

LIFE



WITHOUT  
BARRIERS

09/10

Strategic Plan

there's a community for everyone



## The Life Without Barriers Way

### Our vision

A community for everyone.

### Our mission

To break down the barriers to life's opportunities through establishing and supporting meaningful and sustainable relationships.

### Our belief

Relationships, communities and connections ultimately lead to service user achievement and that we create an environment where service users and the community can meaningfully connect.

Through positive relationships people will feel safe to realise their own potential.

Our service users can't fail. We need to be good enough to find their community, their relationships and their connections.

The most effective and most appropriate method of providing services to service users of Aboriginal backgrounds is to empower and support their communities in providing services that they need.

# Our Story

## How it all began

In 1995 two Novocastrians shared a passion for improving the lives of people living with a disability. They noticed there was a lack of services in this area and decided to act. After generating interest in the local community, they proposed to create a new non-government, secular organisation for people living with a disability. They formed a board, held regular meetings upstairs in Newcastle's Delany Hotel, and Life Without Barriers was born.

By early 1999, we were up and running. Volunteers ran our services, we were funded by donations, and had three full-time employees.

Late 1999 saw our Chief Executive Officer Ray Dunn join the team. With new guidance we embarked on the next step of our journey. We recruited more staff, enhanced and expanded our original disability programs, and applied for government funding for the first time.

Everyday we put first the philosophy that positive, healthy relationships are essential for people to feel safe and have the opportunity to improve their lives. We believed our clients should receive care within

their community, not outside of it, and that the relationships around them should always come first.

In 2000 we looked at how we could help children and young people who were in some form of crisis and needed a new home. This is when we started our out of home care services, such as foster care, in NSW.

The demand for our services increased rapidly because of our unique community based approach. We continued winning government tenders for disability services across New South Wales and had soon established a presence in Nowra, the Central Coast, Narrabri and the North Coast. By winning small tenders in these areas, we were able to develop other services across the state and further expand our out of home care services.

We spread outside New South Wales with a bang in 2001 when we won a \$2 million tender for out of home care services in South East Queensland. In 2002, we grew into Central and Far North Queensland, and established in South Australia.

We had the proof we needed to encourage the Life Without Barriers Way. We were surrounded by the many heart-warming stories of our clients, especially children and young people who had previously been unresponsive to traditional forms of care, and who were then making major life improvements.

It was on the back of this success in 2005 that we applied for and won government funding to apply our model of care to mental health services in South Australia. We were particularly interested in supporting people who had challenging and/or violent behaviour and who were not benefiting from traditional care environments, such as group homes.

And so we introduced innovative programs to support people living with a mental health issue. Our programs focussed on reintegrating back into the community, forming relationships, gaining independency, and avoiding isolation.

In late 2005 we expanded into the Northern Territory and we developed new programs in collaboration with local Aboriginal communities so

we could provide culturally appropriate care. We pride ourselves on our relationships with Aboriginal communities and the ongoing consultation about the type of services they need.

Today we are the largest provider of out of home care in Australia, have a workforce with over 2000 employees, carers, contractors and volunteers, and support over 2000 clients with high and complex needs.

We are a truly national and international organisation, providing services in every Australian State and Territory, as well as establishing services in New Zealand.

Our belief in the Life Without Barriers Way means we can help a range of people to reach their potential every day.

## Summary of our goals

What we aim to achieve	How we plan to achieve it	How we will measure our success
<p><b>For vulnerable people of all backgrounds to participate in life to their full potential</b></p>	<p>Development of Program Design packages for all key services</p> <p>Implementation of national support planning framework</p> <p>Implementation of Specialist Programs Stream</p> <p>Design and implementation of a national clinical and therapeutic framework for services</p> <p>Implementation of a National Service User Engagement Framework</p> <p>Design and implementation of a Service Quality Framework</p> <p>Design and implementation of performance and outcomes reporting system</p> <p>Implementation of a National Program Evaluation Framework</p> <p>Design and implementation of National Client Safety and Protection Framework</p> <p>Launch and implementation of National Accessibility Strategy</p>	<p>Increased program integrity against design, branding and LWB Way</p> <p>Measured improvement in outcomes achieved for service users aligned to their individual planning and key program outcomes measures</p> <p>Established stream within the organisation and evidences positive impact on outcomes achieved for clients</p> <p>Improved consistency and quality of clinical services</p> <p>Improvement in service user participation in decision making on an individual and systemic level</p> <p>Measured improvement in the quality of service provided</p> <p>Compliance achieved with internal and external reporting requirements</p> <p>Two national programs formally evaluated</p> <p>Measured improvement in client safety and protection</p> <p>Measured improvement in LWB being recognised as an accessible organisation</p>
<p><b>To foster a sustainable connection with Indigenous culture, community and family</b></p>	<p>Design and implement a framework for implementing and linking Aboriginal service pilots and subsequent programs nationally.</p> <p>Design and implement an Aboriginal Workforce Strategy</p> <p>Continue to build on the National Community Engagement Strategy</p> <p>Implement culturally appropriate case management tools</p>	<p>Services designed in line with organisational values and policy</p> <p>Measured increase in our Aboriginal workforce, positive retention statistics and satisfaction feedback</p> <p>Meaningful and positive organisational relationships with the Indigenous community</p> <p>Measured outcomes for service users aligned to their individual planning</p>
<p><b>To contribute community inspired research and development</b></p>	<p>Development of a research and development program</p> <p>Engagement and partnership with educational and other NGO bodies locally and internationally</p> <p>Sourcing of research funding</p> <p>Implementation of a national client information management system</p>	<p>Recognised leader in the delivery of evidence-based successful care models</p> <p>Publication of our research outcomes</p> <p>Invitations to speak at industry seminars and conferences</p>
<p><b>To grow and develop in response to community need</b></p>	<p>A new territory development plan that includes strategies for ensuring cost-effective models for service delivery in remote areas</p> <p>Development of new programs and services in line with the outcomes of our research program</p>	<p>Delivery of services in other large cities where our services are not currently accessible</p> <p>Greater number of clients accessing our services nationally</p> <p>Delivery of new programs to meet service gaps as community need develops</p>
<p><b>To secure corporate and community involvement</b></p>	<p>Development and implementation of a marketing strategy</p> <p>Development and implementation of a branding strategy</p> <p>Development and implementation of a fundraising strategy</p>	<p>Delivery of specific client services and programs that are supported by corporate and community sponsorship rather than government funding</p> <p>Greater personal involvement from businesses and the community</p> <p>Larger scale public recognition of significant partnerships</p> <p>Development and implementation of a communications review and strategy</p> <p>Development and implementation of an environmental strategy and policy</p> <p>Long term strategy to contribute to the long term relevance and growth of the organisation's core and new business</p>
<p><b>To sustain a passionate and energetic Life Without Barriers community</b></p>	<p>Organisational Learning and Development Plan</p> <p>Worker safety and welfare strategies</p> <p>Reward, recognition and retention strategies</p> <p>Talent Management and succession planning</p> <p>Strategic management and Leadership Program</p> <p>Carer Advancement Team initiatives for recruitment, support, communication and L&amp;D for carers</p>	<p>Employer of choice within sector</p> <p>Healthy workforce relationships</p> <p>High attraction and retention of workers, contractors and carers</p> <p>Highly skilled and trained workforce</p> <p>A safe and healthy workplace</p> <p>Managers recognised as leaders and role models</p> <p>Carers report to feel that they are valued part of the organisation</p>
<p><b>Other</b></p>	<p>Implementation of the Wide Area Network (WAN)</p> <p>Implementation of the migration to Windows operating platform.</p>	<p>Successful implementation of the project plan</p> <p>Successful implementation of the project plan</p>

## 01 ICT Infrastructure

The ICT strategic plan and road map for the next three years is currently being developed and will be a key enabler to allow LWB to have the basic ICT infrastructure to support growth. Also this plan will ensure that we have innovative technology solutions to support our business initiatives. A three-year ICT plan has been developed with the emphasis for 2009/10 being the implementation of the Wide Area Network (WAN) and Migration to Windows Operating Platform.

## 02 Evolution

The process of developing a structured framework on the role of National Office and State Offices will continue to allow us to achieve the evolution objectives. Further work will occur on benchmarking of Finance, HR, Payroll, Marketing and Administrative Services to ensure that we position Life Without Barriers into best practice for those services.

## 03 Service Quality

Our goal is to establish LWB as an organisation with quality systems and a quality culture. This includes risk management related policies and systems. It also includes the journey for the organisation towards a quality culture encompassing quality feedback systems, root cause analysis and organisational learning strategies. We shall also be working towards creating greater clarity on organisational governance structures, systems and functions to enhance transparency and accountability for decision-making, performance reporting and customer service, both internal and external.

## 04 Marketing & Branding

Develop resources and a holistic plan that contributes to core services and enables offices, regions and states to better focus on the work they are doing with people. Collate and analyse the detail and data relating to existing systems and assess our ability to handle the increased profile and interest from the community that would occur as a result of a campaign.

## 05 Performance and Outcome Reporting

The design and implementation of a tracking and reporting system to meet the demands of external and internal reporting against contractual and compliance related requirements as well as the outcome reporting related to our services and our individual client achievements.

## 06 Cultural Respect Framework

2009-10 shall see the implementation of the Reconciliation Action Plan and the opportunities that shall be created by establishing LWB as a culturally respectful organisation.

## 07 Accessibility

The LWB Accessibility Plan was endorsed by the Board in 2008, launched at the LWB National International Day for People with a Disability breakfast in December and subsequently lodged with HREOC (Human Rights and Equal Opportunity Commission). 2009-10 shall see the implementation of the AAP and reporting on progress to the board and HREOC. A reference group has been formed to lead this initiative with representatives from our client group, LWB staff, Vision Australia and NSW Ombudsman.

## 08 Carers

Continued work towards organisational initiatives to enhance the recruitment, support communication and learning and development of our carer workforce.

## 09 Learning and Development/ Leadership

We will continue the development of an Organisational Learning and Development plan that will up-skill our workforce so as to provide increased quality services. In particular the focus for 09-10 will be our direct support workers across all streams. The Plan shall provide policy and tools to drive the roll out of mandatory training for workforce groups across the organisation to establish organisational standards and consistency on key risk and practice areas. Develop Managers into organisational leaders who will become role models to all of those in our workforce. This shall involve the launch of the values based CEO Leadership Program and the more skill based Management Development Program. In addition the annual CEO Leadership forum shall be held in May 09.

## 10 Specialist Programs

The structure and tools for the roll out of stage one of the Specialist Programs stream within the LWB National Service Delivery Model are near completion. The design of case management tools and standardised assessment tools are all due for completion by April 09. Structural design work is completed and implementation work commenced. 2009-10 will see the implementation of the programs in all states, the bedding in of the related systems and the commencement of outcome reporting. The suite of programs offered under Specialist Programs shall continue to expand and diversify to meet needs of our clients as identified through support planning activities.

## 11 Research and Evaluation

We shall deliver on the organisation's research agenda with active longitudinal research being conducted on the three focus areas. We shall also secure a minimum of three formal partnerships with universities and research bodies. We shall formally evaluate four LWB programs and publish the findings.



# Looking Ahead

## Goals for 2009–10

1

For vulnerable people of all backgrounds to participate in life to their full potential.

2

To foster sustainable connections with Indigenous culture, community and family.

3

To contribute community inspired research and development.

4

To grow and develop in response to community need.

5

To secure corporate and community involvement.

6

To sustain a passionate and energetic Life Without Barriers community.

## Our Government Funders

### Federal

Department of Families, Housing, Community Services and Indigenous Affairs  
Department of Immigration and Citizenship

### ACT

Department of Disability Housing and Community Services

### New South Wales

Department of Ageing, Disability and Home Care  
Department of Community Services  
Department of Juvenile Justice

### Northern Territory

Department of Health and Families

### Queensland

Department of Communities (Disability Services)  
Department of Communities (Child Safety Services)

### South Australia

Department for Families and Communities  
Department of Health

### Tasmania

Department of Health and Human Services

### Western Australia

Department for Child Protection  
Disability Services Commission

### Victoria

Department of Human Services



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