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| Life Without Barriers |
| Annual Report 2015 |
| CLIENTS’ VOICES, CLIENTS’ CHOICES |

In the spirit of Reconciliation, Life Without Barriers acknowledges Aboriginal and Torres Strait Islander peoples 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 version is suitable for people wishing to access Life without Barriers’ 2015 annual report using an automated reading device.

This document does not contain images, however, it describes images that accompany case studies in the online version of the annual report to add to the richness of the experience.

Our name describes our mission – supporting people to live their life by partnering with them to remove or overcome the barriers in their way.

There is no one way of doing this. Each person has individual needs and goals, and it is our job to support them in reaching these.

This annual report aims to summarise the activities of Life Without Barriers over the past 12 months and is a report directed to our communities and funders.

It is also a celebration of the successes of our people - our clients, our volunteers and our staff, as it is their actions that embody the Life Without Barriers’ story.

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## SNAPSHOT

* 11,591 clients on June 30
* 305 Locations across Australia
* 4,224 Staff
* 2,574 volunteers
* Supported 5,200 refugees and asylum seekers
* Next Step Aftercare Opens – post care service
* LWB Tasmania employer of choice – “Official Charity at Tasmania’s AGFEST”
* 96% of children and young people in care said they felt safe and welcome
* LWB, Care Connect and Aftercare open new mental health service in VIC
* Celebrated- Individuals at our LWB National Disability Achievement Awards
* Graeme Innes AM joins LWB Board
* New sponsorship agreement People’s Choice Credit Union, SA
* Formed the Practice and Quality Committee
* Expand Aged care services in the NT, SA and QLD
* Included in Queensland Government’s Elderly parent carer innovation Trial
* Illawarra disability service opens
* Hawthorn House in Oatland opens, with LWB delivering respite programs and services
* 98% of the 961 clients surveyed from North Queensland’s aged care program, completely satisfied with LWB services
* New look [www.lwb.org.au](http://www.lwb.org.au) and 1800 WE LIVE
* Australian trial of the USA Youth Advocate Program
* Opened 6 supported-living sites for people with a disability
* Joined with the Illawarra Disability alliance and Illawarra TAFE in CareStars program
* Inaugural National Carer Awards with Carers Australia and Families Australia.

## WHO WE ARE

We are a not-for-profit organisation working in more than 300 communities across Australia. Our services currently support just over 11,500 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 beginnings 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 the largest providers of social services in Australia, with a reputation for supporting clients with complex needs and delivering 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.

### WHY WE DO WHAT WE DO

Australia currently has 43,000 children and young people living in Out of Home Care, unable to live with their parents for reasons of safety.

The National Disability Insurance Agency estimates 18% of people live with disability, (abs.gov.au) while 20% of all people will experience some form of mental illness within a 12 month period. (SANE.org.au). In addition, we as a nation, are getting older. Over 15% of all people living in Australia are aged 65 years and over, that’s 3.4 million people. Of those still living in their own homes, 70% enjoy good health – they are ageing ‘well’ - and the other 30% require some form of home support. (AIHW.gov.au)

As a national provider of social services, all changes in Australia’s demographic profile requires us to review our services and models of support.

However, our approach of putting people first never changes.

### OUR PURPOSE

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

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

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

Our services include:

• caring for children, young people and working with families

• supporting people with disability

• caring for older people

• supporting Aboriginal and Torres Strait Islander peoples

• supporting people with mental health issues or addictions

• helping the homeless

• supporting refugees and asylum seekers.

## WELCOME FROM THE CHAIR OF THE BOARD

It is an honour to represent Life Without Barriers as Chairman and to share with you the highlights, stories and activities from our year.

Since Life Without Barriers began in the 1990s our work has grown to encompass the full scope of community services. We are privileged to be entrusted with care for children and young people who are not currently able to live with their families, we partner with thousands of people living with a disability to help them achieve their life goals, we provide community based care and activities for older people in need of a little extra help to enable them to remain independent and well in their homes and communities.

We also work with people without a home to call their own, including refugees and asylum seekers. We provide community based outreach support to people living with mental illness and counselling to those living with addictions. We provide a safe place and support to those escaping domestic violence. I am proud that we have been able to broaden and expand our service offering across the country to reach more people and communities in need. We are always striving to support communities and individuals no matter what circumstances they face.

At 30 June 2015, we were supporting 11,591 people which represents a dramatic 85 percent increase from the 6,254 in 30 June 2014. This increase from one reporting year to the next does not include more than 3,000 clients who accessed services during the past 12 months but who no longer required our support.

Our revenue to provide services to this growing number of people and communities is predominantly State and Federal Government contracts, but these streams continue to be diversified through different sectors and program offerings.

Over this year, we had strong growth in Family Support and Out of Home Care programs, particularly in programs focussed on family support and early intervention and on leaving care initiatives both of which are critical issues for children, young people and families engaged in the care system. Our work with people with a disability expanded through both State government contracts and through the trial sites for the National Disability Insurance Scheme and the My Way system in Western Australia.

This year also saw us successfully secure contracts to provide counselling for people with addictions to alcohol and other drugs in South Australia and the establishment of counselling and support services for people escaping domestic violence in Queensland. We also had significant growth with our work in community aged care services now enabling us to provide a greater diversity of support in local communities.

The exponential growth in client and staff numbers is the result of our new three-year contract to support refugees and asylum seekers through the Department of Immigration and Border Protection, now known as Australian Border Force.

We are a fiscally responsible organisation as evidenced by our annual report and our conservative return to reserves. We have been able to maintain tight expense management controls across the organisation and continue to exhibit the benefits of our experience in managing complex service delivery within tight budget constraints.

We have been able to balance the demands of quality service delivery, with ongoing financial investment into improving our organisation through program design and innovation, practice leadership, technology systems to further reduce our non-client facing expenditure and our client data system. We have also invested within the year into ensuring we have the organisational culture and values we promise to our clients, staff, carers and partners. Our strategic investment such as readying us for the changes through the introduction of the NDIS has been critical in future proofing our organisation so that the relationships we form with and around the people we support will be here for the long haul.

June 2015 saw the close of our 2010-2015 Strategic Plan and we are pleased to report our achievements against the goals set in 2010 within this annual report. Through the year we have partnered internally within our organisation and externally to develop our Strategic Intent for 2015-2020 and I am excited to share this intent in this annual report. This strategic intent suitably follows the refresh of our purpose and values and thus we enter this new strategic chapter with organisational clarity of purpose, values and strategy – an excellent position for any organisation to be in. Importantly, we believe the new strategic intent provides a clear direction for our organisation while enabling us to be agile in our response to the dynamic social policy reform environment which exists within the sectors in which we operate.

Our commitment to Closing the Gap goes to the heart of our organisation which was founded within a culture of client-focussed care. We are extremely proud of our achievements against our 2012-2015 Reconciliation Action Plan which has seen us enhance the cultural sensitivity of the care and support we provide Aboriginal and Torres Strait Islander peoples and communities. We employ more Aboriginal and Torres Strait Islander staff, develop mutually beneficial partnerships with Aboriginal and Torres Strait Islander organisations, training more than 1000 of our staff in cultural awareness and boosting our active engagement with many local communities across the country. We are now working with Reconciliation Australia on our new Stretch RAP for 2016-2019. A Stretch RAP will take us to a whole new level and will see us continue our work with Aboriginal and Torres Strait Islander peoples and communities but also leverage our people, partners, brand and resources towards achieving our vision of Reconciliation.

Life Without Barriers is a values driven organisation and as such all of our decisions and actions must reflect our core values of developing relationships, being respectful, courageous, imaginative and responsive. With the rapid expansion of the organisation over the years we are determined that the values and their purpose remain strong, vibrant and present in all aspects of our organisation. We continue to invest in initiatives to embed the values in everything we do. This has been tremendously successful to date and we are now turning our minds to how we can sustain this values alignment which is so critical to the quality of the care and support we can provide. Our board members are committed and have evidenced this through their internal governance review.

A refreshed Constitution and Governance Charter followed by an externally led skill matrix and performance review will highlight LWB as a leader of good governance within the Not-For-Profit community. Life Without Barriers’ positioning within the communities in which we work is critical to our success. The Not-For-Profit sector as a whole, and Life Without Barriers within this, could not provide the enormous benefits to society that it does without the existence of social capital. This simply means – the benefits to society from people with links, shared values and understandings which enable individuals and groups to trust each other, work together and encourage social cooperation. Social networks create value, and one of the key roles Not-For-Profits can play is in creating and leveraging this value to the benefits of those we care for and support.

So, rather than a Not-For-Profit, we believe we are a Social Capital Enterprise. We are focussed on ensuring we deliver the benefits and value that social networks create. The rate of change of the environment that we operate in will necessitate this focus for organisations like ours if we are to be successful with our respective purpose and goals. This responsibility is not ours alone, however, we believe that we must work more effectively together across social capital enterprises like LWB, government, the business community, educators and leadership groups. To ensure we do our part, this next strategic intent chapter for LWB will see us investing more in our ability to create and leverage social capital.

As Chair, I am privileged to visit clients around the country and see first-hand the positive difference our support is making in people’s lives. On one such visit I spoke with a client who had chosen Life Without Barriers’ as their NDIS service provider. When I asked what their experience has been as a result of their choice their response was, “I no longer have a life with barriers”.

Thank you to everyone who is part of this great organisation for your contribution and what we have achieved together.

Terry Lawler

Chairman of the Board

## CHIEF EXECUTIVE’S YEAR IN REVIEW

As a national provider of community-based social services, we work with people in a wide range of ways and locations with the aim of helping them live a full life and achieve their life goals by removing the barriers that their circumstance, or we as a society, put in their way.

Our name describes our work, and our values describe how we do it. Over the past 12 months, we’ve been able to support over 14,600 children, young people and adults across Australia in ways that have been important and vital to each person; and I’d like to share with you the achievements of the people we support, due in part to having LWB partner alongside them on their journey.

We put the safety of our clients and employees first in everything we do. Therefore it is with much sadness, that I report the death this year, of Robyn Ainuu, a cultural support worker in our Refugees and Asylum Seekers program while traveling between offices. Our thoughts remain with her husband and family.

My Year in Review is a brief summary of our activities between 1 July 2014 and 30 June 2015 across all areas of service delivery and operations. Our achievements against our key priorities are listed further in this report.

### OUR CLIENTS BY SERVICE

**1,457 COMMUNITY AGED CARE**

**1,954 DISABILITY**

**2,408 FAMILIES, CHILDREN AND YOUTH**

**58 HOMELESSNESS**

**536 MENTAL HEALTH**

**5,178 REFUGEES AND ASYLUM SEEKERS**

**11,591 TOTAL CLIENTS**

*\*Client numbers reported here are as at 30 June 2015. During the 12 months under review more than 14,600 clients received support from Life Without Barriers.*

### FAMILIES, CHILDREN AND YOUTH

Life Without Barriers operates several programs within this portfolio, the largest being home-based foster care as part of our Out of Home Care programs. Out of Home Care also includes residential care, aftercare, mentoring, family contact, Early Learning centres and our Youth Advocacy Program. Other family-centred services are Domestic Violence counselling services and Multisystemic Therapy.

##### FOSTER CARE, RESIDENTIAL CARE AND FAMILY CONTACT

In situations where it is not safe for a child or young person to remain with their own family, they are cared for and raised by volunteer foster carers or in residential accommodation with LWB.

##### Listening to the Voices of Children and Young People in Out of Home Care

We know that children and young people in Out of Home Care can be more vulnerable than other children and young people, making it particularly important to protect and promote their rights, and so we developed what we call our Children Voice initiative. During November 2014, we visited 1884 children aged over seven and young people in our Out of Home Care service and asked them two questions: *Do you feel safe where you live?;* and *Do you feel part of the family where you live?*

We gave each a copy of the Charter of Rights for Children in Out of Home Care for their State or Territory and explained what it was and what it meant. The 96% who answered both questions told us that they feel safe and part of the family where they live.

Where someone said they did not feel safe or if a caseworker thought that the child or young person had significant safety or wellbeing issues, we acted immediately to discover the cause. In 84% of these cases, no action was actually required or a plan was already in place to address issues.

Of the 1,884 visited, 1,121 children and young people completed a full Children’s Happiness Scale. This scale was developed by the UK Office for Standards in Education, Children’s Services and Skills. The survey records a child’s views against 20 statements about happiness and unhappiness. Results showed children and young people in foster care had slightly higher happiness scores than children and young people in residential care.

Our next action as part of the Children’s Voice initiative was the development of a national Child Safety campaign – We Put Children First. This public campaign rolls out in September 2015 and engages all staff, partners, clients and carers to reinforce that they clearly and explicitly understand that Life Without Barriers has a zero tolerance on child sexual abuse. All LWB staff are being asked to sign an agreement declaring they have read and understood our stand on ensuring LWB is a child safe organisation and not a place for people intending to harm children or young people.

In early 2015, we had a client case study published in the NSW Department of Family and Community Services (FACS) 2015 edition of Shining the Light on Good Practice booklet. This case study highlighted our collaborative child and family-centred approach to supporting young people to achieve their own goals and aspirations. In this case study, we were able to report on a successful outcome where a young girl, who had spent most of her life in foster care, was assisted to have her baby restored to her care and helped to develop positive parenting skills and behaviours.

We have worked with Edmund Rice Education Australian (EREA) in Queensland for a number of years, and in January 2015, brought their program to our NSW service. It is an early intervention program using an education consultant to work with students in danger of suspension or expulsion from school. Working with groups of 5 to 7 students in Out of Home Care at a time, we have already seen positive results with 11 new enrolments in school since the start of the program, and wonderful outcomes for our young people.

**THERAPEUTIC OUT OF HOME CARE SERVICES**

Two new Therapeutic Accommodation Support services started in Alice Springs in December 2014, funded through the NT Department of Children and Families, and two more are set to start in Alice Springs and Darwin before the end of 2015. This service was developed for children and young people with a history of multiple placement breakdowns while in Out of Home Care, who need a stable, predictable living environment. It is an extremely individualised program aimed at addressing their needs in a planned, systematic way. The model also looks at future planning, skills development and goal attainment, and already the children and young people are more settled, engaging with others, and returning to school.

In South Australia, we employed two Psychologist Clinicians who worked with 46% of the 94 children and young people in foster placements, and provided clinical support to their carers. These clinicians provide ongoing support and also delivered training in Therapeutic Crisis Intervention for families and staff working with children with disabilities and high-risk behaviours in foster care.

We also provide respite carers, and mentors who work with our team to provide 24/7 wraparound services to children and young people in this care; and a post-18 Disability Host Family program for 15 young people with a disability who have reached 18 years of age and have remained living with their foster families. Our focus in this program is to place children with families for life, and so far, thanks to our foster carers, we have an 80% success rate.

Our Home Care Family Support and Out of Home Care service in Victoria has also started to grow. As part of the Victorian Government’s review of Out Of Home Care, Targeted Care Packages are more common, and these aim to place children and young people with family or kin and provide support to reduce reliance on residential support, particularly for children under 13 years of age.

Most of the children and young people we support in Victoria have a disability, and as a multi-service provider we’ve been able to draw on the expertise of our disability professionals. Between March and April 2015, we ran a series of workshops for carers and staff on identifying triggers for young people with Autism and strategies for supporting them.

##### MENTORING

In Tasmania we created an education team to work across the state with students in our Disability services, Out of Home Care programs and Mentoring Program to help young people considered to be at risk of leaving school early. The education team works with families and schools to ensure appropriate education supports are put in place for these students and integrates with our Mentoring work in schools.

International research supports the importance of education for young people in Out of Home Care services, and we are working to ensure this service can be sustained by opening it to fee-for-service clients in anticipation of the impact on education support requirements when the National Disability Insurance Scheme (NDIS) rolls out. Due to the high quality work and positive client outcomes experienced with mentoring, we received referrals from Tasmania’s Departments of Justice, Education, and Health and Human Services. This led us to form a dedicated team of mentors who can work across our LWB programs.

The appointment of a Mentor Coordinator in October 2014 to our South Australian team saw the number of children and young people in the program increase from 22 last year to 34 this year. Mentors work as part of the foster care team and are matched to a child or young person for personality, interests and hobbies, skill base, gender and location. The mentors are important role models for children and young people, helping them to develop the social skills important while in care and to live as independent adults once out of care.

##### LEAVING OUT OF HOME CARE

There are over 500 young people who leave Out of Home Care programs each year in Queensland, and almost 1,500 young people under the age 21 who have already left Out of Home Care in this state. In March 2015, we started NEXT STEP Aftercare with CREATE Foundation and Uniting Care Community to provide quick access to practical advice on money, health and relationships, sourcing housing and accommodation, support with training, jobs and preparing resumes. The services has a 24-hour, seven-days-a-week phone number and is available through social media, SMS, email and a dedicated website nextstepaftercare.com.au

*CASE STUDY: Image shown of Catherine, with quote* “My daughter was very young when I started as a foster carer, and now I’m proud to say she is working as a disability support worker”

Christine lives in Katherine, 300 km south of Darwin, population 12,000 people. She’s been a foster carer with LWB since 2007. “Some people say to me it must be difficult being a carer. But I always say they should keep in mind that we are just here as stepping stones for the kids so they can keep progressing, and we can make a difference to their lives through our involvement with them, and be there to help them along their journey.

“For me, it’s all about the children I support. Seeing their smiles and their contentment when they are in my care is a reward in itself. “Each child has their own milestones that they reach, and every small achievement is a great success for them. “Whether it’s learning to eat by themselves, or developing their hand-eye coordination, or taking their first steps, it’s fantastic to be a part of. When they start to vocalise, and communicate with me, each in their own way, it’s a great feeling.”

In Perth, our At Risk Youth Accommodation (ARYA) service received accolades from the Western Australian government for its strong community engagement. ARYA provides emergency accommodation to young people aged 15-16 years at risk of homelessness and connects them to community supports and more stable housing.

The development of key relationships with the community, police, City of Belmont, the local Member of Parliament and the Department of Child Protection and Family Services have enhanced the functioning of the service and resulting outcomes for young people at risk.

##### Youth Advocate Program

In late 2014, we began a trial of another new program, working with young people in residential housing who have no identified support networks. Called the Youth Advocate Program (YAP), it is a personalised mentoring program using advocates who work intensively with individuals for up to six months to establish post-care networks and, in some cases, restoration or repaired relationships with family. The YAP advocate is an additional support to the dedicated direct care support that exists within the residential accommodation care team. The first group included 10 young people in the north/western suburbs of Sydney and we plan to expand this into other regions.

##### Multisystemic Therapy Family Support Programs

LWB is the Australasian Network Partner and license holder for the international Multisystemic Therapy (MST) program in Australia and New Zealand. MST aims to provide parents with the skills and resources that they need to address difficulties that arise when rearing teenagers, and give young people skills to cope with family, peer, school, and neighbourhood problems. During the past 12 months, we’ve worked with over 145 families but are currently supporting 85 through programs being delivered in Australia by Juvenile Justice NSW and the Western Australia Heath Department, and in New Zealand by Central Health Ltd, Emerge Aotearoa, Hutt Valley District Health Board, Child Youth and Families, Auckland, and Youth Horizons. MST is unique within Australian mental health services, and has gained the attention of leading child mental health researchers.

*Case Study*: Hip Hop and happiness came together in our first #iConnect program for young people in Out of Home Care in Tasmania. Six young people joined the inaugural workshop, run by Kickstart Arts, themed as the ‘happiness project’. It started with ‘getting to know you’ games, before moving into talking about creative art projects that interested them. Hip Hop artist Max Bladel introduced beats and rhymes and digital music machines; project director/film maker Richard Bladel explained different photography equipment and set some fun and creative photography tasks; and Caroline Amos worked on fun visual art activities. The goal is to develop each young person’s unique creative potential that will stay with them for life.

*Image shown:* Celebrating our Everyday Superheroes. LWBs float, manned by staff and volunteers, at the 2015 Tunarama Festival, Port Lincoln, South Australia.

##### Child Care Centres

It was another successful year for our two Aboriginal community based child care centres in the Northern Territory at Minjilang, on Crocker Island, and Lajamanu on the edge of the Tanami Desert with numbers reaching 30 children each. These services deliver high quality, culturally-sensitive early learning and development programs for children aged from birth to five years of age. Involvement from families and community members has been integral to the success, as well as supporting the learning and wellbeing of the children.

##### Family Contact Centres

Our family contact centre in Newcastle broadened its service during the year to the sector at large. These centres are a safe, friendly location where children in foster care can meet with their parents or siblings. Private locations are difficult to find, so we opened our cottage to other Out of Home Care providers as a bookable venue. This is one of three dedicated family contact centres we operate.

##### Domestic and Family Violence Counselling Services

In May 2015, we opened two domestic violence counselling services in North Queensland, supporting adults and children affected by domestic and family violence. Funded through the Queensland Government, both programs provide free counselling, help with accommodation and transport, and financial assistance. Charters Towers also offers children’s counselling (which also offers services in Hughenden) and the Burdekin program also provides court support. This is the first time these communities have had access to specialist services such as these.

*Case study – image shown of young girl with quote:* “Fulfilling her dreams and ambitions in and out of care” Krystal was one of only 14 school leavers to receive a prestigious scholarship for a Diploma of Legal Studies at Bond University, Queensland, in 2014, to provide her with a taste of what her chosen career of Law might be like. She was awarded a full-fee six-month Indigenous Scholarship to study on the Gold Coast and will return to South Australia to take up her place to study law once finished at Adelaide University. Starting tertiary study, and choosing a career, can be overwhelming for every young person, but Krystal has been supported both in her choices and her temporary relocation by her foster parents and her LWB Out of Home Care placement support worker.

Not her real name

### DISABILITY

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).

**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. Since then, 165 people have transitioned into our NDIS program in the Hunter, and 225 people nationally. Of these, 107 people are new clients having chosen LWB to be their provider.

We’ve been using what we’ve learnt from the Hunter Region in locations across the country. In early 2015, we successfully implemented a Quality Management System and achieved Third Party Verification for our NSW Disability Services. External verifiers visited a number of services from across a range of programs within NSW - Albury, Broken Hill, Central Coast, Orange, Sydney, Tamworth and Wollongong. Third party verification endorses that we are delivering quality services and achieving positive outcomes for individuals.

In June 2014, we opened a new office in the Shoalhaven region of New South Wales. Located in Nowra, this centre provides people living in the Nowra local community and surrounding areas better access to our services. Community outreach to individuals, families and carers is located through this centre, and training for staff in the region. LWB was one of 20 organisations across NSW chosen to partner with the National Disability Service (NDS) in its Phase One rollout of a Social Impact Measurement Tool.

The tool measures progress against outcomes for individuals accessing disability services. Our clients reported they were pleased with the level of support being provided, felt it contributed to positive health and their wellbeing, and supported their ability to participate both economically and socially within society.

In January 2015, we became a registered provider in the NDIS pilot site in the Barkly region, at Tennant Creek, Northern Territory. The Barkly Region is recognised as the largest geographical trial region for NDIS. Our trial highlighted the need for providers to have an understanding of rural and remote communities, along with service delivery expertise and financial management – information we were able to share at the Parliamentary Joint Standing Committee on operating the NDIS in remote regions.

We currently provide a Supported Accommodation service in Barkly for five men from remote communities. In addition to ensuring their health needs are met, we also ensure their connection to Country and family is maintained by visiting significant cultural land, joining in cultural celebrations and cooking.

*Case Study*. “David brought his skills, values and positive attitude to the game.”

David is a Champion Ten Pin bowler and like all competitive athletes his week centres around his training. Since returning home with a High Score Award after representing the Northern Territory in the 2015 National Disability Bowling Championships, held in Brisbane, he’s now more determined than ever to break his personal-best in the 2016 championships. David is also a client with Life Without Barriers and has been a resident in our supported accommodation services in Darwin since 2012.

*Image shown:* Three LWB Disability services clients performing in colourful costumes. You can watch the video of their story on our YouTube page. Eleven individuals and teams were recognised in our 2014 National Disability Services Achievement Awards at our International Day of People with a Disability celebrations. You can listen to our winners’ stories at [www.youtube.com/user/lwbaustralia](http://www.youtube.com/user/lwbaustralia)

**CONNECTION TO LAND AND CULTURE**

Re-establishing and maintaining connection with culture is a key part of our Aboriginal Men’s House in Port Augusta, South Australia. During the past 12 months, two men made a ‘back to Country’ trip to Indulkana where they had grown up, including Ingomar station near Cooper Pedy, and Lambina Station near Indulkana. The House is home to four Aboriginal men with high, complex needs and a history of offending.

However, our largest reunification endeavour this year was the 2015 Laura Aboriginal Dance Festival towards the tip of the Cape York Peninsula in Queensland. We were proud to be a Gold Sponsor of this year’s festival and honoured to help clients reconnect with family from throughout the Cape and Peninsula whom some hadn’t seen for many years.

Our LWB campsite included 17 campers from our disability program, 32 children from our Out of Home Care programs, 12 adults from our Strong Mob program for Aboriginal or Torres Strait Islander clients with mental illness, family members and foster carers and 48 support staff from all over Queensland, many of whom volunteered their time so our clients and their carers could enjoy this experience.

*Image shown*: The Yarabah Performers and Jermaine Morrison with Sean Singh at the 2015 Laura Festival.

##### SUPPORTING INDEPENDENT LIVING

Five years ago, we ran our first pilot in Toowoomba of a Transition Respite program to see what skills could be developed by an adult with disability to assist them in moving out of home and living a supported, but independent life. We started with four units and a cottage, and in this time have supported more than 100 people to live independently through this program.

In late 2014, we opened an eight-unit two-storey property in Townsville with funding from the Queensland Government. This property accommodates up to six adults with a disability including two with wheelchair accessibility requirements, and includes a unit each for a caretaker and support worker. We are currently investigating acquiring a second property in Toowoomba to expand this service.

*Case study:* “Elley set her goals and we’re helping her reach them”.

Elley’s goal is to complete a Cert II in Women’s Education through TAFE. She and her LWB New Horizons Leaving Care Program Co-Ordinator have set up her own home-study area, with funding through this program. The program has also been able to support Elley in other areas that are helping her build her independent living skills and confidence. She still maintains a strong connection with her carer, who is supporting her through a Post 18 Disability Host Family Program.

*Not her real name.*

**SUPPORTED ACCOMMODATION**

Our supported accommodation service in South Australia worked with 67 adults clients during the year. These clients live in supported accommodation or with their families in the community and we actively involve other providers to enhance our client’s experiences. Access to multiple agencies helps to ensure the ambitious personal goal setting and blue sky thinking of each client can be met. In the past four years, we have opened six residential houses for people with disability in Victoria.

In July 2014, we opened our first custom designed accommodation in Whittlesea with four units (three single and one double) supporting five people. Each resident has their own self-contained unit but has the support of a staff team on site 24 hours a day. Our residents have been welcomed into the local community and are on a first name basis with many of the local shop keepers and business owners.

*Image shown of decorated bedroom:* Bedrooms that reflect each person’s tastes and personality. In our residential housing in the Hunter, New South Wales, the house rule is: my room, my way

**WORKING WITH YOUNG PEOPLE**

In Tasmania, the model of consumer directed care championed through NDIS is seeing some truly life changing outcomes for clients. This is an NDIS pilot site for people with a disability aged between 15 to 24 years old and we’ve developed different types of service delivery based on our learnings from across the country including establishing a shared accommodation model.

In January 2015 we helped two young people to move out of home and into a share-house with friends of their choice and developed supports tailored to increasing their skills. This support has been designed to reduce over time as their confidence and independence grows. Purchasing power is one of our key learnings from all pilot sites. Based on this we amalgamated our disability programs into one broader Community Access Program to improve choices and options for clients when NDIS becomes fully operational.

*Case study:* “Living life their way – footy, fun and friends” It was a wintery Melbourne night in the middle of June on a Wednesday when over 90,000 people crammed in to the MCG for what was described as one of the most exciting State of Origin games in history.

Thanks to the generosity of the NRL, four lucky men from LWBs disability services joined this bumper crowd for free. The change of routine, the size of the crowd and the height of the seats in the stands were at first overwhelming for the men and staff, but overcoming barriers is what we do.

And with a spectacular fireworks and light show and a game full of tension and excitement - football was the winner on the night. Now they talk about going to the football, to the theatre – they’re up for anything.

**CLIENT-CENTRED CARE**

In Western Australia, we are a trial site provider for both the NDIS and the state-based My Way program, which is managed by the Disability Services Commission. In Busselton in the southern area of Perth, we work with clients in the My Way model and in the eastern suburbs of Perth, known as the Hills Region, we are transitioning clients to the NDIS and individual packages of care and support.

In addition to implementing the processes and criteria of each, we have continued to provide support to clients outside of these trial sites, leading us to review our structure and services models over the past 12 months.

These existing programs include our community garden established in 2014 to help develop life skills associated with growing and creating a kitchen garden with the added extras of mental work, carpentry and socialising with others. In early 2015, the City of Bunbury helped us expand this work by funding a kitchen, open twice a week, where clients are enjoying reaping the benefits of their labour.

In addition to direct care, we have continued to look at ways to enrich people’s lives. Students in our Art Without Barriers Program received a Community Initiated Grant from the City Of Fremantle to produce three individual murals along the fence on Daly Street, South Fremantle, in Western Australia. The mural is to recognise the history of this beachside area as a horse heritage park. The artwork produced by this group is of an exceptionally high standard and the program has led to them experimenting with sellable art in early 2015. There are currently over 20 students in the program between 15-60 years of age, and a recent ‘animal in art’ collection has been turned into a calendar. The proceeds of all sales goes back to the client-artists.

*Image shown of clients participating in our Art Without Barriers program:* Our Art Without Barriers program was created following discussions with clients on their interest in art and design. Tutors are all local artists who provide professional guidance and advice, but the pieces being produced are testament to the skills and talents of our client artists.

### COMMUNITY AGED CARE SERVICES

Our aged care programs grew during the year due to the demand in all communities for flexible home and community-based programs. We currently offer a range of flexible programs to assist older people.

Services include home-based services such as domestic work and socialisation, personal and clinical care support, and transport and home maintenance. We also offer community-based activities and recreation programs, and carer support and counselling. Services are delivered through Veteran’s Home Care, Home Care Packages, Home and Community Care (now known as the Commonwealth Home Support Program) and Queensland Community Care, and we also offer fee-for-service opportunities in some areas. Services are available for people aged 65 years and over, or 50 years and over for Aboriginal and Torres Strait Islander peoples.

**AGED CARE DAY PROGRAMS**

In just over 14 months, we have grown our aged care day program service in Darwin, in the Northern Territory, from start to 164 clients through active promotion. We have recently been trialling a new transport option for clients living in the more remote suburbs of Darwin who don’t have access to private or public transport. No other similar Commonwealth funded transport service is available in the Darwin region.

This has been our first year providing an aged care home support program in South Australia and at 30 June 2015 we were working with 197 clients. Being a national organisation we were able to draw on expertise and experience from other services to develop this program quickly and expertly, while tailoring it to the needs of the Adelaide community. We recruited staff with Support Worker skills for both our domestic assistance and social support services, which has proved to work well for clients and staff.

In Victoria, we are supporting clients through the Department of Veteran’s Affairs as well as the Commonwealth Home Support Program. In order to develop and support individualised case management plans for clients we employed a Registered Nurse and a Program Assistant in the past 12 months.

*Image shown: Our Capalaba billboard starring our clients.*  
Services for older people in the Capalaba region of Queensland were expanded with the opening of a Seniors Activity Centre. The service supports a consumer directed care model putting the choice and control in the hands of the individuals, and promoting wellbeing and activity as people age. The Capalaba Seniors Activity Centre has been created within a former four-bedroom house in a quiet suburban street, and has a music room, craft room, and a reading room.

*Image shown of Betty and Jack:* Betty and Jack have been married for 70 years and they have no intention of letting old age separate them now. LWB helps each of them in the home and also takes Betty out once a week for a trip to the shops. Betty and Jack are happy and their family knows they are safe. You can hear their story at [www.lwb.org.au/agedcare](http://www.lwb.org.au/agedcare)

### REFUGEE AND ASYLUM SEEKER SERVICES

**NATIONAL IMMIGRATION SUPPORT SERVICE**

We have been providing a support service through the Commonwealth’s refugee and asylum seeker programs since 2009. These services included residential accommodation for unaccompanied minors, families and adults with identified needs in all capital cities except Canberra. In September 2014, the Department of Immigration and Border Protection issued its new three-year service agreement, and Life Without Barriers secured contracts for New South Wales, Northern Territory, South Australia and Victoria in social and skills development and other services for 5,200 people while their applications for refugee or asylum seeker status is determined.

We call our program the National Immigration Support Service (NISS). Our NISS model is a combination of residential services and community centres supporting unaccompanied minors, families, adults with individualised needs and people living independently in the community.

Our program has included creating housing and language support teams and cultural advisory roles, and we have formed client focus groups and run surveys to ensure the services provided are comprehensive and responsive to ever changing client needs.

Prior to establishing NISS in New South Wales, we were already supporting 68 unaccompanied minors, families and vulnerable adults in 16 residential properties within Sydney. Under NISS, the number of clients rose to 2,200 with the majority living independently in the community but requiring social education skills development.

Our South Australian program had centred on residential support for unaccompanied minors, but under NISS the clients we are now supporting are primarily families and adults on Bridging Visas living in the community. Many of the unaccompanied minors in our residential care moved out between September 2014 and June 2015 on reaching adulthood, and we are continuing to support these young adults in our community centre programs in both South Australia and Victoria, where many have chosen to relocate for family reasons.

However, it was in Victoria where we saw the largest intake of clients. Within a five month period we established services for over 2,850 clients representing 38 countries, and speaking more than 41 languages.

We have developed detailed needs assessments and planning tools, social connection programs, community orientation, specialist advice and transition support. Working with the clients and the wider community we have regular culturally appropriate events to increase awareness and understanding of all cultures with clients and staff.

In Victoria, we also established a weekly Job Readiness Workshop, for 25 clients, in response to a need for meaningful employment. The workshops included writing a resume and cover letter, where and how to look for work, and understanding the job market and employment opportunities. Six clients have already gained employment.

Within the nine months NISS has been operating, we have secured, renovated and opened six community centres: two in New South Wales (Rockdale and Parramatta), one in South Australia (Salisbury), and three in Victoria (Dandenong, Epping and Sunshine).

*Case study:* Agah is a trained mechanic, and Kurdish refugee and asylum seeker. His Visa arrangement through the Department of Immigration and Border Protection entitles him to work while his status is being determined, but he didn’t realise this. He didn’t believe he’d ever work again, nor that anyone could help him, until joining LWBs NISS program. His case coordinator helped him understand the meaning of his Visa Grant letter, then apply for a Tax File number, and enrolled him in our workshops on resume writing and job seeking skills. Two weeks after completing the course he called to say he had a job – as a mechanic.

Not his real name

### MENTAL HEALTH, AND ALCOHOL AND OTHER DRUG SERVICES

Life Without Barriers has been supporting people living with mental illness for over 10 years through both outpatient and community-based programs. We provide psychosocial rehabilitation support and community outreach services, as well as self-referral residential service that supports people in their recovery.

We also provide supported short-term, emergency and long-term accommodation in several states. Our respite services meet the needs of the individual living with a mental illness while giving carers or families planned short-term breaks that support the primary care-giving relationship.

Our services in South Australia changed significantly between January and June 2015, following the closure of the government Intensive Home Based Support Services, and LWB not securing a contract to provide the Individual Psychosocial Rehabilitation Support Services.

However, we are continuing to work with the 19 consumers with complex needs through our Housing and Accommodation and Support Program.

In late 2014, we developed a Stages of Recovery Instrument – 30 (STORI-30) that is a routine recovery oriented outcome measure and serves as both a therapeutic tool to support recovery of individuals and a data collection system. We were honoured to be invited to present it to the South Australian Mental Health excellence forum in June 2015.

**SUPPORTED ACCOMMODATION**

In January 2015, we opened two supported accommodation facilities in South Australia in Ceduna and Murray Bridge providing 24hr support to individuals with multiple disabilities and complex needs. Both houses can support three individuals each at any given time with long term stable accommodation and support to maximise independence.

Residents receive assistance in developing skills associated with personal care, daily living, communication, community access and behaviour support.

**PARTNERS IN RECOVERY**

We will now take on the role as lead agency for the Southern Adelaide, Fleurieu, and Kangaroo Island Partners in Recovery program for mental health in July 2015, 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.

*Case Study:* Todd is now a first-generation farmer, but he has only recently found his place on the land. Although still only a teenager, he’s already experienced a life that few would choose to imagine. He’s lived rough on the streets, in hostels, with various family members and in foster care, but his behavioural challenges prevented him for fitting in or settling down – until lately. In the past six months, he’s been living with his LWB host family on a farm in the south east of Western Australia, and is enjoying every aspect of farm work. And he’s started sleeping without medication, has cut back on cigarettes, and is enjoying meeting and talking with people.

He’s even saved money to buy a TV and laptop computer, items a person on the move would not have considered needing. Best of all he’s built up his strength and is focussed on maintaining his health.

Not his real name.

**#iconnect**

In Tasmania, our mental health services for young people are now running at full capacity after less than a year. The program provides 18 teenagers, aged between 12 and 18 years old, with case management and psychosocial support as part of their clinical plan. Called #iconnect, the service started in December 2014, in partnership with Tasmania’s Department of Health and Human Services.

**JARRAH RETREAT**

In late November 2014, we opened a custom-designed prevention and recovery centre in Wodonga, Victoria, named Jarrah Retreat. Jarrah retreat provides sub-acute, self-referred mental health support for adults to support their recovery.

We work in partnership with Albury Wodonga Health which provides the clinical services and LWB provides the psycho-social support and manages the site and work Care Connect and Aftercare to deliver this service. This service complements our Individualised Client Support Packages started in mid-2014 as a community outreach program in the Bendigo area.

Jarrah Retreat includes peer-workers as part of the team, in this case, people with a lived experience of mental illness. We employ peer workers and client-advisers in several services.

**TRANSITIONAL EMERGENCY AND ACCOMMODATION SERVICES**

At Wacol and One Mile near Ipswich in Queensland, we opened a Transitional Emergency and Accommodation Services (TEAS program) in early 2015, providing short to medium term support for a maximum of three people at each centre with challenging behaviours in an emergency situation. TEAS staff work with these clients in planning their return to their community or a community of choice. In helping resolve the need for temporary shelter, we have been able to encourage clients to pursue personal interests, such as music and community activities, and then confidently transition to a permanent community arrangement.

*IMAGE SHOWN:* Douglas Holmes founder of the “Don’t Lose your Marbles” mental health awareness activity with a marble display, standing in front of LWB signage. LWB hosted the December 2014 event in Newcastle, New South Wales.

**ALCOHOL AND OTHER DRUGS COUNSELLING**

For the past three years, Life Without Barriers has been providing Alcohol and other Drug counselling services in Mt Gambier. In May 2015, we were awarded a contract to provide individual and group outpatient counselling to individuals and families impacted by addiction by the South Australian Health Drug and Alcohol Services South Australia (DASSA), and to provide counselling to people through the Police Drug Diversion Intervention services in some country sites. These services, which start on 1 July 2015, will be delivered in the upper Southeast of South Australia: Victor Harbour, Kangaroo Island, Whyalla, Port Augusta, Ceduna and the Riverland.

In May 2015, we presented to the National Ice Task Force at its consultations in Mt Gambier, where we shared the impacts of ice use on the community, the effects of current efforts to combat ice, and gave our recommendations for how Commonwealth and State resources could be used. Clients in our service volunteered to share their experiences with the Task Force, and provided delegates with an invaluable opportunity to gain a first-hand account of the drug and its affects. During the year we worked with 115 people in Mt Gambier.

### HOMELESSNESS

We received a grant from Adelaide City Council during the year to provide homeless people with water, blankets and service support. We work with other agencies through our Adelaide Metropolitan Homeless Support program providing an assertive outreach model which means we go to the clients where they are living rough and take the time to build a relationship of trust. Many of our clients have suffered extreme traumas and these relationships are the foundation for successful outcomes.

Over 60 per cent of the program’s clients are Aboriginal or Torres Strait Islander. Many have complex and high needs but we have been able to establish connections between them and primary health services, legal services and community facilities.

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

On 23 September 2014 we opened our new Riverland facility, under the banner of Re-designed, Reignited, Relocated. This service provides support to people sleeping rough on the banks of the Murray River, people who are homeless, and others with drug, alcohol or mental health issues.

This new facility provides free laundry, kitchen and bathroom facilities in addition to being our main centre in this area coordination for our Riverland Homelessness Assertive Outreach Program. In visiting the centre, people build relationships with the support staff who are then able to support them with a number of other aspects of their lives with the aim to find suitable, stable and safe accommodation.

We are currently seeing 300 people visiting the facility each month. We have our short video on this service at [www.youtube.com/user/lwbaustralia](http://www.youtube.com/user/lwbaustralia)

*CASE STUDY:* “A bit of understanding can make a world of difference”

Luke is not one to chat, in fact he was incredibly shy and rarely spoke – even to his family. He came to live in LWBs residential service in Victoria in 2011, where we supported and encouraged him to develop his communication skills and build his confidence at home and in the community. We also helped his mum understand Luke’s challenges and see the positive changes Luke had achieved. He went home recently, for the first time in five years, to celebrate his brother’s birthday and join in an important cultural ceremony. Family and friends remarked that they’d not known Luke to talk and were pleased to see how at ease he was. He now talks to his mum each week on the phone and we’re working with her to organise another visit back home.

Not his real name.

### RECONCILIATION

June 2015 saw the completion of our third Reconciliation Action Plan, and the results of nine years of working to close the gap in health and education outcomes and life expectancy between Aboriginal and Torres Strait Islander peoples and the rest of the population. Significant outcomes were the increase in dedicated Aboriginal roles, greater alignment in the placement of Aboriginal and Torres Strait Islander children into culturally appropriate foster and kinship homes, and an increase in general staff who identify as Aboriginal and Torres Strait Islander.

We have been able to add value to many programs by linking the goals and aspirations of the Aboriginal and Torres Strait Islander peoples we support to their participation in community and culturally-important events and activities.

Like Australians across the country, and the world, we recognised the 100th anniversary of the landing on Gallipoli on 27 April 2015, and did so with clients, carers and families. Thanks to the support of the Camp Gallipoli organisers we were able to take almost 200 people to community camp-outs held in major showgrounds around Australia.

After an evening of entertainment focussed on Australia’s ANZAC history, the camp was woken before dawn for a live screening of the dawn service.

Mabo Day is a significant date for all Australians, as it commemorates the anniversary of the High Court decision to recognise native title championed by Eddie Mabo, a Torres Strait Islander man. To involve and engage the community on Mabo Day, our Cairns team in north Queensland organised a range of hands-on activities for the clients we support through our services for people with disabilities, older people and children.

Also in Queensland, we were the gold sponsor of the biennial Laura Festival and partnered with the Queensland Reds in the Rugby Reconciliation Round. Through this relationship, the Reds provided 100 tickets to the round, which promoted reconciliation and provided Aboriginal and Torres Strait Islander children and young people with disability with the opportunity to attend the rugby. It was also a celebration of Aboriginal and Torres Strait Islander culture and a chance to see sporting heroes and role models in action. We continually look for opportunities for clients to take part in, and enjoy, community events.

*Case Study*: *Image of Jimmy, an Aboriginal man, holding an ‘L’ plate and a certificate of achievement,* “My choices, my life”.

Jimmy is a North Queensland Cowboys fan, and loves nothing better than watching his team storm to victory at their home ground games. Although not originally from Townsville himself, he’s been working hard to settle in by getting his Learner Driver’s permit, furnishing his flat, getting along to community events, and of course catching up with friends and family at the footy.

Jimmy is a Kowanyama person but says he is now a “city murri”. He lives in one of Life Without Barriers independent assisted living units in Townsville. He’s been having professional driving lessons and has supervised practice by LWB using our fleet vehicles to build up his required number of driving hours. Jimmy has a great sense of humour, and loves a chat with his LWB ‘family’ over a cuppa.

**CROSS-SERVICE PROGRAMS**

Our Living Arts program is a creative therapeutic support service that connects people to the wider community. It operates with clients across our Out of Home Care programs, Disability Services, Homelessness and Mental Health programs and in our National Immigration Support Service.

In the past 12 months we have expanded this program through a mobile outreach art trailer, ROVA, which has its own machinery, tools and materials. This mobile workshop meant we could teach how to make recycled metal artworks, basic carpentry and bicycle maintenance. The sessions were run by experienced artists who shared their technical skills to inspire creative outcomes for participants.

**NEW ZEALAND**

We closed our Out of Home Care services in New Zealand on 16 February 2015, transferring volunteer carers and staff to another agency. We will now focus on growing the Multi-Systemic Therapy service (MST) in New Zealand. The MST program provides families with skills to reduce intervention required through the Juvenile Justice system. Our decision to refocus our activities in New Zealand was made as part of a five year service review and in discussion with the New Zealand Ministry.

**2014 NATIONAL CARER AWARDS**

Our inaugural National Carer Awards, developed in partnership with Carers Australia and Families Australia, publicly recognised and celebrated carers across the country. The winners were chosen from State and Territory finalists in each of the four categories: foster and kinship carer; carer of an older Australian; carer of a person with disability; and young carer 25 years old and under. Their stories and their achievements were astounding.

A full list of finalists can be found at [www.carerawards.com.au](http://www.carerawards.com.au). The winners of our 2015 National Carer Awards will also be reported through this site.

*Image shown: 2014 National Carer Awards winners holding their trophies. Paul Windridge, Carer of an Older Australian Award; Ellen Holmes, Young carer Awards; and Tracey and Richard Collard, Foster and Kinship Carer Award. Not pictured: Judy Pattel, Carer of a Person with a Disability Award.*

Hearing our clients’ voices and responding to their choices is the recurrent theme of our 2015 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 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

## NATIONAL OVERVIEW – 5 KEY PRIORITIES

Overview of our figures for 2011 to 2015.

Our figures in 2011:

4823 clients

2219 staff

$248 million in revenue

Our figures in 2012:

4948 clients

2653 staff

$290 million in revenue

Our figures in 2013:

5298 clients

3582 staff

$310 million in revenue

Our figures in 2014:

6254 clients

3899 staff

$345 million in revenue

Our figures in 2015:

11591 clients

4224 staff

$372 million in revenue

**KEY PRIORITIES**

In reviewing the past 12 months, we also reflect on the final year of our 2010-2015 Five Year strategic plan.

This strategy provided the checkpoints that realise our commitment to clients, and is measured by our Five Key Priorities:

1. Embed the LWB Way
2. Partner with People to Change Lives for the Better
3. Improve Systems and Processes
4. Transform Disability Services
5. Sustain and Diversify Income.

Our key priorities are ongoing. The work we do each year may change but our focus on living our values and striving for reconciliation, working with people and partners, meeting industry reforms and changes and ensuring sustainability are constant priorities, and as such, we consider each as ‘ongoing’.

### 1. EMBED THE LWB WAY

The LWB Way is a commitment to reconciliation, our people, our values and innovation

**RECONCILIATION**

Life Without Barriers’ vision for reconciliation is to recognise, respect and advance the inherent rights, cultures and traditions of Aboriginal and Torres Strait Islander peoples and communities. We strive to work together, through a shared journey, to ensure that Aboriginal and Torres Strait Islander peoples have the same life opportunities as other Australians.

A key target within our reconciliation work was to increase the number of staff employed who identify as being Aboriginal and Torres Strait Islander.

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| **WHAT WE ACHIEVED** | **LWB value aligned to this achievement** |
| Delivered actions scheduled for the final year of our 2012-2015 Reconciliation Action Plan (RAP) and lodged the report with Reconciliation Australia. It’s available here [www.lwb.org.au](http://www.lwb.org.au) | Respect |
| Employed Aboriginal and Torres Strait Islander Leads in Western Australia, Queensland, New South Wales, South Australia and Northern Territory to provide leadership to all staff and development guidance on policy, procedures and practice, and partnerships with communities. | Responsive, Relationships |
| Employed 189 staff who identify as Aboriginal and Torres Strait Islander, which exceeded our 2015 target. The 2019 target is set to ensure 10% of LWBs total workforce represents Aboriginal and Torres Strait Islander peoples. | Respect, Courageous |
| Ensured almost 1,000 employees received cultural awareness training to increase their capacity to work effectively with Aboriginal and Torres Strait Islander clients. | Respect |
| Expanded our skills development opportunities supporting four staff to attain national qualifications through our Registered Training Organisation (RTO). | Responsive |
| Extended our reconciliation commitment into processes and practices, through our Stretch RAP for 2016-2019. This will be a whole-of-organisation approach engaging our 4,000-plus strong staff as an informed and committed resource. | Courageous, Relationships |

**CULTURE AND VALUES**

Maintaining a client-focussed culture of respect and opportunity in a fast growing organisation requires ongoing commitment, education and good role-modelling. Therefore, we continue to include this as a core part of the business planning. For Life Without Barriers our culture is defined by our values: developing relationships, being respectful, courageous, imaginative and responsive.

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| **WHAT WE ACHIEVED** | **LWB value aligned to this achievement** |
| Identified opportunities within all practices to ‘live the values’. This included aligning our workforce strategy, employee value proposition, recruitment and performance discussions as well as in house training and business development plans with out values. | Courageous |
| Introduced Yammer to support cross-organisation engagement and discussion on all LWB activities. This reflects and promotes the values, value based actions and their importance. | Responsive |
| Formed a Values Working Group to develop the structure and assessment criteria for measuring impacts and outcomes of values related work and to develop tools which support all staff to understand the values and how they reflect the work and goals of LWB. | Respect |
| Embedded the values to form part of the key criteria for choosing providers, in directing meetings, and in supporting staff to explore ways to implement requests and decisions made by clients. | Responsive, Courageous, Respect |

### 2. PARTNER WITH PEOPLE TO CHANGE LIVES FOR THE BETTER

Partnering with people to change lives for the better is the purpose of our approach to clinical practice.

Our mission is to support people in living their lives their way. This means working with them to understand and identify their goals, and find ways to help them reach these. We do this in a culture of respect.

This year has also seen especially strong emphasis on project prioritisation, planning and development to ensure that corporate business objectives at national and state levels are best supported with regard to practice and quality and evidence.

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| **WHAT WE ACHIEVED** | **LWB value aligned to this achievement** |
| Launched Leading Practice, our own workplace development program for frontline supervisors to reinforce their understanding of the importance of client-directed care. | Imaginative |
| Invited to participate in the case study of the Senate Inquiry into Out of Home Care and the Royal Commission into Institutional Responses to Child Sexual Abuse. | Respect, Courageous |
| Developed an evidenced-based services delivery model for Out of Home Care tenders. | Responsive, Imaginative, Courageous |
| Completed a one year trial of the Youth Advocate Program that provides concentrated support to young people in Out of Home Care in developing networks to support them when leaving care. | Imaginative, Responsive |
| Partnered with the Edmund Rice College to expand its education-support program to our clients in NSW. Eleven young people enrolled in school within six months of the program starting. | Responsive, Relationships |
| Completed a national happiness survey with 1,884 children and young people (aged 7 and above) in Out of Home Care. The results showed a high level of content and where the response was poor, we investigated immediately. This will become an ongoing program for LWB and will be undertaken as part of a broader initiative on Child Safety. | Courageous, Relationships, Responsive |
| Re-invigorated our approach to Communities of Practice (self-governed learning partnerships which bring together functional specialists and operations managers) to align with our Pillars of Practice framework. | Courageous, Relationships, Responsive |
| Elected new members to the Disability Services Advisory Council (DSAC) to ensure true national representation. | Responsive, Relationships, Respect |
| Finalised content for the DSAC Charter and Person Centred Practice Approach as well as the Terms of Reference in June 2015. Partnered with NSW Council for Intellectual Disability to produce easy read versions. | Imaginative, Respect |
| Established disability advisory groups to support regional areas. | Relationships, Imaginative |
| Held the first reinvigorated Out of Home Care Community of Practice Committee in December 2014. | Courageous, Relationships |
| Established the inaugural National Carer Awards in partnership with the Australian Government’s Department of Social Services, Carers Australia and Families Australia to recognise the valuable work of carers, foster carers and kinship carers. | Respect, Imaginative |
| Attained a three-year accreditation under the Victorian Department of Health and Human Services Standards for Disability Services and Out of Home Care programs, and the Department of Social Services for our Aged Care programs. | Responsive |

### 3. IMPROVE SYSTEMS AND PROCESSES

There has been significant work on strengthening our data management systems over the past year, with the objective of ensuring client data is able to be captured more efficiently to ensure staff and LWB as a whole is able to support client needs quickly.

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| --- | --- |
| **WHAT WE ACHIEVED** | **LWB value aligned to this achievement** |
| Developed a comprehensive People and Culture strategy to enhance the effectiveness our recruitment and retention of staff. We established a People Services unit, and commenced implementation of online HR and payroll systems, which provide staff better access to, and ability to edit, their personal information. | Relationships |
| Developed a dedicated App (known as MILA) for use as an online iPad based registration kiosk at all LWB National Immigration Support Services (NISS) Centres. These systems are used in conjunction with fully translated, illustrated user guides; reduces administrative time for clients and staff; and importantly, helps clients become familiar with this form of technology, which is used across other Australian services such as Centrelink. | Imaginative, Relationships |
| Deployed our Human Resources Information System (HRIS) that will integrate with our online Labour Management system (myTime) being piloted in late 2015. | Responsive |
| Selected the vendor to develop and implement a new enterprise-level National Event Management System (NEMS) that will provide robust reporting and analysis on issues of concern regarding client safety that are reported by clients, staff and others internally or via our website. | Imaginative |
| Completed extensive scoping on the information and framework required to evolve our client data (and relationship) management strategy (CDMS) to support the changing nature of service delivery, departmental reporting requirements and planned growth. | Courageous, Respectful |
| Undertook an extensive content and governance review of the organisational intranet. The intranet is the organisation’s repository for policies, procedures, learning tools and all document templates making easy access essential for all staff. | Responsive |
| Replaced over 500 vehicles (43% of the fleet) as part of our ongoing upgrade. | Responsive |
| Installed Navman GPS units in over 1,000 vehicles, representing 90% of our total fleet. This allows vehicle movements, service scheduling and driver safety to be monitored. | Responsive |
| Modified 15 additional vehicles to make them suitable for transporting clients in their wheelchairs. We have, in total, 98 vehicles fitted with wheelchair hoists. | Imaginative, Relationships |

### 4. TRANSFORM DISABILITY SERVICES

Establishing an integrated service and business model that supports sustainable client-directed care.

LWBs National Disability Reform Program has been designing and implementing strategies to sustain and improve our position as one of Australia’s leading disability support providers.

|  |  |
| --- | --- |
| **WHAT WE ACHIEVED** | **LWB value aligned to this achievement** |
| Supported over 230 clients and their families in the NDIS trials across Australia. | Relationships |
| Developed a national transition approach from current service models to NDIS that streamlines the process for clients and families by removing unnecessary complications | Imaginative, Relationships |
| Developed service planning models, and client and carers Frequently Asked Questions and facts sheets. | Responsive, Respectful |
| Ran five NDIS trial sites in New South Wales, Northern Territory, South Australia, Tasmania and Western Australia | Responsive, Respectful |
| Doubled our participation in the NDIS to become one of only a few disability providers to be involved to this level. | Responsive |
| Implemented innovative design thinking into our support modelling to maintain quality services that are financially sustainable for clients. | Imaginative, Courageous, Respectful |
| Piloted delivery of NDIS in remote communities for the Northern Territory Government, and shared our learnings and experiences to a Government select committee hearing. | Responsive, Imaginative, Respectful |
| Delivered NDIS and the Western Australia state-based My Way programs simultaneously in trial sites in Perth. | Relationships, Responsive |
| Established teams able to be responsive to our new customers and the new models of care centred on client voice and choice. | Responsive, Respectful |

### 5. SUSTAIN AND DIVERSIFY INCOME

Sustaining and diversifying business activities as well as exploring new financing opportunities.

**GROWTH AND DIVERSIFICATION**

To ensure we continue to support clients and deliver the services and care they require, Life Without Barriers must ensure its fiscal sustainability, by continuing to look for opportunities to grow.

|  |  |
| --- | --- |
| **WHAT WE ACHIEVED** | **LWB value aligned to this achievement** |
| Secured funding under the Indigenous Advancement Strategy focussed on increasing school attendance and improving educational outcomes for children aged 5-12 years | Respectful, Responsive |
| Secured funding under the Indigenous Advancement Strategy provide dedicated tutoring and cultural mentoring to school-based and adult trainees to improve tertiary completion rates. | Respectful, Responsive |
| Established new domestic and family violence services in Burdekin, Queensland | Responsive |
| Expanded existing court support services in Charters Towers, Queensland, to include counselling and support to outlying communities. | Responsive |
| Established new specialist Drug and Alcohol Assessment and Treatment service in South Australia | Relationships, Imaginative |
| Trialled the Elder Parent Carer Innovation Trial site for the Queensland Government. | Imaginative, Responsive, Relationships |
| Submitted proposals to the South Australian and NSW governments to finance new programs through social impact bonds in partnership with National Australia Bank submitted proposals. | Imaginative, Courageous |
| Continued strong engagement with Impact Investing Australia as part of our exploration of social finance opportunities | Imaginative, Relationships |

**NATIONAL IMMIGRATION SUPPORT SERVICE**

Life Without Barriers received notification in September 2015 that we were successful in receiving a national contract to provide multi-tiered services to refugees and asylum seekers services through the Department of Immigration and Border Protection’s (DIBP) Status Resolution Support program.

|  |  |
| --- | --- |
| **WHAT WE ACHIEVED** | **LWB value aligned to this achievement** |
| Established the National Immigration Support Service (NISS) to providing support to over 5200 children, families and individuals from over 72 nationalities in New South Wales, Victoria, South Australia and the Northern Territory. | Responsive, Relationships, Respectful |
| Established six NISS community centres and over 200 residential properties were sourced, along with recruitment of more than 200 new staff. | Imaginative, Responsive |
| Transitioned exiting clients out from our previous contract to other providers in Queensland, Western Australia and Tasmania. | Respectful, Responsive |
| Produced introduction and resource information into 14 client-languages to improve communication with clients and reduce their anxiety. These materials were shared with other providers by DIBP as best-practice examples. | Respectful, Responsive |

**CORPORATE PARTNERSHIPS**

Corporate partnerships enable us to support more clients and offer higher levels of care by reducing our costs associated with systems-development corporate services.

|  |  |
| --- | --- |
| **WHAT WE ACHIEVED** | **LWB value aligned to this achievement** |
| Completed the installation of Navman Wireless GPS technology throughout our fleet of 1200 vehicles. Navman Wireless has been a partner since 2014. | Relationships, Imaginative |
| Appointed a care coordinator in our New Horizons program for young people leaving foster care and moving to living independently in South Australia. This position was funded by the People’s Choice Credit Union. | Relationships, Imaginative |
| Assisted clients in our disability services to take part in the 2014 Sparke Helmore NBN Triathlon Festival. Sparke Helmore provided free entry to LWB clients and staff; and has been our pro bono legal advisers since 2000 and supports our Christmas events for children and young people in Out of Home Care. | Relationships, Respectful |
| Developed and ran the 2014 National Carers Awards with support from our core information technology partner Telstra and Volkswagon Australia. Telstra also provided community service announcements and prizes for these awards and the 2014 Staff Recognition Awards. | Relationships, Responsive |
| Upgraded 500 fleet vehicles in partnership with Volkswagon Australia. | Relationships, Responsive |
| Launched an internal social media platform (Yammer) and upgraded our video conference capabilities and mobile applications development with software support form Telstra. | Relationships, Imaginative |
| Developed our 2020 Strategic Intent with support from KPMG | Relationships, Courageous |

**OUR STRATEGIC**

## OUR STRATEGIC INTENT FOR 2020

As our current strategic plan draws to a close the Board and Executive have worked together to prepare a refined strategic direction. Given the significant reforms and changing social and political environment a decision was made to create a high-level strategic intent that allows the organisation to remain agile and responsive to the needs of clients, communities and partners. It has been designed to connect the organisation’s values and mission to clear activities that make a difference in local communities in terms of practical support. Our strategic intent will guide the direction of the organisation’s focus over the next five years to 2020.

##### WHAT WE WANT TO ACHIEVE

• Positive outcomes for people and communities

• Enhanced social policy to create opportunities for all.

**PARTNERING WITH:**

**CHILDREN**

**FAMILIES**

**COMMUNITIES**

**YOUNG PEOPLE**

**INDIVIDUALS**

**GOVERNMENT**

**HOW WE WILL ACHIEVE THIS**

* Delivering outcome-focused client centred community services
* Creating a positive social impact through growth and diversification to reach more communities
* Engaging and Developing our people
* Inventing new ways of working to create more value in everything we do
* Living our values every day

**WHAT DRIVES US**

**OUR PURPOSE:**

Partner with people to change lives for the better

We are courageous

We are imaginative

We build relationships

We are respectful

We are responsive

## OUR ORGANISATION

Changes to funding, policies and models of service delivery are key levers influencing Life Without Barriers.

Demand for care and support services continued to be strong across the sector, and this is reflected in significant changes we experienced over the past 12 months.

In particular, national reforms in disability and aged care services saw all providers review service models including costs and charges, and workforce planning.

In readiness for the full implementation of the National Disability Insurance Scheme (NDIS) we have increased our focus on ensuring current and future clients have greater flexibility and choice in the care they receive, while ensuring our services remain financially sustainable. This will continue to be a key priority for Life Without Barriers over the next year.

We also strengthened our services in home-based community aged care to reflect the Aged Care reforms effective on 1 July 2015. We feel confident that our innovative and consumer-directed care model will continue to be popular with older people seeking to live independently and safely in their own homes for as long as practical.

Our commitment to wellness, wellbeing and re-enablement, the pillars of the Commonwealth Home Support Program, are in alignment with our approach and our Live Life, Live Well program launching in October 2015.

For the past six years we have supported refugees and asylum seekers located in Australia pending Commonwealth assessment of their visa applications. This service provided residential support for unaccompanied minors, families and adults with high needs. In September 2014, new contracts were issued by the Department of Immigration and Border Protection, and Life Without Barriers was awarded contracts for residential and community programs for over 5,000 clients across New South Wales, Victoria, South Australia and the Northern Territory.

However, this came with the closure of our existing services in Queensland, Tasmania and Western Australia and the reallocation of around 150 clients to other service providers in these states.

To support the above changes and others, we have increased our activity in the past 12 months to develop and implement significant systems and processes, in particular, the implementation of an integrated HR Information System and a Client Data Management System to automate our processes and provide quality and robust data across the organisation.

The introduction of these systems are to position our people to respond to the dynamic and growing changes expected to occur in the community services sector over the next five years.

### OUR PEOPLE

**STAFF BY ROLE-TYPE**

**78% (3,313) DIRECT CLIENT SERVICE**

**10% (427) CLIENT SERVICE SUPPORT FUNCTIONS**

**8% (351) CLIENT SERVICE LEADERSHIP**

**3% (133) ORGANISATIONAL AND BUSINESS UNIT LEADERSHIP**

Our 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 2014 and 30 June 2015, our total workforce grew from 3,899 to 4,224, representing an increase of eight percent. Our rolling average turnover for the 12 months was 26.9 percent, which is reflective of the sector as a whole.

**STAFFING BY LOCATION**

Nat: 229

NZ: 2

NSW: 1591

NT: 223

QLD: 834

SA: 321

TAS: 185

VIC: 311

WA: 528

TOTAL STAFF: 4224

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.

**STAFFING BY SERVICES BY STATE AND TERRITORY**

|  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | **NAT** | **NSW** | **NT** | **QLD** | **SA** | **TAS** | **VIC** | **WA** | **NZ** | **TOTAL** |
| **ADMIN/MANAGEMENT** | **227** | **246** | **21** | **34** | **57** | **9** | **22** | **58** | **2** | **676** |
| **COMMUNITY CARE** |  | **2** | **13** | **69** | **13** |  | **4** |  |  | **101** |
| **DISABILITY** |  | **866** | **166** | **380** | **106** | **128** | **93** | **212** |  | **1951** |
| **FAMILIES, CHILDREN AND YOUTH** |  | **421** | **23** | **326** | **51** | **36** | **20** | **174** |  | **1051** |
| **HOMELESSNESS** |  |  |  | **5** | **3** |  |  |  |  | **8** |
| **MENTAL HEALTH** |  |  |  | **20** | **39** | **10** | **24** | **81** |  | **174** |
| **REFUGEES AND ASYLUM SEEKERS** | **2** | **56** |  |  | **52** | **2** | **148** | **3** |  | **263** |
| **TOTAL** | **229** | **1591** | **223** | **834** | **321** | **185** | **311** | **528** |  | **4224** |

**3 263**

### WORKFORCE DEVELOPMENT

**TOTAL 229 1,591 223 834 321 185 311 528 2 4,224**

In November 2014, Life Without Barriers engaged Deloitte to assist in developing our Workforce Strategy aimed at supporting staff in working with our clients over the next five years. As part of that work six areas were identified, in priority order, as essential to achieving the organisational strategy:

1. Leadership

2. Workforce Retention

3. Cultural Change

4. Workforce Growth

5. Technology Enablement

6. Work and Job Design

Over the next 12 months, implementing our workforce strategy will be a key focus across our organisation to ensure we have the right people in place in terms of organisational ‘fit’ as well as skills to meet the specific needs of clients.

**REGISTERED TRAINING ORGANISATION (RTO)**

In the past 12 months our RTO undertook the delivery and assessment in 17 nationally-recognised courses relevant to the community services sector. The qualifications we are accredited to deliver range from introductory Certificate I and II qualification, to entry-level Certificate III and through to Diploma level qualifications for skill-based training in child, youth and family intervention, community services work, mental health, disability, home and community care and Aboriginal and Torres Strait Islander Primary Health Care.

Following a recent update to the Community Services Training Package, the RTO has initiated a strategic review to identify current and emerging training needs to continue to offer meaningful courses to our employees and community.

**HEALTH AND SAFETY**

The health and safety of our employees and clients is a critical responsibility in everything we do and a key leadership focus area for us. We have reviewed our Health and Safety system and resourcing to ensure we can benchmark our performance to drive us to improving our leadership capability, systems and outcomes in Health and Safety.

We recognise this is a journey requiring continual focus, effort and commitment to sustain ongoing improvements in our outcomes for employees and clients.

*Case Study: Tony doesn’t like to bake, he loves to bake. Anzac biscuits and sausage rolls are his specialty which he bakes for the homeless. Tony is a client of LWBs community aged care program and has been receiving domestic assistance and social support since October 2014. He lives an independent life but relies on an electric wheelchair and a scooter to move around. When we first met Tony he lived in a unit with no accessibility access. LWB worked with Tony to get an accommodation transfer with Housing SA within his same suburb. He now has more space, wheelchair access – but best of all, a brand new oven.*

### VOLUNTEER FOSTER CARERS

All services are enhanced by volunteers but the power to transform lives is seen most vividly within our foster care program.

Two thousand, five hundred and seventy-four (2,574) adults have opened their homes and their lives to children and young people in the past 12 months. Many of our foster carers have been with LWB for many years, while others joined our service more recently.

**FOSTER CARER RECRUITMENT, LEARNING AND DEVELOPMENT**

We place a strong emphasis on pre-service training for new foster carers. Between July 2014 and June 2015, we trained 316 new carers covering themes such as trauma and attachment, behaviour management, supporting the identity of children and young people in care and working within a case management framework.

We also offered a range of learning opportunities to our existing carers including self-paced courses through our LWB Carer Learning Pathways.

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.

**OSTER CARER**

**FOSTER CARER CONSULTATION**

One way we stay connected with our valued carers is through consultation groups. Volunteer consultation groups were held with homebased carers around the country to discuss matters of interest providing feedback on services, and new initiatives.

LWBs National Carer Consultation Group (NCCG) is our internal body representing the views of our carer community at a corporate level. In addition to providing an honest and clear voice to inform LWB decisions, the members of this group were active in sharing their stories to help in recruitment.

|  |  |  |  |
| --- | --- | --- | --- |
|  | **CARERS 2014/15** | **2013/14** | **2012/13** |
| **NSW** | **1376** | **1334** | **1324** |
| **NT** | **25** | **37** | **51** |
| **QLD** | **648** | **584** | **531** |
| **SA** | **162** | **148** | **153** |
| **TAS** | **62** | **58** | **56** |
| **VIC** | **41** | **33** | **25** |
| **WA** | **260** | **161** | **311** |
| **NZ** | **0** | **26** | **25** |
| **TOTAL** | **2574** | **2381** | **2476** |

## APPENDIX 1

## 2014/2015

### STATE AND TERRITORY HIGHLIGHTS

### NEW SOUTH WALES AND AUSTRALIA CAPITAL TERRITORY

|  |  |
| --- | --- |
| Revenue $165.5M |  |
|  |

|  |  |
| --- | --- |
| **SERVICES** | **CLIENTS** |
| Community Aged Care | 58 |
| Disability | 1,090 |
| Families, Children, Youth | 1,264 |
| Mental Health | 13 |
| Refugees and Asylum Seekers | 2,129 |
| *Total* | **4,554** |
| **Foster Carers** | 1,376 |
| **Staff** | 1,591 |
| **Revenue** | $165.5M |

##### OPERATIONAL

##### AREAS:

ACT, Riverina/Murray, Orange and Far West, Central West, Far North Coast, Mid North Coast, Lower North Coast, New England, Hunter and Central Coast, Sydney

North, Sydney East, Sydney West, Sydney South, Illawarra, Southern Highlands, South Coast.

##### DECEMBER 2014 –

##### FEBRUARY 2015

Expanded our Refugee and Asylum Seeker program from 68 clients to 2,200 and created two NISS centres.

##### 2015

Collaborative casework with NSW Department of Family and Community Services achieving positive outcomes for a young mother was included in the case study for NSW Government’s ‘Shining Light

On Good Practice’ booklet.

##### JANUARY 2015

Introduced an education consultant into our work with young people in care to support them to stay in school using the Edmund Rice Education Australian program.

##### 2014-2015

Successfully trialled the Youth Advocate Program in Sydney with 10 young people in care, helping them in building connections for successfully living independently once they leave foster care.

**JAN 2015-JUNE 2015**

Opened disability accommodation for adults in Bass Hill and Thornton, and for children in Toongabbie.

**2014**

Established Hunter Refresh, a key reform activity using the learnings from clients and their families in our NDIS trial site in NSW. Hunter Refresh identified the changes required to strengthen services in other LWB NDIS locations to empower people with disability, their families and carers to have choice and control over decisions and lives.

**FEBRUARY 2015**

Attained Third Party Verification in accordance with the NSW Service Standards for our disability services through the NSW Department of Family and Community Services, and implemented a Quality Management System.

**2015**

Selected as a collaborative project partner with National Disability Services to trial its Social Impact Measurement Tool, and more importantly received strong, positive feedback from clients on our services.

### NORTHERN TERRITORY

|  |  |
| --- | --- |
| **SERVICES** | **CLIENTS** |
| Community Aged Care | 121 |
| Disability | 88 |
| Families, Children, Youth | 115 |
| Refugees and Asylum Seekers | 12 |
| *Total* | **336** |
| **Foster Carers** | 25 |
| **Staff** | 223 |
| **Revenue** | $18M |

##### OPERATIONAL

##### AREAS:

Darwin, Palmerston, West Arnhem,

Katherine, Alice Springs, Central

Lajamanu, and Barkly Shire (Tennant

Creek) and Crocker Island

**2015**

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.

**JUNE 2015**Supporting 164 people across the past 12 months through our community aged care program.

**DECEMBER 2014**

Opened two Therapeutic Accommodation Support services in Alice Springs to support children and young people with a history of multiple placement breakdowns, and provide them with a stable environment for improved development.

**JANUARY 2015**

Joined a trial site for the National

Disability Insurance Scheme in the

Barkly Region in Tennant Creek, and provided feedback to a Parliamentary

Joint Standing Committee on operating the NDIS in remote regions.

**JUNE 2015**

Enrolments at our two Aboriginal community-based child care centres at Minjilang, on Crocker Island, and

Lajamanu on the edge of the Tanami

Desert reached 30 children each.

### QUEENSLAND

|  |  |
| --- | --- |
| **SERVICES** | **CLIENTS** |
| Community Aged Care | 1,016 |
| Disability | 242 |
| Families, Children, Youth | 730 |
| Mental Health | 46 |
| *Total* | **2,034** |
| **Foster Carers** | 638 |
| **Staff** | 834 |
| **Revenue** | $68.1M |

##### 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

**NOVEMBER 2014**

Opening an eight-unit two-storey property in Townsville providing skills in independent living for people with a disability living at home with elderly parents. Funded by the Queensland Government.

**MARCH 2015**

Opening two 3-bed Transitional Emergency and Accommodation Services in south east Queensland for adults with complex support needs

requiring short to medium term accommodation.

**MARCH 2015**

Establishing NEXT STEP After Care with the CREATE Foundation and Uniting Care Community to provide 24-hr contact and support for young people who have left Out of Home Care services.

**APRIL 2015**

Celebrating the 100th anniversary of the landing on Gallipoli with just under 200 Aboriginal and Torres Strait Islander clients, carers, families as special guests at the outdoor Camp Gallipoli Event.

**MAY 2015**

Opening counselling services for adults and children affected by domestic and family violence in Charters Towers and Burdekin.

### SOUTH AUSTRALIA

|  |  |
| --- | --- |
| **SERVICES** | **CLIENTS** |
| Community Aged Care | 197 |
| Disability | 47 |
| Families, Children, Youth | 94 |
| Homelessness | 57 |
| Mental Health | 360 |
| Refugees and Asylum Seekers | 191 |
| *Total* | **946** |
| **Foster carers** | 162 |
| **Staff** | 321 |
| **Revenue** | $33M |

##### OPERATIONAL

##### AREAS:

Adelaide, Country North,

Country South, Riverland

**23 SEPTEMBER 2014**

Opened our Riverland facilities, under the banner of Re-designed, Re-ignited, Relocated, providing a free laundry, kitchen and bathroom facilities to people sleeping rough, homeless, or living with alcohol or other drug addiction, and mental illness.

**15 JULY 2014**

Formalised a partnership with People’s Choice Credit Union to launch New Horizons program aimed at helping young people get ready to leave foster care.

**MARCH 2014**

Launched our home-care aged care service in Adelaide that currently supports 197 older people to live ‘well’ and independently in their own home.

**JULY 2014**

Made a ‘back to country’ trip with our two clients from the Aboriginal Men’s House to Ingomar Station near Cooper Pedy, and Lambina Station near Indulkana.

**OCTOBER 2014**

Launched our Living Arts mobile outreach art trailer, ROVA, complete with its own machinery, tools and materials to run workshops around the state.

**JUNE 2015**

Presented our Stages of Recovery Instrument – 30 at the South Australian Mental Health Excellence forum.

**JANUARY 2015**

Opened two supported accommodation facilities in Ceduna and Murray Bridge providing 24/7 support to six individuals with multiple disabilities and complex needs.

**2014-2015**

Worked with headspace at two youth-focussed centres in Mt Gambier and the Riverland.

**JUNE 30**

Supported 93 children and young people, and their 162 carers through our Specialist Therapeutic Foster Care Program.

**OCTOBER 2014**

Appointed a Mentor Coordinator to help support out foster care mentoring program that has grown from 22 young people to 34.

**JUNE 2015**

Received a grant from Adelaide City Council to work with the homeless living rough in the city.

**SEPTEMBER 2014**

Expanded our services supporting refugees and asylum seekers and opened our NISS centre in Salisbury in early 2015

Services Client

### TASMANIA

|  |  |
| --- | --- |
| **SERVICES** | **CLIENTS** |
| Disability | 214 |
| Families, Children, Youth | 60 |
| Mental Health | 18 |
| Total | **292** |
| **Foster carers** | 62 |
| **Staff** | 185 |
| **Revenue** | 11M |

##### OPERATIONAL

##### AREAS:

Northern Tasmania,

Southern Tasmania.

**2015**

Jack Duffy and his crew successfully

completed the Overland Track

raising money to purchase and install

an automatic door for the Launceston

Office. Jack is an eight-year-old boy

who faces some physical challenges

– and is a driving force and

unstoppable in achieving his dreams

and aspirations.

**JANUARY 2015**

Supported two young people with

disability to move out of home

and into a supported share-house

with friends of their choice. Our

support has been designed to reduce

over time as they gain greater

independence.

**JANUARY 2015**

Our Northern Tasmania team was

named a Tasmanian Employer of

Choice Awards.

**NOVEMBER 2014**

Established our mentoring services

working with young people across

our Disability Services, Out of Home Care programs and education

services considered to be at risk

of leaving school early, to fee-for-service in readiness of the impact on education support requirements when the NDIS rolls out.

**JULY 2014**

Established an office in Burnie, in

the North West Region of the state,

to accommodate the growth in

the OOHC program and provide

intensive therapeutic residential

placements for individual children.

**JULY 2015**

Launched our youth mental health

program, #iconnect, is at full

capacity.

**JUNE 2015**

Established a mentoring program for

young people referred to our services

by the Tasmanian Departments

of Justice, Education, Health and

Human Services.

### VICTORIA

|  |  |
| --- | --- |
| **SERVICES** | **CLIENTS** |
| Community Aged Care | 62 |
| Disability | 46 |
| Families, Children, Youth | 28 |
| Mental Health | 62 |
| Refugees and Asylum Seekers | 2,846 |
| **Total** | **3,044** |
| **Foster carers** | **41** |
| **Staff** | **311** |
| **Revenue** | **$25.2M** |

##### OPERATIONAL

##### AREAS:

Northern Metropolitan,

Western Metropolitan, Southern

Metropolitan, Eastern Metropolitan,

Ballarat.

**JULY 2014**

Opened our first custom-designed

four-unit accommodation in

Whittlesea supporting five people

with a disability to live independently

through supported care.

**NOVEMBER 2014 – MARCH 2015**

Established our National

Immigration Support Service (NISS)

in Victoria welcoming over 2,850

culturally and linguistically diverse

clients.

**NOVEMBER 2014**

Opened Jarrah Retreat in partnership

with Albury Wodonga Health, Care

Connect and Aftercare. Jarrah

Retreat is a custom designed

prevention and recovery centre in

Wodonga providing sub-acute, self-referred

mental health support.

**MARCH 2015**

Began the opening of three new

centres in Dandenong, Epping

and Sunshine to provide a range of

specialist programs and case work

services for NISS clients.

**JULY 2014 – JUNE 2015**

Provided Active Support training

and coaching to all support workers

to strengthen our person centred

practice model within services.

**2014-2015**

Provided care and support to 35

children and young people needing

foster care, many of whom live with

a disability and require specially

trained carers.

**MARCH-APRIL 2015**

Delivered workshops for carers and

staff on identifying triggers for young

people with Autism and strategies for

creating calming environments.

**2015**

Expanded our aged care services

and employed a Registered Nurse

and Program Assistant to develop

and support individualised case

management plans for clients.

**JUNE 2015**

Our weekly Job Readiness

Workshops saw six NISS clients

find employment.

### WESTERN AUSTRALIA

|  |  |
| --- | --- |
| **SERVICES** | **CLIENTS** |
| Community Aged Care | 3 |
| Disability | 227 |
| Families, Children, Youth | 117 |
| Homelessness | 1 |
| Mental Health | 37 |
| **Total** | **385** |
| **Foster carers** | **260** |
| **Staff** | **528** |
| **Revenue** | **$44.3M** |

##### OPERATIONAL

##### AREAS:

Perth North Metro, Perth South

Metro, Kimberly Region, South

West Goldfields.

**MAY 2015**

Appointed eight Aboriginal staff and

volunteers into dedicated roles that

will help provide appropriate cultural

support to clients in our care. These

positions included an Aboriginal

Cultural Support Planner and an

Aboriginal Clinician in the south

west of the state, and six Aboriginal

and Torres Strait Islander foster

carers in the Kimberley region to the

North West.

**APRIL-JUNE 2015**

Helped 16 young people gain

their Drivers’ Licence through our

Driver Training program for young

Aboriginal clients in the Kimberley.

**2015**

Celebrated the recognition of LWB

foster carer Audrey Garlett as Carer

of the Year in the Western Australian

NAIDOC Week celebrations.

**2015**

Opened a community kitchen with

funding by the City of Bunbury, and

began planting a Bush Tucker section

as an extension of our community

garden created with clients in our

disability programs in 2013.

**MARCH 2015**

Trialling both the National Disability

Insurance Scheme and the state based

My Way program with clients

in the south metropolitan area of

Perth and eastern suburbs of Perth,

respectively.

**APRIL 2015**

Students in our Art Without Barriers

Program won a grant from City Of

Fremantle to produce three individual

murals along the fence on Daly Street,

South Fremantle. The mural is to

recognise the history of this beachside

area as a horse heritage park.

**FEBRUARY 2015**

The 20 students from our Out of

Home Care, Disability and Mental

Health turned their work into sellable

art with their hand-painted candles

and calendar retailing through a local

craft shop.

**MAY 2015**

Our Perth-based At Risk Youth

Accommodation Service was

acknowledged in Parliament for the

outstanding work of all community

partners in providing provided

emergency accommodation to young

people aged 15-16 years old at risk of

homelessness.

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