

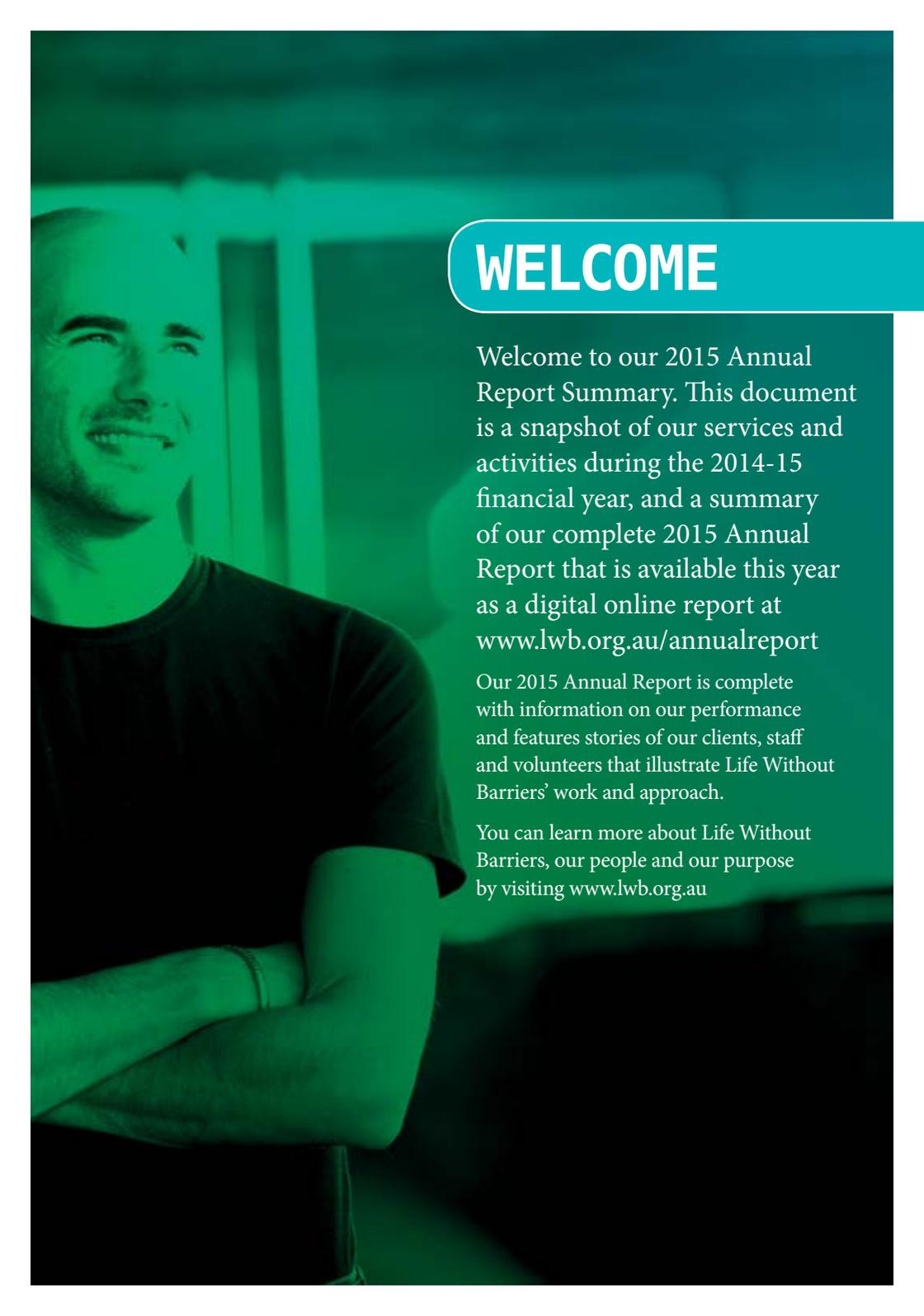
**2015
ANNUAL
REPORT**



CLIENTS' VOICES, CLIENTS' CHOICES

**WE
LIFE WITHOUT BARRIERS
VE**

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.



WELCOME

Welcome to our 2015 Annual Report Summary. This document is a snapshot of our services and activities during the 2014-15 financial year, and a summary of our complete 2015 Annual Report that is available this year as a digital online report at www.lwb.org.au/annualreport

Our 2015 Annual Report is complete with information on our performance and features stories of our clients, staff and volunteers that illustrate Life Without Barriers' work and approach.

You can learn more about Life Without Barriers, our people and our purpose by visiting www.lwb.org.au

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WHO WE ARE

Life Without Barriers is a not-for-profit organisation working in over 305 communities across Australia, and in New Zealand, supporting more than 11,500 people to live their best life possible.

We partner with individuals, their carers and others in the community to ensure the best care and support is developed with each individual around their needs. We also partner with the community, elders, government and private sector to improve the lives of the people we support.

WHAT WE DO

Our services include:

- caring for children, young people and families
- supporting people with disability
- caring for older people
- supporting Aboriginal and Torres Strait Islander peoples
- caring for people with mental health issues
- helping the homeless
- supporting refugees and asylum seekers.

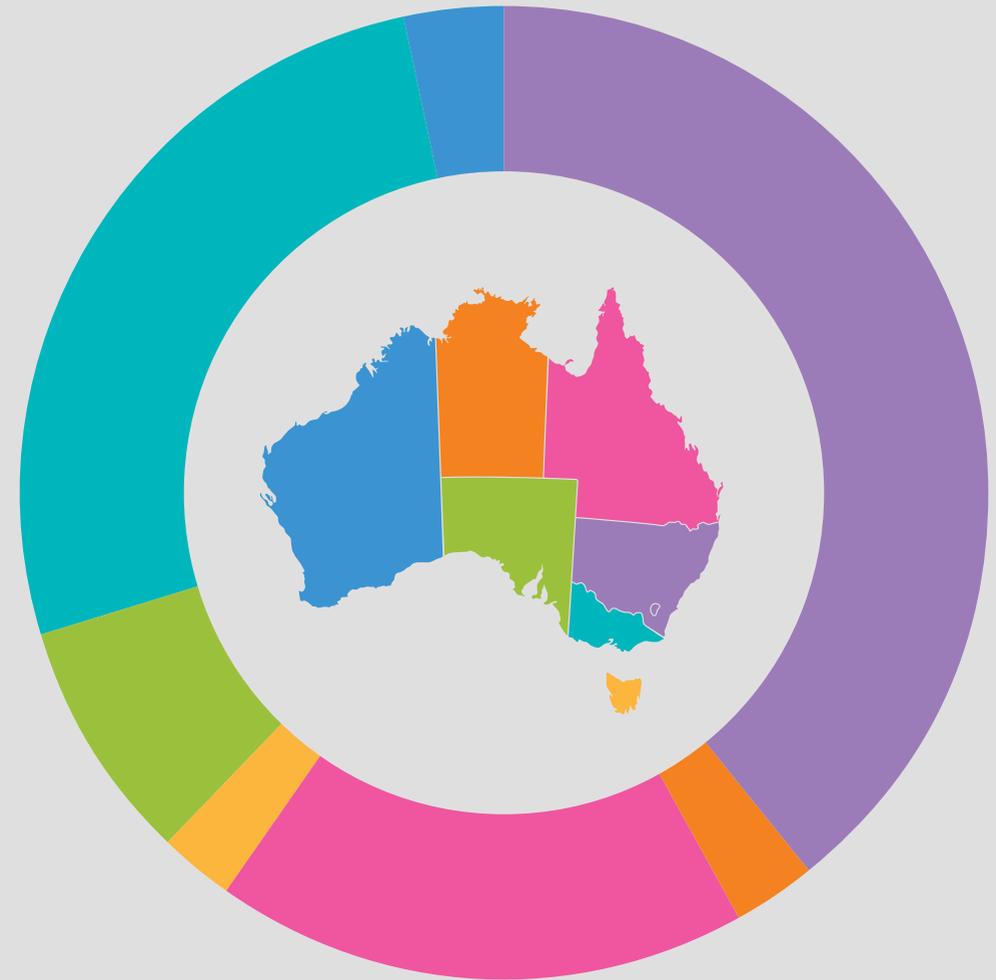
We believe in the rights of people and the importance of relationships. These foundations shape our approach to care and underpin the values of Life Without Barriers.

5 YEAR SNAPSHOT

Life Without Barriers is a national organisation, but our operations are local and community-based. We employ and support local people by offering a vital network of services to individuals across Australia.

	2011	2012	2013	2014	2015
CLIENT NUMBERS	4,823	4,948	5,298	6,254	11,591
EMPLOYEES	2,219	2,653	3,582	3,899	4224
\$ANNUAL TURNOVER	248 MILLION	290 MILLION	310 MILLION	345 MILLION	372 MILLION

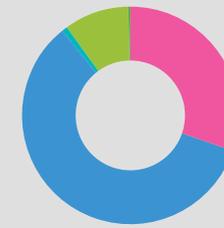
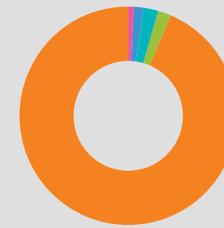
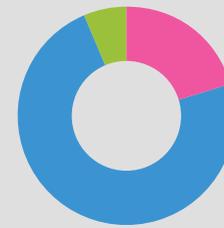
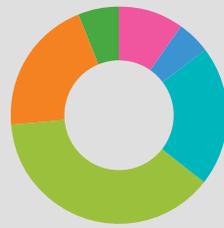
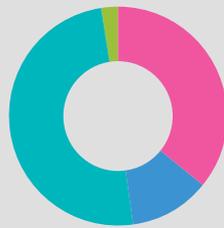
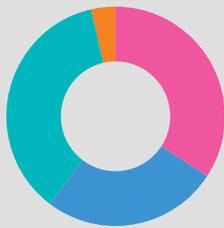
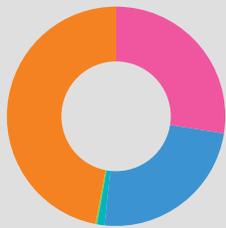
These figures are a 'point in time' record of LWB clients at 30 June 2015. This is not a cumulative figure of the clients LWB supported during the 12 months under review. Clients supported during the 12 months exceed 14,600.



CLIENTS SUPPORTED

NSW/ACT 4554	NT 336	QLD 2034	SA 946	TAS 292	VIC 3044	WA 385
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SERVICES SNAPSHOT



NSW/ACT

1264
FAMILIES, CHILDREN
AND YOUTH

1090
DISABILITY

58
COMMUNITY
AGED CARE

13
MENTAL HEALTH

2129
REFUGEES AND
ASYLUM SEEKERS

NT

115
FAMILIES, CHILDREN
AND YOUTH

88
DISABILITY

121
COMMUNITY
AGED CARE

12
REFUGEES AND
ASYLUM SEEKERS

QLD

730
FAMILIES, CHILDREN
AND YOUTH

242
DISABILITY

1016
COMMUNITY
AGED CARE

46
MENTAL HEALTH

SA

94
FAMILIES, CHILDREN
AND YOUTH

47
DISABILITY

197
COMMUNITY
AGED CARE

360
MENTAL HEALTH

191
REFUGEES AND
ASYLUM SEEKERS

57
HOMELESSNESS

TAS

60
FAMILIES, CHILDREN
AND YOUTH

214
DISABILITY

18
MENTAL HEALTH

VIC

28
FAMILIES, CHILDREN
AND YOUTH

46
DISABILITY

62
COMMUNITY
AGED CARE

62
MENTAL HEALTH

2846
REFUGEES AND
ASYLUM SEEKERS

WA

117
FAMILIES, CHILDREN
AND YOUTH

227
DISABILITY

3
COMMUNITY
AGED CARE

37
MENTAL HEALTH

1
HOMELESSNESS



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, to partner with thousands of people living with a disability to help them achieve their life goals, and 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 have also been partnering with people without a home to call their own, including refugees and asylum seekers, and providing community-based outreach support to people living with mental illness, and counselling to those living with addictions or escaping domestic violence.

At 30 June 2015 we were supporting 11,591 people which represents a dramatic 85 percent increase from the 6,254 people as at 30 June 2014.

We've achieved this growth and diversity in our service without sacrificing our commitment to quality care and support, and while remaining fiscally responsible as evidenced by our conservative return to reserves. This return to reserves has enabled strategic investment that will future-proof our organisation and ensure we continue partnering with clients for the long haul.

As a values-driven organisation our decisions and actions reflect these core values, and our commitment to Closing the Gap. We are proud of our achievements against our 2012-2015 Reconciliation Action Plan and look forward to the opportunity of working with Aboriginal and Torres Strait Islander communities and others to achieve more through our 2016-2019 Stretch Reconciliation Action Plan.

June 2015 saw the close of our 2010-2015 Strategic Plan and the release of our Strategic Intent for 2015-2020, both available in our full Annual Report on our website. We enter this new chapter for the organisation with clarity of purpose, values and strategy.

Our commitment to being a leader in our sector also saw us, this year, investing in key good-governance improvements and exploring how we can better capture and leverage our social capital to benefit people we support and the community at large.

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 provider. When I asked what their experience has been as a result of choosing LWB as their NDIS service provider, 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
Chair



CHIEF EXECUTIVE'S YEAR IN REVIEW

Over the past 12 months, we've been able to support over 14,500 children, young people and adults across Australia in ways that have been important and vital to each person.

This Summary Annual Report provides a brief overview of our activities between 1 July 2014 and 30 June 2015 across all areas of service delivery and operations. It also provides a glimpse of some of the goals achieved by the people we partner with through our programs. More detailed information on our achievements against our key priorities, services, volunteers, staff and financial performance can be found in our complete 2015 Annual Report on our website at www.lwb.org.au/annualreport.

June 2015 also saw us close off our Strategic Plan for 2010-2015 and develop our Strategic Intent 2015-2020 which will guide our organisation for the next chapter of our journey. We took this opportunity to reflect deeply on what value we have been able to bring to the communities in which we work, what the critical ingredients are for our success in this important work from our past and into the future, and how we can continue to advance our purpose and stretch our performance as an organisation to do more and better for those we serve and support.

From this process we concluded that we were extremely proud of the positive social impact we had been able to achieve in the last chapter at an individual, community and national level and we feel that this summary report from the last 12 months goes some way to illustrating this.

This process of reflection also reminded us that we were only able to achieve what we do because people we care for and support trust us to partner with them on their own journey in life. This is why "relationships come first" remains a core value for our organisation. Through our relationships with our clients and families, local communities and organisations, government, business and corporate groups we are able to make a positive impact on the lives of many individuals every day, which is a privilege indeed. We do this by being respectful, caring, imaginative and courageous – it's The LWB Way.

I would like to take this opportunity to thank the people that 'are' Life Without Barriers. Thank you to our volunteer foster carers, our staff, government partners and our generous corporate partners and sponsors. Your combined efforts have provided the support, the respect and the resources to enable us to genuinely partner with people to change lives for the better; to realise their own personal goals.

I hope you enjoy reading our 2015 Summary Annual Report.

Claire Robbs
Chief Executive

OUR STAND ON CHILD SAFETY

Every day, Life Without Barriers offers support and care to children. We want each and every one of those children to feel as safe and respected as they should. We all have a responsibility to make sure their safety comes first – and that they're well cared for, protected from abuse and given respect.

We know that children and young people in Out of Home Care can be more vulnerable than others their age, making it particularly important to protect and promote their rights, and so we developed what we call our Children's Voices initiative.

During November 2014, we visited 1,884 children and young people aged between 7 and 18 living 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?

The overwhelming majority (96%) answered 'yes' to both questions, and where someone said 'no' to either question we responded immediately. We have now implemented our next step: ensuring everyone knows we take a zero-tolerance stand on child sexual abuse. This might seem an obvious position for an organisation like ours to have, but we don't want to rely on commonsense as a means for protecting children and young people in our care. Instead, we have removed all ambiguity, and spelt it out clearly for everyone on what is unacceptable behaviour – and have ensured staff, volunteers and organisational partners don't forget that the responsibility for a child's safety sits with everyone.

You can find out more about Child Safety at LWB by visiting www.lwb.org.au/childsafety

WHAT CHILDREN AND YOUNG PEOPLE TOLD US

I FEEL SAFE WHERE I LIVE

- Yes (93%)
- Sort of (6%)
- No (1%)



I FEEL PART OF THE FAMILY WHERE I LIVE

- Yes (87%)
- Sort of (10%)
- No (3%)



FAMILIES, CHILDREN AND YOUTH SERVICES

We provide a range of services for families, children and young people from home-based foster care, residential care, family contact, post-care, youth advocacy and mentoring, and Early Learning centres. Other family-centred services we provide are domestic violence counselling services and Multisystemic Therapy.

When a child or young person can't live at home we provide safe and stable homes through our Out Of Home Care services. In the past year, we have supported over 2,300 babies, children and young people across Australia through Out of Home Care.

FOSTER CARE

Foster care is provided to children and young people aged from birth to 18 years of age by volunteers in the community within their own home on a short or long-term basis. Specialised or therapeutic foster care is provided to children with high or complex needs such as disabilities, developmental delays, learning difficulties or challenging behaviours.

RESIDENTIAL CARE

A team of trained residential support workers provide 24-hour care to one or more children or young people in a dedicated residential house. We aim to help children transition into a family and young people into semi-independent living arrangements.

SUPPORTED ACCOMMODATION

Supported accommodation involves establishing flexible living arrangements for young people preparing to leave care. The support is tailored to each young person's needs and goals, to develop their skills and independence, and build links within the community.

MENTORING AND LEAVING OUT OF HOME CARE

Our Mentor programs in South Australia, Tasmania and Victoria help young people considered to be at risk of leaving school early, and often involves working with departments of Education and Juvenile Justice. 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 to help them while in care and to live as independent adults once out of care.



Rebecca's mother committed suicide last year, and her dad has struggled to raise six children on his own while battling his schizophrenia. Rebecca put an emotional wall up, isolating herself from the family and withdrawing from school, and her anxiety developed into twitches.

She was enrolled in E-School in 2015, but self-directed study is hard to maintain without strong motivation. An LWB Mentor started working with Rebecca 4-6 hours a week using Art therapy and Life Story work. They worked on cooking and nutrition, physical exercise, and developing general social and life skills. Rebecca slowly began to open up and talk about her feelings and eventually mourned the loss of her mother.

Rebecca now attends the local school's cooking program with support from her Mentor, and is reaping the benefits of feeling like part of the community while getting used to the school environment again. She also makes sure the snacks and muffins she makes are going to other kids who don't come with any lunch.

** not her real name or image.*

FAMILIES, CHILDREN AND YOUTH SERVICES

YOUTH ADVOCATE PROGRAM

Our Youth Advocate Program (YAP), is a personalised mentoring program using advocates employed to work intensively with individuals for up to six months to establish post-care networks and, in some cases, restoration or repaired relationships with family. This was trialled in 2014-2015, with the first group including 10 young people in the north/western suburbs of Sydney.

NEXT STEP AFTERCARE

In March 2015, we started NEXT STEP Aftercare with the 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 to over 500 young people a year. This is a 24-hour service young people can access via social media, email, SMS or via the website nextstepaftercare.com.au

AT RISK YOUTH ACCOMMODATION

Our At Risk Youth Accommodation (ARYA) Service provides emergency accommodation to young people aged 15-16 years at risk of homelessness. This service also connects young people to community supports and more stable housing. This is the result of developing key relationships with local authorities, government and Child Protection and Family Services to enhance outcomes for young people at risk.

MULTISYSTEMIC THERAPY

LWB is the Australasian Network Partner/license holder for the Multisystemic Therapy (MST) program. MST seeks to keep a family together by providing intensive home-based intervention for 4-5 months to young people aged between 12 and 16 years of age. MST supports parents and caregivers by teaching them the problem solving skills necessary to better manage their children's behaviour. During the past 12 months over 145 families were supported through MST programs in Australia and New Zealand.

DOMESTIC VIOLENCE SERVICE

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, transport and financial assistance. Charters Towers (and Hughenden) also offers children's counselling and the Burdekin program also provides court support. This is the first time these communities have had access to specialist services such as these.

Detailed information on our Families, Children and Youth services can be found on our website at www.lwb.org.au/children-and-young-people



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."

DISABILITY SUPPORT

Life Without Barriers originally formed to support people with disability. We now work with around 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).

We've been working with the National Disability Insurance Agency since the first national trial for the NDIS started in the Hunter Region of NSW 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 learned from the Hunter Region in locations across the country.

This year, 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 Northern Territory Parliamentary Joint Standing Committee on operating the NDIS in remote regions.



Newcastle resident Erin, with her LWB NDIS Support Worker, Vera.

DISABILITY SUPPORT

PERSON CENTRED SUPPORT

We're continually increasing the choice and flexibility of service provision and accommodation options for the people we support, to complement support from family, friends and other services.

Our disability support services include:

- accommodation options
- supported accommodation
- host families
- in-home support
- respite care options
- clinical support services
- community access and participation
- recreation activities
- mentoring opportunities
- transition support
- education support
- employment services.

CONNECTION TO LAND AND CULTURE

Re-establishing and maintaining connection with culture is a key part of our services. In the past 12 months, residents from our Aboriginal Men's House in Port Augusta, South Australia made a 'back to Country' trip to the Cooper Pedy area.

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 were honoured to help clients reconnect with family from throughout the Cape and Peninsula, who hadn't seen each other for many years. Over 100 clients, carers and staff from across Queensland attended this festival in the bush.

SUPPORTING INDEPENDENT LIVING

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.

SUPPORTED ACCOMMODATION

Our supported accommodation service in South Australia worked with 67 adult 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 clients' experiences.

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.

WORKING WITH YOUNG PEOPLE

In our Tasmanian NDIS pilot site (for people with a disability aged between 15 to 24 years old), we've developed different types of service delivery based on our learnings from across the country. This has included establishing a shared accommodation model. In January 2015 we helped two young friends move out of home and into a sharehouse of their choice and developed supports tailored to increasing their skills.

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.

COMMUNITY PROGRAMS

In 2014, we established our community garden to help people develop life skills associated with growing and creating a kitchen garden with added extras of metal work and 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.

Our Art Without Barriers Program received a Community Initiated Grant this year from the City Of Fremantle to produce three individual murals along the fence on Daly Street, South Fremantle, in Western Australia.

Detailed information on services available in locations across Australia can be found on our website at www.lwb.org.au/disability-services/our-services-by-location

COMMUNITY AND AGED CARE

At Life Without Barriers we know that getting older doesn't mean you should stop doing the things you enjoy or living the life of your choosing. We are here to help.

Our aged care services are developed with our clients to meet their needs. We have created a flexible range of services to assist people to live a fulfilling, independent life. People who choose our services are diverse and come from a variety of social and lifestyle backgrounds.

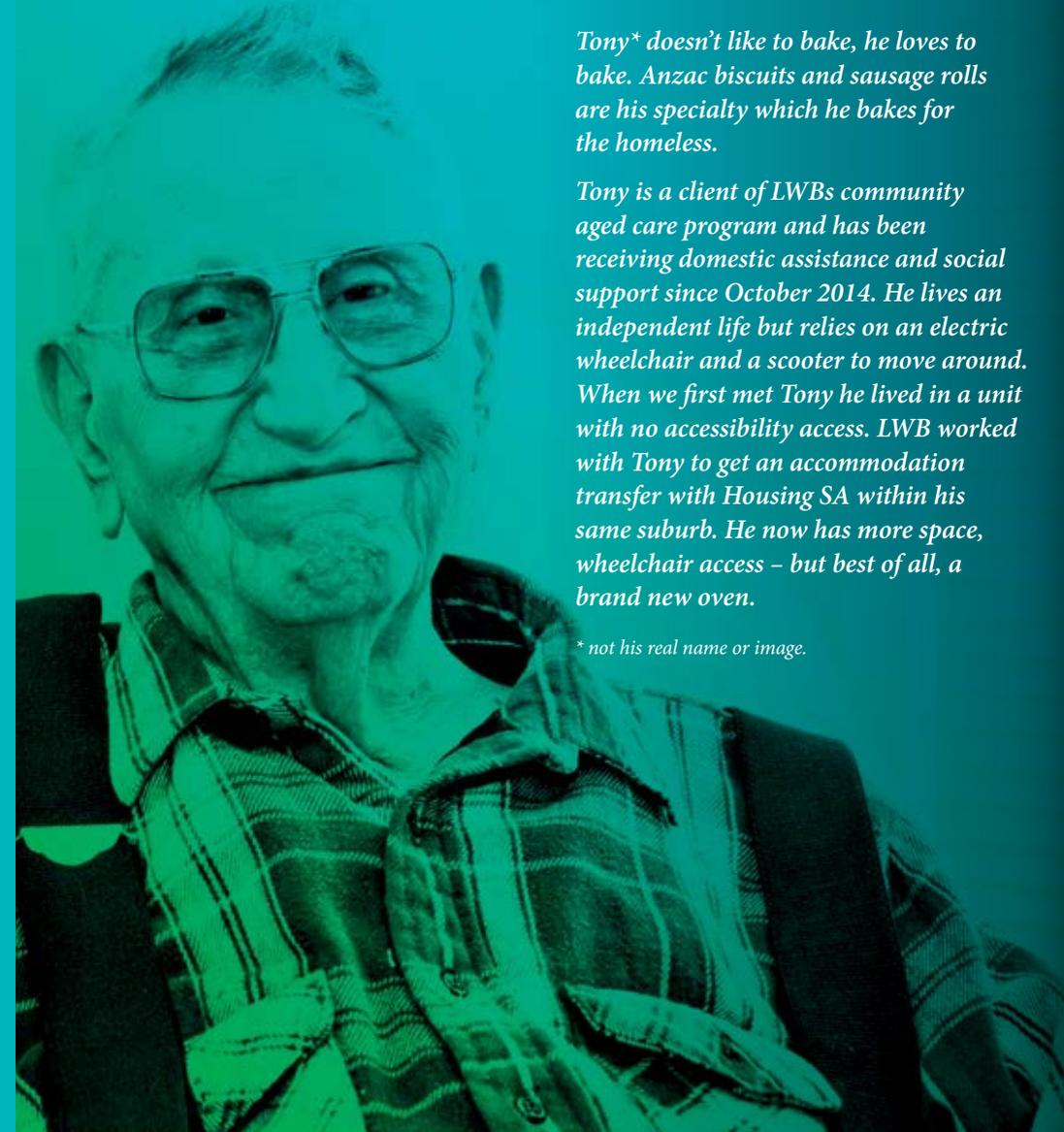
Our home-based services are tailored to meet each person's needs and wants.

Most recently, we have developed our wellness, wellbeing and reablement approach, reflecting the goals of the Commonwealth Home Support Programme principles. Called "Live Life, Live Well", it launched later in 2015 to encourage people to maintain an active healthy lifestyle or reclaim confidence to re-build skills following ill-health or injury.

Detailed information on services available in different locations can be found on our website at www.lwb.org.au/agedcare

Our Community Aged Care Services support around 1,500 to live well in their homes, by providing support with:

Domestic Assistance	Social Support	Home and Garden Maintenance	Day Activity Programs
General Cleaning	Friendly visits	Lawn mowing & Whipper snipping	Social activities
Changing bed linen	Shopping support	Pruning and hedging	Day trips
Laundry	Outings	Changing light bulbs	Cooking
Meal Preparation	Transport to appointments	Replacing tap washers	Men's Shed
	Regular phone chats		Arts and Crafts



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.

** not his real name or image.*

REFUGEES AND ASYLUM SEEKER SERVICES

We have been providing support services through the Commonwealth's refugee and asylum seeker programs since 2009. These services have 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 agreements, and Life Without Barriers secured contracts for New South Wales, Northern Territory, South Australia and Victoria. Our contract is to provide social skill development and other services for 5,200 people while their applications for refugee or asylum seeker status is determined. We've called our program the National Immigration Support Service (NISS), and in its first few months of operation it has already progressed quickly.

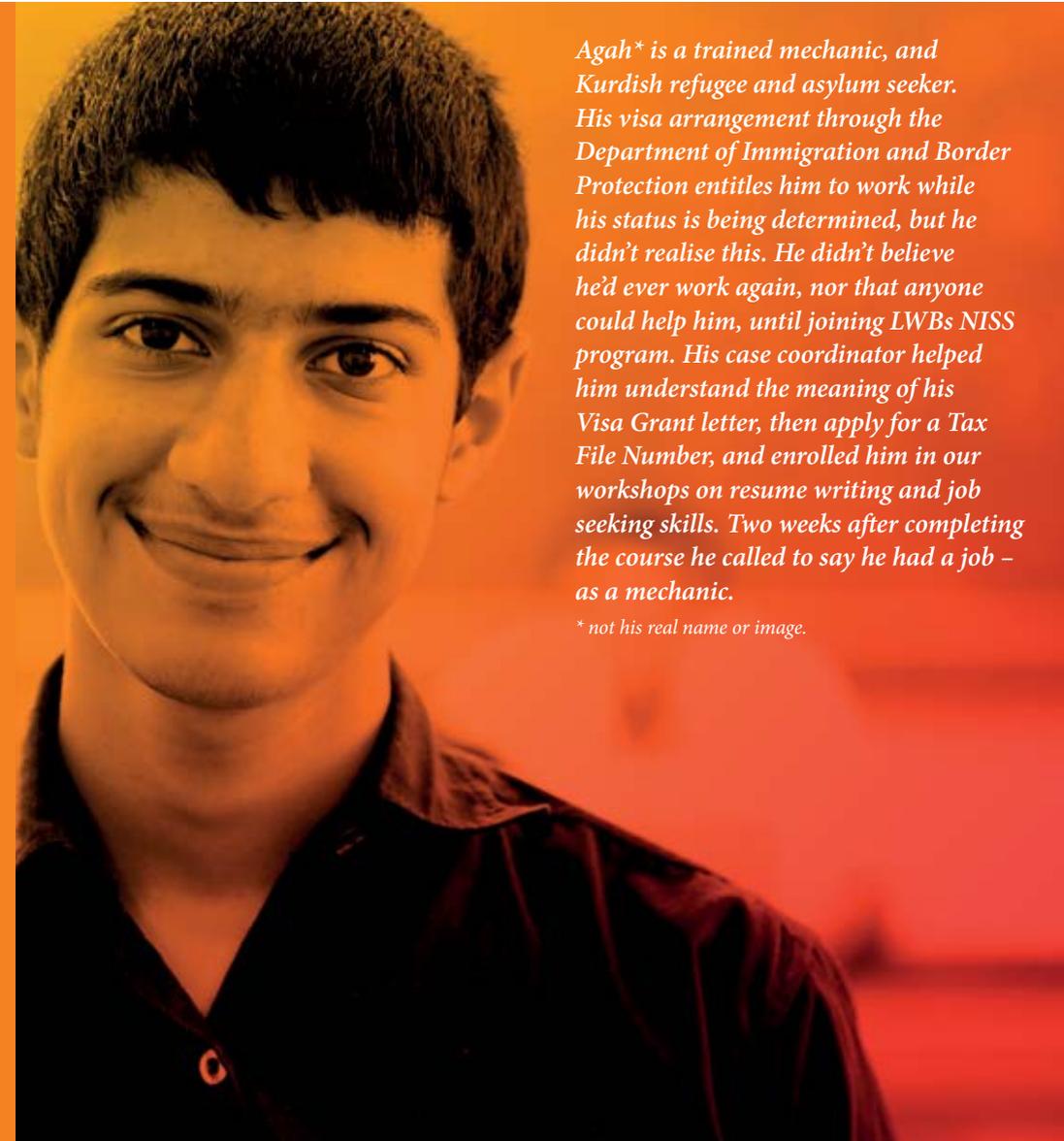
Our NISS model is a combination of supported residential services and community centres supporting unaccompanied minors, families, adults with individualised needs, and people living independently in the community.

Our program includes 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 the ever-changing client needs.

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.

To support client independence and documentation procedures, we developed an iPad app for use at our six community centres located in: New South Wales (Rockdale and Parramatta), South Australia (Salisbury), and Victoria (Dandenong, Epping and Sunshine).

For more information on our NISS program visit www.lwb.org.au/refugees-and-asylum-seekers



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 or image.

MENTAL HEALTH AND ALCOHOL AND OTHER DRUGS SERVICES

Life Without Barriers has been supporting people living with mental illness for over 10 years through both outpatient and community-based programs. In the past 12 months we supported over 500 people through psychosocial rehabilitation support and community outreach services, as well as self-referral residential services, short-term, emergency and long-term accommodation, and respite services all to support individuals in their personal recovery journey.

Our services included:

- supported accommodation
- self-referral programs
- youth programs
- Partners in Recovery – a lead agency networked services role
- in-person individual and family counselling
- telephone counselling.

I#CONNECT

i#connect launched in December 2014 in Tasmania to provide young people aged between 12 and 18 years old, with case management and psychosocial support as part of their clinical plan.

JARRAH RETREAT

A custom-designed prevention and recovery centre that opened in November 2014 in Wodonga, Victoria, to provide mental health support for adults requiring sub-acute support. We work in partnership with Albury Wodonga Health, Care Connect and Aftercare with the assistance of peer-workers with a lived experience of mental illness.

SUPPORTED ACCOMMODATION

In January 2015, we opened two supported accommodation facilities in South Australia providing intensive long-term stable accommodation and support. We also established two Transitional Emergency and Accommodation Services sites in Queensland.

ALCOHOL AND OTHER DRUGS COUNSELLING (AOD)

We have been supporting clients battling addiction to ice in Mt Gambier for some time, and are expanding our rural counselling services through the provision of the Health Drug and Alcohol Services South Australia (DASSA), and the Police Drug Diversion Intervention services.



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 or image.

HOMELESSNESS PROGRAMS

At Life Without Barriers we deliver support through a range of interventions to people sleeping rough on the streets, in public places and bushland, and to people at risk of homelessness.

Homelessness services aim to resolve a person's homeless status and re-establish their connections with the wider service network, addressing issues that contribute to, and cause, homelessness.

THE RIVERLAND SPECIALIST HOMELESSNESS SERVICE

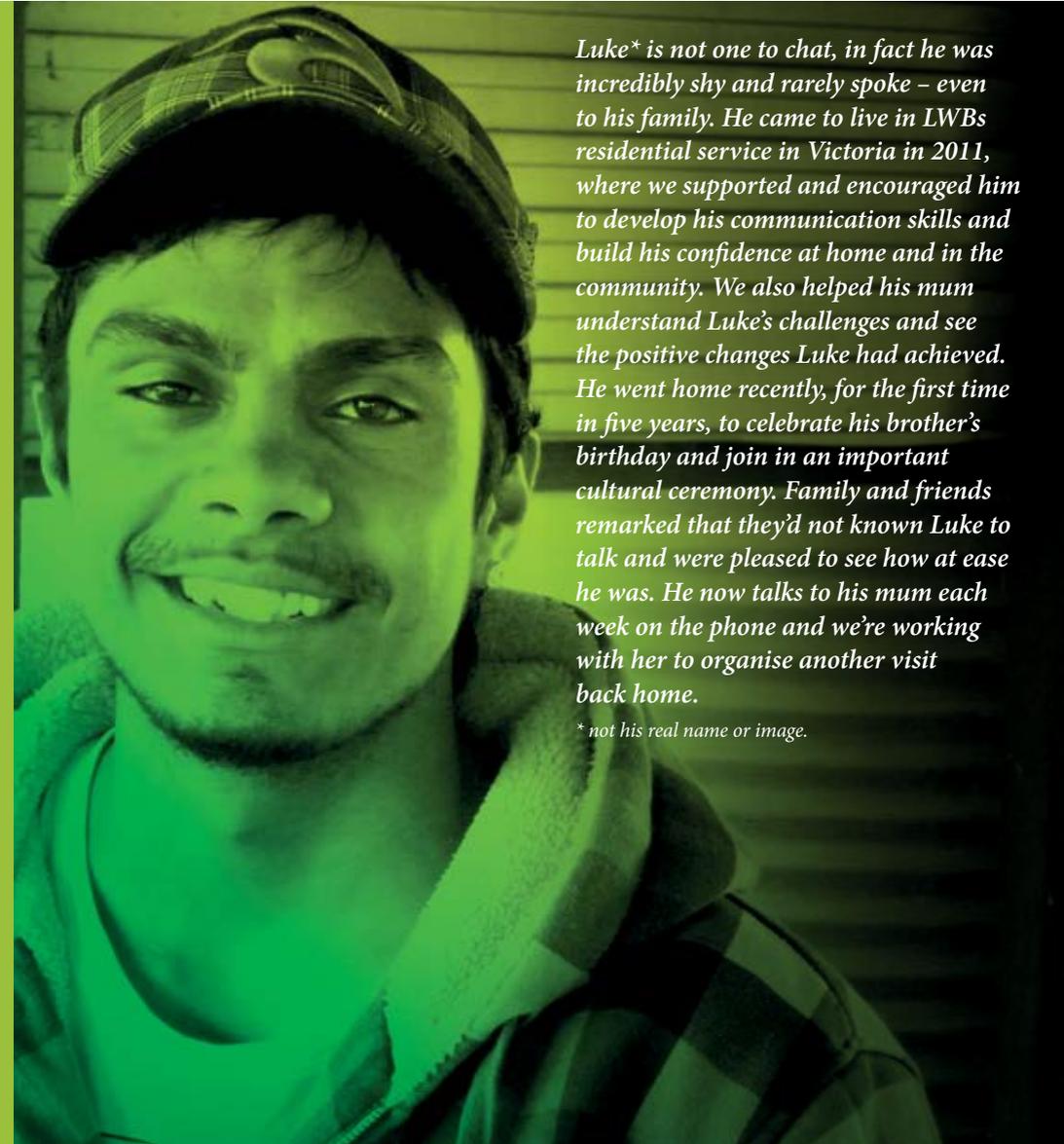
This is an intensive case management support service for clients sleeping rough in the Riverland area. Its strength is in its collaborative approach of engaging and developing a rapport with clients. This service includes a free-access service facility: laundry, shower and kitchen. Since opening in September 2014, we have seen 300 people visiting the facility each month. We also visit isolated areas of the Murray river by boat and 4WD vehicles to take water and blankets to people living rough, and establish a relationship of trust so as to reconnect them to residential and medical services. Anecdotal information and observations suggest there are over 1,000 homeless people in the Riverland area.

ADELAIDE METRO HOMELESSNESS PROGRAM

LWBs Adelaide Metropolitan Homeless program supports vulnerable people with high and complex needs, many of whom have suffered extreme traumas. The team is trained in Therapeutic Crisis Intervention and cultural awareness. Developing a trust-based relationship is the foundation of our program and the team provides each client with the necessary services to facilitate and support positive individualised outcomes.

This program receives funding from Adelaide City Council.

For more information on our Mental Health, and Alcohol and Other Drugs services, and Homelessness programs visit www.lwb.org.au/mental-health-and-housing-support



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 or image.

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.

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 included the increase in dedicated Aboriginal and Torres Strait Islander roles across the organisation, 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 being Aboriginal or Torres Strait Islander.

We have also 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; and supported close to 1,000 employees

to receive cultural awareness training to increase their capacity to work effectively with Aboriginal and Torres Strait Islander clients over the past three years.

Our 2012-2015 Reconciliation Action Plan (RAP) was endorsed by Reconciliation Australia and is available to everyone through our website along with the story of our Reconciliation Journey, and we are now seeking endorsement for a Stretch RAP for 2016-2019, that extends our reconciliation commitment into processes and practices. This will be a whole-of-organisation approach engaging our 4,000-plus strong staff as an informed and committed resource.

Our commitment to Closing the Gap goes to the heart of our organisation, which was founded within a culture of client-focussed care. As such, all decisions and actions reflect our core values of developing relationships, and being respectful, courageous, imaginative and responsive, and none more so than our promise to support reconciliation.

You can read our 2012-2015 Reconciliation Action Plan and our Reconciliation Journey on our website at www.lwb.org.au/aboriginal-and-torres-strait-islander-peoples



OUR PEOPLE

WE'RE "PEOPLE" PEOPLE

Our people are our greatest asset. Our business is caring and supporting people throughout the community, and to do that we rely on the skills and dedication of our staff and volunteers.

We can be confident in the care we are giving our clients by supporting our workforce to be the best they can be within a great team environment, with access to modern systems and resources.

Between 1 July 2014 and 30 June 2015, our total workforce grew from 3,899 to 4,224, representing an increase of 8 percent. Our rolling average turnover for the 12 months was 26.9 percent, which is reflective of the sector as a whole.



NUMBER OF STAFF AGAINST JOB ROLES

3,313 78%	427 10%	351 8%	133 3%
DIRECT CLIENT SERVICE	CLIENT SERVICE SUPPORT FUNCTIONS	CLIENT SERVICE LEADERSHIP	ORGANISATIONAL AND BUSINESS UNIT LEADERSHIP

	TOTAL EMPLOYEES 2014-2015	TOTAL EMPLOYEES 2013-2014	TOTAL EMPLOYEES 2012-2013
NSW	1,591	1,502	1,300
NT	223	208	227
QLD	834	754	726
SA	321	363	334
TAS	185	190	190
VIC	311	183	126
WA	528	553	524
NAT	229	137	143
NZ	2	9	12
TOTAL	4,224	3,899	3,582

REWARD AND RECOGNITION

2015 EMPLOYEE RECOGNITION AWARDS

This year we held our Employee Recognition Awards in each State and Territory. Award categories were: People's Choice, Practice Leader, Individual Values Champion and Group Values Champions. Colleagues nominated 325 individuals whom they felt had met the criteria for each category, all of which required the nominee to have demonstrated how their actions had supported our clients in addition to other characteristics. We also recognised staff for 5, 10 and 15 years of service. These awards showcased the extraordinary work of our staff, and the commitment we all share to deliver the best possible outcomes for our clients.

2014 LIFE WITHOUT BARRIERS NATIONAL DISABILITY SERVICES ACHIEVEMENT AWARDS

Our seventh National Disability Services Achievement Awards were held in Sydney on Wednesday 3 December 2014, coinciding with the International Day of People with Disability.

The Awards recognise and celebrate the achievements of people with disability who access our services, and the staff, volunteers and community partners who help make these achievements possible.

A video case study was produced to accompany these awards, and you can share in these stories on our YouTube site at youtube.com/lwbAustralia



Chief Executive, Claire Robbs, (second from left) with people's Choice winners from the National Support Office: Monica Geraghty, Glenda Lunn and Nathan Reynolds.



Community Builder Award winning team, LWB Supported Residence Lismore, NSW, with LWB Chair, Terry Lawler (left) and John Della Bosca (centre) of Every Australian Counts.

OUR FOSTER CARER COMMUNITY

Foster carers form the heart of our organisation and are vital to the delivery of services to support children, young people and host-family support for people with disability. Recruitment of new foster carers, and support and retention of our existing carers is a key priority for the Board and Executive team. LWB teams have undertaken a range of initiatives over the past 12 months to support our foster carers in the valuable work they do in providing safe and caring homes for children and young people.

FOSTER CARER 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 foster carers, covering themes such

as trauma and attachment, behaviour management, and working within a case management framework.

RECRUITMENT

As the need for more home placements rises, so does our need for foster carers. During the past 12 months we have explored new ways of sharing our need for foster carers with communities and expanding our recruitment and retention activities.

In terms of recruitment we've started using social media, mostly Facebook, Instagram and Twitter, and outdoor advertising including billboards and buses, and increasing our targeted advertising to include culturally diverse communities, and lesbian and gay couples and individuals.

	CARER NUMBERS 2014/15	CARER NUMBERS 2013/14	CARER NUMBERS 2012/13
NSW	1,376	1,334	1,324
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	2,574	2,381	2,476

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 to ensure sustainability are constant priorities. A snapshot of key highlights are reported here, but please read our 2015 Annual Report for a deeper review of achievements and how these align with our values; and to view our Strategic Intent for 2020.

1. EMBED THE LWB WAY

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

- Delivered actions scheduled for the final year of our 2012-2015 Reconciliation Action Plan (RAP) and lodged the report with Reconciliation Australia.
- Ensured almost 1,000 employees received cultural awareness training to increase their capacity to work effectively with Aboriginal and Torres Strait Islander clients.
- 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 our values.

OUR FIVE KEY PRIORITY AREAS CONTINUED:

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.

- 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.
- Launched Leading Practice, our own workplace development program for frontline supervisors to reinforce their understanding of the importance of client-directed care.
- Finalised content for the Disability Services Advisory Council's 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.

3. IMPROVE SYSTEMS AND PROCESSES

Strengthening our data management systems to ensure staff and LWB is able to support client needs quickly.

- Developed a comprehensive People and Culture strategy to enhance the effectiveness of our recruitment and retention of staff.
- Developed a dedicated online registration app for use in our LWB National Immigration Support Services centres.
- Deployed our Human Resources Information System that will integrate with our online Labour Management system (myTime) being piloted in late 2015.

4. TRANSFORM DISABILITY SERVICES

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

- Supported over 230 clients and their families in the National Disability Insurance Scheme (NDIS) trials across Australia.
- Ran five NDIS trial sites in New South Wales, Northern Territory, South Australia, Tasmania and Western Australia
- Developed a national transition approach from current service models to NDIS that streamlines the process for clients and families by removing unnecessary complications.

5. SUSTAIN AND DIVERSIFY INCOME

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

- Established the National Immigration Support Service to provide support to over 5,200 children, families and individuals from over 72 nationalities in New South Wales, Victoria, South Australia and the Northern Territory.
- Secured funding under the Indigenous Advancement Strategy focussed on increasing school attendance and improving educational outcomes for children aged 5-12 years
- Continued strong engagement with Impact Investing Australia as part of our exploration of social finance opportunities.

THIS IS ONLY A SUMMARY OF OUR ACHIEVEMENTS AGAINST OUR KEY PRIORITY AREAS. PLEASE READ OUR 2015 ANNUAL REPORT AT WWW.LWB.ORG.AU/ANNUALREPORT FOR ALL OF OUR LISTED ACHIEVEMENTS AND HOW THEY ALIGN WITH OUR VALUES.

OUR BOARD OF DIRECTORS



Terry Lawler Chair of the Board

Experience: Independent non-executive director since July 2002 and Chair since 2002.

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



Gillian Calvert AO Director

Experience: Independent non-executive director since February 2012.

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



Anthony Deegan Director

Experience: Independent non-executive director since November 2004.

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



Robert Ferris Director

Experience: Independent non-executive director since July 2002.

Special Responsibilities: Chair of the Remuneration, Nomination and Succession Committee. Member of the National Carers Consultation Group. Trustee of the Life Without Barriers New Zealand Trust.



Sue Gordon AM Director

Experience: Independent non-executive director since December 2009.

Special Responsibilities: Reconciliation Adviser.



Graeme Innes AM Director

Experience: Independent and non-executive director since May 2014.

Special Responsibilities: Member of the Practice Committee.



Jan Lowe Director

Experience: Independent non-executive director since April 2004.

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



Tracey McCosker Director

Experience: Independent non-executive director since July 2002.

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

Sharon Gollan – Director (March 2006 - February 2015)

Paul Murphy OAM – Director (July 2002 - August 2014)

EXECUTIVE TEAM

This year the Executive undertook an extensive process to rethink and redesign the way the organisation is structured and strengthen its position for the future, which included being able to adapt to major reforms occurring across the country. The design process had a clear focus on creating and maintaining services that are and will be responsive to local needs. The new structures have been designed to assist the organisation to:

- enhance our strategy and design capability
- establish agile, responsive and sophisticated business supports within operational teams
- realise the benefits of our investment in systems
- strengthen the connectivity across operational units
- create great leaders
- have a better approach to remote service delivery.

Based on these design principles the organisation aligned the states and territories under three Directors of Operations responsible for detailed attention to the strategic positioning of these operational units.

Each Director of Operations is supported by a corporate team to provide a more strategic focus on the corporate functions across the relevant jurisdictions.

In addition, the position of Director, Values, Culture and Diversity was established to reflect the importance of this work not only across the organisation but within our communities; and the position of Director of Disability Reform to concentrate our high-level focus on our work to support this important and vital reform. This position started in July 2015.



Claire Robbs
Chief Executive



Angela Connors
Director of Operations, South East Australia



Andrew Kilgour
Chief Operating Officer



David Lynch
Chief Financial Officer



Tracy Mackey
Director, Strategy and Engagement



Mary McKinnon
Director, Practice and Quality



Lauren Murray
Director of Operations, New South Wales & Australian Capital Territory



Scott Orpin
Director, Human Services



Loretta Perry
Director, Values Culture and Diversity



Brad Swan
Director of Operations, North and West Australia

GOVERNANCE

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

RENEWED CONSTITUTION

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

RENEWED GOVERNANCE CHARTER

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

ESTABLISH A RISK APPETITE STATEMENT

A key purpose of the establishment of the Risk Appetite Statement is to enable and encourage innovation within a risk aware and defined framework within the strategic context that LWB operates. The Board aligned this statement to its core values of Relationships, Imaginative, Courageous, Respectful and Responsive.

CAPABILITY AND SKILLS MATRIX REVIEW

Recognising the need to ensure a fit for purpose Board, all Directors have agreed to and are participating in a Capability and Skills Matrix review in consultation with the Chair. The Board are confident of a positive outcome for LWB to ensure Board membership is enhanced to achieve the strategic intent it has set.

ETHICAL INVESTING

The Board reviewed its Investment Policy during the course of the financial year with its Fund manager and moved to become a socially responsible investor (SRI).

BOARD COMMITTEES

POLICY ENHANCEMENT

With the endorsement of the core documents being the Constitution and Charter, the Board are now finalising other pertinent Governance policies throughout the course of 2015/16. This will bring to a conclusion the governance review actions identified. The Board are committed to ongoing improvement of its Governance.

- Finance and Audit Committee
- Risk Management Committee
- Remuneration, Nomination and Succession Committee
- Practice Committee.

RISK MANAGEMENT

Our risk management framework is designed to control any risks to the goals and objectives of the people we support and our business. Risk management is a key component of good corporate governance. Effective implementation of a risk-based approach improves accountability and decision making to allocate resources to areas of highest need. Our approach is based on the Risk Management standard (ISO 31000:2009). The framework includes actions for strategic and operational risk management.

During 2014-2015, our Board prepared a Risk Appetite Statement designed to enable and encourage innovation within a risk aware framework and work will continue into the next financial year to refine the risk reporting and review process. The purpose was to reflect on the strategic context of Life Without Barriers to identify risks across the following levels:

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

5 YEAR FINANCIAL SUMMARY

	2014/15 \$'000	2013/14 \$'000	2012/13 \$'000	2011/12 \$'000	2010/11 \$'000
Revenue & Expenditure					
Total Revenue & other income	376,010	344,823	309,757	290,287	247,501
Total Expenditure	369,588	337,057	303,687	284,693	244,697
Operating Surplus / (Deficit)	6,422	7,766	6,070	5,594	2,804
Assets & Liabilities					
Total Assets	119,733	97,744	90,004	73,979	68,610
Total Liabilities	75,003	59,083	59,598	50,076	50,143
Net Assets	44,730	38,661	30,406	23,903	18,467
Cash flows					
Net cash from operating activities	8,885	13,004	20,218	11,984	586
Net cash from investing activities	(9,575)	(13,470)	(1,363)	(4,398)	(7,193)
Net cash from financing activities	(1,077)	0	(165)	(70)	196
Cash and cash equivalents at 30 June	56,898	58,728	59,170	40,414	32,901

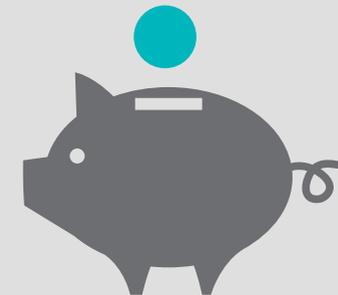
SNAPSHOT

REINVESTMENT INTO IMPROVED SYSTEMS

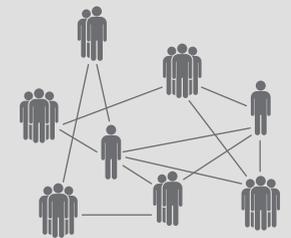
In 2015, LWB reinvested \$2.1m (2014 \$2.1m) into enterprise-wide systems to improve efficiencies and reduce administration. The primary focus in 2015 was automation of timesheet processing, award interpretation and efficient rostering; 2016 will see continued reinvestment into enterprise systems.

RETURN TO RESERVES

A total of \$6.4m was returned to reserves in 2015. This demonstrates prudent stewardship of funds and ensures the long term sustainability of LWB and the services it provides to the community.



REINVESTMENT INTO IMPROVED SYSTEMS



\$2.1M

NDIS

Number of NDIS clients at 30 June 2015

225

Revenue for NDIS clients

\$13.1M

REVENUE GROWTH

Revenue grew by \$31.25m (9.2%) to \$372.3m





Read our more detailed financial information in our 2015 Annual Report available on our website www.lwb.org.au/annualreport or contact us for a copy of our full audited accounts.

OUR VALUES

Our values state our beliefs. They define our purpose and aims and drive everything we do. Our values fuel our passion for working with people. They help us be the best we can be. They help us champion opportunity for all.

5 SIMPLE STATEMENTS AND THEIR IMPORTANCE



WE ARE RESPONSIVE

WHAT IT MEANS

Being responsive to the needs of people, and being determined to get things done the right way, quickly, every time.

WHY IT MATTERS

Being responsive means we have listened. The people we work with need to know they can rely on us to respond to their needs and wants, and that we hear them.



WE ARE IMAGINATIVE

WHAT IT MEANS

We are open to new ideas and to finding new and better ways to work with people – ways that make lives better.

WHY IT MATTERS

When we stir people's imaginations, they can see what's possible and then we can support them in choosing what's right for them.



WE ARE COURAGEOUS

WHAT IT MEANS

We stand by our convictions and encourage open and transparent reviews of everything we do.

WHY IT MATTERS

We work with people to remove barriers from their lives. This can mean supporting them to go against the system and even questioning our own ways of doing things.



WE ARE RESPECTFUL

WHAT IT MEANS

We value the diversity, opinion and privacy of all people, and seek to reflect this in everything we do and say.

WHY IT MATTERS

Being treated with respect is a fundamental right of every person. Remembering this, is to succeed in everything we do.



WE BUILD RELATIONSHIPS

WHAT IT MEANS

It means working with individuals to build open, confident and trusting relationships.

WHY IT MATTERS

We are people people. Everything we do is centred on working with people to support them to realise their own goals. Inviting someone to be part of your life requires trust, and trust is gained through positive relationships.

WHO WE CAN BE

By living our values, we are in a better position to champion opportunities for the people we work with and support.

As an organisation, we know that by sharing our values we will attract the right people – individuals who share our views on life.

We stand for the right of all people to make the choices affecting their life; by living our values we can then help ensure these choices are realised.

**WE
LIFE
VE**

Life Without Barriers
National Office

352 King Street
Newcastle NSW 2300

PO Box 2226
Dangar NSW 2309

T: 02 4033 4500
F: 02 4927 5113
E: info@lwb.org.au
W: lwb.org.au

www.lwb.org.au



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