

ANNUAL REPORT 2016



WE
LIFE WITHOUT BARRIERS
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OUR PURPOSE

To partner with people to change lives for the better

WE BELIEVE

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

OUR VALUES

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



WE BUILD RELATIONSHIPS

We are people people. Relationships come first. Listening helps us understand.



WE ARE IMAGINATIVE

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



WE ARE RESPECTFUL

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

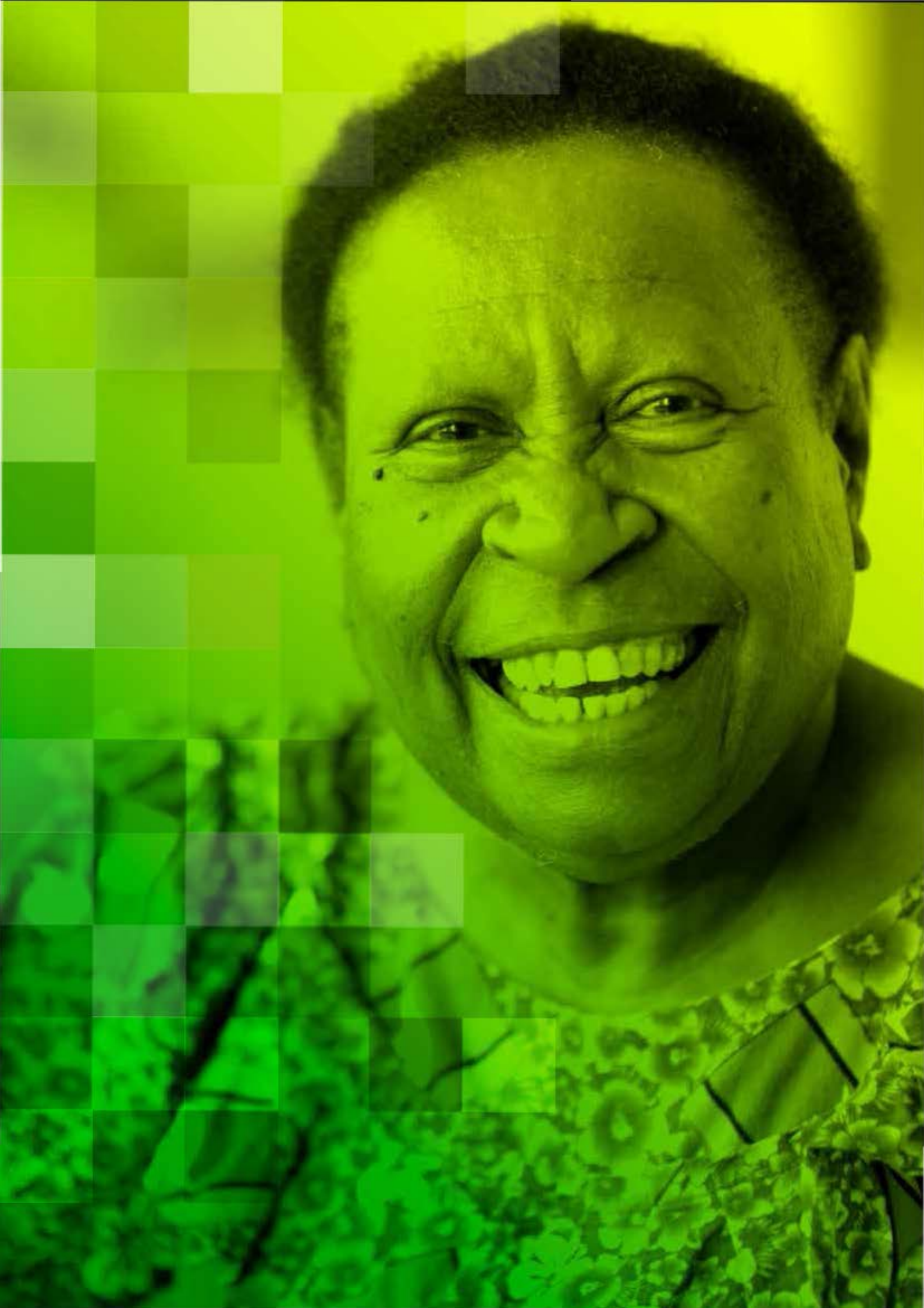


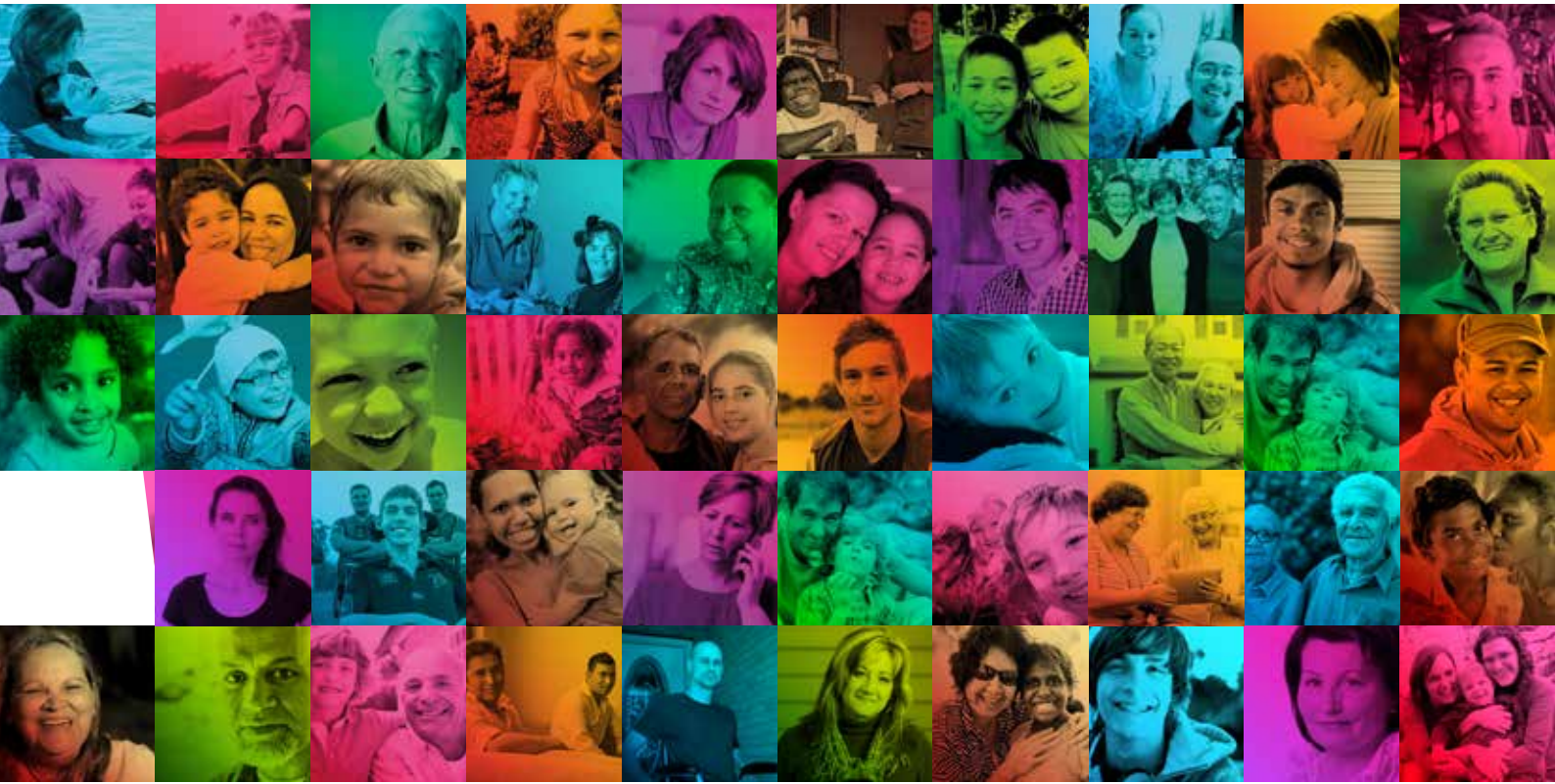
WE ACKNOWLEDGE

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 both past and present.



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





OUR VISION

Our name describes our vision, to remove the barriers and obstacles so people can live their life without barriers.

Life Without Barriers (LWB) is a social purpose organisation working with people in more than 300 communities across Australia. The concept of Life Without Barriers was first discussed by a group of Newcastle business people in 1992 as a way for people with disability to make the decisions affecting their lives. Over the next 25 years, we went on to create the same 'barrier-free' models for Out of Home Care, aged care, people living with mental health issues and addictions, the homeless, and young people caught up in the youth justice system.



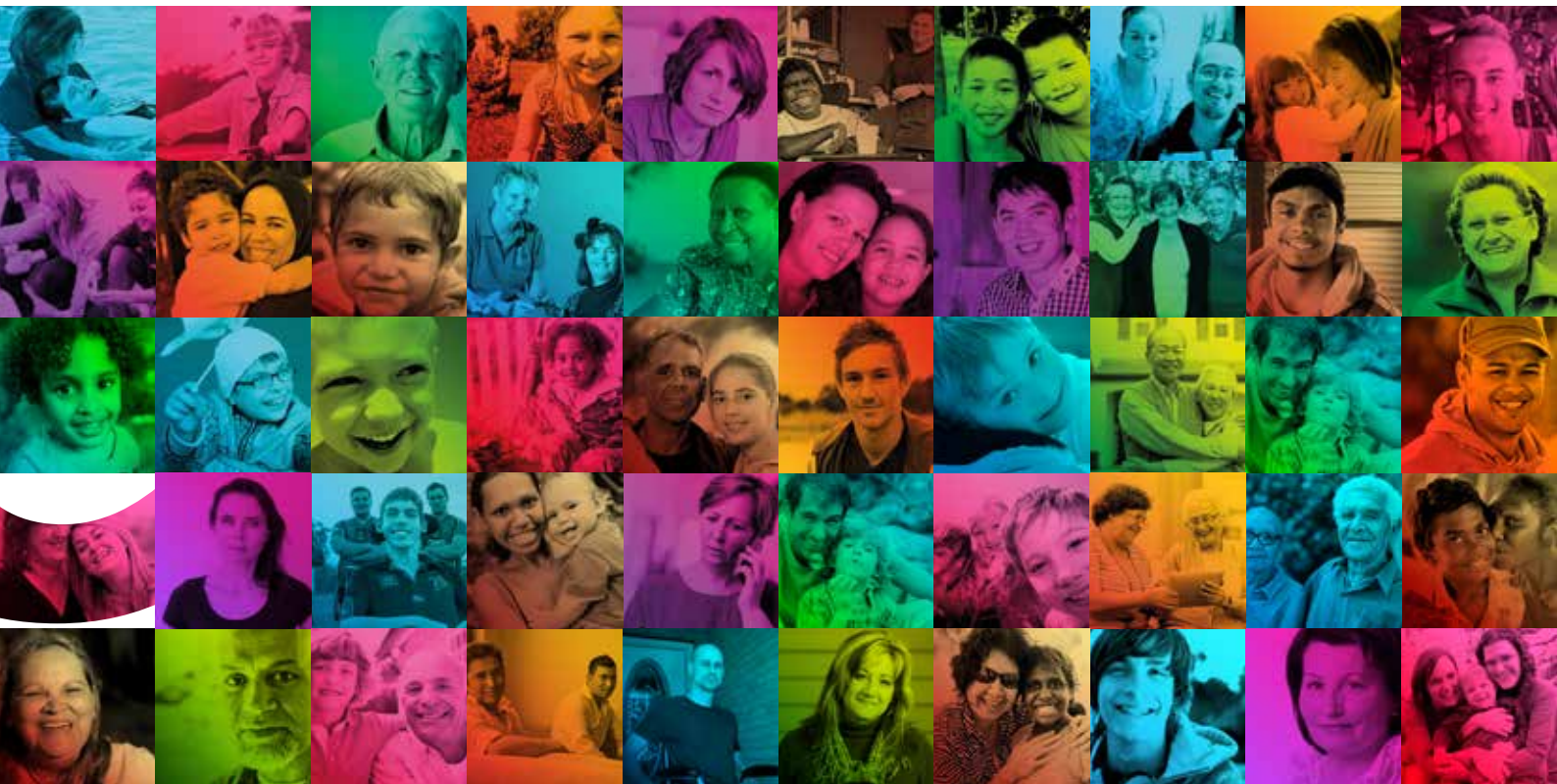
WE PARTNER

We 'work with' people as opposed to 'do things for' people. We are always mindful to respect that individuals govern their own lives.

We partner with people with disability; children, youth and families; older people; Aboriginal and Torres Strait Islander people; refugees, asylum seekers and people from culturally diverse backgrounds; and others who are vulnerable to social exclusion (including isolation, socio-economic disadvantage, mental health, and homelessness).

We partner with the families, carers and communities who support them.

We partner with government, private companies and other social purpose organisations to improve the lives of others.



A GLIMPSE

This annual report can only be a brief summary of the activities of the past 12 months. Every page and action reflects only a small number of the individuals whom we support and partner with every day, but we hope it provides enough of an overview for you, our communities, our funders and people interested in seeking the services of LWB, to gain an insight into how we can support people across Australia.



A CELEBRATION

Our 2016 Annual Report is in many ways a celebration of the successes of our people – our clients, our volunteers and our staff, as they are the Life Without Barriers story.

YEAR IN REVIEW

SNAPSHOT OF HIGHLIGHTS



12,254

clients as at 30 June 2016

All clients supported
14,335



300+

locations across Australia



Caring homes for

2,761

children and young people

Supporting
2,109
people with
disability

BACK ON TRACK

youth justice program started in Tasmania

Launched
LIVE LIFE, LIVE WELL

aged care activities for 1,707 clients



Extended our partnership agreement with People's Choice Credit Union, SA



Won Excellence in Cultural and Social Access Award 2016 Victorian Disability Awards

LEAD AGENT FOR PARTNERS IN RECOVERY PROGRAM IN SA

Invested in infrastructure – 2020 and beyond



Celebrated 10 years of supporting people in the NT

LWB foster and kinship carers named WA Carers of the Year



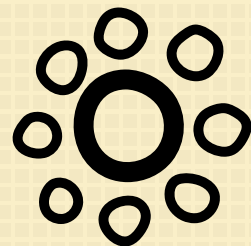
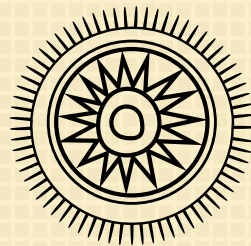
4,162 staff
UP 5%



Supported

5,002

refugees and asylum seekers



STRETCH RECONCILIATION ACTION PLAN

NEXT  STEP
AFTER CARE

500TH

person in Next Step After Care



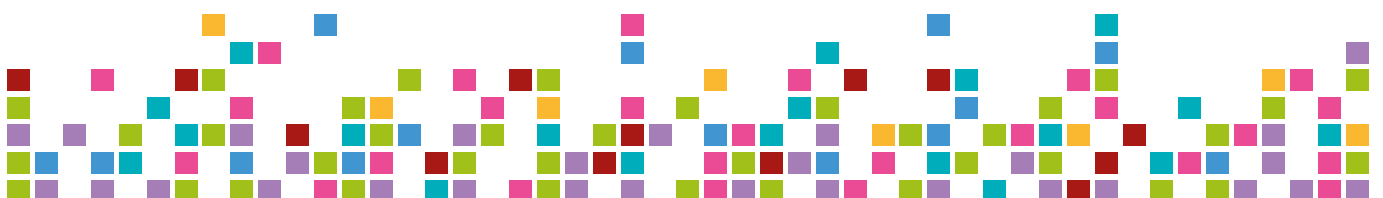
Went LIVE with NDIS in the Hunter, our foundation site

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WHO WE ARE

We are a social purpose organisation working in more than 300 communities across Australia. Our services currently support 12,000 (and over 14,000 over the past 12 months) people living in their own homes or in residential houses that we manage.

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

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

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

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

We work with individuals, their carers and others in the community to ensure the best care and support are developed for each individual's needs.

This includes working in partnership with the community, Elders, government and private sector to improve the lives of the people we support.

OUR PURPOSE

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

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

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

WHAT WE DO

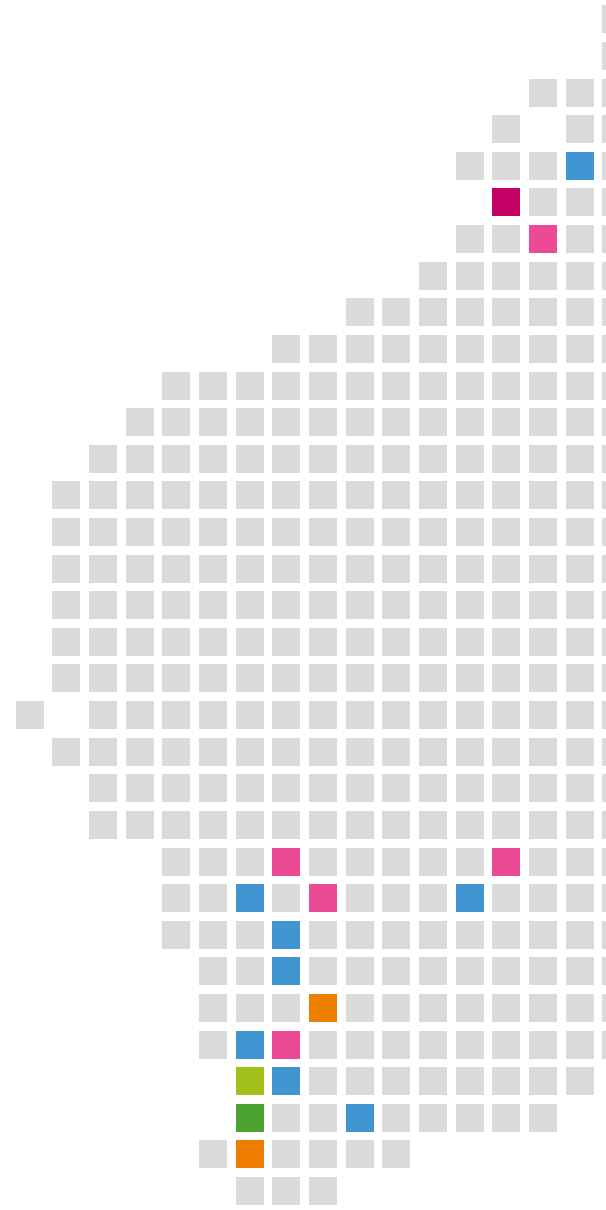
Our services and programs include:

- caring for children, young people and working with families
- supporting people with disability
- caring for older people
- supporting Aboriginal and Torres Strait Islander people
- supporting people with mental health issues
- counselling for people affected by alcohol and other drugs
- helping the homeless
- supporting refugees and asylum seekers.

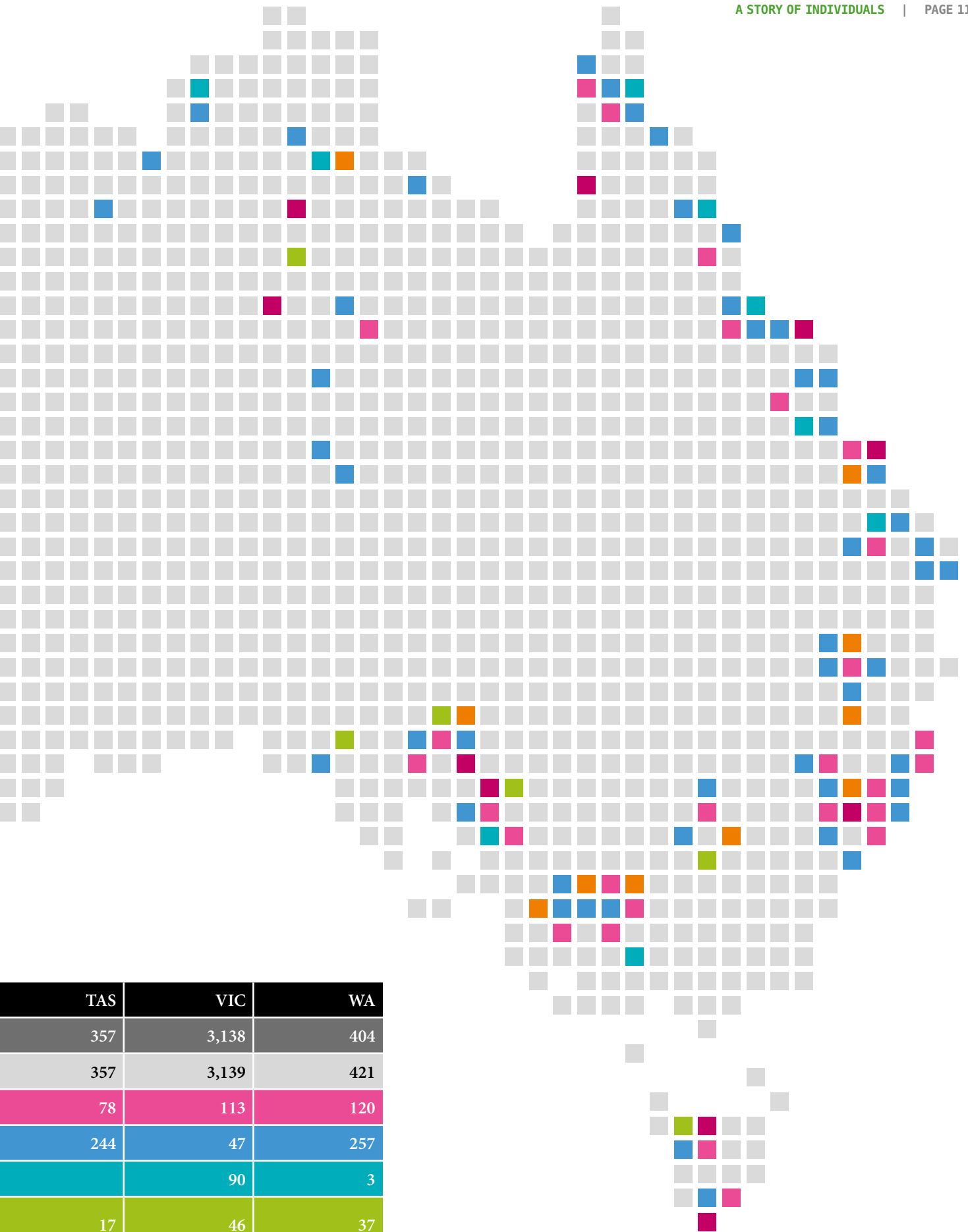
	2012	2013	2014	2015	2016
client numbers	4,948	5,298	6,254	11,591	12,254
employees	2,653	3,582	3,899	3,961	4,162
volunteers	2,197	2,451	2,381	2,574	2599
\$annual turnover	290 million	310 million	345 million	372 million	400 million



LOCATIONS



	TOTAL	NSW/ACT	NT	QLD	SA
CLIENT NUMBERS	12,254	4,327	501	2,486	1,041
Total services provided	12,308	4,357	501	2,492	1,041
CHILD, YOUTH AND FAMILIES	2,761	1,233	93	1,040	84
DISABILITY	2,109	1,128	98	271	64
COMMUNITY AGED CARE	1,706	58	285	1,111	159
MENTAL HEALTH, AND ALCOHOL AND OTHER DRUGS	649	11		64	474
REFUGEES AND ASYLUM SEEKERS	5,002	1,927	25		204
YOUTH JUSTICE	21			2	
HOMELESSNESS	60			4	56



TAS	VIC	WA
357	3,138	404
357	3,139	421
78	113	120
244	47	257
	90	3
17	46	37
	2,843	3
18		1



CHAIR'S OVERVIEW

Next year it will be 25 years since the concept that became Life Without Barriers was first discussed. As one of the people involved in those discussions I am at times overawed at how the reality today is far beyond our initial vision.

Change is a constant in all industries, but few have experienced the major policy and practice changes that we are experiencing. The four-year roll out of National Disability Insurance Scheme or NDIS began this year, and in February 2017 we will see the final stage of the Aged Care Reform get underway.

As a relatively young organisation in the social service industry, we are comfortable with change as we've needed to be agile and innovative since day one in order to establish our services and expand to meet community demands. Yet we, like many others, have paused to review our systems and processes over the past 12 months in order to ready ourselves for our next major transformation to not just meet the new social service environment but to ensure we are fit-for-purpose for 2020 and beyond.

As a social purpose organisation we believe it is extremely important that we are financially sustainable. We cannot support clients and communities if we are unable to meet our obligations and confidently plan for the future. This sometimes requires the courage to invest in growth, which we did this year. We have invested in order to undertake an intensive review of the organisation, expand services in areas and programs with high demand, and building work is already underway

on new purpose-built properties to accommodate new clients in the next financial year.

INCREASING DEMAND

Most people never come in contact with organisations like Life Without Barriers, as they have good health, steady relationships with family and loved ones, ongoing employment, and a safe and comfortable place to live.

However, for people born with disability or who acquire a disability at some point in their life, people living with mental illness, people who become homeless, or who've been affected by addiction or violence, the support Life Without Barriers provides is vital.

Across all age groups almost 1 in 5 people living in Australia have a disability. That's over 4.3 million people. Just over 2 million people with disability are of working age and we are actively seeking to increase employment opportunities through our organisation.

In addition, we are seeking to retain staff as they get older, knowing the value experienced workers bring to clients, teams and to the culture of the organisation. Like many in our industry, we are very aware that the mature adults we seek to employ and retain are also part of a growing cohort of Australian's living healthy and well into later life.

Life Without Barriers is a provider of Out of Home Care programs for children and young people and relies on the compassion and generosity of more than 2,500 volunteer foster carers across the country. We are continuing to find ways to increase the skills of our foster carers and the staff that support them, in order to ensure each child is safe, cared for and has the resources to support them into adulthood, and where possible reunite them with their families. We are extremely grateful to the many partners that share our goals and have worked with us during the past year in our Out of Home Care programs.

We are also extremely grateful to the Commonwealth, State and Territory, and Local Government agencies and departments that fund our services and programs. We are expanding our supplementary opportunities as we move into a customer-driven environment, but we would not be able to support the vast number of people who rely on our support if it weren't for the grants and contracts we've been awarded.

I would also like to acknowledge Mr Bob Ferris who retired from our Board in May this year. Bob was not only our longest serving Board member, but he was one of the founders of Life Without Barriers. His ongoing commitment and support to that vision has been valued by all. We also welcomed

Mr Doug Dean AM to the Board this year. Doug is well-known throughout the business community as the Chief Executive Officer and Managing Director of Veolia Australia and New Zealand.

My sincere thanks to my colleagues on the Board, our Executive Team led by our Chief Executive Claire Robbs, and our volunteers and staff. Your skills and commitment are the life force of our organisation and reason why we are able to support thousands of individuals each day.



Terry Lawler
Chair
Life Without Barriers

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CHIEF EXECUTIVE'S YEAR IN REVIEW

My Year in Review is a summary of our activities between 1 July 2015 and 30 June 2016 and offers an overview of our client-focused programs, experiences, and activities.

At Life Without Barriers we pride ourselves on being *people* people. This year's annual report provides only a snapshot of what has been an incredible year, one that has seen the thousands of people we support identify and reach their personal goals. Naturally we can't include everyone's story here, but we hope those we have shared provide an understanding of the day-to-day achievements we witness and support.

Our model of care is based on understanding people's goals, and then using initiative to support these. Our business model is the same. We set the goal, and then as an organisational team use initiative, professional expertise, and partnerships to realise them and ideally, exceed these goals.

Hearing the voice of individuals and supporting each person's unique goals is the recurrent theme of our 2016 Annual Report, and is at the heart of everything we do. But we don't manage this alone. We have consciously sought out community partnerships and have forged relationships with other organisations, agencies and businesses who share our values, and I would like to thank our volunteers and partners for their ongoing support over the past 12 months.

I also wish to share our recently released vision for Life Without Barriers.

Our Vision 2020 is rolling out across our organisation over the next few months, and will direct our planning, our decision making and our work for the next few years.

Our Vision 2020 is a guiding document. It articulates our future state, but it doesn't provide a step-by-step strategy for achieving this. That's not the LWB way.

FUTURE LWB – OUR VISION FOR 2020

Getting to your destination starts with knowing where you're going.

In setting our vision for 2020, we seek to build on our current skills, knowledge and commitment to support people, creating an organisation that meets the needs of our people, but is also agile and innovative so that it will support people in a society yet to be defined.

Choosing a partner is easier if you know their goals and plans for achieving these. We want people to partner with us as their service provider, community colleague or business ally.

I hope you enjoy reading this report and I encourage you to visit our website regularly, to discover how we might be able to support you or someone you care about.



Claire Robbs
Chief Executive
Life Without Barriers

FUTURE LWB OUR VISION FOR 2020

WE
LIFE WITHOUT BARRIERS
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OUR PURPOSE To partner with people and change lives for the better

BY 2020 WE ARE:

- A leading social-purpose organisation
- Agile and innovative
- Constantly challenging ourselves
- One unified team, values-driven and diverse



Together we transform lives. We help people participate in society and live life to the fullest. And that makes a stronger, more resilient and more connected society.

AND FAMILIES



Over the past 12 months our teams have been expanding their skills associated with supporting children and young people in Out of Home Care, and carers, parents and families.

LWB operates several programs within the Child, Youth and Families portfolio including home-based foster care, residential care, transition support and aftercare, mentoring and family contact as part of our Out of Home Care programs. Other family-centred services include Early Learning centres, Multisystemic Therapy and Domestic Violence counselling services.

MYLAUNCHPAD

MyLaunchPad, which started in Tasmania in early 2016, finds pathways to move children from residential care back home, in with other family members or into home-based foster care by providing therapeutic support for individual children or siblings. The idea for MyLaunchPad came from a group of four siblings recovering from complex trauma. They were no longer living with their parents and were being supported by our team in Tasmania.

Several children have gone through the program since its start and been reunified with parents, other family, or are settled into foster care.

Siblings Nathan* and Natalie* are supported by a small handful of carers with whom they have a genuine and caring relationship. Their older siblings, Kelly* and Liam*, no longer require the MyLaunchPad program and are now in long-term foster care with an LWB foster care family.

Our LWB staff and carers coordinate so the children can have weekly get-togethers, and work to help the children reconnect with their father.

CLIENTS IN CHILD, YOUTH AND FAMILIES SERVICES

NSW/ACT	1,233
NT	93
QLD	1,040
SA	84
TAS	78
VIC	113
WA	120
NATIONAL TOTAL	2,761

This safety and stability allows the children to recover from their complex trauma and reconcile family dynamic and current situation.

*Not their real names



Our YAP Advocates joined staff in a Finding Family workshop

CHILD, YOUTH AND FAMILIES

DEVELOPING CARER SKILLS

In April 2016, we held a two-day **Case Managers' Conference** in Sydney, New South Wales, for our teams working in Out of Home Care. More than 200 staff from across NSW heard from and spoke with leaders in child, youth and family practice, including parents of children in care and foster carers supporting children and young people.

Kevin Campbell is the international founder of the Centre for Family Finding and Youth Connectedness and developer of the Family Finding model. He was in Australia at the time explaining techniques for finding relatives and other supportive adults, estranged from or unknown to the child, who could become permanent connections for these children and young people. Without these connections, children in Out of Home Care can find their years as young adults difficult.

This year saw the start of a new program in Queensland and New South Wales in partnership with Edmund Rice Education Australia (EREA) to look at better educational support for young people in Out of Home Care. **Education consultants**

were employed to work with all adults in a young person's network, to ensure a consistent approach and supportive plan underpins their education.

The 'network' includes government departments, school principals and teaching staff, our managers and care teams, and foster parents and birth families. The outcomes have been outstanding with attendance and academic progress rising dramatically. Said one young person, "I was a mess and this has helped me to see what I can achieve and I have built so much self-confidence."

During the year we held Therapeutic Parenting training for 21 foster carers. This weekend program is an approved modified version of a 20-week Redbank delivered in conjunction with the Western Sydney Local Health District and Family and Community Services in New South Wales.

Funding was secured in 2016 to train local teachers and teachers-aide staff in how to have effective conversations about **domestic and family violence**. This project is being delivered in partnership with Hopevale State School, LWB and SNAICCs 'Through Black Eyes' workshops in Cooktown, Queensland.





ROB HERBERT

Foster Carer with Life Without Barriers in Newcastle.

My wife Robyn and I have been foster carers for over 25 years and have been able to help more than 35 children.

When our youngest child was 10 years old we registered as foster carers and took courses so we would be able to support children with intensive behavioural needs who needed additional support.

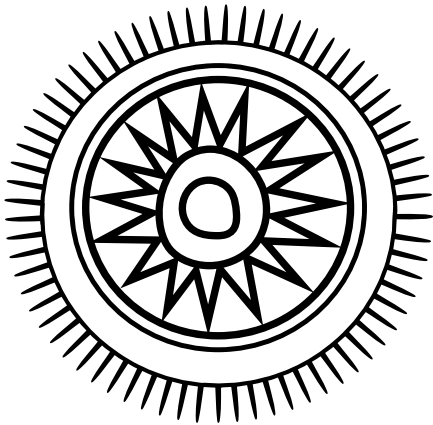
Being a foster carer is demanding but very rewarding. You can't do it alone. We immersed ourselves in all the training and support from Life Without Barriers and we keep our own local support networks strong – and always take short break or respite when it is offered, even if we didn't think we needed it at the time.

People say we make good foster carers because we are patient, versatile and non-judgemental, so the children and young people who come to us feel safe and learn to build trust.

We also work hard to keep the children's birth families involved and make sure they are a key part of their lives.

Rob Herbert is also one of the founding members of the National Carer Consultation Group (NCCG), which was established in 2008 and is currently the Chairperson for the group. The NCCG is LWBs foster carer panel, representing the views of the wider Life Without Barriers Foster Carer community.

CHILD, YOUTH AND FAMILIES



SUPPORTING PARENTS

In June 2016, our **GITTABA, or Stronger Families Camp**, in Queensland helped Aboriginal parents re-connect with their children in Out of Home Care. For one father and his 14 year-old son, the camp provided a culturally-safe place for them to work on their relationship and spend uninterrupted time together for the first time in 10 years. Father and son developed confidence in their relationship and benefitted from the cultural experience provided by local elder Uncle Boomi Hegarty.

We have continued our work as a member of **FISH or Family Inclusion Strategies in the Hunter**, in New South Wales, and together with the birth families and other agencies, saw the launch of a dedicated website in May 2016 created by the group. The site (www.finclusionh.org) is for parents with children in care or at risk of entering care to provide information, resources and contact points. FISH is a collaboration between LWB and other agencies and parents.

Towards the end of 2015, LWB was appointed to deliver **HIPPY, the Home Interaction Program for Parents and Youngsters**, in Melbourne, Victoria and Deception Bay, Queensland. HIPPY is a free home-based early learning and parenting program. Parents with children aged 4-5 years of age can enrol in this two-year program that supports early learning and school-

readiness. Both centres opened in early 2016 and are working with more than 25 families. Additional funding was secured in the Whittlesea program providing a six-week Tuning into Kids parenting course for eight HIPPY families.

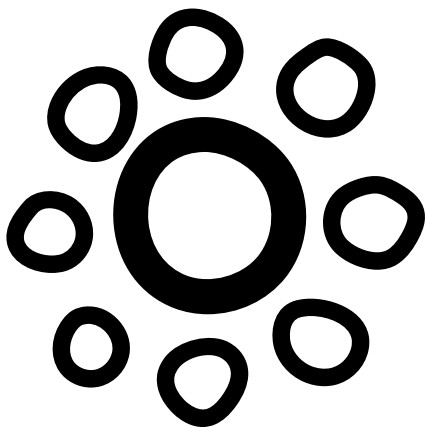
PREPARING TO LEAVE CARE

In the past year, LWB has supported 11 children in Victoria to smoothly transition out of residential care into stable home-based care through Targeted Care Packages.

Targeted Care Packages are a new Victorian Government reform to ensure children and young people receive the care they need in an innovative, flexible and client-centred way. Each child or young person's individualised plan ensures they are healthy, safe and happy.

Fourteen year-old Oliver* has a mild disability and behavioural issues. He was living in respite care because his mum was unable to care for him. In collaboration with Oliver and his family, LWB developed a Targeted Care Package to ensure his smooth pathway out of care. His package is designed just for him, and includes everything he needs for his disability, provides safe and secure accommodation and connects him with a diverse, hand-picked team of people to give him additional support. Oliver is now out of respite care, living with his older sister and going to school every day.

*Not his real name





Members of the Family Inclusion Strategies in the Hunter program



Stella with Peter at Lajamanu Child Care centre. Participants on the Abecedarian Approach program

LWB has now been successfully running **YAP, the Youth Advocate Program**, through our residential care service in Western Sydney for over 18 months. We've helped 40 young people make connections with supportive adults, to help them prepare to transition from Out of Home Care and into post-care life more effectively. The program uses trained Advocates who are matched carefully with each young person, to work intensively with individuals for up to six months. Results are showing increased stability for the young person, reconnection with families, active seeking of employment, completion of high school, establishment of new support networks and reduction in offending behaviour. One young man said: "It's awesome that this has helped my mum and I get back together again."

REACH was another new project created in partnership between LWB and Western Sydney University to help make the goal of a university qualification an aspiration of young people aged from 15-17 years old living in Out of Home Care. REACH not only targets young people but includes case workers and foster carers to support educational pathways.

In April 2016, the first 13 young people graduated from the first roll out of the program. Our thanks to IT company CSA for donating tablets to each graduate. One young man said: "I want to get an apprenticeship as a brick-layer. This helped to see how maths is relevant to that. I'm going to turn up to classes now."

In celebrating the first anniversary of **Next Step After Care** on 16 March 2016, we also recognised our 500th customer who has been supported to build an independent life since leaving Out of Home Care, and cemented the service as a vital part of the Queensland landscape.

The service has been a success largely because it was co-designed with young people to ensure the services we were offering, the messaging, the look and feel and the distribution method of Next Step, were all in line with what they were looking for.

In South Australia, our LWB Art Therapist led seven young people, about to **transition from care**, in a creative exploration of identity in June 2016. The 'Puzzle Pieces of Life' workshop saw each young person design and paint a puzzle piece which later became a part of a completed puzzle.

This symbolic activity helped each person express their identity, strengths and resilience, and to share some of the hardships they've overcome. The young people said in joining the pieces of the puzzle they saw what they had in common and how they had become stronger and more able to manage things in their lives – and see there is a place for each individual within the 'puzzle'.

CHILD, YOUTH AND FAMILIES

CHILDREN AND RESIDENTIAL EXPERIENCES (CARE)

Starting in NSW in early 2016, the Children and Residential Experiences (CARE) model is being rolled out across LWB. The model – a world-leading, evidence-based program developed by researchers at Cornell University – engages staff at all levels of the organisation, providing intensive training for creating an environment that improves outcomes and wellbeing for children and young people in care. The training focuses on the following six principles, drawn from research into childhood development that shows that kids do better when the care environment is:

1. Developmentally Focused
2. Family involved
3. Relationship based
4. Competence centred
5. Trauma informed
6. Ecologically oriented

CARE training has now been completed across NSW, with implementation activities to reach upwards of 70 young people in residential care sites across the state continuing.

LWBS EVIDENCE BASED PROGRAMS

Abecedarian Approach:

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

Children and Residential Experiences or CARE:

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

Cognitive Self-Change:

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

Multisystemic Therapy or MST:

An intensive, gold standard evidence-based program for at-risk youth, their families and communities. LWB are the MST Network Partners for Australia and New Zealand and have supported hundreds of families

Multisystemic Therapy – Child Abuse and Neglect or MST-CAN

An adaption of the MST model that focuses on helping young people and their families cope with child abuse and neglect.

Parents Under Pressure

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

Therapeutic Crisis Intervention:

A crisis management protocol developed by Cornell University for residential child care facilities that provides a protocol for crisis prevention and intervention.

Youth Advocate Program or YAP:

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



JUSTICE



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

In January 2016, we started a new program in Tasmania to provide intensive support to young people on their first probation order. LWB is the first organisation to run this program in this state.

Called **Back on Track**, 20 young people have joined the program since we started and are already experiencing positive outcomes. Several have found work, others have enrolled in vocational education, and others have strengthened existing skills.

The program is a psychosocial rehabilitation-based model, but is unique in offering a cognitive behavioural therapy group-aspect called 'Cognitive Self-Change'.

Jemma*, was one of the first to join **Back on Track** and says that, "attending these group sessions has shown me that I'm not a no-hoper and that right decisions can get me somewhere. I've completed a vocational training course, become a trained Wildlife Rescuer and got my P-Plates; and I'm continuing to set and meet goals that keep me on track."

*not her real name

LWB has been the Australasian licence holder for **Multisystemic Therapy** or MST since 2009 but this year we also became a deliverer of this internationally recognised program for young offenders. Our first program is being funded by jointly funded by the Youth Justice Board (Department of Corrections) and Lotterywest in Western Australia, and became fully-functional in July 2016. We expect to be working with more than 80 young people and their families by the end of the year. MST builds up the skills and confidence of the family to empower them to bring

CLIENTS IN YOUTH JUSTICE PROGRAMS	
NSW/ACT	11
QLD	2
TAS	18
WA	1
NATIONAL TOTAL	32

about positive changes in the young person's behaviour.

In January 2016, we restructured our activities in New Zealand, withdrawing from the Out of Home Care program but maintaining our MST team that supports the MST program providers.

For details on the MST program, visit www.lwb.org.au

Having a drivers licence can be the difference between employment and unemployment in remote areas like the Kimberley and Goldfields in Western Australia. So we have been working with communities through our **Aboriginal Driver Training Program** to help people get a licence and make a fresh start.

This year, the staff at Kalgoorlie Consolidated Gold Mines donated their annual safety bonuses which paid for 58 young people to get their drivers' licence and clear back fines.

In Broome in the far north west, 230 people learnt to drive safely and responsibly, and received their licence. This program, now in its third year, was created to divert Aboriginal people away from the criminal justice system and help boost job readiness. It is funded by Royalties for Regions with the \$5.5 million invested in the program administered by the Department of the Attorney General.



Life Without Barriers originally formed to support people with disability. We now work with over 2,000 people across Australia in private homes, residential accommodation and community-based day programs.

In the past 12 months we have been working with people both within and outside of the pilot sites for the National Disability Insurance Scheme (NDIS).

As part of our NDIS readiness activities, we've hosted community information sessions, pre-planning sessions with people with disability and those close to them, and staff development sessions. We have employed various ways of engaging with communities, through radio, television and print media. Through raising awareness we hope to empower people with information and improve access to NDIS individually-tailored supports.

We have learnt a lot from our experiences in the NDIS trial sites and have worked hard to change the way we think about service design and customer engagement. At LWB we value our relationships with our clients, and we recognise the need to include our clients in our service redesign. We have focussed

on increasing the involvement of our clients in designing their own supports and also through a co-design approach in helping us continuously improve the way we do business.

DISABILITY SERVICES ADVISORY COUNCIL (DSAC)

DSAC is our national advisory body that provides advice, guidance and overview of our disability service programs. The Council is comprised of LWB clients with disability and as a group, represent all states and the Northern Territory.

This year, DSAC worked with staff on several projects including developing information in accessible formats for clients using disability services; and recruitment planning, looking at how to find the 'right people' to work with LWB customers and clients.

CONSUMER VOICE

Jay's* story is just one example of what consumer-directed care looks like." In the past few months I have earned the rank of Senior Firefighter completing my course work in Entering and Working in Confined Spaces, Working Safely at Heights, Elevated Work Platform (High Risk) and Operating a Forklift. Recently I bought a ute so I could be more independent. I'm also a consumer representative for LWB on interview panels for applicants seeking to be Support Workers."

CLIENTS USING DISABILITY SERVICES

NSW/ACT	1,128
NT	98
QLD	271
SA	64
TAS	244
VIC	47
WA	257
NATIONAL TOTAL	2,109

NATIONAL DISABILITY INSURANCE SCHEME

We've been working with the National Disability Insurance Agency since the first national trial for the NDIS started in the Hunter Region of New South Wales in July 2013. Over the past year, 328 people have joined our NDIS program nationally. Of these, 226 people are new clients having chosen LWB to be their provider.

In Queensland we developed an NDIS Readiness program for people with disabilities, families and carers to understand and for how to prepare for NDIS and what to consider when developing their plan. We have already run 17 sessions for more than 300 people in collaboration with the NDIA, LifeTec and NBNC.

Laykn and Chloe cook up a storm in our new Disability Support Worker recruitment ads.



DISABILITY

COMMUNITY PATHWAYS AND LIFE SKILLS

Two new purpose-built centres opened in August 2015 include the NT's only purpose-built **sensory rooms**. The services, one in Alice Springs and the other in Darwin, support clients to develop life skills including cooking, washing clothes, grocery shopping and road safety. Combined, both centre support 98 individuals.

The centre in Alice Springs is also the base for our Community Pathways Program that support services users to reach their personal goals. The format was developed by a working group of service users, parents and guardians and community partners.

We opened **three new regional centres** during the year in Western Australia in Manjimup, Busselton and Esperance through a partnership with Forrest Personnel.

In Toowoomba, Queensland, work was completed on **six 2-bedroom units** that will provide accommodation for up to eight people with disability, and two units will be rented on the open



Our Parry Street centre in New South Wales celebrated the start of the NDS roll out in the Hunter.

market. Also in Toowoomba an elderly family has rented LWB their **home as residential accommodation** for people with disability. The rental fee for the four-bedroom house with an accompanying two bedroom unit is redirected towards their daughter's case management. She herself is a resident in this new, and innovative, share-house model.

Aged in their 40s, the Brown sister's* lives changed this year when they joined LWBs **community access programs** in Oatlands, Tasmania. Since joining the program in January 2016, they have signed up for our healthy living program and been enjoying cooking, sewing, and going to the cinema and a hairdresser, and

for the first time in their lives have made friends of their own.

Visit our website at disabilityservices.lwb.org.au

Darwin was the host city for the **2016 National NAIDOC Ball**, and as a participating organisation we turned the opportunity of attending into a five-week pampering and preparation activity for clients supported through our disability services. The clothes shopping, hair and make-up trials, and nail painting and manicures saw contingent shine at the ball, and were a noteworthy mention in the speech given on the night by the NT Minister for Community Services, The Honourable Bess Price.

In June 2016, the Macmeikan Street team in Whittlesea, Victoria, won the Excellence in Social and Cultural Access Award at the 2016 Victorian Disability Awards, hosted by the Victorian Government's Department of Human Services.

Macmeikan Street is a supported accommodation service for five people with disabilities. Even before the doors opened in 2014, the team were determined to make this a welcoming, community home for the people who would be living there.

Before each person moved in, the team met with them to get to know each person's goals and needs. Together they created a plan that would integrate them in their community. It not only focused on supporting each person but also involved educating and preparing the local community, ensuring they were welcoming and inclusive.

By having the choice to control to live their life as they choose, the people at Macmeikan Street have become more confident and independent than they and their families expected. One lady used to require support workers when she left the house, now she visits the shops, hairdresser and beautician on her own, and through the confidence she now has in her own social skills she takes herself to courses of interest to her.

SELF DETERMINATION

NSW Aging Disability and Home Care is funding LWB to provide the **Disability Justice project**, in partnership with the Intellectual Disability Rights Service and the Centre for Community Welfare Training. We are one year into this two-year program that has been developed to build the capacity of people with cognitive disabilities so that they can navigate the justice system and exercise their rights under the law.

Karla Little in Western Australia has been determining her own life for some time as the owner and operator of a dog walking business. But she remains grateful to her support worker and nominated her in this year's Disability Support Worker awards in Western Australia. The Disability Services Commission was so taken with Karla's nomination that they asked if she would be the '**poster girl**' for self-determined support, featuring Karla as their promoted story for the disability support awards. You can watch Karla's story below.



Pictured (left to right): Ernie, Richelle Mondello, Karla Little and Turi out and about during a dog walking session.

WE NOW WORK WITH OVER 2,000 PEOPLE ACROSS AUSTRALIA IN PRIVATE HOMES, RESIDENTIAL ACCOMMODATION AND COMMUNITY-BASED DAY PROGRAMS.

Young men look to each other for guidance on how to live, what to say and how to dress – and in Launceston, Tasmania, The Hub is the place where this informal learning takes place. The Hub is a customer-directed centre promoting social inclusion for young men who are supported through the NDIS. The 21 Hub members are all in their early 20s and individually and in groups have been developing independent living skills, exploring training and educational opportunities, and enjoying recreational and social activities since the centre opened in November 2015. The Hub doesn't use traditional disability support workers, rather participants are supported by mentors. The space was made available by our partners Launceston Tramsheds.

You can find out more by watching www.ndis.gov.au/people-disability/videos-and-stories/videos#hub



AGED CARE



In the past 12 months, our programs and services for older people increased from 1457 to 1707. For many working with older people, this increase is no surprise. As a nation we are preparing for increasing demand for flexible aged care programs and services to meet the growing numbers of older Australians. There are two aspects to this demographic trend: first, the structure of Australia’s population is changing; and secondly, the longevity of Australia’s elderly has increased.

Aged care is still a relatively new area of service and support for Life Without Barriers, but our many home-based and community-based programs, while still only new, are proving popular across the country and even exceeding our expectations for quality endorsement and popularity.

Like our other programs we work with people to explore how we can support them with the things they wish to do or need; and have a strong focus in both physical and mental well-being. Our mantra is live life, live well.

INCREASED DEMAND

Through increasing demand for our aged care services, we increased our service delivery in the Darling Downs in Queensland and Darwin in the Northern Territory, and the greater metropolitan area of Adelaide of our community-based services and programs. In our Veterans’ program saw an increase of 95% in client numbers.

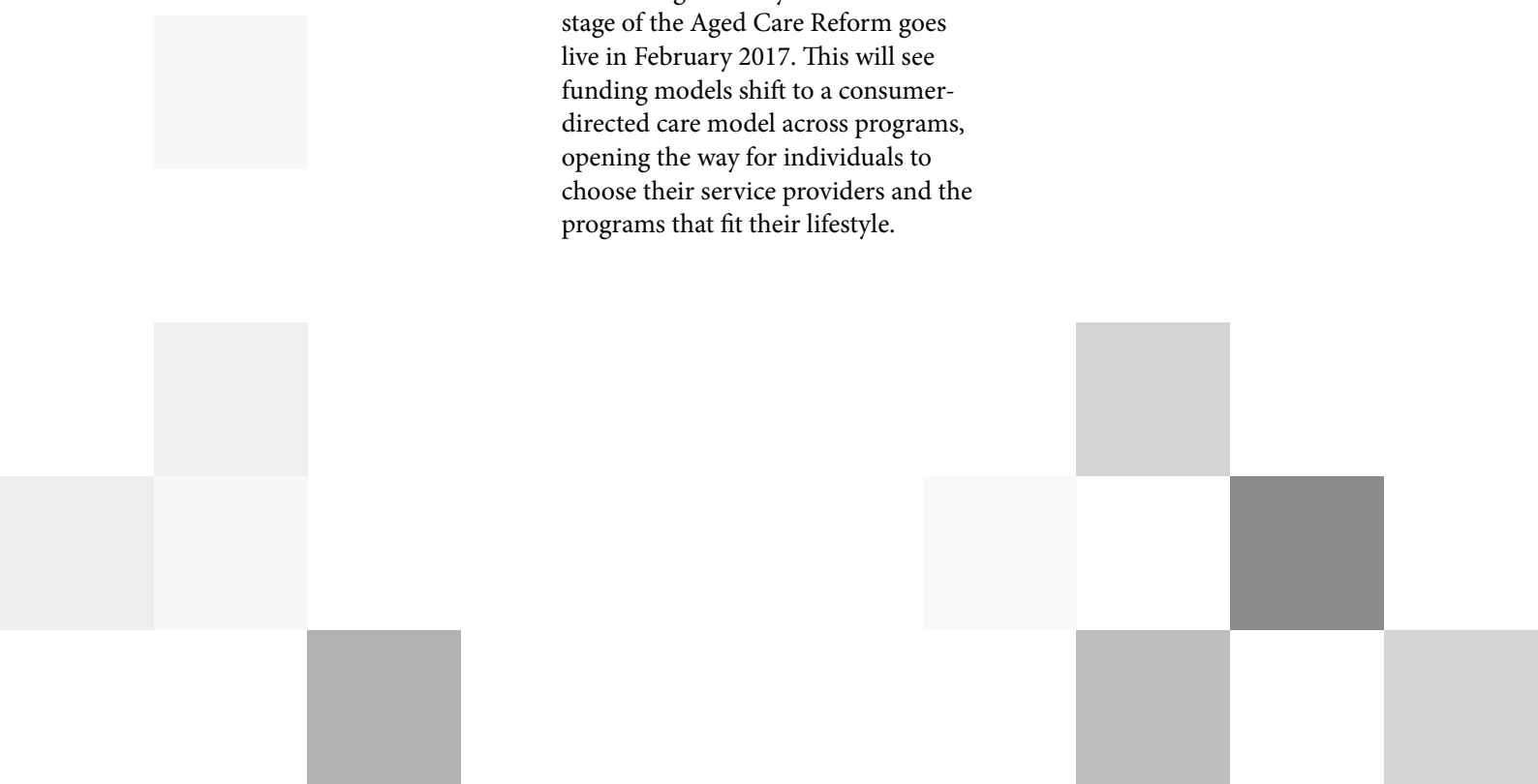
There is an expectation across the industry that demand for community-based aged care programs will increase significantly when the final stage of the Aged Care Reform goes live in February 2017. This will see funding models shift to a consumer-directed care model across programs, opening the way for individuals to choose their service providers and the programs that fit their lifestyle.

CLIENTS USING COMMUNITY AGED CARE SERVICES

NSW/ACT	58
NT	285
QLD	1,111
SA	159
VIC	90
WA	3
NATIONAL TOTAL	1,706

QUALITY SERVICE

The past 12 months have seen many achievements across our aged care programs. We received outstanding feedback from both the auditors from the Australian Government, Australian Aged Care Quality Agency (AACQA) and our client group, against the Home Care Standards and became an approved aged care packaged provider in Far North Queensland.



COMMUNITY AGED CARE

LIVE LIFE, LIVE WELL

In October 2015 we launched our **Live Life, Live Well** program that encourages activity, healthy eating and social engagement – cornerstones to our entire service approach. Our launch saw us take to the road, literally, to deliver a series of community events in Cairns, Townsville, Mackay and Rockhampton.

You can watch our fitness video, recorded during the roadshow, and find out more about our approach on our website www.lwb.org.au/agedcare

COMMUNITY PARTNERSHIPS

Through our partnership with the **Gold Coast Hospital and Health Service** we started a new program providing home-based care for older people discharged from hospital who require short-term care. This program has helped people already recovering to return home sooner which aids their recovery, and frees hospital beds for patients needing critical medical care.

In June we were awarded the contract by the Queensland Government to pilot an international community outreach program, called the **Casserole Club**. The program, which will be trialled for two-years in Townsville, recruits residents as volunteer cooks and connects them with older, socially isolated neighbours, who would benefit from a home cooked meal and a regular visitor. LWB will be working closely with the Casserole Club organisation to test and refine this model for Australian communities.

RECOGNITION

We were honoured and delighted to be recognised as a finalist in the **ACSA Queensland** awards for our **Live Life, Live Well** program, and to receive a **Community Benefit** grant from the Darwin City Council to support our **Mind, Body and Soul** health program that we run through our community day program in Darwin.





BRIAN'S STORY

I lost my wife of 60 years three years ago and for two years I literally did nothing. My wife and I did everything together our whole married life. It all suddenly stopped and I was devastated. For the first year I cried every day, I was incredibly sad. Then my health declined and I was in and out of hospital for various things. I was suffering great depression and could not be without my medication. One day my GP told me that it's time to move on with things and get out of the house or face further health issues. That day I went home and set out to "do something" and looked inside the latest Star newsletter and saw an ad for LWBs Capalaba centre. I phoned and spoke to Sandy (Centre Coordinator) who was so lovely and put me at ease immediately.

I have limited mobility and I don't like big crowds or noisy environments. I have a good family and good friends but as I isolated myself for so long the social life I had with my wife was gone. So began my new journey. I attend an exercise class once a week and the centre three-days a week.

I've now been going to the LWB centre for 12 months and everything has changed for the better.

I am so healthy and very happy again. This is like a family to me with so many great friendships here. I really like the small group setting at the centre and Sandy always includes us in contributing to the plan of outings and activities. I've never been a blokey bloke so things like men's only outings and manual work have never been of interest to me like "the men's shed". The mixed company is a good balance. What's great about this

centre is that you can do something or nothing and just enjoy the company. There's never any pressure to do something that doesn't suit you. I've been challenged here and it's been a perfect distraction to my circumstances.

I've never done anything with art but now I use art as a therapy and colour in adult colouring books and use water colour paints. I hate going home to an empty house because it's a reminder that I am alone now. I use the colour books to distract me and it's been a life saver, literally. This centre is not like any other centre and because of the way Sandy runs the centre it is unique and there is nothing else like it. It's great and I love the people and all the staff are fantastic.

Find out about our aged care programs at www.lwb.org.au/agedcare

* Not his real image

AND RECONCILIATION



Of the 12,000 people who we work with across our services and programs, close to 1,000 identify as being Aboriginal or Torres Strait Islander, as do 243 staff and 150 volunteer carers. This makes reconciliation important for LWB.

Supporting cultural connectedness and opportunities for community engagement has become an every-day goal for LWB, and you will notice examples of reconciliation-based activities throughout all areas of this annual report.

STRETCH RECONCILIATION ACTION PLAN

In February this year, we released our third and most in-depth Reconciliation Action Plan or RAP to date. It's a Stretch RAP, written against the guidelines set by Reconciliation Australia and endorsed by them, that embeds respect for culture and Australia's First people into every aspect of our organisation.

Recruitment is a key component of the Stretch RAP, and we increased our exposure in the market place earlier this year with a suite of social media recruitment videos filmed in Cairns on Mabo Day. (See one of these ads below or on our YouTube channel www.youtube.com/user/lwbaustralia).

Since launching this plan, we have already expanded and strengthened our partnerships with community organisations. Since the launch of our Stretch RAP, we have formalised 10 partnerships.

We are supporting Waltja Tjutangu Palyapayi Aboriginal Corporation (Waltja), with its 2016 Aged and Disability Festival in Ross River, 70 kms outside of Alice Springs in the Northern Territory.

We were invited by Reconciliation Australia to participate as a Corporate Partner to Waltja following their acknowledgement at the 2014 Indigenous Governance Awards. Waltja is a community-based organisation, working with Aboriginal families in remote Central Australia and Anangu Pitjantjatjara Yankunytjatjara, South Australia.

RETURN TO COUNTRY – LAND SEA AND SKY



Return to Country – Land, Sea and Sky tells the story of the birth, life and migration of the sea turtle. It parallels an individual's story of self-discovery and also the role Life Without Barriers plays in this journey. Created by Artist Rikki Salam.

This event is a get-together for the women, and men, who live in over 20 Central Desert communities in the Northern Territory and those who live in hostels in Alice Springs (for medical reasons). The festival provides the frail aged women and men and those with disability an opportunity to catch-up with friends, family and kin, as well as to enjoy stories, activities, pampering and being together. It also offers an opportunity for LWB clients and customers in the Disability Program and Out-of-Home Care service in Alice Springs to connect with their culture and, in the case of many, to spend time and have fun with family. Although outside of this reporting period, the festival has been held and images can be seen. Our sincere thanks to the sponsors who gave generously to ensure this event could take place.

We have also hosted and attended close to 100 events in the past six months, celebrating and acknowledging significant dates for Aboriginal and Torres Strait Islander people and therefore all Australians.

Over 1,000 people attended the 2016 “Reconciliation in the West” event held on 2 June and organised by Tauondi Aboriginal College in partnership with LWB, Reconciliation SA, Anglicare SA and Uniting Care Wesley Port Adelaide. This year our Living Arts program supported nine young people to submit entries in what was promoted as the “Reconciliation Art Project” as part of the larger event.

Kyle, aged 12, won the “People’s Choice Award” with his artwork “Seven Sisters, The Ocean and The Moon”. This piece reflects his Aboriginal culture, and will be proudly displayed on the Reconciliation in the West 2017 event’s promotional poster and flyer.

Our Stretch RAP is available on our website at <http://www.lwb.org.au/aboriginal-and-torres-strait-islander-peoples/our-reconciliation-action-plan/>

The Stretch RAP outlines our goals and timelines, along with our progress to date, and the endorsement from our Chair, Terry Lawler.

Our National RAP Working Group is comprised of the Co-Chairs: Chief Executive and National Manager, Aboriginal and Torres Strait Islander Initiatives, Director Operations, Director People Safety and Culture, Director Values, Culture and Diversity, Territory Director and a representative of State Leads, Aboriginal and Torres Strait Islander Initiatives. The Rap Working Group (RWG) invites one of the State/ Territory Directors and their State/ Territory Lead to each of the RWG meetings. We supported each of the State, Territory and National Senior Leadership Teams to initiate their RAP Implementation Committees. The response has seen 80 staff nominate for membership to these committees, which highlights the importance of reconciliation in LWB and our staff commitment to contribute to delivering Stretch RAP targets. There are 11 RAP Implementation Committees across the States/Territory, including a RAP Implementation Committee at National Office.



Photo L-R Mayor of Kalgoorlie Boulder, John Bowler; Wangathu Elder, Aubrey Lynch; Operations Manager Goldfields Sheryl Liddicoat; Member for Kalgoorlie, Wendy Duncan, MLA; Tony Sibosado (WA State Lead, Aboriginal and Torres Strait Islander Initiatives).

STRETCH RAP LAUNCH

A community launch of the 2016-2019 Stretch Reconciliation Action Plan was launched in the Goldfields, Kalgoorlie in Western Australia on 18 March 2016.

Guests from the Aboriginal and Torres Strait Islander community celebrated the development of the plan with staff. Guests included Aubrey Lynch, Wongatha Elder; Wendy Duncan, MLA Member for Kalgoorlie; John Bowler, Mayor of the City of Kalgoorlie Boulder; Wendy Dimer, Manager Aboriginal Education; Josie and Wendy Boyle representing the Wongatha people; Russell Gregory, Aboriginal Practice Leader, CPFS; Gary Cooper, Director of Entertainment, Tjulma Pulka (Media) Aboriginal Corporation and Chris Buccilli, Regional Manager, Disability Services Commission.

We appreciated not only the attendance, but the support for this RAP from the community, and comments made by Aubrey Lynch who referenced the respect LWB shows towards Aboriginal and Torres Strait Islander people throughout the RAP.

CULTURAL CONNECTEDNESS AND GROWTH

We are continually seeking to find ways to ensure cultural connections are maintained for Aboriginal and Torres Strait Islander people we support. Across many programs and regions, we have well established Return to Country programs but we know there is always more we can do. Early in 2016 in New South Wales we went bush with 24 children and young people as part of their 'Introduction to Sacred Country'.

Held at Mount Yengo with the endorsement and participation of a Wonnarua Elder/Care Taker/Descendent, the young people learnt the significance of the spiritual cleansing of the Smoking Ceremony, the protocols of visiting traditional country, and about Aboriginal Lore and totems.

In Alice Springs, Northern Territory, a formal Return to Country support service package was finalised. This package ensures each client is supported to return regularly to their family and community.

Also in the Northern Territory, we partnered with the University of Melbourne and the local community to deliver training in the Abecedarian Approach Australia (3A) at our crèche in the remote Aboriginal community of Lajamanu. The 3A approach is a teaching and learning strategy that enhances a child's learning outcomes by enhancing educator practice. We are hoping to run five two-day workshops before the end of 2016 focusing both on training in 3A and on how to keep it all going after the course ends. The key messages from the workshop have been translated into Walpiri as an ongoing resource for the crèche.

You can learn more about the evidence-based educator and caregiver training at 3a.education.unimelb.edu.au/

TRAINEESHIPS

LWB offers a Traineeship Program for eight Aboriginal and Torres Strait Islander trainees and currently has five trainees. The program will be expanded to the National Office and the State Office, Western Australia.



MY RETURN TO COUNTRY

FROM CULTURALLY DIVERSE BACKGROUNDS



LWB has been partnering with refugees and asylum seekers since 2009 and understand people from diverse backgrounds have unique needs.

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

LWB respects cultural identities and the experiences of every migration story.

NATIONAL IMMIGRATION SUPPORT SERVICE (NISS)

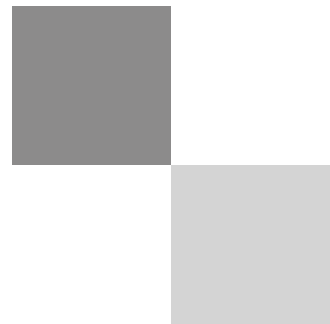
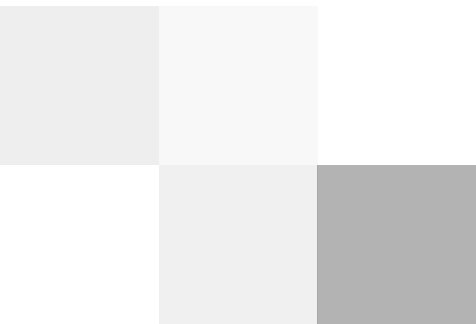
Over the past 12 months, LWB has supported more than 5,000 individuals, representing 70 nationalities and 40 languages, living in Australia as refugees and asylum seekers. We provide residential services and community-based education and support under contract to the Department of Immigration and Border Protection.

Our five community hubs in New South Wales (Parramatta), South Australia (Salisbury) and Victoria (Epping, Dandenong and Sunshine) have expanded their program range to include mental health support, aged care and disability support, Aboriginal and Torres Strait Islander support programs, Out of Home Care and Family and Children Services. This was possible due to the high-degree of cultural competence and sensitivity among our staff.

ECONOMIC PARTICIPATION

Supporting people to gain employment, stable income and housing, and English language skills is a major part of our NISS work. Between July 2105 and June 2016, we delivered 80 Job Ready workshops to over 450 people, of whom 100 have secured jobs. These workshops include interview skills and techniques, job readiness, work rights, goal setting and searching for the ‘right job’ for you.

	CLIENTS IN REFUGEE AND ASYLUM SEEKER PROGRAMS
NSW/ACT	1,927
NT	25
SA	204
VIC	2,843
WA	3
NATIONAL TOTAL	5,002



CIVIC ENGAGEMENT

In the past year, hundreds of women have been orientated to their local community through the Odd Socks Walking Group in Melbourne’s suburbs.

The groups involve walking around the local area to learn where essential services are located. During the walks, women stop to meet and greet people from places like the local police station, hospital, local council, library, Centrelink, English language providers, kindergartens and schools.

Many of the women have made new friends through the program and people often comment on the social dynamic in the group. “Throughout the walk they hold hands, talk with each other and laugh along the way. It’s wonderful to see this connection,” said one observer.

NISS – FUTURE

In addition to the supports we currently provide, the people we support are telling us that they are facing a number of challenges, such as mental health issues associated with the trauma many have experienced and the ongoing uncertainty of their status. They are also telling us that family and domestic abuse is an increasing concern. These issues are a particular focus for us now and into the future and we are continually strengthening our services and drawing on our relationships within local communities to ensure we are responding to these needs.

OVER THE PAST 12 MONTHS, LWB HAS SUPPORTED MORE THAN 5,000 INDIVIDUALS, REPRESENTING 70 NATIONALITIES AND 40 LANGUAGES, LIVING IN AUSTRALIA AS REFUGEES AND ASYLUM SEEKERS.





HANI'S STORY

I fled my homeland of Somalia when I was 17 years old to escape the civil war and travelled through Kenya, and on to Malaysia and Indonesia. I made the voyage to Australia by boat, where I was picked up by the Australian Navy and taken to Christmas Island.

While detained, I found solace in writing poetry about the war in Somalia, the crippling effects of detention and the unconquerable human spirit; and became a part of Writing Through Fences and an honorary member of PEN International.

I'm out of detention and now run a monthly poetry event called the Arrivalist to give voice to the people who are behind the fence, encouraging them to find strength in themselves.

Living with five other girls in community detention, you face a lot of challenges that you have to overcome; language barriers, isolation from family and a foreign schooling system.

But I'm pleased I've been able to help other young people and other community members to find their voice and express their emotions about their individual journeys.

I speak at many community and formal events about my own journey in an attempt to raise awareness, promote the needs of others in similar circumstances and to highlight the contribution that refugees and asylum seekers do make in this country.

And I'm honoured to be a valued member of the LWB Practice Committee, a governance sub-committee of the Board, and to give my voice to influence practice, processes and the direction of services from a lived experience perspective.

HANI ABDILE

Poet, Refugee and LWB Practice Committee member

OTHER DRUGS



Life Without Barriers has been supporting people living with mental illness for over 10 years through both outpatient and community-based programs.

MENTAL HEALTH PROGRAMS

In July 2015, LWB became the lead agency for the Southern Adelaide, Fleurieu, and Kangaroo Island Partners in Recovery program for mental health, expanding our current network activities with the Central Adelaide and Hills consortia. Partners in Recovery involves agencies working together to prevent people with complex needs from falling through service gaps, removing the barriers to accessing services more directly. In the past year we have supported 172 of people through this program.

CLIENTS SUPPORTED THROUGH MENTAL HEALTH, AND ALCOHOL AND OTHER DRUGS PROGRAMS

NSW/ACT	11
QLD	64
SA	474
TAS	17
VIC	46
WA	37
NATIONAL TOTAL	649

VICKI’S STORY

Vicki* is 21 years of age, and has bi-polar disorder, depression, severe anxiety and was self-harming. She was also facing homelessness. Support Facilitators in the Partners in Recovery network worked to link her with several services and primary health and a local female GP who was able to bulk-bill Vicki’s appointments and treatment. She was connected with programs providing therapy, education and learning strategies for her anxiety, and psychosocial support in the community. She is on her road to recovery and is exploring her passion for photography.

In Tasmania, our mental health services for young people, known as #iconnect, have been running at full capacity since starting in December 2014. In the past 12 months we supported 27 teenagers aged between 12 and 18 years old, with case management and psychosocial support as part of their clinical plan. This program is delivered in partnership with Tasmania’s Department of Health and Human Services.

Another of our partnership programs, Jarrah Retreat, provides sub-acute, self-referred mental health support for adults to support their recovery, supported by peer-workers. Delivered with Albury Wodonga Health in Wodonga, Victoria, 106 clients used the service in the past 12 months.

*Not her real name.

CATE’S STORY

Cate was living with mental illness and was in need of support. She heard about Jarrah Retreat from a friend and booked into the centre.

“The Jarrah staff respectfully listened to me and validated my concerns. Again and again they listened. I had the opportunity to have a discussion at Jarrah Retreat that I thought I would never had and I know I will miss them,” said Cate.

“I was on the edge and now feel ‘healed’. I was initially sceptical of the group discussions and argued with everyone. I rebutted but they were not deterred.

“I have a sense of being shifted ever so slightly on my own personal axis. This shift is barely noticeable but it is there. I feel I have rotated towards a notion of positivity.”



SHAUN'S STORY

Shaun* checked into Jarrah Retreat with post-traumatic stress disorder, substance abuse and schizophrenia.

“I came to Jarrah Retreat as a shy, uncomfortable man. I didn’t want to look anyone in the eye and certainly wasn’t going to speak with anyone. My life was confused. Everything overwhelmed me and made me anxious – even the thought of walking around the house on my own.

“But gradually I started listening in on the groups and conversations, and

started talking to the staff. I guess I started to become comfortable with the people there and that helped me become more confident.

“It was a step by step progress. Certain staff would give me encouragement, and I started to find my own pace and own routine. I also started mixing with some of the other residents: and started to think about my recovery.

“I remember I’d been at Jarrah Retreat for two weeks when I made the comment: it is great to be alive, and I have hope”.

*Not real name and image



NGATTI HOUSE – MENTAL HEALTH

My safety was limited, my relationships with family and friends were limited, my connection to other services was limited, and my engagement at school and in the community was limited. Most of all, my happiness and hopes for the future were limited. When I wasn’t lying in a hospital bed or sitting by myself in a clinic waiting room, I would wake up and go to school where I would put my head down on the desk and wouldn’t look up again until the siren signalled it was time to go home. I’d then go straight home and lock

myself away in my room and wouldn’t come out until it was time for school again. Often, I didn’t even go to school and instead would stay in my room for weeks at a time. Time was no concept for me; each day was the same. Hospital was a revolving door: a temporary escape and a Band-Aid at most. This was my life – feeling isolated and lonely, depressed and hopeless.

2013 saw me at complete breaking point. After a nearly successful suicide attempt, I was admitted back to hospital under the mental health act where I stayed for many months with little improvement. My school politely asked me to not return, as did both my parents and my best friend’s family (my caregivers at the time) and I was basically failing my year 12 TEE. I had no accommodation options, no real support networks, and no income or job to support myself. I had nothing and no one but myself.

It was after that long hospital admission, that I was referred to the Ngatti House program. At the time, I had no idea of the life-changing opportunity I had been given. It’s hard to even conceive it now –

ALCOHOL AND OTHER DRUGS COUNSELLING

On 1 July 2015 we expanded our existing South Australian Alcohol and Drugs Counselling Service, with a new contract to the South Australian Health Drug and Alcohol Services. This involves providing individual and group outpatient counselling to individuals and families impacted by addiction; as well as people referred through the Police Drug Diversion Intervention services in some country sites.

In the past 12 months, we supported 2,100 individuals and their families in Mt Gambier and the South East, Victor Harbour, Kangaroo Island, Whyalla, Port Augusta, Ceduna and the Riverland.

We also started delivery of the Individualised Community Living Strategy in Bunbury and Esperance in Western Australia. It is a community-based outreach program providing tailored support to individuals to assist them live independently in their

own home, and develop a clear plan for their future. This is a WA State Government program that works with the individual, their families, community mental health services and community organisations identified by the individual as an integral part of their recovery plan.

nearly 2 years on since moving into Ngatti. I moved to Perth, relieved to finally be out of my damaging home environment but dubious of how helpful I would find it. I began my recovery journey, and at about 6-9 months in changes rapidly began to occur. I no longer felt the need to self-harm, suicide became less and less of an answer, admissions to hospital were virtually non-existent, and I started to achieve things I never thought possible. I felt safe, supported and cared for – all feelings which were previously foreign to me. I was able to be myself and I was able to actually experience what it felt to be alive.

Life for me is now completely different and I can't recognise the girl I used to be anymore. I've just moved into my own one-bedroom unit, commenced studying a double degree in Criminology and Social & Developmental Psychology, I am working two casual jobs, volunteering regularly at the Dogs' Refuge Home and walking dogs 3 times a week for POOPS, I've saved enough to buy my own car and have just recently got my license. I'm also 2 years into a relationship with my partner, and have built a new positive friendship

circle, and am slowly rebuilding the relationships with my family. I've rediscovered my love for activity and adventure through running, exercising and rock-climbing. I'm pretty much completely over my debilitating social anxiety and depression, and have started working on past trauma to be completely free from mental health issues. However, most importantly, I am now happy. My outlook on life has taken a complete 360 and I can't wait to experience what the future holds.

Getting to this point hasn't been easy, and it certainly wouldn't have been possible without the whole team at Ngatti by my side, every step of the way. They listened to me when others wouldn't, they were there for me when others weren't, they believed in me when I couldn't believe in myself, and they persevered with me where others simply gave up. Even when I had given up on myself. Ngatti provided immense practical support to help me achieve my goals. They catered to my individual needs and identified services and supports in the community that fit my interests. They joined me at the gym in classes until I felt confident enough to go by myself.

They assisted me with getting to work whether it is by driving or riding until I felt comfortable and able to do it independently. They paid for multiple driving lessons and accompanied me to Busselton to sit my practical driving test. They accompanied me to Albany when my grandmother passed away and attended the funeral with me. They took myself and another resident on an exciting trip to Bluff Knoll, as it was a goal that had been identified. They paid for my textbooks for university and supported me by actually attending the classes. They supported my veganism choices and helped me shop for appropriate foods and assisted me with cooking healthy, balanced meals. Basically, anything that I struggled with, they were there to help in any way that they could.

It's going to be incredibly hard saying goodbye to all of the people at Ngatti House who have been there for me and gone above and beyond to help me. But I know that they will always be there and what I'm about to embark on is the next chapter of my life – one which I get to write myself and one which I can't wait to experience.

*Not real name and image



Our homelessness services represent a range of intervention programs, including intensive case management to people sleeping rough and to people at risk of homelessness.

In the Riverland region of South Australia our community facility, which provides an integrated Homelessness, Mental Health and Alcohol and other Drug Service, continues to be a connection point for the many people sleeping rough along the Murray River. This converted cottage includes a free-to-use kitchen, bathroom and laundry stocked with toiletries and supplies for men, women and families who are experiencing homelessness in the Riverland region.

In the past 12 months, we have seen 156 people access our homelessness service with 42 people currently living on the Riverbank accessing our services. The Assertive Outreach program visits the foreshores of the river by boat, taking water, supplies and support information to people roughing sleeping there. Around 95% people are single men and recently we have seen a rise in them becoming dog owners. This increases their living costs. However, we recently formed a partnership with the local veterinarian services who have provided free and low cost micro chipping, vaccination and food for these clients' pets.

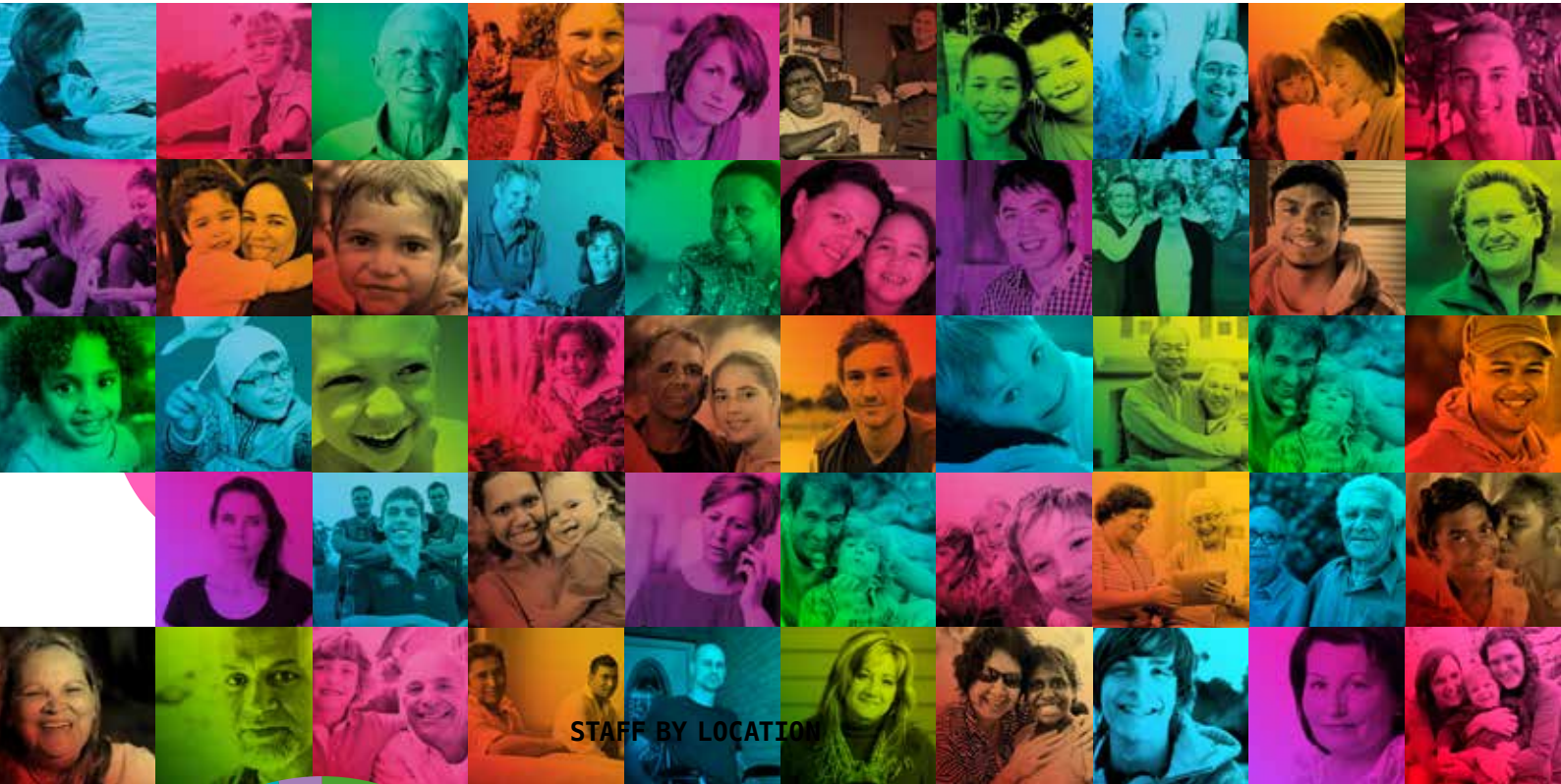
	CLIENTS IN HOMELESSNESS PROGRAMS
QLD	4
SA	56
NATIONAL TOTAL	60

STEVE'S STORY

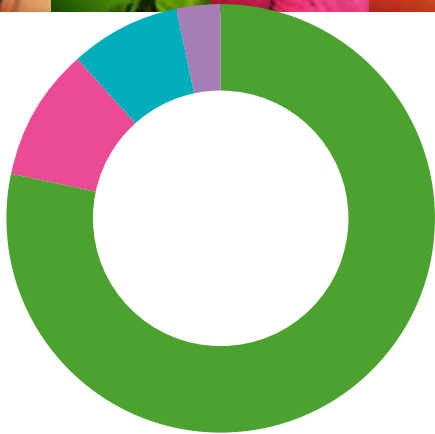
I came to Jarrah Retreat with a serious alcohol addiction. I was very suspicious of services and didn't want to share any information about myself – at least not for a long while. I guess LWB had been working with me for about five months before I felt confident enough to share with them my health concerns.

At their encouragement I went back to my old doctor, they'd been trying to find me. I'd gone about a problem with my chest some time before but now it was worse. I agreed to a lung biopsy, fearing the worst. Hearing that I didn't have cancer and knowing there were people I could call on gave me the boost I needed. I've enrolled in vocational education and am completing my Diploma in counselling.

It was having LWB support me through my health issues that helped me to understand the importance of NGO's and this is why I have chosen to study counselling so I can give something back.



STAFF BY LOCATION



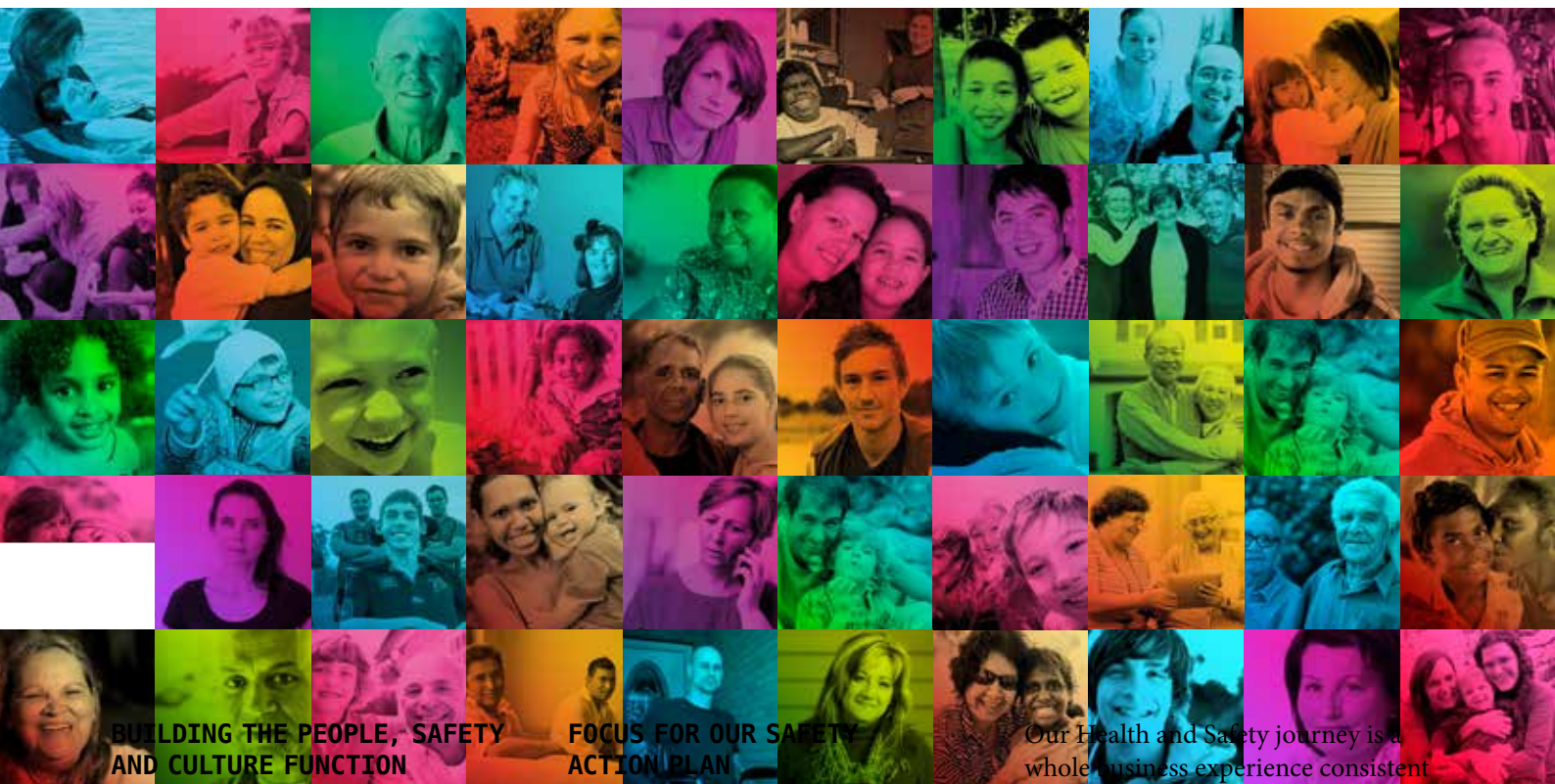
DIRECT CLIENT SERVICE	76% (3,160)
CLIENT SUPPORT FUNCTIONS	11% (453)
CLIENT SERVICE LEADERSHIP	9% (373)
ORGANISATIONAL AND BUSINESS UNIT LEADERSHIP	4% (176)

Our continued focus on imaginative, innovative and responsive service solutions has helped develop an organisational culture that can easily meet and anticipate change, and ensure clients' expectations are realised at an individual level.

We bring together a team of people with experience and understanding of the challenges associated with community sector service delivery, and support our people with strong corporate systems that enable them to be able to deliver quality services.

Between 1 July 2015 and 30 June 2016 our total workforce grew by 5%. Our employee initiated turnover for the 12 months was 27%, which is reflective of the sector.





BUILDING THE PEOPLE, SAFETY AND CULTURE FUNCTION

During 2015-16, we have been implementing changes recommended in the Workforce Development Strategy conducted in early 2015. One of those changes has been that our Human Resources function changed its name and focus to People, Safety and Culture. This change reflects how LWB is embracing people and their connection to work, the importance of health and safety, and to highlight the collective effort of leadership and our people to develop and enhance the LWB culture and values.

National functional leadership has been established in areas such as Talent and Attraction, Health and Safety, Learning and Development, Carer Services, Workplace Planning, Remuneration and Systems and People and Culture Operations. Each functional area is focused individually and as a whole team, on building and implementing agile, contemporary simple solutions and processes to support the core of our business – those supporting our clients.

FOCUS FOR OUR SAFETY ACTION PLAN

The health and safety of our employees and clients is a critical responsibility in everything we do and a key area of our focus. We have reviewed our Health and Safety system and resourcing to benchmark our performance.

We recognise this is a journey requiring continual focus, effort and commitment to sustain ongoing improvements in our outcomes for employees and clients. A key driver for our health and safety program and efforts is to deliver positive outcomes for our clients, employees and LWB as a whole. During the year, LWB has increased capability and established resources to support day-to-day operations, built stronger relationships with key stakeholders and introduced improved reporting mechanisms to enable the business to continually improve safety outcomes for clients and employees.

Our Health and Safety journey is a whole business experience consistent with our Values, in that building relationships with our clients, leaders, employees and stakeholders is key to improving our health and safety performance.

STAFFING BY SERVICES BY STATE AND TERRITORY



STAFF BY PROGRAM AND LOCATION

	NAT	NSW/ACT	NT	QLD	SA	TAS	VIC	WA	NZ	TOTAL
ADMIN SUPPORT & MANAGEMENT	191	233	12	46	34	12	24	43	2	597
DISABILITY		866	160	384	98	149	84	214		1955
CHILD, YOUTH & FAMILIES		389	45	381	70	60	22	147		1114
COMMUNITY AGED CARE		14	21	77	11		10			133
HOMELESSNESS				4	11					15
MENTAL HEALTH				12	43	10	21	57		143
REFUGEES & ASYLUM SEEKERS		48	1		37		105	3		194
YOUTH JUSTICE						7		4		11
TOTAL	191	1550	239	904	304	238	266	468	2	4162

* These numbers have been reconciled from the June 2014/15 FY payroll report.

**Note that some employees reflected in the above numbers do work for more than one service stream.

NOTE: We have two staff in New Zealand who support providers of the MST program.

New South Wales, as the largest service delivery state, continues to employ the majority of our workforce. The reforms in disability and aged care, which support models of client-centred and consumer-directed care, will also offer more opportunities for flexibility among our employees as we work to respond to clients' needs.

PEOPLE, SAFETY AND CULTURE



LWB employees in Adelaide who completed the facilitator workshop as part of the national Leading Practice strategy for frontline leaders



A suite of recruitment ads featuring Aboriginal and Torres Strait Islander staff were produced.



Our Values Champion Rick Eggins, Aged Care team, Alstonville



Our People's Choice winner Tara Connolly, NISS, Parramatta

EMPLOYEE RECOGNITION AWARDS

Each year, we ask our staff to nominate colleagues they believe are living the values and whose activities ensure the best possible support for clients – to a higher than average standard.

Our Employee Recognition Awards and the stories that are shared across the business continue to inspire and drive ‘why we do what we do’. The awards recognise achievement across the business, showcasing the following type of work and commitment:

- Working and living our values – both as individuals and groups or teams
- Practice leadership – finding, cultivating and developing better practices and client outcomes

- Reconciliation – highlighting people and programs that have a positive impact on the people, families and communities we support
- Innovation – developing unique, creative and compelling solutions to a challenge.

People's Choice Awards – an individual considered outstanding by their peers.

Our 2016 Employee Recognition Awards were held in September 2016, just outside this reporting period. This year, we received nominations from across all program areas and regions, reflecting the respect and appreciation our people have for each other.

HIGH-IMPACT CROSS-CULTURAL LEADERSHIP PROJECT

In August 2015, LWB worked with Social Leadership Australia to create a process for building shared awareness and skills. These skills are to support us in leading more effectively with respect and awareness of Aboriginal and Torres Strait Islander culture.

The 31 participants included the Chair of the Board and representatives from all program areas including administration and service support. The group met four times over a four month period to focus on critical issues of working collaboratively, identifying new and creative approaches, and practicing skills that will support group members to make progress in cultural discussions and leadership.

Out of this came 31 initiatives and four projects to be implemented in the respective workplaces in the States/Territories. All initiatives and projects are current, supported and reported as part of the Stretch RAP deliverables.

Projects to be implemented from this project, and incorporated into the Stretch RAP deliverables, include:

- a) Re-engineering recruitment processes for Aboriginal and Torres Strait Islander employees via use of video to enhance recruitment and screening.
- b) Implementing a good practice (sharing) campaign.
- c) Delivering No Excuses Cultural Support Plans across States and Territories.
- d) Screening and inducting new employees to ensure cultural and values alignment.

ATTRACTING AND RECRUITING TALENT TO LWB

We recognise that roles in our Sector are demanding yet rewarding. We need to support our clients with the best people we can, to offer the high quality service our clients and communities demand. This year we have reviewed our approaches to sourcing and recruiting the best talent. This includes our use of social media, LinkedIn and our advertising approach to attract people to join LWB and contribute to the work LWB does to support clients to live the life they want.

We have conducted and commenced a complete overhaul of our recruitment processes to ensure we are providing an engaging applicant experience, at the same time ensuring our leaders recruit the right people they need for the role, their team and our clients.

LWB has improved its focus and support for people with disability by strengthening its partnership with the Australian Network of Disability (AND). Through our partnership, we are reviewing our processes and approaches to ensure we remove barriers for people with disability who want to work for LWB. We are also participating in the High Growth Jobs, Talented Candidates project in NSW. This is a specific initiative designed to fast track employment opportunities in high demand roles. We recognise that this is breaking down barriers, and are up for the challenge and look forward to seeing the results in the coming years.

NATIONAL CARER AWARDS

More than 12.5% of all Australians are thought to be providing informal care to family and friends with disability, chronic illness, mental illness or who are frail aged, an economic saving of \$60.3 million annually.

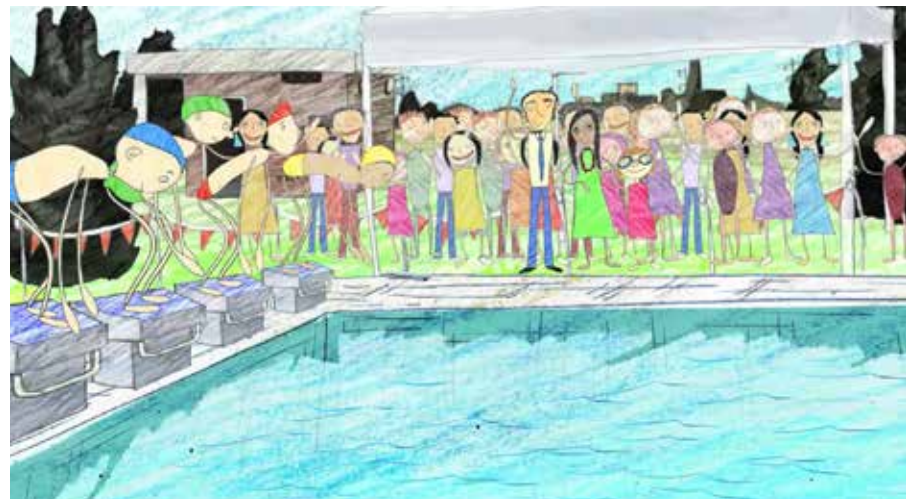
During the year under review, LWB again partnered with Carers Australia to host the National Carer Awards, which recognises the young people and adults who provide ongoing care in the home.

The winners of the 2015 National Carer Awards were selected from state and territory finalists across three categories:

Mulu Mihreteab (Victoria) – Winner Family Carer Award

Allan Skippen (New South Wales) – Winner Foster & Kinship Carer Award

Ellie Moir (Western Australia) – Winner Young Carer Award (25 years & under).



One of our new foster care recruitment advertisements

VOLUNTEER CARERS

FOSTER CARERS

All services are enhanced by volunteers but the power to transform lives is seen most vividly within our foster care program. Over 2, 500 volunteers provide foster care through LWB, opening their homes and their lives to children and young people in foster care.

Foster Carer Recruitment

The past year saw a focus on recruitment of new foster carers and a number of key initiatives such as new media and advertising approaches and back office recruitment systems development. Partnership development with peak bodies was undertaken to promote foster caring to the community. Over the year we recruited, trained and deployed 260 new foster carers, equipping a new generation of people to support children and young people in need and adding 'new blood' to our programs as some of our experienced carers step down.

Foster Carer Consultation, Support and Development

The past 12 months saw meaningful engagement with our carer consultation groups across the country. Consultation sessions were held with foster carers around the country to engage in feedback on service quality and a range of matters relative to carers and clients. LWBs National Carer Consultation Group started the year with a refreshed membership meeting with a host of LWB stakeholders and executive leaders to share the views and lived experiences of LWB foster carers at a corporate level.

In November 2015, LWB was a sponsor of the 2015 International Foster Carer Conference in Sydney, New South Wales, partnering with Karitane and Connecting Carers. LWB had a highly visible presence at the conference with over 65 LWB foster carer delegates from around the country in attendance.

We continued to support and develop our existing carers through our Carer Learning Pathways and other therapeutic development programs. For foster carers of children and young people with high-level complex needs, we partnered with specialist learning and development agencies to provide training to our carers in a range of areas including behavioural support and supporting cultural identity.

	CARERS 2012/13	CARERS 2013/14	CARERS 2014/15	CARERS 2015/16
NSW	1324	1334	1376	1317
NT	51	37	25	15
QLD	531	584	648	701
SA	153	148	162	164
TAS	56	58	62	69
VIC	25	33	41	53
WA	311	161	260	280
TOTAL	2476	2381	2574	2599

OUR BUSINESS

Client Information, Reporting and Tracking System

LWB now has greater visibility of outcomes for children and young people in Family Support and Out of Home Care. Using a new suite of reports in CIRTS Reporting, we can see, in real-time, if we are achieving good outcomes for clients across all levels of LWB – from the whole organisation to an individual client level.

LWB can now review outcomes regarding stability of placements and school enrolments, wellbeing through health checks and links to the community, and the extent of connection to culture for Aboriginal and Torres Strait Islander children and young people. Work began in late 2015 and went live mid-2016.

Our next step is to embed the use of the reports as a tool to help improve practice.

QUALITY AND RISK MANAGEMENT

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

Quality Assurance

During 2015-2016, we achieved all requirements to maintain or renew accreditation across more than 20 third-party reviews. Key achievements were noted for:

- Accreditation against the Victorian Department of Health & Human Services Standards and the National Disability Service Standards
- Third-party reviews in Western Australia successfully completed against National Disability Service Standards
- Requirements met for Aged Care accreditation across all regions (NSW, QLD, NT, SA, VIC).

Improvement suggestions identified throughout these reviews provided opportunity to further enhance the quality of our service delivery.



RISK MANAGEMENT

Our approach is based on the Risk Management standard (ISO 31000:2009). The framework includes actions for strategic and operational risk management. During 2015-2016, our Board reviewed Strategic Risks and updated the Risk Appetite Statement to enable and encourage innovation within a risk aware framework. The purpose was to continue to reflect on the strategic context of Life Without Barriers to identify risks across the following levels:

- Seeking – Actively pursue opportunities
- Receptive – Be aware and open to opportunities
- Cautious – Requires Chief Executive endorsement
- Averse – Consult the Board before proceeding
- Zero Tolerance – Prohibited until notified

Incident Management

During 2015-16, we continued detailed design and planning for an enhanced platform to record and manage all events, improving our capability and business process.

Internal and External Audits

During 2015-16, we participated in many external audits conducted by funders and other regulatory agencies. We also undertook internal audits and remediation actions to support accreditation and licensing compliance. The next 12 months will continue to expand our capacity and capability to deliver an effective risk-based audit program and prioritise business improvement activity.

Continuous Quality Improvement

During 2015-2016, we continued to improve our systems to support the delivery of quality services, including for example:

- Improved reporting on client outcomes from our Client Information Recording and Tracking System (CIRTS)
- Expanded the knowledge of previous work on the Client Data Management Strategy to develop an Enterprise Architecture Model
- Implemented the Children and Residential Experience program model in NSW
- Commenced the Leading Practice program for frontline supervisors.

In the year ahead, we intend to continue to implement and record business improvements. We will also continue to explore opportunities for benchmarking our performance both internally and with similar external organisations and industry best practice.

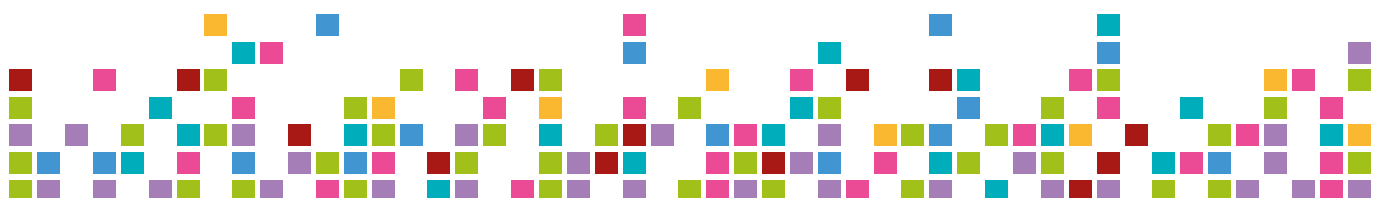
Policy and Procedure

During 2015-16, we continued to streamline and update existing documents.

Legislative Framework

During 2015-16, 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



5 YEAR FINANCIAL SUMMARY

	2015/16 \$'000	2014/15 \$'000	2013/14 \$'000	2012/13 \$'000	2011/12 \$'000
Revenue & Expenditure					
Total Revenue & other income	403,989	376,010	344,823	309,757	290,287
Total Expenditure	399,144	369,588	337,057	303,687	284,693
Operating Surplus / (Deficit)	4,845	6,422	7,766	6,070	5,594
Assets & Liabilities					
Total Assets	130,168	119,733	97,744	90,004	73,979
Total Liabilities	80,693	75,003	59,083	59,598	50,076
Net Assets	49,475	44,730	38,661	30,406	23,903
Cash flows					
Net cash from operating activities	17,712	8,885	13,004	20,218	11,984
Net cash from investing activities	(7,746)	(9,575)	(13,470)	(1,363)	(4,398)
Net cash from financing activities	(3,472)	(1,077)	0	(165)	(70)
Cash and cash equivalents at 30 June	63,387	56,898	58,728	59,170	40,414

FINANCIAL SNAPSHOT

BUSINESS EFFICIENCY

Our focus on maximising funds available for direct-spending on client services is continuing to work. In 2015 we spent 14.9% on non-client activities reducing this further in 2016 to 14.2%.

REINVESTMENT INTO IMPROVED SYSTEMS

In 2016, LWB reinvested \$2.8m (2015 \$2.1m) into enterprise wide systems to improve efficiencies and reduce administration.



\$2.8M

REINVESTMENT INTO IMPROVED SYSTEMS

RETURN TO RESERVES

A total of \$4.8m was returned to reserves in 2016. This demonstrates prudent stewardship of funds and ensures the long term sustainability of LWB and the services it provides to the community.



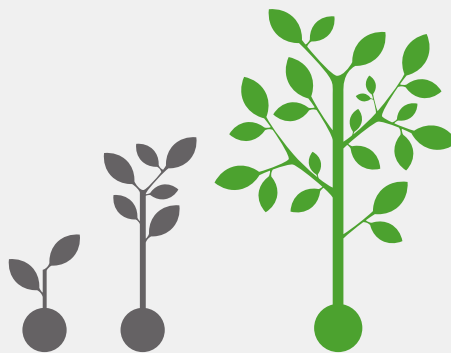
NDIS

Number of NDIS clients at 30 June 2016

326

Revenue for NDIS clients

\$17.4M

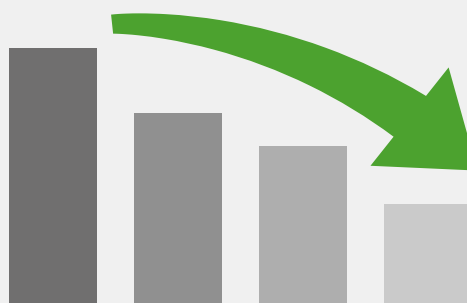


REVENUE GROWTH

Revenue grew by \$27.8m (7.5%) to \$400m.

\$27.8M

CHANGE IN INTENSITY OF SUPPORTS AND SERVICES



2015

\$42,101

2016

\$32,829

This reflects the 'lighter touch' required by clients in our Refugees and Asylum Seekers programs, delivered under contract for the Department of Immigration and Border Protection.

GOVERNANCE



TERRY LAWLER – CHAIR OF THE BOARD

Qualifications: B Com, FCA, FAICD, FAIM

Experience: Extensive experience as a Chartered Accountant providing business, internal audit, operational and strategic advice. Chair of PKF Lawler Corporate Finance (resigned October 2016). Chair of Ampcontrol Group. Chair of Hunter Water Corporation. Chair of Hunter Water Australia, Chair of the Alex McKinnon Foundation. Chair of People Fusion. Board Member of Powerdown.

Special Responsibilities: Chair. Member of the Finance and Audit Committee. Member of the Remuneration, Nomination and Succession Committee. Previous Trustee of the Life Without Barriers New Zealand Trust. Director of Family and Youth Therapeutic Services.



GILLIAN CALVERT AO – DIRECTOR

Qualifications: MBA, BSW, BA

Experience: Extensive leadership experience in the human services sector, working across Government and non-Government, primarily in improving the lives of children and young people. Commissioner for Children and Young People, NSW 1999-2009.

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



DOUG DEAN AM – DIRECTOR (AS AT FEBRUARY 2016)

Qualifications: BCom, FCPA, FAIM, FAICD

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

Special Responsibilities: None.



ANTHONY DEEGAN – DIRECTOR

Qualifications: B Com, LLB

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

Special Responsibilities: Chair of the Risk Management Committee. Member of the Remuneration, nomination and Succession Committee. Previous Trustee of the Life Without Barriers New Zealand Trust.



ROBERT FERRIS – DIRECTOR (RETIRED 2016)

Experience: Extensive experience in business management and organisational operations. Member of the National Carers Consultation group.

Special Responsibilities: Previous Chair of the Remuneration, Nomination and Succession Committee. Previous Trustee of the Life Without Barriers New Zealand Trust.



SUE GORDON AM – DIRECTOR

Qualifications: LLB

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

Special responsibilities: Reconciliation Adviser



GRAEME INNES AM – DIRECTOR

Qualifications: LLB FAICD

Experience: Lawyer, mediator and director. Human Rights Practitioner for 30 years in NSW, Western Australia and nationally. Australia’s Disability Discrimination Commissioner from 2005 – 2014. During that time served as Australia’s Human Rights Commissioner for three and a half years and as Race Discrimination Commissioner for two years. Graeme Innes received an honorary Doctorate of Human Rights from the University of Canberra in 2015.

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



JAN LOWE – DIRECTOR

Qualifications: BA, DipEd, FUNISA

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

Special Responsibilities: Previous Chair of the Life Without Barriers New Zealand Trust. Member of the Remuneration, Nomination and Succession Committee.



TRACEY MCCOSKER – DIRECTOR

Qualifications: MAICD, MBA, B Comm

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

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

BOARD COMMITTEES

In conjunction with the development of the Vision 2020 – The Future LWB, a review of all governance aspects of LWB was undertaken in relation to its Board and Members. The review highlighted various documents that required enhancement. These included, but were not limited to:

RENEWED CONSTITUTION

Directors adopted the LWB renewed Constitution on 24 July 2015, with enhancements that see the document better aligned with the Australian Charities and Not-for-Profits Commission's governance framework. The material changes made to our Constitution do not affect the delivery of our services.

RENEWED GOVERNANCE CHARTER

Following the adoption of the renewed Constitution the Board agreed to enhance its Board Governance Charter and this was adopted on 30 September 2016. This Board Charter is the written policy document that clearly defines the respective roles, responsibilities and authorities of the LWB Board of Directors (both individually and collectively) as well as management, in setting the direction, and control of the organisation.

DIVERSITY POLICY

The Directors adopted a new comprehensive Diversity Policy that reflects the non-partisan and secular position of the organisation. It also clearly articulates our full and transparent approach to inclusion, stating: We celebrate that each individual is unique. We are enriched by the diversity of the ethnicity, gender, sexual orientation, age, ability, cultural and religious and spiritual beliefs, perspectives, life experience and ideologies of our people and those we support.

CODE OF CONDUCT

Our Code of Conduct is an important document that brings to life our Values and assists all our people to maintain trust and build strong relationships with our clients, communities, governments, business partners and each other. Staying true to this Code of Conduct supports a culture where we show real respect for one another, do what is right and do what we say we will do. A refreshed contemporary Code of Conduct was endorsed by the Directors in July 2016.

SKILLS REVIEW

A new Board member, Doug Dean, was appointed during the year and the directors through the remuneration, nomination and succession committee began a process of review of the governance skills required to lead the organisation to 2020 and beyond.

ENHANCED INVESTMENT POLICY

The Directors, in conjunction with our investment manager, strengthened our Social Responsibility through a refresh of the organisations Investment policy. Decisions were made in light of environmental and social impacts and investments in coal and gambling were prohibited.

CLIMATE CHANGE

The directors have supported the development of a climate change policy to ensure that it is on the agenda for the organisation.

RISK APPETITE

The directors endorsed a refreshed risk appetite statement which ensures that the organisation is actively managing the key risks associated with sector reforms and business development.

EXECUTIVE TEAM

For the past year the Executive, with the Board, undertook an extensive review of our systems and processes that underpin and support our service delivery programs.

All back-of-house operations were reviewed, from reception desks through to the Executive structure, and measured against what we want our future-state to be which itself is modelled to anticipate the Australian social services industry of 2020 and beyond.

We anticipate this will see us enter the 2016/2017 year with a new structure built to be fit-for-purpose. However, in anticipation of the need to be more open to new ways of supporting clients and future customer, we made one early change to the composition of our Executive and created a new Director role, the Director of Social Innovation.

Our new structure will assist the organisation to:

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



CLAIRE ROBBS – CHIEF EXECUTIVE

Qualifications: BSP, GradDipPsych, EMBA

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

EXECUTIVE TEAM



GEOFF AIGNER – EXECUTIVE DIRECTOR, SOCIAL INNOVATION

Qualifications: B.Business, Masters of Social Development, MBA (Executive)

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



RODERICK BEST – DIRECTOR OF OPERATIONS, NEW SOUTH WALES AND AUSTRALIA CAPITAL TERRITORY

Qualifications: BA, LL.M (Syd), GDLM (UTS), PSM

Experience: Rod joined Life Without Barriers in 2016 and has over 30 years’ experience working with children. His professional experience has predominantly been as a lawyer, with Rod having worked in private practice in family and commercial law in the Sydney CBD, and as head of legal services for TAFE NSW and in the NSW Department of Family & Community Services (FACS). He was the inaugural General Counsel for the Royal Commission into Institutional Responses to Child Sexual Abuse. He was awarded the Public Services Medal for services to children in 2007.



ANGELA CONNORS – DIRECTOR OF OPERATIONS, SOUTH EAST AUSTRALIA

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

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



ANDREW KILGOUR – CHIEF OPERATING OFFICER, ACTING DIRECTOR OF STRATEGY AND ENGAGEMENT

Qualifications: Bachelor of Education (second class honours)

Experience: Andrew has worked at Life Without Barriers since 2004 across a number of portfolios including Learning and Development, Operations, Practice Quality and within the Executive leadership and has more than 15 years' experience in the human and community service sectors. More recently Andrew has worked with the Executive team and the business to drive key projects to improve the efficiency and effectiveness of the organisation while having key inputs into the strategic direction of the organisation.



DAVID LYNCH – DIRECTOR CORPORATE SERVICES AND DIRECTOR TRANSFORMATION

Qualifications: BComm, CPA

Experience: David came to Life Without Barriers with over 17 years' experience in the field of accounting and commercial services. Prior to joining Life Without Barriers, David spent over 10 years in the venue industry and five years working in mining service companies based in the Hunter Valley. During this time, David has held senior executive finance positions, overseeing significant change in rapidly growing organisations and countering the effects of both business and economic downturns.



MARY MCKINNON – DIRECTOR, PRACTICE AND QUALITY, ACTING DIRECTOR OF OPERATIONS, NEW SOUTH WALES AND AUSTRALIA CAPITAL TERRITORY

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

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

EXECUTIVE TEAM



LAUREN MURRAY – DIRECTOR OF DISABILITY REFORM, NEW SOUTH WALES & AUSTRALIAN CAPITAL TERRITORY

Qualifications: BSc

Experience: Lauren has more than 30 years experience in human services. Previously Lauren worked as a psychologist specialising in behaviour support, a youth worker, and a residential manager. She also has a background as a consultant in change management and leadership. She has held executive level roles in Ageing, Disability and Home Care and New South Wales Family and Community Services in operations and policy with a particular focus on community supports for people with disability.



JOHN O'CONNOR – CHIEF FINANCIAL OFFICER AND ACTING DIRECTOR CORPORATE SERVICES

Qualifications: BComm, CPA

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



SCOTT ORPIN – DIRECTOR, HUMAN RESOURCES

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

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



LORETTA PERRY – DIRECTOR, VALUES, CULTURE AND DIVERSITY

Qualifications: BComms Psych DipWel, Clin DipHyp

Experience: Loretta brings more than over 35 years' experience in the human services sector to her role with Life Without Barriers. Loretta has been engaged in community-based, corporate, university and Government departments across a diverse range of human services including education, and programs, practice and clinical portfolios and is a past recipient of the Queensland Government's Child Protection Medal.



BRAD SWAN – DIRECTOR OF OPERATIONS, NORTH AND WEST AUSTRALIA

Qualifications: B Bus (Public Admin)

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



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
- 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 New Zealand Trust was incorporated under the Charitable Trusts Act 1957 (2313140), and a registered NZ Charity (CC38674) up until December 2015.

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 was held on Thursday 18 November 2016,

**TODAY, WE ARE
ONE OF ONLY A
FEW NATIONAL
PROVIDERS OF
SOCIAL SERVICES
IN AUSTRALIA,
WITH A
REPUTATION
FOR SUPPORTING
CLIENTS WITH
COMPLEX NEEDS
AND DELIVERING
SERVICES IN
CHALLENGING
AND NEW
ENVIRONMENTS.**

APPENDIX ONE



NATIONAL

Revenue for nationally managed projects, was:

MULTISYSTEMIC THERAPY:
\$0.5M

REFUGEES AND ASYLUM SEEKERS:
\$37.7 M

AWARDS

The development of our Youth Advocate Program was recognised with a Commended Award in the Service Excellence Awards at the Association of Children’s Welfare Agencies Conference in 2016.

2016 Silver Award Winner in the Australasian Reporting Awards

FUNDERS

See State and Territory Funding

The New Zealand Department of Youth and Families provides funding for the MST activities co-ordinated in New Zealand.

SUPPORTERS AND COLLABORATORS

Carers Australia

Byron Group

CGU Insurance

Computer Systems Australia (CSA)

Grant Thornton

Kmart

Maxxia

Newcastle Permanent Building Society

People’s Choice Credit Union

Teletrac Navman

Telstra

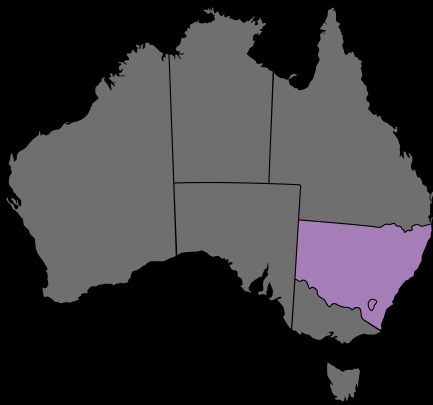
Viaktek

Volkswagen

Volkswagen Financial

Western Sydney University

Westpac



NEW SOUTH WALES AUSTRALIAN C

OPERATIONAL AREAS:

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

Services	Clients		
Child, Youth and Family	1,233		
Disability	1,128		
Community Aged Care	58		
Mental Health, and Alcohol and Other Drugs	11		
Refugees and Asylum Seekers	1,927	Foster Carers	Staff
Total	4,357	1,317	1,550
Revenue \$167.7M			

HIGHLIGHTS

- Developed and commenced delivering the Child and Family Strategy – a holistic, evidence-based approach to putting the child at the centre of decision-making and practice in Out of Home Care.
- Introduction of Children and Residential Experience (CARE) training for staff in Residential Services: evidence-based intervention for children and young people with complex trauma and attachment-related needs.
- Implementation of REACH: a partnership with Western Sydney University’s Widening Participation Unit to expose young people in Out of Home Care to university life and increase their aspirations for higher education.
- Commenced delivery of Disability Justice Program.
- First cohort of young people graduated from Youth Advocate Program.
- Opening of the new LWB office in Nowra, benefitting people in the local community.
- Establishment of the State-wide Practice Support Helpdesk
- “Building a Better Life” Case Management Conference and 4-day Family Finding Bootcamp

VALUES AND CAPITAL TERRITORY

ACCREDITATION AND LICENCES

Community Care Common Standards

NSW external Out of Home Care accreditation by the Office of the Children’s Guardian

Third Party Verification of NSW Disability Services – confirms we meet the Disability Services Standards.

FUNDERS

ACT Community Services Directorate

Commonwealth Bank Community Fund

Department of Health and Ageing, Australian Government

Department of Social Services, Australian Government

Disability ACT

Hunter New England Area Health Service

National Disability Insurance Agency

NSW Department of Family and Community Services (Community Services)

NSW Department of Family and Community Services, Ageing, Disability and Home Care

MEMBERSHIPS

Association of Children’s Welfare Agencies

Connecting Carers New South Wales

Disability Network Hunter

Forum of Non-Government Agencies

National Disability Services

New South Wales Council of Social Services

COLLABORATIONS

Edmund Rice Education Australia (EREA)

Western Sydney University

PRESENTATIONS

Child Aware Approaches Conference

Foster Care Information Session, Bateau Bay

COMMUNITY EVENTS

LWB Western Area Ball – Narrabri

Mardi Gras Fair Day

Nepean Disability Expo

Launch of NDIS implementation in Nepean Blue Mountains – combined sector event at Penrith Panthers

Dubbo Show

NAIDOC festivals across NSW



NORTHERN TERRITORY

OPERATIONAL AREAS:

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

Services	Clients		
Child, Youth and Family	93		
Disability	98		
Community Aged Care	285		
Refugees and Asylum Seekers	25	Foster Carers	Staff
Total	501	15	239
Revenue \$25.5M			

HIGHLIGHTS

Celebrating 10 years of operation in the Northern Territory and supporting over 300 people across disability services, aged care, and refugee and asylum seeker programs, Out of Home Care services and early childhood educational services, which include community-based child care services.

Commencing the Abecedarian approach to working with families in Lajamanu crèche

Preparations for the Waltja Tjutangku Palyapayi Aboriginal Corporation's 2016 Aged and Disability Festival

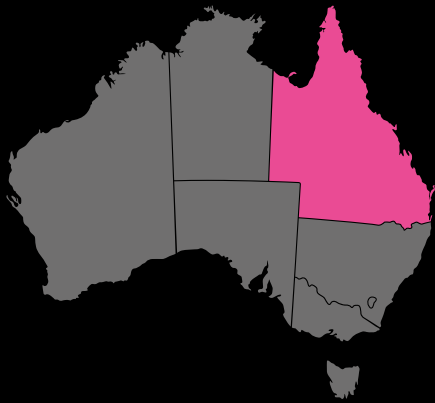
FUNDERS
City of Darwin
Commonwealth HACC
Department of Children, Youth and Families
Department of Education and Children's Services
Department of Health
Department of Health (Commonwealth Funded)
Department of Prime Minister and Cabinet
Department of Veteran Affairs
DIAC – Department of Immigration & Citizenship
FaHCSIA – Department of Families, Housing, Community Services & Indigenous Affairs
NT Department of Aged & Disability
NT Department of Health
NT Department of Health & Community Services

MEMBERSHIPS
Aged and Community Services Australia
Early Childhood Reference
Group Lajamanu
Lajamanu Reference Group
National Disability Services
Northern Territory Council of Social Services

PRESENTATIONS
National child care systems consultation
NDIS consultations for Quality and Safeguarding framework
NT GOV (DCF) Carer support services think tank
Willing to Work: Consultation regarding employment discrimination against people with disability, their carers and families.

EVENTS SPONSORED
NT Carers Awards
Masters Games
Northern Territory Disability Service Awards
RDH – Children's Ward

COMMUNITY EVENTS
Disability Awareness festival, Darwin
Disability Awareness festival, Katherine
Henbury School Fair
NAIDOC festival, Darwin
National Seniors Week expo, Darwin
NT Department of Business Careers Expo
Regional Show, Darwin
Regional Show, Katherine



QUEENSLAND

OPERATIONAL AREAS:

Springwood, Darling Downs and Toowoomba, South East Queensland, North Coast, Brisbane South and Gold Coast, Ipswich, Townsville, Mackay, Rockhampton, Maryborough and Far North Queensland including Cairns and surrounds, and The Cape

Services	Clients		
Child, Youth and Family	1,040		
Disability	271		
Community Aged Care	1,111		
Mental Health, and Alcohol and Other Drugs	64		
Youth Justice	2		
Homelessness	4	Foster Carers	Staff
Total	2,492	701	904
Revenue \$77.8M			

HIGHLIGHTS

- Expansion of the Elderly Parent Carer Initiative Trial with six new purpose-build units Toowoomba
- First Anniversary – Next Step After Care, April 2016, and celebrated the 500th young person engaged in the program
- Queensland Youth Strategy Future Building Forums with PCYC
- Transition to Independence (T2I) Month event in 2015 (North Coast)
 - Commenced the Home Interaction Program for Parents and Youngsters (HIPPY), program at Deception Bay
 - Participation with people we support across the State at the Laura Aboriginal Dance festival

AWARDS

- “Local Hero” Award for Toowoomba Disability Services team in the Open Category of the Department of Communities, Child Safety and Disability Services local recognition and reward
- ASCA Finalist (Aged Care) for Live Life, Live Well
- Youth Disability Awards

ACCREDITATION AND LICENCES

Department of Communities, Child Safety and Disability Services Licensing

Human Services Quality Framework Accreditation

Practice Standards for Working with women affected by Domestic and Family Violence

FUNDERS

Brotherhood of St Lawrence

Department of Communities, Child Safety and Disability Services

Department of Education Training and Employment

Department of Human Services

Department of Justice and Attorney-General

Department of Public Works and Housing

Gold Coast Hospital & Health Service

QLD Department of Child Safety

QLD Department of Communities

QLD Department of Education, Training & Development

QLD Department of Health

QLD SILS Board

MEMBERSHIPS

Aged and Community Services Australia

Alliance

Cairns Alliance for Social Services

Cairns Housing and Homelessness Network

Community Services Industry

DCCSDS Regional Child and Family Committees – South East, North Queensland, North Coast and Brisbane

Family Support Committee

Foster and Kinship Care Network

G8 CEO Network

Headspace Consortiums – Capalaba, Caboolture, Logan

North Queensland Community Safety Committee

North Queensland Community Services Forum

North Queensland Coordinators of Funded Services (COFS) Forum

North Queensland Social and Emotional Well Being Collaborative

PeakCare

Queensland CEO Conversation Group

Queensland Council of Social Services

Queensland Mental Health Alliance

Yarrabah Social Services Forum

PARTNERS

Aftercare

Create Foundation

Drug Arm

Edmund Rice Education Australia – Youth Plus (EREA)

Integrated Family & Youth Services (IFYS)

South Burnett CTC

Uniting Care Community

Youth Empowered Towards Independence (YETI)

EVENTS SPONSORED

Highlands Rugby League Club, Platinum sponsor

Logan Breaking Barriers Post School Options Expo, Gold Sponsor

Macktown Sistas, Gold sponsor

Northern Suburbs Junior Men's Hockey Club, Platinum sponsor

PRESENTATIONS

IFOC Conference

Inaugural Children's Health Queensland Child Protection Symposium

QCOSS Conference

Queensland Foster and Kinship Care Conference

Queensland Youth Strategy Future Building Forums PCYC

COMMUNITY EVENTS

CNS NAIDOC

CQID Reconciliation Players

EMU Park Junior Rugby League Club

FIRST – Disability Expo

Griffith University Symposia

Logan Breaking Barriers Post School Options Expo

Mr and Miss NAIDOC (Central, North and Far North Queensland

NDIS Symposium

QCOSS Scholarship Program for 2016 Conference

QLD Maori Rugby

QPCYWA 2015 Gold Day

T2I Month – Transition to Independence Month, North Coast Sponsorship

Youth Aspirations Initiative, Department of Communities, Child Safety & Disability Services

Youth Disability Services Award

EXHIBITOR

Child Aware Conference

QCOSS Conference 2015

Qld Foster and Kinship Care



SOUTH AUSTRALIA

OPERATIONAL AREAS:

Adelaide, County North, County South, Riverland

Services	Clients		
Child, Youth and Family	84		
Disability	64		
Community Aged Care	159		
Mental Health, and Alcohol and Other Drugs	474		
Refugees and Asylum Seekers	204		
Homelessness	56	Foster Carers	Staff
Total	1,041	164	304
Revenue \$26M			

HIGHLIGHTS

- Rejuvenate SA
- Partnership with People’s Choice
- Commencement of Creating Brighter Futures program
- Expansion of Alcohol and Other Drugs Services
- Expansion of Child, Youth and Family services to include General Foster Care
- Minister for Education and Child Development’s attendance at LWB’s State Carers Reference Group
- Awarded as Lead Agency for the Partners in Recovery consortium for Southern Fleurieu and Kangaroo Island (SAFKI).
- Visit from Mental Health Commissioner at Living Arts Hub peer worker conference

AWARDS

- LWB Reconciliation Award for Aboriginal Men’s House, Port Augusta
- Nomination for Business of the year in Ceduna and Professional of the year for the Ceduna Disability program

ACCREDITATION AND LICENCES

AHPRA (Australian Health Practitioner Regulation Agency)
Australian Home Care Standards accreditation
Australian Quality Improvement Council (QIC), Health and Community Services Standards Accreditation
DASSA (Drug and Alcohol Services South Australia)
Foster Care Agency Licensed (FSA)
Registered as a member of the SA Disability Services Provider Panel

FUNDERS

Arts SA
Carers Australia, SA
Community Benefits SA
Country SA PHN
Country SA Primary Health
Department for Communities and Social Inclusion – Disability, Exceptional Needs Unit (ENU), Homelessness
Department for Correctional
Department for Education & Child Development SA (DECD)
Department for Health and Ageing, Mental Health and Substance Abuse
Department of Immigration and Border Protection
Department of the Prime Minister and Cabinet
Department of the Prime Minister and Cabinet (PM&C), Indigenous Advancement Strategy (IAS)
Dept. of Social Services (C'wealth)
Disability Services SA
Gaia Fund
Housing SA, Homelessness Strategy
Meah Orange
Medicare Local

Neami National
Northern Mental Health
NT Department of Children & Families
People’s Choice Credit Union
SA Department for Communities and Social Inclusion
SA Department of Families & Communities
SA Department of Health
SA Health, Southern Adelaide Local Health Network
Services, SA
University of South Australia (UniSA)
Wyatt Trust

MEMBERSHIPS

Berri Headspace consortium
CAFWA (Child & Family Welfare Association of South Australia Incorporated)
Consortium Group
Eastern and State-wide Housing and Homelessness Strategic
Eastern Collaborative Project – Aged Care
Generic Homelessness Services Network
Home Support Network
Homelessness Australia Northern and Eastern Medicare Local
Mt Gambier Headspace consortium

EVENTS SPONSORED

Annual Foster Care Week Dinner
Festival of Now
Play til you Drop Soccer youth tournament
Rec in the West
Welcome to Australia dinner during Refugee week

EVENTS HOSTED

Annual Carer Luncheon, Adelaide
Free weekly soccer sessions for asylum seekers and refugees
Living Arts Hub Community Open Day
Living Arts SALA Reconciliation Exhibition
National Refugee Week Soccer Carnival
Salisbury Centre Open Day
National Disability Practitioners
National Disability Services SA
Professional Journals on line: EBSCOhost
Riverland Community Service Alliance
Roundtable Office for Youth Inner City
SA Disability Membership
SA Youth Homelessness Strategic Group
Shelter SA
South Australian Council of Social Service (SACOSS)
South Australian Network for Drug and Alcohol Services (SANDAS)
South Eastern Round Table
The Don Dunstan Foundation

EXHIBITOR

Disability and Ageing Expo
Royal Show Recruitment



TASMANIA

OPERATIONAL AREAS:

Northern Tasmania,
Southern Tasmania.

Services	Clients		
Child, Youth and Family	78		
Disability	244		
Mental Health, and Alcohol and Other Drugs	17		
Youth Justice	18	Foster Carers	Staff
Total	357	69	238
Revenue \$14.6M			

HIGHLIGHTS

- Commencement of Back on Track Program, supporting young people in the Youth Justice system
- Funding of the State-wide #iConnect Program
- Overland Jack – documentary aired on Southern Cross Television
- NDIA filming of the Hub in Launceston
- Development of Forging Excellence in Leading Practice Program with TasTafe

AWARDS

- Veggie Box Delivery Program – Semi Finalist, Tasmanian Community Achievement Awards

ACCREDITATION AND LICENCING

Licensed with Triangle Consulting for use of Outcomes Star

Registered for provision of NDIS

Registered for provision of Special Care Packages through DHHS.

Skills Tasmania – Employer of Choice

FUNDERS

National Disability Insurance Agency

Tas Community Fund

Tasmanian Department of Education

Tasmanian Department of Health & Human Services, Child Protection

Tasmanian Department of Justice (Community Corrections)

TasTAFE

MEMBERSHIPS

ASSID

Australian Institute of Company Directors

Australian Youth Mentoring Network

Foster Carers Association of Tasmania

Mental Health Council of Tasmania

National Disability Service

Tasmanian Chamber of Commerce and Industry

Tasmanian Council of Social Service

Tasmanians with a Disability

Why Not – Youth networks of Tasmania

YANG (Youth advisory group)

PARTNERS

Conservation Volunteers Australia – Tolosa

Northern Suburbs Community Centre – Veggie Box Delivery Program

Josef Chromy Tasmania – Art Exhibition

The Smith Family – Work Inspirations program

Nursery Community Access Service

SPONSORS

Backpack 4 VIC kids

PRESENTATIONS

Foster Carer Recognition in partnership with Foster Care Association of Tasmania

COMMUNITY EVENTS

Huon Valley Disability Service Expo

Agfest, May 2016

Tasmanian Body and Soul Festival

Flourish Women's Day

Gearing Up Expo

EXHIBITOR

Art in the Vines, Launceston

Annual Sports Challenge Day – Rocherlea

Annual Fair – Rocherlea

Mental Health Week Community Stand in each region

Pop Up Shop, Launceston



VICTORIA

OPERATIONAL AREAS:

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

Services	Clients		
Child, Youth and Family	113		
Disability	47		
Community Aged Care	90		
Mental Health, and Alcohol and Other Drugs	46		
Refugees and Asylum Seekers	2,843	Foster Carers	Staff
Total	3,139	53	266
Revenue \$10.4M			

HIGHLIGHTS

- Commenced delivery of Home Interaction Program for Parents and Youngsters (HIPPY), Epping
- Started Delivering Targeted Care Packages
- Staff participating in The Long Walk, Reconciliation Week May 2016
- NDIS readiness forums for Family, client and staff forums North East Melbourne July 2016
- Art Exhibition held in partnership with Connections Gallery, Dandenong

AWARDS

- Victorian Disability Awards
Excellence in Social & Cultural Access Award, Macmeikan Street

ACCREDITATION AND LICENSING

Accredited (through Global Mark) for provision of Out of Home Care and Disability Services

Registration for provision of NDIS

FUNDERS

Albury Wodonga Health

Brotherhood of St Laurence

Care Connect

City of Greater Dandenong

Department of Health and Human Services

Department of Immigration and Border Protection / Australian Border Force

Department of Social Services

Department of Veteran Affairs

National Disability Insurance Agency

Yarra City Council

MEMBERSHIPS

CEDA

Centre for Excellence in Child & Family Welfare (CECFW)

Dandenong Council Asylum Seeker and Refugee Committee

Dandenong Regional Community Services Network

Department of Premier and Cabinet, Office of Multicultural Affairs SRSS Network

Domestic Violence Victoria

Employment Working Group Committee

Foster Carers Association of Victoria

Home Based Care and Out-of-Home Care Managers Alliance groups, North, West and South

National Disability Practitioners

NDS

NDS-Victorian Committee-NDIS and Sector Reform

Network of Asylum Seeker Agencies Victoria

Refugee Council of Australia

Settlement Council of Australia

Social Cohesion Community Reference Group

South East Melbourne Medicare Local Refugee Health Advisory Committee

Strengthening Communities to Improve Health Task Group

Various DHHS Child, Youth & Family networks

Various DHHS Disability Services Networks

VicServ (peak for mental health services providers)

Victorian Refugee Health Network

PRESENTATIONS

Centre for Excellence in Child and Family Welfare's 5th Annual Sector Research Symposium, October 2015

Impact of Trauma on Communities, Foundation House, Brunswick, July 2016

Victorian Parliamentary Inquiry into Abuse into Disability Services

Yarra Settlement Forum, October 2015

COMMUNITY EVENTS

Beach Awareness and Safety Around Water activity, Melbourne, January 2016

Children's Christmas day – Out of Home Care, December 2015

Cultural celebrations for Ifar, Ethiopian New year and Diwali, Dandenong, Sunshine and Epping

Epping Centre Open Day, July 2016

Foster Care Appreciation Day , Melbourne, September 2016

HIPPY Information session for community, November 2015, Epping

International Day of people with Disability movie day, December 2015, Melbourne

Sunshine Centre Opening, September 2015

Welcome to Epping Family Day, September 2015, Epping

EXHIBITIONS

Bass Coast Ageing Positively Expo Feb 2016

Whittlesea Welcome April 2016

Whittlesea National Sorry Day May 2016

VALID "Our Choice" Expo, Melbourne June 2016

Hume city Council Refugee Expo June 2016

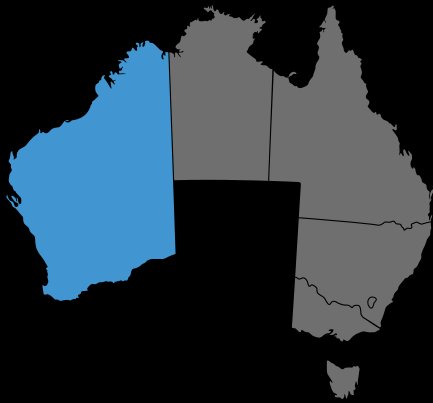
EVENTS SPONSORED

Multi-Coloured Soccer Tournament as part of Refugee Week, Dandenong June 2016

National Aboriginal and Torres Strait Islander Children's Day

Whittlesea Council Refugee Week Event June 2016

Refugee Week Launch Federation Square June 2016



WESTERN AUSTRALIA

OPERATIONAL AREAS:

Perth North Metro, Perth South Metro, Kimberly Region, South West Goldfields.

Services	Clients		
Child, Youth and Family	120		
Disability	257		
Community Aged Care	3		
Mental Health, and Alcohol and Other Drugs	37		
Refugees and Asylum Seekers	3		
Youth Justice	1	Foster Carers	Staff
Total	421	280	468
Revenue \$39.8M			

HIGHLIGHTS

- Expanded general foster carer placements in Kalgoorlie
- Funded to provide Multisystemic Therapy program, and start July 2016
- Commenced implementation of WA Moving Forward Plan
- Opened new service hubs in Manjimup and Esperance

AWARDS

- Community Services Excellence Award (Ngatti) nomination
- WA Association for Youth Workers, Youth Work Leader Award (Finalist)
- WA Disability Awards (nomination)
- WA Foster and Kinship Carer Awards – LWB Carers, Marica and Trevor Brownley named WA Carers of the Year
- WA Health Excellence Awards (Ngatti) nomination

EVENTS SPONSORED

LWB Broome Youth Week Awards 2016
OOHC conference, October 2015
WA Foster Carer Conference, Silver Sponsor

EXHIBITOR

Deadly Jobs Expo
WA Foster Carer Conference
WACOSS

FUNDERS

Department of Child Protection and Family Support
Department of Health/Mental Health Commission
Department of Immigration & Border Protection
Department of Mental Health Commission
Department of Social Services
Department of Sport & Recreation
Department of the Attorney General's Office
Disabilities Service Commission
Royalties for Regions
WA Department of Child Protection
WA Department of Child Protection and Family Support
WA Department of Corrective Services
WA Disability Services Commission
WA Mental Health Commission
WA Public Trustee

MEMBERSHIPS

Alliance for Children at Risk
Carers Association of WA
Chamber of Commerce and Industry of WA
Department of Health – Council of Official Visitors
Department of Health – Licencing and Accreditation Regulatory Unit
NDS
Reclink Australia
WA Association of mental Health
WA Council of Social Services
YACWA

ACCREDITATION AND LICENSING

Department of Child Protection and Family Support – licensing and accreditation
Department of Health – Council of Official Visitors
Department of Health Licensing and Accreditation Regulatory Unit
Disability Services Commission
Mental Health Commission

SPONSORS

Australind Lions
Boulder Rotary Club
Bunnings Balcatta
Chef's Longtable lunch (community lunch)
Church of Christ
City of Kalgoorlie Boulder
Delshine Chemicals
Drake Medox personnel
EMC washers and dryers – Errol Clarke
Givit.org
Gloucester Park
Harvey Norman
Kalgoorlie Consolidated Gold Mines
Lottery west
Mallard Duck Restaurant
Maxxia
McDonalds – Beechboro
Morley AMF
Noranda Bowling Club
Noranda Bowls club'
Royalties for regions – Goldfields Esperance small grants scheme
S & A smash repairs
Schweppes
Volkswagen
Warwick Super Bowl

PARTNERS

Aftercare
Forrest Personnel
Max Employment
Salvation Army Employment Plus
Youth Reach South

APPENDIX TWO

SUMMARY FINANCIAL STATEMENTS

For the Year Ended 30 June 2016

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DIRECTORS' REPORT

FOR THE YEAR ENDED 30 JUNE 2016

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 2016.

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 (July 2002 - current)

A Deegan (November 2004 - current)

R Ferris (July 2002 - May 2016)

J Lowe (April 2004 - current)

T McCosker (July 2002 - current)

S Gordon AM (December 2009 - current)

G Calvert AO (February 2012 - current)

G Innes AM (May 2014 - current)

D Dean (February 2016 - current)

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

Principal activities

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

Short and long term objectives

The Group has a Strategic Intent to 2020, with a key purpose of partnering with people to change lives for the better. The five key areas of the Strategic Intent are:

1. Living values every day
2. Delivering outcome-focused client centred community services
3. Creating a positive social impact through growth and diversification to reach more communities
4. Inventing new ways of working to create more value
5. Engaging and developing people

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 2016 the collective liability of members was \$400 (2015: \$400).

Information on directors

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

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

DIRECTORS' REPORT

FOR THE YEAR ENDED 30 JUNE 2016

S Gordon AM	Director
Qualifications	LLB
Experience	Extensive experience in improving the lives of Aboriginal people. Magistrate of the Children's Court of Western Australia for over 20 years. Chair of the Sister Kate's Children 1934 to 1953 Aboriginal Corporation since 2001. Sits on a variety of Boards and Trusts around Australia in relation to Aboriginal people and communities. Sue Gordon received an honorary Doctorate of Letters from the University of Western Australia in 2003.
Special responsibilities	Reconciliation Adviser
<hr/>	
G Calvert AO	Director
Qualifications	MBA, BSW, BA
Experience	Extensive leadership in the human services sector, working across Government and non Government, primarily in improving the lives of children and young people. Commissioner for Children and Young People, NSW 1999 2009.
Special responsibilities	Chair of the Practice Committee. Member of the Risk Management Committee.
<hr/>	
G Innes AM	Director
Qualifications	LLB FAICD
Experience	Lawyer, mediator and director. Human Rights Practitioner for 30 years in NSW, Western Australia and nationally. Australia's Disability Discrimination Commissioner from 2005 – 2014. During that time served as Australia's Human Rights Commissioner for three and a half years and as Race Discrimination Commissioner for two years. Graeme Innes received an honorary Doctorate of Human Rights from the University of Canberra in 2015.
Special responsibilities	Member of the Practice Committee. Chair of the Remuneration, Nomination and Succession Committee
<hr/>	
D Dean AM	Director
Qualifications	BCom, FCPA, FAIM, FAICD
Experience	Extensive experience in business strategy and growth, Australia and overseas. Managing Director/CEO, Veolia Australia and New Zealand for 25 years. Sits on a variety of Boards including University of Newcastle and the MCA and a committee member on many leading industry groups relating to the environment
Special responsibilities	None

2. OPERATING RESULTS AND REVIEW OF OPERATIONS FOR THE YEAR

Operating results

The profit of the Consolidated Group amounted to \$4,845,003 (2015: surplus of \$6,422,458).

Review of operations

A review of operations of the consolidated group during the financial year shows a 7% increase in revenue from a continued expansion of services. Expenses for the year increased by 8%, mainly due to employee and other operational expenses as head count and associated activity were increased to meet the service delivery needs of the increased activity. In New Zealand, The Life Without Barriers NZ Trust (LWB NZ Trust) was wound up and a new controlled entity, Family and Youth Therapeutic Services Limited (FYTS) commenced trading during the year.

3. OTHER ITEMS

Significant changes in state of affairs

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

Events after the reporting date

No matters or circumstances have arisen since the end of the financial year which significantly affected or could significantly affect the operations of the Consolidated Group, the results of those operations, or the state of affairs of the Consolidated Group in future financial years.

Future developments

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

Environmental issues

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

DIRECTORS' REPORT FOR THE YEAR ENDED 30 JUNE 2016

Meetings of directors

During the financial year, 24 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		Reconciliation Sub Committee	
	Number eligible to attend	Number attended	Number eligible to attend	Number attended	Number eligible to attend	Number attended	Number eligible to attend	Number attended	Number eligible to attend	Number attended
T Lawler	10	10	5	4	-	-	-	-	1	1
A Deegan	10	9	-	-	4	4	-	-	-	-
R Ferris	8	7	-	-	-	-	-	-	-	-
J Lowe	10	8	-	-	-	-	-	-	-	-
T McCosker	10	8	5	5	4	2	-	-	-	-
S Gordon AM	10	7	-	-	-	-	-	-	-	-
G Calvert AO	10	9	-	-	4	4	-	-	1	1
G Innes AM	10	10	-	-	-	-	-	-	1	1
D Dean AM	5	5	-	-	-	-	-	-	-	-

	Practice Committee		LWB NZ Trust Meetings	
	Number eligible to attend	Number attended	Number eligible to attend	Number attended
T Lawler	-	-	1	1
A Deegan	-	-	1	1
R Ferris	-	-	1	1
J Lowe	-	-	1	1
T McCosker	-	-	-	-
S Gordon AM	-	-	-	-
G Calvert AO	4	4	-	-
G Innes AM	4	3	-	-
D Dean AM	-	-	-	-

The following person held the position of Consolidated Group secretary at the end of the financial year: D Lynch, who is also the Director of Corporate Services of the parent entity, has held the position of Secretary since 29 March 2014.

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 2015 has been received and can be found on page 88 of the financial report.

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

Director:  _____

Director:  _____

Dated 23 September 2016

AUDITOR'S INDEPENDENCE DECLARATION



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Auditor's Independence Declaration To the Directors of Life Without Barriers

In accordance with the requirements of section 60-40 of the Australian Charities and Not-for-profits Commission Act 2012, as lead auditor for the audit of Life Without Barriers for the year ended 30 June 2016, 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, 23 September 2016

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SUMMARY STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME AS AT 30 JUNE 2016

	Note	2016 000's \$	2015 000's \$
Revenue	2	399,960	372,263
Other income	2	4,029	3,747
Total revenue and other income		403,989	376,010
Employee benefits expense service delivery		(266,516)	(247,621)
Service delivery costs		(28,577)	(25,788)
Employee benefits expense administration and managerial		(34,531)	(32,200)
Depreciation and amortisation expense		(6,265)	(4,033)
Motor vehicle expenses		(11,339)	(12,978)
Property expenses		(20,375)	(21,075)
Travel and accommodation		(4,002)	(3,974)
Office expenses		(3,054)	(3,269)
Insurance		(8,793)	(6,380)
Recruitment and training		(3,652)	(3,219)
Other expenses		(11,455)	(8,604)
Finance charges		(585)	(290)
Profit/(loss) on sale of fixed assets		-	(157)
Total expenditure		(399,144)	(369,588)
Surplus before income tax		4,845	6,422
Income tax expense	1	-	-
Surplus for the year		4,845	6,422

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	7
Net fair value movements for available for sale financial assets		(136)	(316)
Items that have been reclassified to surplus or deficit			
Reclassification of fair value (gains) / losses on available for sale financial assets		34	(44)
Other comprehensive income for the year		(100)	(353)
Total comprehensive income for the year		4,745	6,069

The accompanying notes form part of these financial statements

SUMMARY STATEMENT OF FINANCIAL POSITION AS AT 30 JUNE 2016

	Note	2016 000's \$	2015 000's \$
ASSETS			
CURRENT ASSETS			
Cash and cash equivalents		63,387	56,898
Trade and other receivables		13,571	20,133
Other financial assets		2,612	3,964
Other assets		825	27
TOTAL CURRENT ASSETS		80,395	81,022
NON CURRENT ASSETS			
Financial assets		10,908	9,077
Property, plant and equipment		30,743	23,361
Intangible assets		8,122	6,273
TOTAL NON CURRENT ASSETS		49,773	38,711
TOTAL ASSETS		130,168	119,733
LIABILITIES			
CURRENT LIABILITIES			
Trade and other payables		48,792	52,456
Employee benefits		12,240	9,731
Financial liabilities		3,930	2,066
TOTAL CURRENT LIABILITIES		64,962	64,253
NON CURRENT LIABILITIES			
Employee benefits		3,177	1,831
Financial liabilities		12,554	8,919
TOTAL NON CURRENT LIABILITIES		15,731	10,750
TOTAL LIABILITIES		80,693	75,003
NET ASSETS		49,475	44,730
FUNDS			
Special Purpose Funds Aboriginal & Torres Strait Islands Children's Foundation	4	3,206	3,131
Reserves		8,587	8,068
Accumulated Funds	3	37,682	33,531
TOTAL FUNDS		49,475	44,730

The accompanying notes form part of these financial statements

SUMMARY STATEMENT OF CHANGES IN FUNDS FOR THE YEAR ENDED 30 JUNE 2016

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

2015	Accumulated Funds 000's \$	Special Purpose Funds Carol Peltola Research Funds 000's \$	Special Purpose Funds LWB Aboriginal & Torres Strait Islands Children's Foundation 000's \$	Foreign Currency Revaluation Reserve 000's \$	Financial Asset Reserve 000's \$	Capital Assets Reserve 000's \$	Total 000's \$
Opening balance 1 July 2014	28,641	41	3,051	57	669	6,202	38,661
Surplus for the year	6,422	-	-	-	-	-	6,422
Transfer to/ (from) special purpose funds	(1,532)	(41)	80	-	-	1,493	-
Transfers to/ (from) reserves	-	-	-	7	(360)	-	(353)
Balance at 30 June 2015	33,531	-	3,131	64	309	7,695	44,730

The accompanying notes form part of these financial statements

SUMMARY STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 30 JUNE 2016

	Note	2016 000's \$	2015 000's \$
CASH FLOWS FROM OPERATING ACTIVITIES:			
Receipts from government grants and other income		438,389	393,994
Receipt from other organisations		10,372	8,605
Payments to suppliers and employees		(433,233)	(396,075)
Interest received		2,184	2,361
Net cash provided by (used in) operating activities		17,712	8,885
CASH FLOWS FROM INVESTING ACTIVITIES:			
Proceeds from sale of property, plant and equipment		106	30
Purchase of property, plant and equipment		(4,902)	(4,944)
Purchase of intangible assets		(2,403)	(3,608)
Proceeds from sale of other financial assets		2,656	970
Purchase of other financial assets		(3,203)	(2,023)
Net cash used by investing activities		(7,746)	(9,575)
CASH FLOWS FROM FINANCING ACTIVITIES:			
Proceeds of borrowings		-	375
Repayment of borrowings		(3,472)	(1,452)
Net cash used by financing activities		(3,472)	(1,077)
Net increase (decrease) in cash and cash equivalents held		6,494	(1,767)
Cash and cash equivalents at beginning of year		56,898	58,728
Effect of foreign currency rate changes on cash and cash equivalents		(5)	(63)
Cash and cash equivalents at end of financial year		63,387	56,898

The accompanying notes form part of these financial statements

NOTES TO THE SUMMARY FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2016

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 2016 is available on request from Life Without Barriers.

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

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

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

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

Rounding of amounts

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

Principles of Consolidation

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

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

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

(a) Revenue and other income

Grants and donations

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

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

NOTES TO THE SUMMARY FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2016 (CONT)

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.

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

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	2016 000's \$	2015 000's \$
Revenue from Government Grants and Other Grants		
– State/Federal government grants	392,389	365,581
– Other organisations	7,571	6,682
Total Revenue	399,960	372,263
Other Income		
Interest received	2,184	2,361
Dividends received	512	491
Gain / (loss) on disposal of investment	35	(11)
Gain / (loss) on disposal of property, plant and equipment	(87)	-
Charitable income and fundraising	113	59
Insurance recoveries	43	33
Other	1,229	814
Total Other Income	4,029	3,747
Total Revenue and Other Income	403,989	376,010

NOTES TO THE SUMMARY FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2016 (CONT)

	2016 000's \$	2015 000's \$
3 ACCUMULATED FUNDS		
Accumulated surplus at the beginning of the financial year	33,531	28,641
Total surplus / (deficit) for the year	4,845	6,422
Transfers to reserves	(694)	(1,491)
Transfer to/(from) special purpose funds	-	(41)
Accumulated surplus at the end of the financial year	37,682	33,531

	LWB Aboriginal & Torres Strait Islands Children's Foundation 000's	Carol Peltola Research Funds 000's \$	Total 000's \$
4 SPECIAL PURPOSE FUNDS			
Year ended 30 June 2016			
Balance at the beginning of the year	3,131	-	3,131
Transfer to/(from) Special Purpose Funds	75	-	75
Balance at the end of the year	3,206	-	3,206
Year ended 30 June 2015			
Balance at the beginning of the year	3,051	41	3,092
Transfer to/(from) Special Purpose Funds	80	(41)	39
Balance at the end of the year	3,131	-	3,131

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.

Carol Peltola Research Funds

During the prior financial year, the consolidated group authorised the transfer of \$30,000 to the fund as well as a payment of \$70,000 to the Griffith University for support of the Life Without Barriers Carol Peltola Children's Research Chair. There were no movements in the current financial year.

5 CHARITABLE FUNDRAISING ACT 1991 DISCLOSURES	2016 000's \$	2015 000's \$
Gross aggregate income received from fundraising:		
Donations – Special Purpose Funds – Carol Peltola Research Fund	-	15
Donations and Gifts – monetary & non monetary	112	44
Events and Functions	1	-
Sales of Goods	113	59
Direct expenditure associated with fundraising appeals	(1)	(1)
Net Surplus / (Deficit) from fundraising appeals	112	58
The net surplus from fundraising appeals was applied in the following manner:		
Donations Special Purpose Funds Carol Peltola Research Fund	-	15
Existing client programs	112	43
	112	58

	Rate 2016 %	Rate 2015 %	Total cost of fundraising appeals 2016 000's	Gross income from fundraising 2016 000's	Total cost of fundraising appeals 2015 000's	Gross income from fundraising 2015 000's
Comparison of monetary figures & percentages						
Total cost of fundraising appeals / Gross proceeds from fundraising appeals	1.00	1.69	1	53	1	59

DISCUSSION AND ANALYSIS OF THE SUMMARY FINANCIAL STATEMENTS YEAR ENDED 30 JUNE 2016

SUMMARY STATEMENT OF SURPLUS OR DEFICIT AND OTHER COMPREHENSIVE INCOME

Total Revenue for the year increased by 7.4% to \$400 million. The service sectors where the majority of this growth occurred were:

- Disability Services (\$12m increase) – combination of contracts for new services, organic growth and CPI increases.
- Family Support & Out of Home Care (\$19m increase) – combination of increased client numbers and CPI increases.
- Home and Community Care Sector (\$1.9m increase).

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

The Surplus for the year was \$4.8m, a decrease of \$1.6m over the previous year. The 2016 result incorporated the following key changes to 2015:

- 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:

- Property, plant and equipment has grown with the continuing transition to vehicles being purchased and funded by finance leases as older operating lease vehicles are replaced. The increase also includes grant funded capital purchases.
- Trade Debtors and grants receivable were \$6.6m lower at the end of 2016. The balance has reduced due to continued focus on receivables and building relationships with the funders to assist in streamlining the turnaround time on contracts and payments.

- Intangible assets represent the costs of developing information technology systems and products, net of amortisation. During the year LWB continued to invest in improved rostering and attendance systems.

Liabilities have increased by \$5.7m in total.

- Finance leases for motor vehicles account for \$3.6m of this increase.
- Employee liabilities have increased by \$3m due to increased employee numbers to support the income growth and additional employees qualifying for long service leave.

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

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

SUMMARY STATEMENT OF CASH FLOWS

The statement of cash flows shows a net inflow of \$6.5m for the year ended 30 June 2016.

Cash from operating activities was an inflow of \$17.7m, a net positive result for the year.

Investing activities accounted for a net outflow of \$7.7m. This was predominantly due to purchases of property, plant, equipment and intangibles (\$7.3m) which included the implementation of the new rostering & attendance system, assets that were grant funded and other equipment necessary to run the business.

DIRECTORS' DECLARATION

The Directors of Life Without Barriers declare that:

1. The financial statements and notes, as set out on pages 8 to 17:
 - (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: 23 September 2016

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 2015 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 2015 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 2015; 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: 23 September 2016

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



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Independent Auditor's Report To the Members of Life Without Barriers

We have audited the accompanying summary financial report of Life Without Barriers (the "Company"), which comprises the summary consolidated statement of financial position as at 30 June 2016, the summary consolidated statement of profit or loss and other comprehensive income, summary consolidated statement of changes in equity and summary consolidated statement of cash flows for the year then ended, notes comprising a summary of significant accounting policies and other explanatory information and the Responsible Entities' declaration of the company. The summary financial report does not contain all the disclosures required by Australian Accounting Standards.

Responsible Entities' responsibility for the financial report

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

Auditor's responsibility

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.

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**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.

Auditor's opinion

In our opinion, the summary financial report derived from the full audited financial report of Life Without Barriers for the year ended 30 June 2016, is consistent in all material respects with the full audited financial report on the basis described in Note 1.

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, 23 September 2016

NOTES



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