers's Employee Awards.

PRACTICE APPROACH

We are always open to opportunities to strengthen our practice. This year we launched *Working with Aboriginal and Torres Strait Islander People, the Life Without Barriers Practice Approach*. This resource is the work of twenty exceptional practitioners consisting of Aboriginal and Torres Strait Islander and non-Aboriginal and Torres Strait Islander staff.



WE
LIFE WITHOUT BARRIERS
WE

Image left to right: Silvia Jones-Terare and Claire Robbs, Life Without Barriers Chief Executive.



SNAICC NATIONAL CONFERENCE

We were privileged to join over 1,100 delegates at the 7th SNAICC National Conference. SNAICC is the national peak body representing the interests of Aboriginal and Torres Strait Islander children. Twenty years on from the *Bringing Them Home* report on the Stolen Generations, delegates were called on to reflect on Australia's history.

Leoni Lippitt and Pamela Thorley (Life Without Barriers Queensland and Western Australia State Lead Aboriginal and Torres Strait Islander Initiatives) presented on *Cultural Support in Practice – the Importance of Cultural Identity*.

STOLEN GENERATION GALA DINNER

This year we came together to attend the 20th Anniversary Stolen Generation Gala Dinner in Darwin, to commemorate the Stolen Generations. The night reflected on the injustices by successive

legislation and supported attendees to reflect on personal stories and experiences, shared by generations of children removed under policies, becoming formally known as the 'Stolen Generations'.

It is significant that Aboriginal and Torres Strait Islander people can come together to share experiences, and support each other in the healing process.

OPPORTUNITY THROUGH SPONSORSHIP

We are keen sponsors of the Highlanders Indigenous Women's Rugby League team who this year reached the semi-final of the inaugural National Indigenous Rugby League Championships in Wollongong, New South Wales. We are also proud to be the Silver Sponsor of Saltwater Country Inc. and supporter of the 2018 Rhythm & Ride rodeo and country music event in Western Australia. Our partnership will support Saltwater Country Inc. in their work to create positive social change, with a focus on suicide and domestic violence awareness.



RETURN TO COUNTRY

Frank is a proud Boigu Island man. Boigu Island is the most northerly inhabited island in the Torres Strait. After moving to Cairns when he was young, Frank wanted to go home to Boigu Island to see his family and friends. We had been on Horn Island for less than 30 minutes when we bumped into a family member of Franks which had him smiling ear to ear. Frank also participated in the Winds of Zendath Cultural festival, taking in the dancing, day and night, and enjoying the ferry rides from Horn to Thursday Islands. The highlights of the trip for Frank were watching the different Islands dance and play music and of course being with his family and friends again.

Stolen Generation Gala Dinner



PARTNERING FOR DIVERSITY AND INCLUSION

At Life Without Barriers, we partner with people from many different cultural and social backgrounds, with varied physical abilities and experiences. To support such diversity, we have gathered an incredible team from equally broad backgrounds and abilities to support them. Our culture is about more than just understanding, it is about building trust and celebrating difference. Throughout the past twelve months, our Diversity and Inclusion team has been working to ensure our people and workplaces are accessible and welcoming to all.

ACCESSIBILITY INCLUSION EMPLOYMENT PLAN (AIEP)

Our commitment to Diversity and Inclusion is reflected in our Accessibility, Inclusion

and Employment Plan (AIEP). The current two-year AIEP ends in December 2018, and work is already underway to develop an exciting new plan. Along with an audit of the progress of the current AIEP, we are also conducting stakeholder consultations to gain insight directly from people who are closest to what we are trying to achieve. We expect to launch the next AIEP in early 2019.

OUR ASPIRATION

10% of new hires identify as people with disability

10% of Life Without Barriers employees identify as Aboriginal and Torres Strait Islander peoples



OUR EMPLOYEES

At the end of July 2018, official Life Without Barriers employment numbers showed 4.4% of our new hires were people with disability. However, in our recent engagement survey, when surveyed anonymously, **9%** of Life Without Barriers employees indicated they identified as having a disability, much closer to our diversity target.

2018 EMPLOYEE ENGAGEMENT SURVEY

9% identified as having a disability

6% Aboriginal or Torres Strait Islander

6% LGBTQI

25% fluent in another language

LGBTQI COMMUNITY SUPPORT

Our partnership with the LGBTQI community, both within and outside Life Without Barriers,

has been a visible illustration of our commitment to building a culture of inclusion over the past twelve months.

We are proud to have been involved in numerous LGBTQI community events, including:

- Sydney Mardi Gras Fair Day
- Brisbane Pride Fair Day
- Wear it Purple Day
- Newcastle Pride Fair Day
- Midsumma Pride Parade
- Chill out Festival
- Perth Pride Festival.

LGBTQI AWARDS FINALIST

Our nomination for Organisation of the Year at the 2018 Australian LGBTI Awards in Sydney, was a wonderful honour and reinforcement of the positive direction of our work. In particular, we were recognised for the inclusiveness of the LGBTQI community in our foster care recruitment and our public support of the YES campaign. We are proud to have been shortlisted and part of such a wonderful celebration of equality, love and inclusion.

WORKPLACE ADJUSTMENTS POLICY AND PROCEDURE

In September 2017, we achieved a key AIEP milestone – the launch of our Workplace Adjustment Policy Guidelines and our Workplace Adjustments Procedure. These documents support our ongoing commitment to increasing and retaining the number of employees with a disability across our organisation.

AUSTRALIAN WORKPLACE EQUALITY INDEX (AWEI)

In 2018, Life Without Barriers was part of the Australian Workplace Equality Index (AWEI) for the first time. Led by the Diversity and Inclusion Team, we joined 135 employers across Australia participating in this rigorous, evidence-based instrument, assessing the impact of our LGBTQI inclusion efforts. The results have given us an exciting blueprint on ways we can work with our partner, Pride in Diversity, to further increase our partnership with the LGBTQI community.



OUR PEOPLE

OUR BOARD AS AT 30 JUNE 2018

- 

Terry Lawler AO
Chair of the Board
- 


Gillian Calvert AO
Director
- 

Doug Dean
Director
- 

Anthony Deegan
Director
- 

Graeme Innes AM
Director
- 

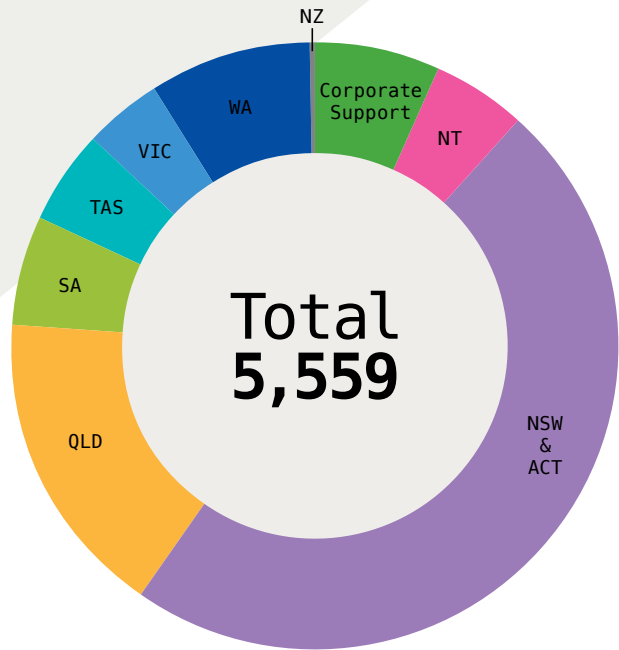
Jan Lowe
Director
- 

Tracey McCosker
Director
- 

Natalie Walker
Director
- 

Paula Head
Secretary

STAFF BY STATE AT 30 JUNE 2018



STAFF BY STATE AT 30 JUNE 2018

Corporate Support	382
NT	279
NSW & ACT	2,662
QLD	921
SA	319
TAS	278
VIC	225
WA	491
NZ	2
TOTAL	5,559

For full details about our Board, their responsibilities and qualifications go to page 46.

ORGANISATIONAL CHART



Claire Robbs

Chief Executive



Angela Connors

**Executive Director
Client Services**

Client service delivery for all jurisdictions:
New South Wales/
ACT
Queensland
Northern Territory
Western Australia
South Australia
Tasmania
Victoria
NISS



Mary McKinnon

**Executive Director
Practice & Quality**

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



Scott Orpin

**Executive Director
People, Safety & Culture**

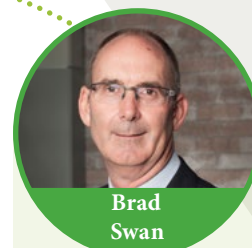
Reconciliation
Diversity & Inclusion
Health, Safety & Environment
Remuneration & Systems
Learning & Development
Talent & Attraction
Workforce Management Strategy
Operating Model & Organisation Design Implementation
PSC Business Partnering



John O'Connor

**Executive Director
Corporate Services & Finance**

Finance
Fleet, Property & Procurement
Insurance
Legal
ICT and Technology Enablement
Shared Services
Continuous Quality Improvement in back office functions
Corporate Services Business Partnering



Brad Swan

**Executive Director
Strategy & Engagement**

Strategy & Planning
Marketing & Communications
Public Relations
Partnerships Strategy & Planning
Carer Recruitment Design
Business Development & Tendering
S&E Business Partnering
Social Impact Investments
Innovation Program

GOVERNANCE

In October 2016, the Board approved the organisation's vision for 2020. During 2018, being the half way point in the strategic period, the Board reviewed progress towards the strategic goals.

The Board have in place a governance calendar, which ensures that all Board related policies are reviewed throughout the year. In 2018, a governance review was undertaken to streamline Board reporting across all the legal entities, with a focus on risk and compliance at the subsidiary Board level. During the year, the Board have attended a number of development sessions around risk management, commissioning, the external disability environment and workplace behaviour. All Board members are members of the Australian Institute of Company Directors. Life Without Barriers obtained approval to group report under the group reporting provisions of the ACNC Act. As a result, group financial statements were prepared in line with these provisions.

BOARD COMMITTEES

REMUNERATION, NOMINATION AND SUCCESSION COMMITTEE

The governance charter was refreshed and endorsed in February 2018. Board skills are in the process of being reviewed to ensure that the Board have the right skills beyond the current strategy period.

RISK MANAGEMENT COMMITTEE

Annual review of the strategic risks and risk appetite statement undertaken in May 2018 and risk management policy in August 2018.

FINANCE AND AUDIT COMMITTEE

Review of delegations of authority in May 2018.

PRACTICE GOVERNANCE COMMITTEE

Implementation of a practice governance framework to continually improve practice delivery.

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 23 November 2018.

QUALITY, AUDIT AND RISK MANAGEMENT

Our governance approach relies on commitment from the Board and Executive to maintain mature and effective systems, process and practice for risk management, quality assurance, and audit and evaluation. During 2017–2018, we embedded Quality Business Partnering arrangements to significantly improve the capacity and capability of the network of quality practitioners to provide guidance and support for frontline staff.

QUALITY ASSURANCE

Our person-centred approach is based on delivering quality services targeted both to the needs of people and to comply with legislative requirements, service standards and policy obligations. We maintain an integrated approach to quality management where systems and processes are documented and managed (within and across jurisdictions) to give assurance of positive outcomes. We also routinely collect and review information about our business activities and services in order to continuously improve service delivery.

During 2017–2018, we achieved all requirements to maintain or renew accreditation, including 10 third

party reviews in the following States and Territories:

New South Wales

- Five year accreditation for requirements of the Office of the Children’s Guardian under the Statutory Standards for out-of-home care
- Voluntary out-of-home care services reviewed by the Office of the Children’s Guardian

Australian Capital Territory

- Services for people over 65 years successfully reviewed by the Aged Care Quality Agency

Victoria

- Triennial review and full compliance against the Victorian Health and Human Services for Child, Youth and Family Services and the National Standards for Disability Services

Queensland

- Successful mid-term review of the QLD Human Services Quality Framework

South Australia

- Triennial review and full compliance for the National Standards for Mental Health Services

Western Australia

- Aboriginal Driver Training program review by the WA Department of the Attorney General

RISK MANAGEMENT

Our Risk Management Framework aligns to ISO 31000:2018 and sets out actions for strategic and operational risk management across group

and sub-entity structure. During 2017–2018, the Board completed annual reviews for Strategic Risks and the Risk Appetite Statement. The Board and Executive also reiterated the risk management intent to remain vigilant and avoid becoming complacent. As a result, we introduced a risk assurance process to focus on prioritised risk information and ensure the effectiveness of risk mitigation activity. The focus for 2017–2019 is to continue to embed improved risk management framework across all corporate and client services areas.

INCIDENT MANAGEMENT

We define a client event as an incident or situation that causes harm or creates a risk or danger as a result of action or inaction. All Life Without Barriers staff are required to respond, report and manage client incidents in order to keep people safe, meet their duty of care and other legislative and Life Without Barriers policy requirements. In December 2017 we launched the i-Sight system to record and manage a range of events, including:

- Client Incidents
- Health and Safety Incidents
- Complaints and Feedback
- Anonymous Disclosure
- Property and Fleet
- Requests for Records or Information
- Allegations and Investigations.

The strong uptake of i-Sight in early 2018 resulted in greater recording of incidents and other events. Our focus during 2018–19 is to continue uplift and training of staff, and leverage on the enhanced data to analyse

trends to support early warning and good decision making about the wellbeing of people.

INTERNAL AUDITS

A mix of internal audit activities helps to ensure we maintain focus on the quality of our service delivery. During 2017–2018, we continued to build and embed our internal audit approach aligned across the business where possible. Several notable outcomes included the continued rollout of Service Delivery Contract Health Checks, and detailed planning for a clinical audit approach to support the Client Safety and Wellbeing strategy.

POLICY AND PROCEDURE

Our staff rely on information that is accurate and accessible in a timely manner. During 2017–2018, we continued to refine and update a significant repository of policy and procedure information – targeted for various service delivery arrangements across all States and Territories.

LEGISLATIVE FRAMEWORK

During 2017–2018, 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.

SUMMARY FINANCIAL STATEMENTS

For the Year Ended 30 June 2018

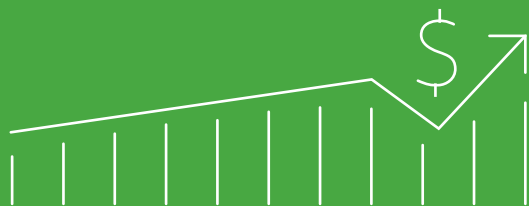
Life Without Barriers

ABN 15 101 252 171

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FINANCIAL SNAPSHOT

STRATEGIC REVENUE GROWTH



Increased revenue for supporting people due to trust and confidence in our services in 2018 by

\$46m (11.2%) to \$461m as a result of our merger with DUO Services in the ACT and from the transferred disability services from the NSW Government.

INVESTMENT INTO IMPROVED SYSTEMS AND SERVICES



In 2018, Life Without Barriers reinvested

1.9% of revenue on major reform projects that strengthen our support for people across the country.

BUSINESS EFFICIENCY



Throughout 2018, Life Without Barriers maintained its focus on maximising funds directly benefiting people we support, with

13% of income utilised on management and business support services.

PRUDENT FINANCIAL STEWARDSHIP



Net assets has increased by

\$0.8m in 2018 reflecting our continued prudent financial management and helping ensure the long-term sustainability of Life Without Barriers and the services it provides to the community.

5-YEAR FINANCIAL SUMMARY

5-YEAR SUMMARY, \$000'S	2017/18	2016/17	2015/16	2014/15	2013/14
Revenue & Expenditure					
Total Revenue & other income	460,634	414,198	403,989	376,010	344,823
Total Expenditure	460,411	413,577	399,144	369,588	337,057
Operating Surplus / (Deficit)	223	621	4,845	6,422	7,766
Assets & Liabilities					
Total Assets	175,444	136,233	130,168	119,733	97,744
Total Liabilities	124,342	85,912	80,693	75,003	59,083
Net Assets	51,102	50,321	49,475	44,730	38,661
Cash flows					
Net cash from operating activities	16,398	3,844	17,712	8,885	13,004
Net cash from investing activities	-6,631	-10,323	-7,746	-9,575	-13,470
Net cash from financing activities	3,149	-3,032	-3,472	-1,077	0
Cash and cash equivalents at 30 June	66,793	53,876	63,387	56,898	58,728

DIRECTORS' REPORT

For the Year Ended 30 June 2018

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 2018.

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)
- G Calvert AO
(February 2012 – current)
- G Innes AM
(May 2014 – current)
- D Dean AM
(February 2016 – current)
- N Walker
(September 2017 – 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 organisations vision for 2020. Through 2018, 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 2018 the collective liability of members was \$400 (2017: \$400).

DIRECTORS' REPORT (CONTINUED)

For the Year Ended 30 June 2018

INFORMATION ON DIRECTORS

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

Terry Lawler AO	Chair of the Board
Qualifications	BCom, FCA, FAICD, FAIM
Other Boards	Chair of Ampcontrol Control Group, Chair of Hunter Water Corporation, Chair of Hunter Water Australia, Chair of PeopleFusion, Board Member of Powerdown Australia, Chair of Family and Youth Therapeutic Services, Chair of DUO, Chair of LWB QLD SBB.
Experience	Extensive experience as a chartered accountant providing business, internal audit, operational and strategic advice.
Special responsibilities	Chair. Member of the Finance and Audit Committee. Member of the Remuneration, Nomination and Succession Committee. Member of the Technology Enablement Committee.

Gillian Calvert AO	Deputy Chair of the Board
Qualifications	MBA, BSW, BA
Other Boards	Deputy Chair, Chair of LWB Disability Services South Limited and Chair of LWB Disability Services Central Limited
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, New South Wales 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
Other Boards	Member of the Board of University of Newcastle. Member of the Board of Museum of Contemporary Art and a committee member on many leading industry groups relating to the environment.
Experience	Extensive experience in business strategy and growth in Australia and overseas. Managing Director/CEO Veolia Australia and New Zealand for 27 years.
Special responsibilities	None.

Anthony Deegan	Director
Qualifications	BCom, LLB
Other Boards	Member of the Board of DUO. Member of the Board of LWB QLD SBB.
Experience	Retired solicitor and former partner at Sparke Helmore. Experience in 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.

Graeme Innes AM	Director
Qualifications	LLB, FAICD
Other Boards	Chair of the Attitude Foundation. Member of the Board of the State Insurance Regulatory Authority of NSW. Member of the Board of The Summer Foundation. Member of the PwC Diversity and Inclusion Board. Member of the Board of DUO. Member of the Board of Joblife.
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, Victoria University 2016, University of NSW in 2017 and Edith Cowan University in 2018.
Special responsibilities	Chair of the Remuneration, Nomination and Succession Committee, Member of the Practice Governance Committee.

Tracey McCosker PSM	Director
Qualifications	BCom, MAICD, MBA
Other Boards	None.
Experience	Extensive senior management experience in the public health sector. Chief Executive of NSW Health Pathology. Tracey McCosker was awarded The Public Service Medal in the Queen's Birthday Honours list 2018.
Special responsibilities	Chair of the Finance and Audit Committee. Member of the Risk Management Committee.

Jan Lowe	Director
Qualifications	BA, DipEd, FUNSIA
Other Boards	Member of the Board of Every Voice Australia. Jan Lowe has served on a range of not-for-profit boards including the University of South Australia, the Community Business Bureau, Spastic Centres of South Australia and CPD Biz.
Experience	Extensive experience in senior Government roles in community services, social justice, higher education and local Government, as well as in founding and overseeing social enterprises. Currently runs JL Consulting, a business that works in organisational change, governance, workplace relations, international disability service relations and delivery of community services.
Special responsibilities	Member of the Remuneration, Nomination and Succession Committee.

DIRECTORS' REPORT (CONTINUED)

For the Year Ended 30 June 2018

Natalie Walker	Director
Qualifications	BA Psychology and LLB
Other Boards	Member of the Board of Evolve Housing. Member of the Board of Telstra Foundation. Chair of Evolve FM. Member of the Board of the National Australia Bank's Indigenous Advisory Board.
Experience	<p>Extensive experience across small business, Government, not for profit and corporate sectors in various management and non-executive roles. Brings deep knowledge and expertise in social enterprise governance, leadership and operations, social policy design, impact investment, and creation of social impact.</p> <p>Natalie Walker founded Supply Nation (formerly AIMSC) helping Australian organisations award more than \$50 million worth of business to Indigenous suppliers. Is the Founder and Managing Director of Inside Policy. In 2018, Natalie was appointed by the Prime Minister to be Australia's representative on the Business Women Leaders' Taskforce for the G20.</p>
Special responsibilities	Member of the Practice Governance Committee.

2. OPERATING RESULTS AND REVIEW OF OPERATIONS FOR THE YEAR

OPERATING RESULTS

The surplus of the Consolidated Group amounted to \$223k (2017: surplus of \$621k).

REVIEW OF OPERATIONS

A review of operations of the Consolidated Group during the financial year shows an 11% increase in revenue from a continued expansion of services. Expenses for the year increased by 11%, 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. This result includes the merger of DUO Services Australia from 1 July 2017 and the delivery of transferred services following the NSW Government's divestment of disability services in February 2018.

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 28 August 2018, Life Without Barriers signed an agreement with the Victorian Government for the provision of disability services. Due to the current uncertainty of the exact date of the transfer of services, an estimate of the financial effect cannot be made at this point in time.

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.

MEETINGS OF DIRECTORS

During the financial year, 11 meetings of directors (including committees of directors) were held. 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 AO	11	9	5	4	–	–	4	4	4	2
A Deegan	11	8	–	–	4	4	4	4	–	–
J Lowe	11	10	–	–	–	–	4	3	–	–
T McCosker	11	11	5	5	4	4	–	–	–	–
G Calvert AO	11	11	–	–	4	4	–	–	–	–
G Innes AM	11	11	–	–	–	–	4	4	–	–
D Dean AM	11	9	–	–	–	–	–	–	–	–
N Walker	9	9	–	–	–	–	–	–	–	–

PRACTICE COMMITTEE

	Number eligible to attend	Number attended
T Lawler AO	–	–
A Deegan	–	–
J Lowe	–	–
T McCosker	–	–
G Calvert AO	5	4
G Innes AM	5	5
D Dean AM	–	–
N Walker	1	1

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 2018 has been received and can be found on page 51 of the financial report.

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

Director:



Director:



Dated 21 September 2018



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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 2018, 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



A J Archer
Partner – Audit & Assurance

Sydney, 21 September 2018

Grant Thornton Audit Pty Ltd ACN 130 913 594
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SUMMARY STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

For the Year Ended 30 June 2018

	NOTE	2018 \$'000	2017 \$'000
Revenue	2	459,169	413,120
Other income	2	1,465	1,078
Total revenue and other income		460,634	414,198
Employee benefits expense – service delivery		(304,412)	(277,292)
Service delivery costs		(34,263)	(27,599)
Employee benefits expense – administration and managerial		(50,154)	(36,158)
Depreciation and amortisation expense		(8,377)	(7,662)
Motor vehicle expenses		(6,984)	(7,731)
Property expenses		(21,597)	(20,278)
Travel and accommodation		(3,540)	(3,506)
Office expenses		(4,029)	(2,811)
Insurance		(10,836)	(11,796)
Recruitment and training		(3,166)	(3,583)
Other expenses		(12,243)	(14,484)
Finance charges		(810)	(677)
Total expenditure		(460,411)	(413,577)
Surplus before income tax		223	621
Income tax expense		-	-
Surplus for the year		223	621
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)
Net fair value movements for available-for-sale financial assets		(113)	227
Other comprehensive income for the year		(113)	225
Total comprehensive income for the year		110	846

SUMMARY STATEMENT OF FINANCIAL POSITION

As at 30 June 2018

	NOTE	2018 \$'000	2017 \$'000
ASSETS			
CURRENT ASSETS			
Cash and cash equivalents		66,793	53,876
Trade and other receivables		29,862	23,273
Other financial assets		19,471	10,501
Other assets		1,706	670
TOTAL CURRENT ASSETS		117,832	88,320
NON-CURRENT ASSETS			
Financial assets		15,161	11,621
Trade and other receivables		2,239	–
Property, plant and equipment		33,314	29,106
Intangible assets		6,898	7,186
TOTAL NON-CURRENT ASSETS		57,612	47,913
TOTAL ASSETS		175,444	136,233
LIABILITIES			
CURRENT LIABILITIES			
Trade and other payables		65,043	51,367
Provisions		26,953	13,717
Financial liabilities		7,803	8,525
TOTAL CURRENT LIABILITIES		99,799	73,609
NON-CURRENT LIABILITIES			
Provisions		6,260	3,486
Financial liabilities		18,283	8,817
TOTAL NON-CURRENT LIABILITIES		24,543	12,303
TOTAL LIABILITIES		124,342	85,912
NET ASSETS		51,102	50,321
FUNDS			
Special Purpose Funds – Aboriginal & Torres Strait Islands Children's Foundation	4	1,499	3,230
Reserves		7,529	7,860
Accumulated Funds	3	42,074	39,231
TOTAL FUNDS		51,102	50,321

SUMMARY STATEMENT OF CASH FLOWS

For the Year Ended 30 June 2018

	2018 \$'000	2017 \$'000
CASH FLOWS FROM OPERATING ACTIVITIES:		
Receipts from government grants and other income	466,388	432,343
Receipt from other organisations	18,306	12,338
Payments to suppliers and employees	(469,970)	(442,670)
Interest received	1,674	1,833
Net cash provided by operating activities	16,398	3,844
CASH FLOWS FROM INVESTING ACTIVITIES:		
Proceeds from sale of property, plant and equipment	2,634	383
Purchase of property, plant and equipment	(8,044)	(1,904)
Purchase of intangible assets	(1,732)	(488)
Proceeds from business acquisitions	13,200	–
Proceeds from sale of other financial assets	4,801	2,824
Purchase of other financial assets	(17,490)	(11,138)
Net cash used by investing activities	(6,631)	(10,323)
CASH FLOWS FROM FINANCING ACTIVITIES:		
Proceeds of borrowings	7,700	1,580
Repayment of borrowings	(4,551)	(4,612)
Net cash provided by/(used by) financing activities	3,149	(3,032)
Net increase/(decrease) in cash and cash equivalents held	12,916	(9,511)
Cash and cash equivalents at beginning of year	53,876	63,387
Effect of foreign currency rate changes on cash and cash equivalents	1	–
Cash and cash equivalents at end of financial year	66,793	53,876

NOTES TO THE SUMMARY FINANCIAL STATEMENTS

For the Year Ended 30 June 2018

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 2018 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 accrual 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.

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.

NOTES TO THE SUMMARY FINANCIAL STATEMENTS (CONTINUED)

For the Year Ended 30 June 2018

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.

2 REVENUE AND OTHER INCOME

	2018 \$'000	2017 \$'000
Revenue		
• State/Federal government grants	442,610	401,859
• Other organisations	14,161	8,855
• Interest received	1,674	1,833
• Dividends received	724	573
Total revenue	459,169	413,120
Other Income		
Gain (loss) on disposal of investment	(78)	62
Gain/(loss) on disposal of property, plant and equipment	65	(132)
Charitable income and fundraising	84	87
Insurance recoveries	27	48
Other	1,367	1,013
Total other income	1,465	1,078
Total revenue and other income	460,634	414,198

3 ACCUMULATED FUNDS

	2018 \$'000	2017 \$'000
Accumulated surplus at the beginning of the financial year	39,231	37,682
Total surplus for the year	223	621
Transfers to reserves	2,620	928
Accumulated surplus at the end of the financial year	42,074	39,231

4 SPECIAL PURPOSE FUNDS

	LWB ABORIGINAL & TORRES STRAIT ISLANDS CHILDREN'S FOUNDATION \$'000	TOTAL \$'000
Year ended 30 June 2017		
Balance at the beginning of the year	3,206	3,206
Transfer to/(from) Special Purpose Funds	24	24
Balance at the end of the year	3,230	3,230
Year ended 30 June 2018		
Balance at the beginning of the year	3,230	3,230
Transfer to Special Purpose Funds	(1,731)	(1,731)
Balance at the end of the year	1,499	1,499

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 NT. 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.

NOTES TO THE SUMMARY FINANCIAL STATEMENTS (CONTINUED)

For the Year Ended 30 June 2018

5 CHARITABLE FUNDRAISING ACT 1991 DISCLOSURES

	2018 \$'000	2017 \$'000
Gross aggregate income received from fundraising:		
Donations and Gifts – monetary & non-monetary	84	87
Sales of Goods	–	–
	84	87
Direct expenditure associated with fundraising appeals	(1)	(5)
Net Surplus/(Deficit) from fundraising appeals	83	82
The net surplus from fundraising appeals was applied in the following manner:		
Existing client programs	83	82
	83	82

	RATE 2018 %	RATE 2017 %	TOTAL COST OF FUNDRAISING APPEALS 2018 \$'000'S	GROSS INCOME FROM FUNDRAISING 2018 \$'000'S	TOTAL COST OF FUNDRAISING APPEALS 2017 \$'000'S	GROSS INCOME FROM FUNDRAISING 2017 \$'000'S
Comparison of monetary figures & percentages						
Total cost of fundraising appeals/Gross proceeds from fundraising appeals	1.19	5.75	1	84	5	87

SUMMARY STATEMENT OF SURPLUS OR DEFICIT AND OTHER COMPREHENSIVE INCOME

Total Revenue for the year increased by 11% to \$460.6 million. The service sectors where the majority of this growth occurred were:

- Disability Services (increase over FY2017 of \$35.2 million being 21.7%) – positively impacted by the transition in February 2018 of 57 group homes and 9 respite houses for people with significant intellectual and other disabilities
- Family Support & Out-Of-Home Care (increase over FY2017 of \$4.3 million being 2.3%) – the direct income base has remained flat year on year with a small increase in revenue through CPI adjustments.

across South East Sydney, Central Coast and Nepean Blue Mountains as part of the NSW Government's Disability Divestment initiative together with the merger in July 2017 with Canberra-based DUO Services Australia one of the ACT's leading not-for-profit disability service providers.

As in prior years, revenue continues to be predominantly sourced from State and Federal Government bodies with 95% 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 departments. 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 \$223k, a decrease of \$398k over the previous year. The 2018 result incorporated the following key changes to 2017:

- 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:

Cash balances have increased predominantly due to proceeds from business acquisitions of \$13,200k. Financial assets have increased due to funds invested relating to the LWB Qld Social Benefit Bond of \$5,965k.

Trade Debtors and grants receivable were \$8.8 million higher at the end of 2018. The balance has increased due to a shift in Life Without Barriers' funding model from Grant funding received in advance to service payment in arrears. This has been driven by the transition of a significant number of clients to the NDIS.

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 incident management, learning and development and rostering and attendance systems.

Liabilities have increased by \$38.9 million in total with the increase being predominantly in the following categories:

Grant funding liabilities have increased by \$4.5 million driven by an increase in unspent funding relate primarily to Queensland whose total increase is \$3.9 million with the majority of the increase attributable to their Home and Community Care program (\$3.3 million). Sundry liabilities have increased which included the impact of acquired new business operations.

Employee liabilities have increased by \$16 million and were largely acquired through the NSW Government's Disability Divestment initiative together with the merger with DUO Services Australia. There was also increases in employee liabilities due

to increases in 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 reduced during the year following the purchase of two properties in Alice Springs to be used for housing clients. 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 inflow of \$12.9 million for the year ended 30 June 2018. Cash from operating activities was an inflow of \$16.4 million, a net positive result for the year. Investing activities accounted for a net outflow of \$6.6 million. This was predominantly due to payments of other financial assets (\$17.5 million), representing the investment in term deposits.

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: 21 September 2018

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 2018 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 2018 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 2018; 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: 21 September 2018



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Independent Auditor's Report

To the Members of Life Without Barriers

Report on the audit of the summary financial report

Opinion

We have audited the accompanying summary financial report of Life Without Barriers (the "Registered Entity") and its subsidiaries ("the Group"), which comprises the summary consolidated statement of financial position as at 30 June 2018, and the summary consolidated statement of comprehensive income, summary consolidated statement of changes in equity and summary consolidated statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies and the Directors' declaration. The summary financial report does not contain all the disclosures required by the 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 2018, is consistent in all material respects with the full audited financial report on the basis described in Note 1.

Responsibilities 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, and for 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.

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

The Directors are responsible for overseeing the Registered Entity's financial reporting process.

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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 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, 21 September 2018

Our heartfelt thanks to all our wonderful partners, collaborators, carers, staff and the people who choose us to provide their services.

WE ARE PROUD TO PARTNER WITH YOU.



Partnering
in action



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