



ANNUAL REPORT

2013



Aboriginal and Torres Strait Islander people are advised that this publication may contain images or content relating to deceased persons.

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## Our Purpose

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

## Our Values

### Relationships

For us, relationships come first

### Imaginative

We are imaginative in our thinking and practice

### Courageous

We are courageous in our convictions and actions

### Respectful

We are respectful and caring in all our dealings

### Responsive

We are responsive to needs

## About Us

Life Without Barriers is a not-for-profit organisation providing care and support services across Australia and New Zealand in urban, rural and remote locations.

Our community-based programs assist children, young people, adults, older Australians, families and communities. Our services include family support and out-of-home care, disability services, home and community care, and support to refugees and asylum seekers. We also work in the areas of mental health, homelessness and youth justice. Life Without Barriers has a strong commitment to Reconciliation and delivering culturally sensitive programs.

Life Without Barriers has grown from humble beginnings into one of the most significant not-for-profit organisations in Australia, delivering services in over 250 communities across Australia and New Zealand.

We believe in the rights of people and the importance of relationships. These foundations shape our unique approach to care and underpin the vision and mission of our organisation.

## Traditional Owners

Life Without Barriers acknowledges Aboriginal and Torres Strait Islander peoples as the original owners of the land across all states and territories of Australia. We pay respect to Elders both past and present and thank all Aboriginal and Torres Strait Islander people for sharing with us what is the oldest living culture in the world.

We are also grateful to the Traditional Owners and Elders who have assisted us to inform practice, provide cultural awareness training, and contribute to program design and individual client plans.



**Our purpose  
is to partner  
with people  
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# WELCOME FROM THE CHAIR OF THE BOARD



**On behalf of my fellow Board Directors it is my pleasure to present the Life Without Barriers 2013 Annual Report.**

It has been a remarkable year that has seen Life Without Barriers develop as an organisation across service delivery and governance. This has been achieved through a dedicated focus on sector engagement, investment in strategic partnerships that build social capital, and an innovative approach to ensuring our values and structure reflect the contemporary and dynamic organisation that we are today.

This year held particular significance as we celebrated the National Disability Insurance Scheme Bill passing through Federal Parliament. I'm proud of the role Life Without Barriers has played in turning the scheme into reality through our support for the Every Australian Counts campaign, and our collaborative work with people with disability, carers, supporters, sector organisations and government. Life Without Barriers will continue to be at the forefront of this change as the NDIS rolls out across the country, and we will continue to partner with people with disability to ensure they have access to the best care and support.

During the 2012-2013 reporting period, we achieved continuing strong growth of almost seven percent in income with a large portion of the growth coming from within the disability sector. A financially and socially responsible surplus of \$6.07m (an increase of \$0.48m on the prior year) was also achieved allowing for continuing investment in improving Life Without Barriers systems. This ongoing investment allows the bar for client service delivery to be lifted and ensures Life Without Barriers remains a leader in the not-for-profit social services sector. Life Without Barriers continues to build a strong balance sheet with a \$9.3m increase in working capital, which ensures financial stability for the opportunities and challenges that the rapidly changing landscape will provide.

During the year we welcomed Life Without Barriers Chief Executive, Claire Robbs, and Chief Financial Officer, David Lynch, as graduates of the Australian Institute of Company Directors (AICD). In a diverse and rapidly evolving sector, it is critical to have leaders who understand quality governance, and who possess the skills necessary to manage a diverse operating environment.

Life Without Barriers is committed to being a sustainable and dynamic organisation. Hand in hand with governance, we have focused on optimising our Board's effectiveness. Following an independent Board review, we are implementing a series of governance initiatives that will support outcomes including improved strategic planning, operational effectiveness, risk management, and continuous Board development. This approach will ensure a high performing and innovative Board that adds increased value to achieving our mission.

Reflecting on our journey from a local, grassroots organisation to a leading national not for profit, the Life Without Barriers Board reviewed our organisational values. These refreshed values have informed the development of the Three Year Strategic Implementation Plan, and the articulation of our organisational vision and purpose. Following an organisation-wide consultation to seek feedback on how we can best deliver on our new values, a refreshed Life Without Barriers Way has been created, which we will seek to embed throughout the organisation in the new financial year.

A handwritten signature in black ink, appearing to read 'Terry Lawler'. The signature is fluid and cursive, written in a professional style.

**Terry Lawler**  
Chair

# WELCOME FROM THE CHIEF EXECUTIVE



**Since opening our doors in the 1990s we have seen significant changes within Life Without Barriers and across the sectors in which we work. At our core we remain an agile organisation built on collaborative partnerships, true to our founding ethos of responding to the needs of communities.**

Life Without Barriers embarked on a bold strategic direction during the past year. We implemented new programs, strengthened organisational capacity, explored innovative opportunities to challenge systemic disadvantage, and proactively engaged with key policy shifts stimulated by a changing client environment.

Partnering with two remote Aboriginal communities in the Northern Territory, Minjilang and Lajamanu, we established child care centres providing culturally appropriate early learning and development services for children aged from six weeks to five years.

A refreshed executive structure brought greater focus to governance, practice, strategy and engagement, ensuring we continue to be a sustainable and dynamic organisation. During the year, Victoria, Tasmania, the Northern Territory and New Zealand became independent operations, enabling us to better support people and

communities within each state, and harness emerging markets and funding streams.

Launching our 2012-2015 Reconciliation Action Plan (RAP) reinforced our commitment to achieving effective and responsible engagement practices with Aboriginal and Torres Strait Islander peoples, organisations, and communities. We established a Reconciliation Board Committee to actively monitor the progress achieved against our RAP objectives, and we contributed to a series of forums organised by Reconciliation Australia, designed to share learnings and foster dialogue between organisations.

Life Without Barriers has actively sought to play a stronger advocacy role on behalf of those we support and during the year we gained representation on the Board of the Association of Children's Welfare Agencies and the National Disability Services' NSW State Committee. Our focus on challenging systemic disadvantage was also enhanced by a research scholarship awarded under the Macquarie Group Foundation David Clarke Social Innovation Fellowship. The Scholarship provided us with the unique opportunity to explore a best practice innovation that has successfully addressed social needs in Europe and the US.

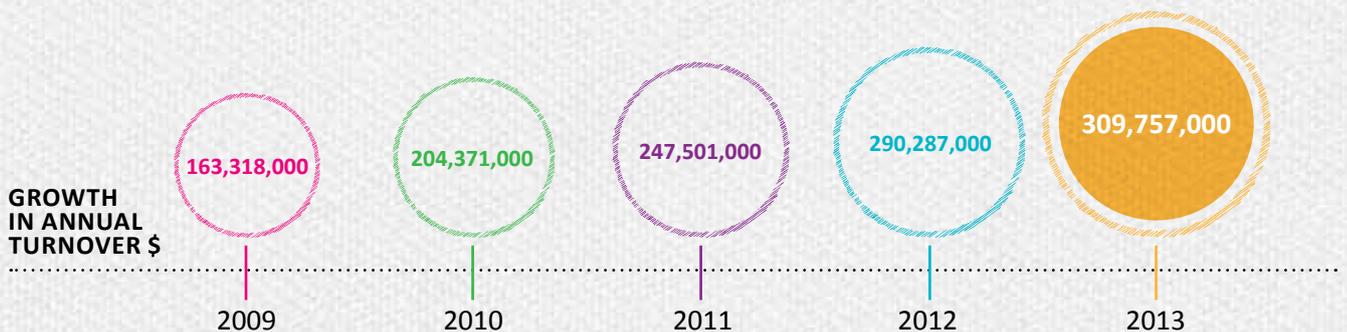
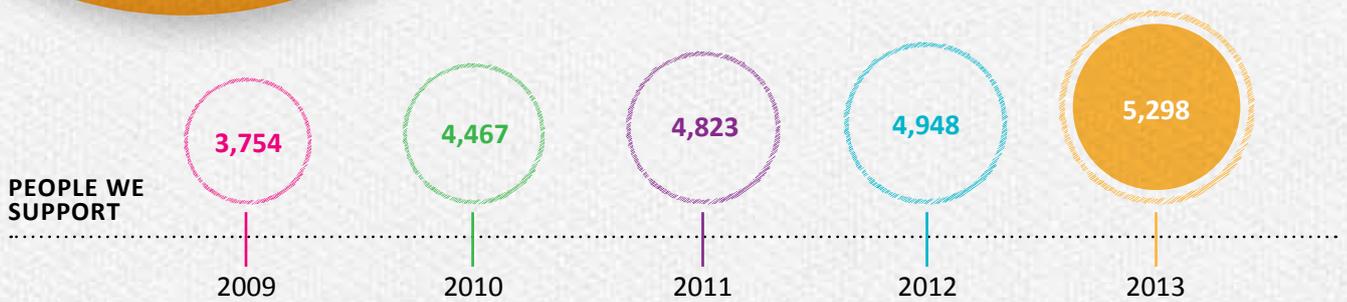
In March, we celebrated as the National Disability Insurance Scheme Bill passed through Parliament. We are proud of the role the disability sector played in the Bill's formation and our focus has now turned to providing our services in launch areas and preparing for the nation-wide rollout. By investing in internal resourcing, implementing the Lived Experience project, and engaging with disability stakeholders through our Disability Services Advisory Council, we are well prepared for the changing environment ahead.

Looking forward, we will continue to deliver on the projects outlined in our Strategic Implementation Plan and work with both clients and funders to achieve the best outcomes for people and communities. To truly address systemic disadvantage, contemporary not-for-profits must increasingly partner with the broader sector, Government and business. Life Without Barriers has embarked upon this journey and has taken important steps toward measuring our progress to ensure that we continue to be an influential and courageous organisation.

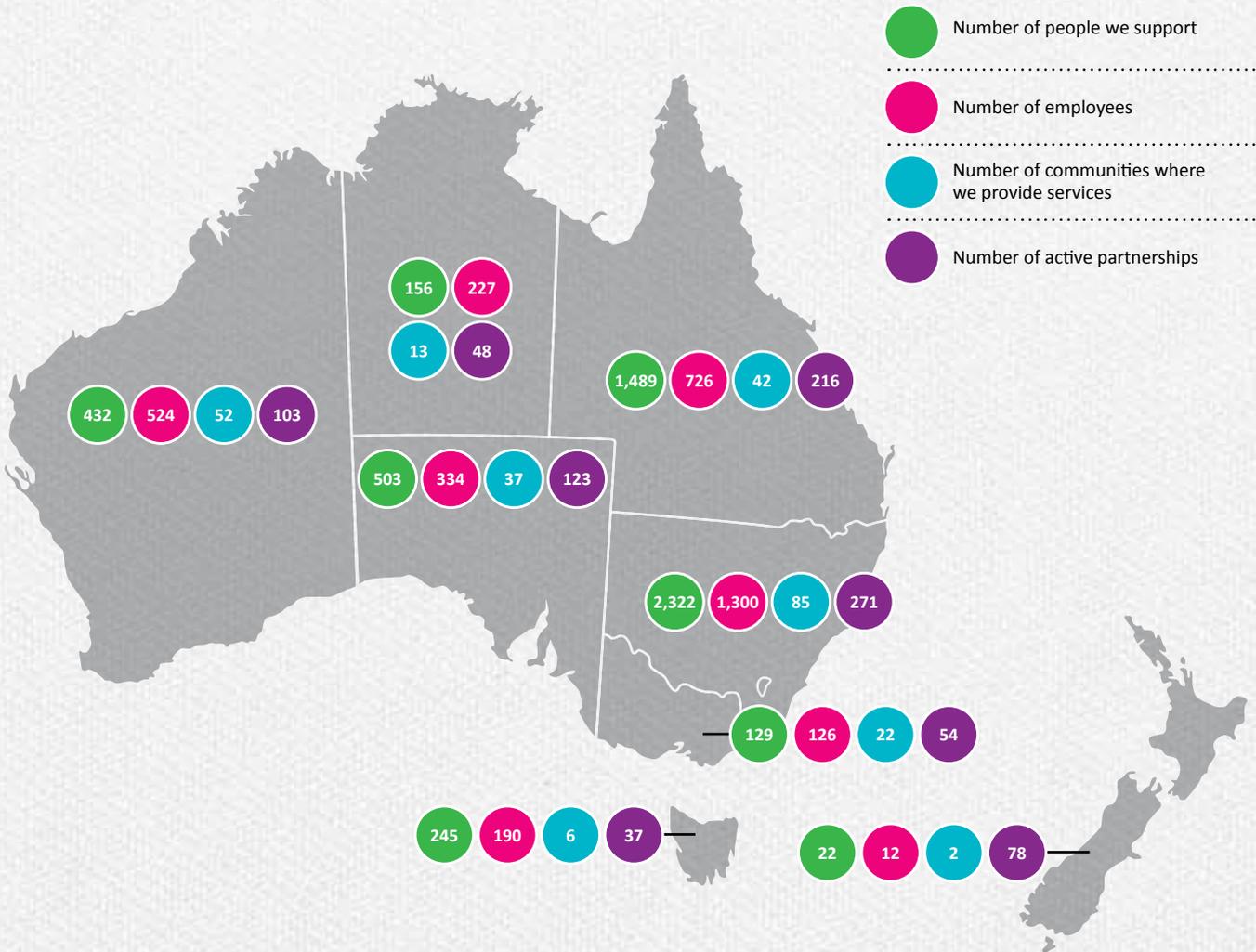
*Claire Robbs*

**Claire Robbs**  
Chief Executive

# 5 YEAR SNAPSHOT



## SUMMARY OF OPERATIONS



Number of commercial properties **97**

Number of residential properties **307**

Total number of communities where we provide services

**259**



# Peta-Lee's Story

## **Peta-Lee Martin Supported through Life Without Barriers Homelessness service**

South Australia

Finding permanent accommodation has given Peta-Lee Martin a new direction in her life and provided the stability she needed.

After spending a number of years living rough and 'couch surfing', Peta-Lee found permanent accommodation through Life Without Barriers' assertive outreach Homelessness program.

"It's nice to have some stability and a place to call home. Living on the move, couch surfing if you like, living rough. It is a constant drain.

Life Without Barriers helped me find emergency accommodation when I really needed it and advocated for me with the housing trust.

The reassurance I got from the outreach program and finding a stable place to live was invaluable. It gave me ambition and incentive to do other things."

The 'other things' include a new thirst for education and helping others.

"I've just finished my Certificate III in Aged Care and have started a course in home and community care. After that I'd like to do a Certificate III in Disability and eventually study to be a registered nurse so that I can work in palliative care."

One of the major challenges for someone gaining permanent accommodation for the first time is the mental and physical shift towards accumulation.

"When you're living rough or shifting between accommodation you try not to collect too many things. It makes it tougher to find a place to stay and is a bit of a safety risk. I had all my things stolen once and after that I kept things to a bare minimum.

Now I'm in a house, it's the opposite. I'm trying to change my mindset and accept that it is OK to accumulate and keep things. I've got a few empty rooms but I'm starting to slowly fill them up."

Having permanent accommodation also means Peta-Lee can see her children more often and indulge in new hobbies.

"My two children can visit me on the weekends now. Without a stable place to call home that couldn't really happen. I enjoy spending time in the garden and going for walks to stay active.

The sense of permanency makes such a difference to life."



# OUR SERVICES

**Life Without Barriers assists children, young people and adults to live more enriched lives.**

Life Without Barriers is committed to providing quality services that are tailored to individual needs and consider people’s social and cultural backgrounds. We believe in the rights of people and the importance of relationships. These foundations shape our unique approach to care and underpin the services we provide.

Our core services include:

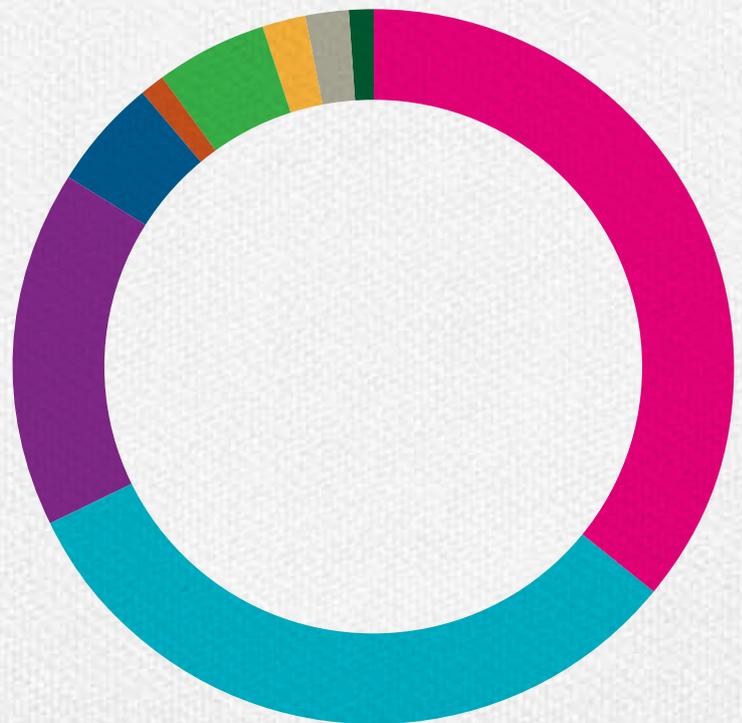
- Family Support and Out-of-Home Care.
- Disability.
- Mental Health.
- Support to Refugees and Asylum Seekers.
- Home and Community Care.
- Youth Justice.
- Homelessness.

Life Without Barriers also supports other organisations to deliver Multisystemic Therapy, through clinical training, quality assurance and organisational development and support.

In 2012-13, Life Without Barriers commenced providing drug and alcohol counselling and child care services in remote communities.

**PEOPLE WE SUPPORT BY SERVICE**

Disability	<b>1,936</b>	(36.54%)
Family Support and Out-of-Home Care	<b>1,826</b>	(34.47%)
Home and Community Care	<b>840</b>	(15.86%)
Mental Health	<b>262</b>	(4.94%)
Youth Justice	<b>7</b>	(0.13%)
Support to Refugees and Asylum Seekers	<b>305</b>	(5.76%)
Homelessness	<b>49</b>	(0.92%)
Alcohol and Other Drugs	<b>45</b>	(0.85%)
Child Care Centres	<b>28</b>	(0.53%)





# OUR SERVICES

## **Family Support and Out-of-Home Care**

Our Family Support and Out-of-Home Care services are focused on building safe, stable and nurturing environments that foster the development of supportive relationships for children, young people and families.

Our services range from support to vulnerable families to strengthen and maintain the family unit, through to foster and residential care for children and young people who are unable to live at home, and child care services in remote communities. We deliver specialised programs to support children and young people in critical areas of their development and through major transitions in their lives. We are committed to developing systems and programs that focus on providing permanency planning options commencing with reunification support.

Based on our unique model of care, Life Without Barriers has been at the forefront of extending foster care to include adolescents previously seen as unsuitable for family-based placements.

## **Disability**

Our flexible, person-centred approach to Disability services maximises choice and control for individuals.

Our aim is to deliver services that maximise the opportunity for individuals to live meaningful lives while strengthening their personal networks, community connections and family involvement.

Our services range from support to individuals in their home, to participation in community activities and respite for unpaid carers.

Life Without Barriers encourages individuals to be the key decision maker in every aspect of the support they receive, and ensure their voice shapes the design and delivery of our Disability services. Our innovative programs aim to support positive relationships, valued roles and inclusive communities.

## **Mental Health**

Our innovative approach to Mental Health services enables people to connect with their community and make valuable contributions through engagement and participation. We support people to experience health and wellbeing, to enjoy a better quality of life, and to achieve outcomes that are meaningful to them.

Our model of care and support includes personalised recovery planning delivered by skilled and qualified staff and clinicians. Our services include psychosocial rehabilitation support, supported accommodation, respite care, and alcohol and drug counselling.

Throughout our services we value the influence of individual experience, personal history, and culture, and help individuals to develop their existing strengths to maximise resilience.

## **Support to Refugees and Asylum Seekers**

Our Support to Refugees and Asylum Seekers service provides holistic support to families and unaccompanied young people under the age of 18. We are committed to achieving the best possible outcomes for the vulnerable young people and families we support, responding to their needs through their individual immigration journeys.

Our programs are tailored to consider the diverse social and cultural backgrounds of the people we support. Our services include support for young people in community detention, care and accommodation for young people settling into Australian society, and complex case support for young people, adults, or families with additional needs. We also

“ We are committed to providing quality services that are tailored to individual needs ”

provide meaningful engagement programs that encourage cultural interaction and active community participation.

Life Without Barriers is committed to building relationships with the diverse cultures and communities we work with. Partnering with Government, non-Government, and local communities enables us to provide holistic, integrated services.

We are committed to achieving the best possible outcomes for the vulnerable young people we support in our SRAS services and responding to the needs of these young people through their immigration journey.

#### **Youth Justice**

Our Youth Justice services support young people to break the offending cycle and become valued members of their community. Life Without Barriers provides transport, housing, education and training, mentoring, alcohol and drug counselling, and safe accommodation for young people, with the aim of diverting them from the criminal justice system.

#### **Home and Community Care**

Our Home and Community Care services assist older people to live independently in their own home and meaningfully participate in their communities.

Our programs deliver personal care, domestic assistance and respite care, and actively support participants to get out and about in their local community.

We provide culturally sensitive support through our traditional HACC funded program and provide a similar program funded by the Department of Veterans' Affairs, which supports eligible veterans, war widows and widowers.

#### **Homelessness**

Our 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.

We deliver support through a range of interventions that provide outreach and intensive case management to people sleeping rough on the streets, along riverbanks, in parks and other public places.

#### **Multisystemic Therapy Partner Network**

Multisystemic Therapy (MST) is an evidence-based family and home-based treatment for young people with serious behavioural disorders. The approach aims to change how young people function in their home environment to promote pro-social behaviour and decrease anti-social behaviour.

Life Without Barriers gained MST network partnership status and is affiliated with the Family Services Research Centre at the Medical University of South Carolina, the primary academic organisation conducting clinical outcome trials in MST.

Life Without Barriers offers agencies assistance with the full development of a MST program by providing organisational development and support services, clinical training, and quality assurance support.





# Nathan's Story

## **Nathan Johnson Supported through Life Without Barriers Disability service**

New South Wales

Twenty-seven year old Nathan Johnson has been with Life Without Barriers for more than eight years. With the launch of the National Disability Insurance Scheme, and the guaranteed funding that comes with it, the relationship looks like it will continue for a long time to come.

With the Hunter region being a launch site for the national disability insurance scheme, Nathan will be able to access services and funding from July 2013. The funding will help Nathan secure disability services and equipment for the future.

Nathan, who grew up in the Hunter, takes part in the day program at Newcastle's Parry Street Centre five days a week.

"I enjoy cooking and hanging out at the centre" Nathan said.

He also plays a key role in the selection and appointment of new staff members at the Parry Street centre as a Lived Experience member of recruitment selection panels. The Lived Experience recruitment programs encourage participation of individuals receiving a service to help address the practical, emotional and accessibility needs of individuals.

Outside of his time at the centre, Nathan enjoys studying history and helping out at the local church.

He currently lives with his parents, but hopes to live independently one day and work as a youth worker.



PROGRESS TOWARDS  
**STRATEGIC  
OBJECTIVES**

**The Life Without Barriers 2010-2015 Strategic Plan reflects our shared organisational vision, values, and priorities to ensure we provide high quality, best-practice programs and services to the people we support and the communities in which we work.**

### **Strategic Implementation Plan**

In 2012, the Life Without Barriers Executive Leadership Team developed a three year Strategic Implementation Plan to support the continued implementation of our 2010-2015 Strategic Plan. The Strategic Direction Areas outlined in the implementation plan are:



#### **STRATEGIC DIRECTION AREA 1**

Partner with people, so they can better influence their own life outcomes.



#### **STRATEGIC DIRECTION AREA 2**

Deliver on our commitment to Reconciliation with Aboriginal and Torres Strait Islander people and communities as the first Australians and Traditional Owners of this land.



#### **STRATEGIC DIRECTION AREA 3**

Work to lessen systemic disadvantage in our community.



#### **STRATEGIC DIRECTION AREA 4**

Be a more efficient, sustainable and dynamic organisation with passionate and engaged people.

## STRATEGIC DIRECTION AREA 1

**Partner with people, so they can better influence their own life outcomes.**



Number of program types

54

Number of communities where we provide services

259

Number of carers

2,476

Number of employees

3,582

Number of children, young people, and adults supported

5,298

### **Personalisation of Disability Services**

During 2012-13, Life Without Barriers prepared for the National Disability Insurance Scheme (NDIS), a new system for disability funding in Australia that will provide individualised funding packages to eligible people living with disability. Life Without Barriers welcomes the increased choice and control people with disability will be able exercise over the services they receive under the progressive rollout of the scheme in Australia.

To prepare for the transition to individualised and person-centred services, a dedicated Life Without Barriers NDIS team worked closely with senior management on our approach to service design and delivery. The work included the development of a comprehensive NDIS Roadmap to ensure we have a clear and consistent approach to implementing individualised disability services. Key stages of implementation include Governance and Strategy, Program Reform, Positioning and Communication, Core Functions, and Managing Change.

As a leading disability services provider, Life Without Barriers also contributed to the national and state level discussions that shaped the NDIS. During 2012-13, we presented papers at the National Disability Service (NDS) New South Wales conference on organisational preparedness, the NDS Hunter conference on preparing support workers, and the NDIS National Conference on providing greater voice for clients in the recruitment and selection of staff.

### **Foyer Model to Reduce Youth Homelessness in the Hunter**

In May 2013, Life Without Barriers partnered with a group of leading Hunter organisations to develop an effective response to youth homelessness in the region. Together with Compass Housing Services, Hunter TAFE, Hunter Youth 2020 and the Rotary Club of Charlestown, Life Without Barriers committed to launch the Hunter Foyer, a new and innovative approach to the complex issues experienced by homeless young people in the region.

The 'Foyer' model is a proven way of providing safe and stable accommodation to young people and has been applied successfully within Australia and overseas. By focussing on linking young people to employment and education, the model actively supports young people to re-establish their lives and once again become part of the community.

Life Without Barriers has commenced developing a business model for the project and will actively work with our partners to establish the program and a new Foyer facility during 2013-14.

### **Make Some Noise**

Make Some Noise is an ongoing, organisation-wide initiative that aims to listen to, and embed, the 'voice and choice' of young people into our organisation.

During 2012-13, Life Without Barriers commenced planning 'Spitballin'', a new project under the Make Some Noise banner that focuses on encouraging young people in our Family Support and Out-of-Home Care services to actively participate in the case planning process so they can better influence their own life outcomes.

'Spitballin'' is an innovative, social collaboration between a popular Australian hip-hop artist and young people in care with Life Without Barriers aged 13 to 18. Through lyric writing, young people participating in the project will share their goals and explore the decision-making processes that can positively affect their care experience.

Developed in partnership with young people in care and the Precinct Studios, the music and animated video emerging from the first project will be launched in November 2013 at the CREATE Foundation Conference.

### **2012 Life Without Barriers Disability Services Achievement Awards**

In December 2012, Life Without Barriers held its fifth annual Disability Services Achievement Awards in Sydney. The Awards recognise and celebrate the achievements of the people with disability who access our services, and the employees, carers, and community partners who support them.

Highlights of the event included a presentation from the Chair of the Disability Services Advisory Council, John Green, and presentations on the introduction of the National Disability Insurance Scheme by the New South Wales Minister for Disability Services, Andrew Constance, and the Every Australian Counts Campaign Director, John Della Bosca.

### ***Our 2012 Disability Services Achievement Award winners:***

- **Samuel Bosworth**  
Community Builder Award
- **Shane Extrem**  
Breakthrough Award
- **Leanne Cowen**  
Voice Award
- **Jesse McBride**  
Breakthrough Award
- **Lyn and Bill Strickland**  
Community Connection Award
- **Donna Butler**  
Community Connection Award
- **Life Without Barriers Toowoomba Office**  
Community Connection Award
- **Fiona Rodgers**  
Innovation Award
- **Janelle Duffy**  
Personalisation Award
- **Cheryl Brennan**  
Personalisation Award
- **Dr David Copeland**  
Accessible Community Award
- **Peter Bray AM**  
Accessible Community Award

## STRATEGIC DIRECTION **AREA 1**

### **Reunification Program**

Life Without Barriers is committed to pursuing timely reunification between child and parent when it can be demonstrated that it is in the child's best interest.

In 2012-13, a dedicated Family Support and Out-of-Home Care services team was established to design a program that provides specific support for children and young people in circumstances where reunification is the goal.

The program development group assessed the issues critical to successful reunification including education for carers, supervision of Case Managers, visitation, close attention to the views and feelings of children and young people, and clear protocols around risk.

The program development group was steered by representatives from New South Wales, Queensland, South Australia and Western Australia.

Further consultation with Government agencies will be undertaken in 2013-14 before piloting the program in New South Wales in 2014-15.

### **Client Information Reporting and Tracking System**

Our Client Information Reporting and Tracking System (CIRTS) provides essential data on the people we support across our programs and services to improve our visibility on support requirements. The system provides real-time reports for operational, management, statistical, and audit purposes.

During 2012-13, CIRTS transitioned from an infrastructure project to business-as-usual. A robust governance structure was established, including a Business User Group, to provide input and advice from all areas of the organisation. This structure ensures CIRTS is effectively controlled and managed to meet the growing needs of our organisation.

Throughout 2013-14, CIRTS will continue to be implemented, and further support our core purpose of changing lives for the better by providing measurable outcomes, actionable data, and evidencing the work we undertake in supporting people across Australia and New Zealand.

### **Surf Safety for Young Refugee and Asylum Seekers**

During the summer of 2012-13, the Victorian Support to Refugees and Asylum Seekers team proudly partnered with Surf Life Saving (SLS) Victoria to deliver two full-day beach safety programs to over 60 young people accessing our Settlement and Community Detention programs.

SLS Victoria delivered a series of practical activities aimed at reducing the dangers associated with Australian beaches including beach safety, first aid, the role and history of SLS in Australia, sun safety, and water awareness. The feedback from our clients was overwhelmingly positive and their enthusiastic participation was applauded by SLS Victoria.

### **Disability Services Advisory Council**

In 2012-13, the Life Without Barriers Disability Services Advisory Council provided guidance on our progress and preparation towards the National Disability Insurance Scheme and our approach to person-centred planning. The Council also provided feedback to refresh the organisational values that underpin our work.

During the period, Council members, John Green and Sereako Treloggen, were selected to participate in the National Leaders for Tomorrow program, a 12-month leadership development program to develop the leadership capacity of people with disability, funded by the Australian Government. The Program will equip the participants with valuable skills to educate school groups about disability and to advocate on behalf of people living with disability.

### **Lived Experience Project**

Life Without Barriers is committed to delivering person-centred services. We believe people with disability and their families should have a say about who works with them and recognise that the lived experience of the people who use our services can make an important contribution to service quality.

Life Without Barriers implemented the Lived Experience project in 2012-13 to provide people with disability greater control and participation in the recruitment and selection of their disability support staff. The project delivered a

training kit for clients to learn about the process of staff recruitment and selection. The interactive training, funded by the Federal Department of Families, Housing, Community Services and Indigenous Affairs (Practical Design Fund), provides information about the legislative parameters of Equal Employment Opportunity and discrimination, and provides useful and practical information to ensure the people we support understand the selection process.



**We believe people with disability and their families should have a say about who works with them and recognise that the lived experience of the people who use our services can make an important contribution to service quality.**

## STRATEGIC DIRECTION **AREA 2**

**Deliver on our commitment to Reconciliation with Aboriginal and Torres Strait Islander people and communities as the first Australians and Traditional Owners of this land.**



### **2012-2015 Reconciliation Action Plan**

First launched in 2009, the Life Without Barriers Reconciliation Action Plan (RAP) is a three-year plan that demonstrates our clear commitment to achieve effective and responsible engagement practices with Aboriginal and Torres Strait Islander peoples, organisations, and communities.

In September 2012, we launched the Life Without Barriers 2012-2015 RAP. The refreshed three year plan focuses on real actions and measurable outcomes that will have positive impacts on the people and communities we support, and ensure the voice of Aboriginal people is heard throughout the organisation.

Building on the success of our first RAP, the 2012-2015 RAP outlines culturally appropriate materials and procedures, practical resources and tools to strengthen the connection of Aboriginal and Torres Strait Islander people in our care with their culture, practices for engaging Aboriginal and Torres Strait Islander people in decision making, and strategies for increasing our Aboriginal and Torres Strait Islander workforce.

### **Reconciliation Australia Partnership**

Reconciliation Australia is the national organisation promoting Reconciliation in Australia and overseeing the Reconciliation Action Plan (RAP) program. During 2012-13, we strengthened our partnership with Reconciliation Australia through a series of forums and workshops.

In March 2012, Life Without Barriers attended Reconciliation Australia's RAP Learning Circle, a forum for organisations with a RAP to discuss key topics, share expertise, and learn from each other in a supportive, open environment. Life Without Barriers participated in the Fostering Cultural Capability panel and shared our experience raising cultural awareness across the organisation.

Life Without Barriers was also invited by Reconciliation Australia to join a select group of RAP partners to attend a workshop on promoting National Reconciliation Week to employees and the wider community. Exploring a range of practical communication strategies, the workshop guided organisations on increasing participation and engagement with National Reconciliation Week.

### **Reconciliation Board Committee**

During 2012-13, Life Without Barriers established a Reconciliation Board Committee, elevating Reconciliation to the highest level of strategic decision making within the organisation. Chaired by Board member, Sharon Gollan, the Committee has taken an active role in monitoring the progress towards our RAP objectives. During the period, the Committee contributed to the creation of our Reconciliation Public Policy Position and to documenting our Reconciliation journey.

Number of major capacity building projects with Aboriginal communities and organisations

**5**

Number of Life Without Barriers locations where Traditional Owners have been recognised

**81**

Number of Aboriginal Service users

**1,044**

### **Cultural Connections National Framework**

Supporting the cultural, spiritual, and emotional wellbeing of Aboriginal and Torres Strait Islander people is fundamental to our workplace, program development, program design and delivery.

In order to structure culturally appropriate care for Aboriginal children and young people in our care, Life Without Barriers developed the Aboriginal Cultural Connections National Framework during 2012-13. The Framework includes three key areas of work:

- Developing individual Aboriginal Cultural Support Plans, including implementing Aboriginal Cultural Support strategies.
- Effective Case Management that continues the practice of connecting Aboriginal children to their culture.
- Creating links that will ensure the role and responsibilities of carers are clearly defined and aimed at meeting the needs of Aboriginal children in care, while working collaboratively with Aboriginal Cultural Support Coordinators and Case Managers.

### **Showcase at Parliament House**

In February 2013, Life Without Barriers participated in Reconciliation Australia's 2013 RAP Showcase in Canberra as one of a select number of partners that achieved outstanding RAP results. The RAP Showcase activities included a statement to Parliament by the Prime Minister on the 'Closing the Gap' initiatives, followed by the official launch of the RAP Showcase in the Great Hall of Parliament House.

Our RAP was proudly exhibited alongside a selection of leading plans that brought together stories from private and public sectors. The RAP Showcase highlighted the growing momentum for Reconciliation Action Plans in Australia and the continuing bipartisan support that exists for Reconciliation in Australia.

### **Preferred Provider Status from the National Aboriginal Community Controlled Health Organisation**

During 2012-13, Life Without Barriers was successful in becoming a preferred provider for the national peak body on Aboriginal health, the National Aboriginal Community Controlled Health Organisation (NACCHO). As a preferred provider, Life Without Barriers will offer expertise in:

- Governance training and development to NACCHO affiliated members across Australia.
- Support services for business functions including financial management, planning and performance, business management, human resources, legal support and constitutional advice, accreditation and continuous quality improvement, service management, information management and governance.



# Hassan's Story

## Hassan Supported through Life Without Barriers Support to Refugees and Asylum Seekers service

Western Australia

Like any typical eighteen year old, Hassan from West Australia is excited about what lies ahead in his life. His journey to adulthood, however, has been far from typical.

In 2010, at the age of sixteen, Hassan fled Afghanistan with his asylum seeking journey taking him to Pakistan, Malaysia, Indonesia, and Christmas Island before finally arriving in Melbourne in 2011. Hassan was relocated to Perth where he entered the Life Without Barriers Unaccompanied Humanitarian Minors program.

With the help of Settlement Support Program's Cultural Support Workers, Hassan made his way through the difficult stage of transition in his life.

"Coming to a new country can be a fearful and isolating experience. When I arrived it was great to have a cultural worker from my own background. I could learn from them. They gave us a guardian

who was teaching us everything, such as cooking, shopping, cleaning and so on. Sometimes, if we were sad or upset they would take us out somewhere, which would help us with our feelings."

Through his time in the settlement program Hassan learnt that if you work hard and think positively in life then change is possible. The mentoring he received not only prepared him for effective settlement, but instilled a thirst for learning and the value of education. He is studying welding engineering and hoping to gain entry into an apprenticeship program relevant to his area of study.

"One thing that was really important about Life Without Barriers, they always helped me with my study. They were not just letting us stay home and be absent from school. Education is the most important thing in our life and can change our life."

Hassan is also taking a role in the education of Australians. His work in community activism, helping to dispel negative attitudes towards asylum seekers, forms part of his commitment to becoming a valuable member of his new homeland.

"I know that some people in Australia think bad things of me but I want to be able to prove that we will be good citizens of this country.

I can respect people's belief and I learned through Life Without Barriers that in Australia there is respect for all races and religions. I am Hazara and I am working hard now to make a success of my life as an Australian. I want all Australians to know that Hazara are good people and they will make great contributions to this country."

## STRATEGIC DIRECTION AREA 3

Work to lessen systemic disadvantage in our community.



### Chief Executive awarded David Clarke Social Innovation Fellowship

In December 2012, Life Without Barriers Chief Executive, Claire Robbs, was presented with the David Clarke Social Innovation Fellowship by the Macquarie Group Foundation. The Fellowship was awarded in recognition of Life Without Barriers' commitment to developing innovative programs that address social needs and long-term community challenges. The award seeks to encourage chief executives of social organisations to visit and research best practice innovation around the world.

Through the Fellowship program, Ms Robbs travelled to Ireland, Scotland and the United States to investigate Youth Advocate Programs Inc. (YAP), an international leader in community-based services for children and young people. YAP is committed to providing cost-effective, community-based alternatives to institutional placement through direct service, advocacy, and policy change.

Following her research, Ms Robbs worked with Life Without Barriers' Executive Leadership team and Practice and Programs team to implement learnings from the YAP. Life Without Barriers plans to pilot the program in 2013-14.

### Support for the National Disability Insurance Scheme

Life Without Barriers recognises the importance of a disability system that delivers transparent, equitable and comprehensive services for people with disability across Australia. We believe the National Disability Insurance Scheme (NDIS) can lessen systemic disadvantage by significantly reforming disability services, ensuring Australians living with disability get the support they need.

A key component of our support for the NDIS during 2012-13 was our ongoing commitment to the Every Australian Counts campaign. Life Without Barriers has been a significant donor throughout the campaign and in November 2012, hosted 14 DisabiliTEAs across Australia raising awareness and support from staff, carers, the people we support and their families.

Also in 2012, Chief Executive, Claire Robbs was appointed as a member of the New South Wales State Committee for National Disability Services (NDS). As the peak body for non-governmental disability service organisations, Ms Robbs' appointment provides Life Without Barriers the opportunity to contribute to influencing Government and support disability service reforms such as the National Disability Insurance Scheme.

Number of Research Activities and Projects (Carol Peltola Research Fund)

6

Number of Policy Submissions

12

Number of member organisations

47

### **Carol Peltola Children's Research Chair**

The Carol Peltola Children's Research Fund was established in 2010 to further the work of the late Carol Peltola, a long-time Life Without Barriers Board member. Carol was a pioneer in evidence-based child protection practice and devoted more than 30 years to improving child safety in Australia.

Professor Clare Tilbury was appointed in 2011 as the inaugural Life Without Barriers Carol Peltola Research Chair, based at Griffith University. Professor Tilbury's work promotes the value and importance of child protection research in Australia and strengthens the links between research and practice.

During 2012-13, Professor Tilbury's work included:

- Involvement in policy work including the National Action Plan for Children and the National Child Protection Framework targets on reducing Aboriginal and Torres Strait Islander over-representation in the child protection system.
- Appointment to the Advisory Committee of the Queensland Commission of Inquiry into child protection services.

- Guest editor for a special issue of *Developing Practice* (the Australian Child Welfare Association journal) on Children's Perspectives, and guest editor of a special issue of *Australian Social Work on Social Work with Children and Young People*.
- Evaluation of Child Aware Initiatives addressing the needs of children impacted by their parent's behaviour, including a co-authored literature review.
- Connections and continuity for children in care (with Life Without Barriers), an examination of placement factors affecting the stability of children in care.

During 2013, Professor Tilbury commenced several long-term funded projects including an Australian Research Council (ARC) Linkage Project. The project, titled *Collective Impact: Transforming the Child-Serving System in Disadvantaged Communities*, will shape the work of the Chair over the coming years. Consistent with the purpose of the Chair, this work will make a valuable contribution to ensuring the voice of children and young people is heard in child welfare policy and practice.

### **Contribution to Public Policy**

Life Without Barriers' public policy positions reflect our vision of communities where systemic disadvantage is challenged and people are empowered. Our contribution to public policy discourse is made through a variety of mechanisms, including submissions to inquiries and reviews instigated by Governments, Parliaments and non-Government agencies.

Life Without Barriers' public policy work is informed by the practice learnings from our extensive service delivery footprint and draws upon evidence-based research including the work of the Life Without Barriers Carol Peltola Research Chair.

### **Public Policy Submissions**

During 2012-13, Life Without Barriers prepared submissions to Parliament, Government and other inquiries, including:

- Draft Proposed National Framework for Reducing the Use of Restrictive Practices in the Disability Service Sector, Department of Families, Housing, Community Services and Indigenous Affairs, Australian Government.

## STRATEGIC DIRECTION **AREA 3**

- Code of Best Practice for Engagement with the Not-for-Profit Sector, Department of the Prime Minister and Cabinet, Australian Government.
- Australian Charities and Not-for-Profits Commission (ACNC) Regulatory Approach Statement, ACNC.
- Child Protection Legislative Reform Discussion Paper, Department of Family and Community Services, New South Wales Government.
- Queensland Child Protection Commission of Inquiry Discussion Paper 2013, Queensland Child Protection Commission of Inquiry.
- Council of Australian Governments Consultation Regulation Impact Statement, The National Disability Insurance Scheme Joint Taskforce.
- Legislative Reform Project: Amendments to the Children, Young Persons and their Families Act 1997, Disability, Child, Youth and Family Services, Tasmanian Government.
- Royal Commission into Institutional Responses to Child Sexual Abuse, Department of the Prime Minister and Cabinet, Australian Government.
- New Child Development Legislation, Department for Education and Child Development, Government of South Australia.
- Queensland Child Protection Commission of Inquiry Discussion Paper 2012, Queensland Child Protection Commission of Inquiry.
- Select Council on Disability Reform definition of eligibility and reasonable and necessary support, Department of Families, Housing, Community Services and Indigenous Affairs, Australian Government.
- Draft Victorian state disability plan 2013–2016, Department of Human Services, Victorian Government.

### **Association of Children's Welfare Agencies Conference**

Life Without Barriers is a member and supporter of the Association of Children's Welfare Agencies (ACWA), New South Wales' peak non-Government body representing the voice of community organisations working with vulnerable children, young people, and their families.

In August 2012, Life Without Barriers attended the biennial ACWA conference. The conference provided a unique opportunity to partner with other community service experts from around the globe to examine children's rights, and discuss broader issues surrounding the wellbeing of children, young people, and families.

Chief Executive, Claire Robbs attended as a keynote speaker, presenting a paper on the Life Without Barriers Journey, which shared our experience and learnings in managing rapid service expansion.

Earlier in the year, Ms Robbs was appointed as a member of the ACWA Board of Directors. Ms Robbs' appointment will strengthen Life Without Barriers' contribution to the sector, development of policy, and address practical issues of child protection and the wellbeing of children.

### **CREATE Partnership**

Life Without Barriers is a valued supporter and proud partner of the CREATE Foundation, Australia's peak body representing the voices of children and young people in out-of-home care. The CREATE Foundation provides research, consultation and advocacy for young people, and avenues to connect with other young people with similar life experiences.

In June 2013, the CREATE Foundation acknowledged our positive and proactive response to the 2013 CREATE Report Card, which recommended out-of-home care providers capture and consider feedback from children and young people, and apply this knowledge in the design and delivery of services.

To strengthen our engagement with the children and young people who access our services, and actively address the recommendations from CREATE's Report Card, we commenced planning the CREATE Hour initiative.

Through a series of fun and engaging events across Australia, CREATE Hour will encourage the children and young people we support to sign up to the CREATE Foundation. Once connected, children and young people can access CREATE's advocacy and research activities. Through this connection, we believe the collective voice of children and young people can be heard across the care sector and play a vital role in shaping our own programs and practices.



**"We strongly value the relationship with Life Without Barriers, and it has been tremendous to watch an organisation take on so many recommendations from our 2013 Report Card."**

CREATE FOUNDATION, 2013

## STRATEGIC DIRECTION AREA 3

### The Nest

During 2012-13, Life Without Barriers participated in The Nest project as a consultative partner.

The Nest is a collaborative project that brings together leading academics, key stakeholders, and children and young people to align efforts to improve the wellbeing of all Australian children and young people aged up to 24 years.

In November 2012, Life Without Barriers Chief Executive, Claire Robbs, Board member Gillian Calvert, and Professor Claire Tilbury, participated in the Nest Summit 'Phase 1'. More than 150 delegates, including community organisations, young Australians, and representatives from Government and non-Government agencies, came together to workshop the critical 'game changers' that would make a real difference to children and young people.

Five game changers were defined and discussed at the summit including:

- Reducing income disparity in Australia.
- Improving our performance on the Australian Early Development Index (AEDI).
- Improving the educational performance of young Australians.

- Improving the social and emotional wellbeing of young Australians.
- Recasting the service system designed to improve the wellbeing of young Australians.

Life Without Barriers will continue to collaborate with The Nest in 2013-2014 and look forward to the release of Action Agenda in November 2013.

### CEO Sleepout

Life Without Barriers recognises many of the people we support are at an increased risk of homelessness and the need to take collective action to improve essential services.

In June 2013, Life Without Barriers Chief Executive, Claire Robbs, participated in the CEO Sleepout, a national event to raise awareness and funds in support of homeless services across Australia. By participating in the event Ms Robbs raised \$5,000, sourcing sponsorship from business partners, staff, and the local community.

### I Now Call Australia Home

Life Without Barriers held a special cultural celebration in Melbourne's Multicultural Hub in June 2013 as part of Refugee Week. The event honoured the achievements of the young refugees we work with in our Support to Refugee and Asylum Seeker (SRAS) services and acknowledged their contribution to Australian society.

The event launched *I Now Call Australia Home*, an inspiring book published by Life Without Barriers detailing the experiences of eight former refugees and their journey to become part of the Australian community. Each profile provides a human account of the positive role our unique approach plays in achieving settlement and highlights the cultural importance of linking young people in care with support workers who share the same cultural background.

Following the national event in Melbourne, *I Now Call Australia Home* was launched in each state and territory where our SRAS programs are delivered, and the book was distributed nationally to sector partners and community organisations.

In sharing their stories, *I Now Call Australia Home* aims to foster and promote positive perceptions of young refugees and breakdown some of the barriers this group of young people often experience.



**Over 60% of  
employees in our  
SRAS service have  
the same cultural  
background as  
the clients they  
support.**

## STRATEGIC DIRECTION AREA 4

**Be a more efficient, sustainable and dynamic organisation with passionate and engaged people.**



Number of national awards bestowed on the organisation

5

Number of ICT Sustainability projects in pipeline

7

Number of RTO Graduates and Enrolments

158

### **KPMG Partnership**

During 2012-13, Life Without Barriers partnered with KPMG to refine the organisation's strategic position on major reforms such as the National Disability Insurance Scheme (NDIS). To prepare for the reforms, KPMG were engaged to undertake a commercial review to analyse our existing market sectors and determine future strategies. The work included an overview and analysis of existing commercial services and sectors within Australia, identification of potential commercial opportunities, review of competitor trends, and a customer analysis.

During the period, KPMG also conducted a review of our finance and human resource functions as part of the development and implementation of a revised operating model. By improving our operating model, including how we develop our people within the organisation, we aim to be more agile and respond more efficiently to the needs of the communities in which we work. A revised operating model will be implemented within the next financial year and will feature a range of benefits and controls that will streamline our procedures and strategically position the organisation within the changing political and commercial environment.

### **Values Refresh**

In December 2012, the Life Without Barriers Board commenced a review and refinement of our organisational values. The values articulate our vision and purpose, inform our Strategic Implementation Plan, and drive our universal behaviours. An organisation-wide consultation was undertaken, including employees, carers, and clients, to develop a clear understanding of how the organisation can deliver on the refreshed values over time.

From the process, a revised 'Life Without Barriers Way' was developed that accurately reflects a more mature organisation that has substantially evolved. In the next financial year, the organisation will embark on an extensive change process to embed the refreshed Life Without Barriers Way in everything we do to ensure we can achieve our purpose of changing lives for the better.

### **DiSC Management Development**

Life Without Barriers has adopted DiSC, an internationally proven management development tool, to enhance individual and team performance across the organisation. The system provides a range of workplace, management and leadership profiles to develop skills at an individual level that improve work productivity, teamwork, and communication. During 2012-13, more than 250 profiles were completed throughout the organisation, focusing on teams and middle to senior management.

### **Australian Institute of Company Directors**

In June 2013, Life Without Barriers Chief Executive, Claire Robbs and Chief Financial Officer, David Lynch joined the Life Without Barriers Board in becoming accredited Company Directors through the Australian Institute of Company Directors. The course provided the executives with a greater understanding of the role and responsibilities of the Board of Directors and the core requirements for providing effective corporate governance.

### **Westpac Mentoring Program**

In 2012, Life Without Barriers partnered with Westpac Bank to participate in an organisational mentoring program. The mentoring included a skills transfer program designed to help build and drive continuous improvement, innovation and long term sustainability.

Through the program, Westpac provided knowledge and experience to assist Life Without Barriers in preparing for the change of operating model. Westpac will provide ongoing support as we transition to the new operating model.

### **Employee Engagement Survey**

Life Without Barriers conducted its first Employee Engagement Survey during 2012-13. The survey, completed by approximately 2000 staff, found:

- Employees have a strong connection to our core value of 'partnering with people to change lives for the better'.
- Staff agreed that strong relationships exist between work teams and between employees and their managers.

- Staff reported that Life Without Barriers has a clearer purpose and vision than is typical of organisations within the not-for-profit sector.

Life Without Barriers aims to capitalise on these strengths as well as continuing to improve our communication and opportunities for career development.

Survey results were discussed with employees in each of the regions we operate in across Australia. Staff from all levels participated in workshops to develop action plans to leverage strengths and make future improvements. Progress made as a result of these action plans continues to be reviewed by regional, state, and Executive Leadership teams.

Life Without Barriers will conduct a follow-up employee engagement survey in 2014.

## STRATEGIC DIRECTION AREA 4

### **ICT Infrastructure Project**

Life Without Barriers has commenced planning a project to migrate our IT data centre infrastructure to a cloud-based solution. The new solution will provide greater flexibility to support our changing operational needs and will regularly deliver efficiencies through system and infrastructure enhancements.

The Infrastructure as a Service (IaaS) solution provides permanent access to state-of-the-art data centre infrastructure, and dynamic data storage capabilities that can respond quickly to our growing needs.

Computer Systems Australia (CSA) were selected to deliver the IaaS solution, following a rigorous tender. Their commitment to delivering the partnership in line with our values ensured their appointment as a key ICT partner.

Life Without Barriers and CSA have commenced work on the detailed migration strategy. Migration is due to formally commence in October 2013 with completion expected in early 2014.

### **Enhancements to Support to Refugees and Asylum Seekers Service**

During 2012-13, Life Without Barriers delivered a number of strategic enhancements to the Support for Refugees and Asylum Seekers (SRAS) program.

The refreshed program will help the SRAS team deliver a robust client-centred service that prepares and better equips unaccompanied minors for their journey to adulthood.

A core outcome of the review was the development of evidence-based best practice service delivery models. The new service delivery models formed the basis of a redeveloped policy and procedure manual, specifically designed to meet the unique needs of the SRAS program. The updated manual clearly articulates the service delivery models, defines roles and responsibilities of staff engaged in the program, and includes an improved risk management system.

Learning pathways and outcomes for all SRAS staff roles have also been developed and implemented. Further to this work our Learning and Development team have implemented a new induction and training program for new staff in the sector.

### **New Quality Assurance Policy System**

Life Without Barriers has commenced the implementation of a new quality assurance policy system that will support the organisation to remain compliant with legislation and funding agreements, and will ensure staff provide the people we support with the best possible service.

The new policy system is aligned with the Australasian Quality Improvement Council standards that are specifically designed for community service organisations.

When fully implemented, the system will enhance organisational efficiency by improving access to information, simplifying work procedures, and encouraging collaborative contribution to policy and resource development.

### **Work Health and Safety Improvement Project**

During 2012-2013, Life Without Barriers implemented a Work Health and Safety (WHS) Improvement project to improve the health and wellbeing of our people. WHS consultation committees were established in each state and territory. The committees enabled our employees to contribute to the design and implementation of the project, which will be monitored over the next three years.

### **Launch of the Life Without Barriers Carer Website**

In December 2012, following feedback from the National Carer Consultation Group, Life Without Barriers launched a new website dedicated to supporting our carers. The new Life Without Barriers Carer Website connects our vast network of carers to the latest news, events, and online resources available from across our organisation.

With a focus on providing relevant and practical information, the new Carer Website includes a comprehensive resource centre, carer core learning modules, downloadable forms, external links and tips, and advocacy information. Key highlights of the Carer Website include:

- Comprehensive Health Care Toolbox to assist carers supporting people with disabilities and health issues such as asthma, epilepsy, diabetes, tube feeding requirements, and personal care needs.
- Being Safe in Cyberspace Toolbox, developed to educate carers about online safety so they can assist children and young people to navigate safety issues associated with online behaviour, including safe social networking and risks associated with privacy.

- Carer Wellbeing sub-site created specifically to promote and support the health and wellbeing of our carers including practical strategies on living well, healthy eating, socialising, exercising, and recognising and dealing with stress.

### **National Carer Consultation Group**

The National Carer Consultation Group (NCCG) is our internal body representing the views of our carer community.

During 2012-13, the NCCG brought forward the following service improvement initiatives for the benefit of our carers:

- Consultation on systems for agency transparency.
- Direction on carer advocacy services.

- Establishing carer surveys to gain feedback on service quality.
- Providing input on the content of carer website and testing its functions.
- Advice on the implementation of the Employee Assistance Program for volunteer carers.
- Support of regional carer reference groups.



**The Life Without Barriers Carer Website connects our vast network of carers to the latest news, events, and online resources available from across our organisation.**



# Jacintha and Eddie's Story

## Jacintha and Eddie Bachelor Life Without Barriers Foster Carers

New South Wales

Jacintha and Eddie from Sydney have seen the difference foster caring can make in young people's lives, so when the time came to get involved themselves, they dove in head first.

Eddie's parents Doreen and Jim have fostered more than 150 children in North London and are recipients of a Member of the Most Excellent Order of the British Empire (MBE) for their services to children and the community.

After immigrating to Australia from the United Kingdom 20 years ago, Jacintha and Eddie made the decision to start fostering children themselves when their own family stopped growing.

"We had always been surrounded by foster care but it wasn't something that we gave a lot of thought to initially," Jacintha said.

"I guess there was always a chance we could do it but we expected to have a bigger family of our own and when that didn't happen we started to give it more thought.

"We had a taste of what it would be like as respite carers for another organisation before deciding to make an application to Life Without Barriers to be full-time carers."

The couple and their 18-year-old son Matthew now have an extended family that includes four siblings aged nine, eight, seven and five.

The four foster care children came from Sydney's eastern suburbs to live in the city's inner-west where Jacintha says "they are welcome for life".

Jacintha said having a house full of kids' noise was a great thing and knowing that they are helping children get a better life was very rewarding.

"There is nothing I wouldn't fight for to make sure they get the right help that they need in life, be that occupational therapy or speech therapy and extra tuition if they need that," Jacintha said.

"These kids want to be part of a family and if you can offer that it will be amazing. It's the best job I've ever done, that's for sure."

OUR WORK IN THE  
**STATES,  
TERRITORIES, AND  
NEW ZEALAND**



**Life Without Barriers has grown from humble beginnings to a leading not-for-profit organisation delivering services in over 250 communities across Australia and New Zealand.**



**For us,  
relationships  
come first.**

**NEW SOUTH WALES AND THE AUSTRALIAN CAPITAL TERRITORY**

**New South Wales and the Australian Capital Territory**

Commenced service provision in 1995.

Life Without Barriers supports 2,322 children, young people, and adults in New South Wales and the Australian Capital Territory.

**People we support by service:**

Disability

**1,163**

(51%)

Family Support and Out-of-Home Care

**1,131**

(49%)

Home and Community Care

**10**

(<1%)

Mental Health

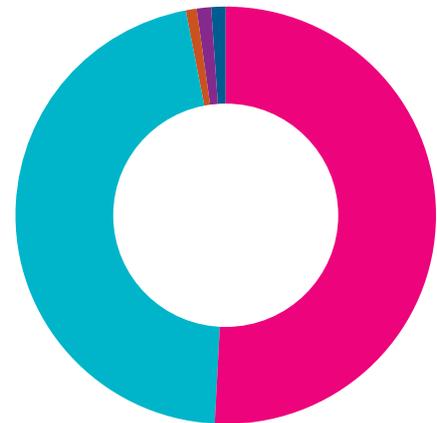
**14**

(<1%)

Youth Justice

**4**

(<1%)



**Operational Areas**

Riverina, Murray, Orange and Far West New South Wales, Central West New South Wales, 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.

### **New South Wales Out-of-Home Care Transition**

During 2012-13, Life Without Barriers participated in the New South Wales Government Out-of-Home Care Transition, which aims to transition all out-of-home care services to the non-Government sector. As part of the transition, we implemented a new contract with Community Services, increasing our Out-of-Home services by 20 percent. Over 120 children and young people previously in foster care with Community Services transitioned to Life Without Barriers together with their carers.

During the period, we worked closely with managers and staff to develop and implement a model of Therapeutic Residential Care, with places for 69 young people in Sydney, Southern, Western and Northern New South Wales. In establishing the service, we recruited and trained over 150 new staff and secured 14 new properties.

Life Without Barriers also worked in partnership with foster carers and staff to commence the provision of a General Foster Care model during the period, and continued to support over 40 children and young people with high and complex needs.

### **Connecting Carers Partnership**

Life Without Barriers has partnered with Connecting Carers New South Wales to ensure the successful implementation of the New South Wales Government's Out-of-Home Care reforms.

Through this partnership, new and existing carers across New South Wales and the Australian Capital Territory receive advice support and advocacy, as well as networking opportunities, access to peer support, and assistance.

### **Reconciliation Action Plan**

During 2012-13, Life Without Barriers developed a Reconciliation Action Plan (RAP) specific to New South Wales and the Australian Capital Territory to ensure Aboriginal and Torres Strait Islander people in the region receive culturally appropriate care and support, and have the opportunity to connect with their cultures and communities.

The RAP focuses on Aboriginal and Torres Strait Islander recruitment, fostering engagement with Aboriginal and Torres Strait Islander communities and building partnerships with Aboriginal and Torres Strait Islander organisations. The implementation of the plan has successfully led to an increase in the recruitment of cultural support planners and engagement with AbSec, a peak body that will assist Life Without Barriers develop and enhance partnerships with Aboriginal organisations in Out-of-Home Care.

### **Children's Guardian Accreditation**

The Office of the Children's Guardian provided Life Without Barriers in New South Wales with five-year accreditation in recognition of the quality of services it provides to children and young people in Out-of-Home Care.

The re-accreditation process involved the examination of case files and discussions with staff, which demonstrated the quality and depth of practice in New South Wales. The Office of the Children's Guardian spent close to 30 days with Life Without Barriers as part of the verification process and commended the quality of Life Without Barriers' case work and its commitment to children and young people.

### **National Disability Insurance Scheme in New South Wales**

The National Disability Insurance Scheme (NDIS) is the new national system for disability funding that will commence on 1 July 2013. During the past year, in preparation for the launch of the scheme in the Hunter region of New South Wales, Life Without Barriers worked with more than 50 clients in the region to prepare them for their transition to the new choice and control model of funding offered under the scheme.

The Hunter launch site will cover the Local Government Areas of Newcastle, Lake Macquarie and Maitland. Life Without Barriers is proud to be one of the first service providers in the region to be participating in the scheme.

Life Without Barriers in New South Wales also held several information forums to educate the people we support, their families and carers about the NDIS and the benefits they will receive from the new individualised, person-centred funding model.

# QUEENSLAND

## Queensland

Commenced service provision in 2001.

Life Without Barriers supports 1,489 children, young people, and adults in Queensland.

### People we support by service:

Home and Community Care

811

(55%)

Family Support and  
Out-of-Home Care

392

(26%)

Disability

166

(11%)

Support to Refugees  
and Asylum Seekers

120

(8%)



### Operational Areas

Springwood, Darling Downs and Toowoomba, South East Queensland, North Cost, Brisbane South and Gold Coast, Ipswich and Western Queensland, Far North Queensland, Townsville, Mackay, Rockhampton.

### **Your Life Your Choice**

During 2012-13, Life Without Barriers was approved by the Queensland Government to become a Your Life Your Choice host provider. As a host provider Life Without Barriers will deliver self-directed services to people with disability, enabling people to exercise genuine choice and control over the planning, design, and implementation of their support services.

To ensure the many benefits of the initiative are realised, Life Without Barriers Queensland has implemented a new person-centred planning approach, which focuses on partnering with the people we support and their families so they can have greater influence over their own life choices and outcomes.

Our person-centred planning approach includes meeting face-to-face with the people we support and their families to match their interest and support needs to the programs we offer under the Your Life Your Choice initiative.

### **Home and Community Care**

During 2012-13, the Home and Community Care program, funded by the Department of Health and Ageing, continued to expand throughout North Queensland. The program provides support services and greater opportunities for older people and people with disability to live independently, and for as long as possible, in their own homes and communities.

The program experienced steady growth during the year and supported over 800 clients across the regions of Rockhampton, Mackay, Townsville, and Cairns. The number of people choosing to access the program in Rockhampton doubled over the last quarter of 2012-13, an indication of the quality of the service being delivered in the region.

### **Skill Development for Carers**

During 2012-13, over 60 Life Without Barriers carers across South East Queensland participated in training to achieve a Certificate IV in Community Services Work. The training was delivered by Dav'Ange Consulting in partnership with the Bremer Institute of TAFE and supported by Life Without Barriers and Foster Care Queensland.

Carers bring extensive skills and competencies to their roles and Life Without Barriers believes supporting their skill development is a direct investment in the delivery of high quality support services and strong client outcomes.

### **Queensland Client Participation Forum**

In partnership with the youth leadership service, Circle for Youth, Life Without Barriers successfully delivered a Client Participation Project during 2012-13, enhancing our engagement with young people in our care.

The Client Participation Project was a key activity of the State's 2012-13 Business Plan and involved forums and leadership camps designed to create fun and challenging learning experiences for young people and link them to opportunities to further develop leadership and mentoring skills.

# SOUTH AUSTRALIA

## South Australia

Commenced service provision in 2000.

Life Without Barriers supports 503 children, young people, and adults in South Australia.

### People we support by service:

Mental Health

**219**

(43%)

Family Support and Out-of-Home Care

**95**

(19%)

Support to Refugees and Asylum Seekers

**59**

(12%)

Homelessness

**49**

(10%)

Disability

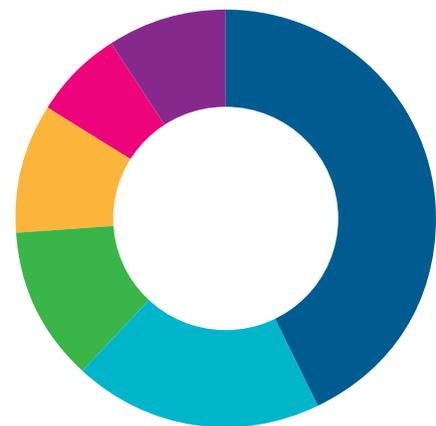
**36**

(7%)

Alcohol and Drug

**45**

(9%)



### Operational Areas

Adelaide, Country North, Country South, Riverland.

### **NAIDOC Business of the Year Award**

In October 2012, Life Without Barriers Country North Region won the local National Aboriginal and Islander Day Observance Committee (NAIDOC) 'Business of the Year 2012' award. The award acknowledges the exceptional commitment of Life Without Barriers' staff to Aboriginal men living in supported accommodation in Port Augusta. The Aboriginal Men's house is a Supported Accommodation service, funded by the South Australian Government Exceptional Needs Unit, which supports Aboriginal men with complex needs.

### **Alcohol and Drug Program**

In July 2012, Life Without Barriers commenced delivering a service in the Alcohol and Other Drug Sector. This small but exciting new program has an Alcohol and Other Drug Counsellor based in Mount Gambier and reaches most of the South East region of South Australia, including Naracoorte, Millicent, Bordertown, Keith and Robe. The service offers a free, confidential counselling service that aims to support individuals and their families who have been affected by alcohol and other drug use. The first year of the program has been very successful with 475 counselling sessions held for 178 individuals. Life Without Barriers has developed strong partnerships with local service providers to ensure we deliver best practice services and in turn support the ongoing success and growth of the program.

### **Celebrating Significant Aboriginal Events**

Celebration of key Aboriginal and Torres Strait Islander events and ceremonies is an important part of the Life Without Barriers Reconciliation Action Plan.

During 2012-13, Life Without Barriers in South Australia joined with Aboriginal and Torres Strait Islander peoples to celebrate National Apology Day, National Close the Gap Day, National Sorry Day and National Reconciliation Week. In May 2013, Life Without Barriers also partnered with Anglicare South Australia, Recognise Australia and Tauondi College to hold Reconciliation in the West, a community event focused on celebrating Aboriginal and Torres Strait Islander culture that was attended by over 700 people.

These events allow Life Without Barriers to promote our commitment to Reconciliation and building relationships and partnerships with local Aboriginal organisations.

### **Assertive Outreach Service**

Life Without Barriers' Assertive Outreach service in South Australia experienced significant growth during 2012-13. Client numbers in the program increased by approximately 40 percent over the last year to reach 102, well above our annual target of 60.

Following acknowledgement for service excellence at the National Homelessness Services Achievement Awards in 2012, this continued growth showcases how our organisation's values are being translated into positive outcomes for the individuals and communities we support.

The innovative homelessness program utilises close networks and relationships within the community to deliver sustainable housing outcomes for individuals and families who have high and complex needs, and targets underlying causes.

### **Out-of-Home Care Program – Community of Care Model**

During 2012-13, Life Without Barriers in South Australia introduced a new model of therapeutic care that caters for sibling group placements. The Community of Care model involves the placement of siblings into carer households in close geographical proximity, with carers willing to form an extended network of care. Life Without Barriers is the first Out-of-Home Care provider in the country to implement this effective model. Translating the model into practice has involved strong interagency collaboration and resulted in the placement of six siblings into four homes. The model provides a network of support that helps to maintain and strengthen the links between siblings.

# WESTERN AUSTRALIA

## Western Australia

Commenced service provision in 2007.

Life Without Barriers supports 432 children, young people, and adults in Western Australia.

### People we support by service:

Disability

225

(52%)

Family Support and Out-of-Home Care

109

(25%)

Support to Refugees and Asylum Seekers

64

(15%)

Mental Health

29

(7%)

Youth Justice

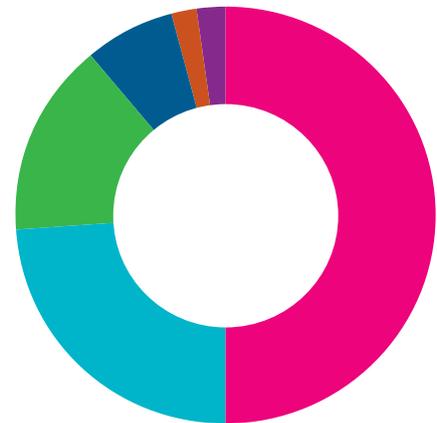
3

(<1%)

Home and Community Care

2

(<1%)



### Operational Areas

Perth North Metro, Perth South Metro, Kimberly Region, South West Western Australia, Gold Fields.

### **Youth Program in South West Region**

During 2012-13, Life Without Barriers received approval from the South West Aboriginal Land and Sea Council to lease 130 acres of land to run a youth development program in Nannup, in South West Western Australia.

The endorsement of the lease from the Aboriginal Lands Trust and the Department of Indigenous Affairs acknowledges our commitment to building respectful relationships and partnerships with local Aboriginal people and organisations.

The land will be used to develop programs for young men and women who need assistance with reshaping their lives. Young Aboriginal and non-Aboriginal people will be able to either live on the property or visit the property for short periods as part of their journey with Life Without Barriers.

### **Disability and Out-of-Home Care Audits**

Life Without Barriers Disability and Out-of-Home Care services in Western Australia completed six external audits during 2012-13, as part of a continuous improvement process. The successful auditing process provided valuable insight into how the people we support, their families and our funding bodies perceive Life Without Barriers and the services we provide.

The audits, completed by the Department of Child Protection and Family Support and the Disabilities Service Commission, highlighted our areas of excellence and strength including openness and flexibility of services, dedication and commitment of staff and the organisation's ability to form strong and supportive relationships with key stakeholders, families and clients. The auditors were also impressed by Life Without Barriers continuous improvement ethos and person-centred approach to the planning and delivery of services.

### **Aboriginal and Torres Strait Islander Workforce Strategy In Action**

Aboriginal engagement is a continued key focus in Western Australia. The recruitment of employed and volunteer carers from the Aboriginal community has been gaining in strength, with employee numbers doubling to 23 and carer numbers increasing to 21.

In August 2012, Cherie Sibosado became the first Aboriginal woman to be appointed as an Operations Manager in Western Australia and has brought a refreshed approach to partnerships across the Kimberley region.

### **Further Education for Refugee and Asylum Seeker Young Men**

Life Without Barriers in Western Australia is committed to providing education support to young people in our Support to Refugees and

Asylum Seekers programs, enabling them to develop important skills and knowledge to assist with long term settlement.

Education and employment are vital to achieving solid foundations from which to build a future, and for many Refugees and Asylum Seekers settled in Australia, the first priority is to attend school and acquire skills in English. Many unaccompanied minors in our programs feel pressure to find work to help support their families overseas. In Western Australia, Life Without Barriers staff guide and encourage 43 clients in the Support to Refugee and Asylum Seeker Settlement program to find part-time work, so they can continue to attend school. Currently half of the young people in Life Without Barriers' Settlement program in Western Australia have part-time work and all are engaged in education.

The mentoring provided by Life Without Barriers in Western Australia has helped many clients pursue opportunities for the future. During 2012-13, 11 Life Without Barriers clients graduated from an Intensive English School at Cyril Jackson Senior College in Perth. These students were commended for their positive behaviour and contribution. All of these clients will be continuing their education and completing year 11 in mainstream schools.





## Esme and Frank's Story

### Esme and Frank Greenfield Supported through Life Without Barriers Home and Community Care service

Queensland

Esme and Frank Greenfield are looking forward to celebrating their 60th anniversary in their Cairns family home.

The eighty-two year old couple have lived in their home for fifty-three years.

"This house is built with love. It's an old friend and we can't imagine living anywhere else," Esme says.

In 2005, just two years after retiring from his career as an electrician at age seventy-two, Frank suffered a stroke. Esme has been his full-time carer since.

"The hardest time was when Frank was in hospital. Thankfully I had this house to come home to. It was a big comfort and kept me going," she added.

Frank and Esme have managed to stay in their home since Frank's stroke with the assistance of Life Without Barriers' Home and Community Care (HACC) program. Cairns HACC Coordinator, Isabelle Lablache and her team of support workers have given much needed respite and assistance to Esme and Frank.

"Isabelle is lovely and the Life Without Barriers team are always so flexible. Noel and Cydette come out regularly to give me some time to myself and to help Frank out. Cydette plays numbers games with Frank to help keep his brain active and Noel is a fantastic help with the garden."

One of the core functions of the HACC program is to assist older people to live independently in their own home rather than be prematurely admitted to residential care.

"We do fairly well on our own but it's comforting to have a safety-net in case something goes wrong. I know that I can call Isabelle if Frank has a fall or if something else needs attending to. I never feel alone".

Both Esme and Frank are looking forward to celebrating their 60th anniversary with family and friends.

"Family is everything to us. It's never been about work or career, family has always come first. We have our faith, our family and our home and we're happy in life."

# TASMANIA

## Tasmania

Commenced service provision in 2003.

Life Without Barriers supports 245 children, young people, and adults in Tasmania.

### People we support by service:

Disability

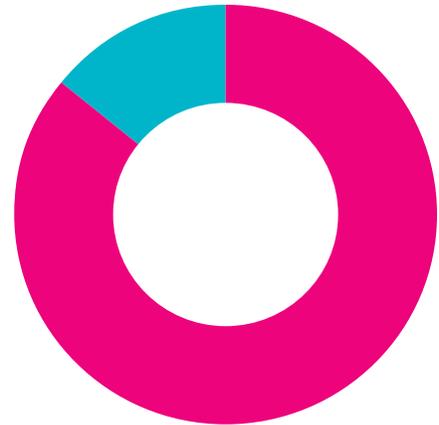
**210**

(86%)

Family Support and  
Out-of-Home Care

**35**

(14%)



### Operational Areas

Northern Tasmania, Southern Tasmania.

### **Sustainability Leadership Award**

Life Without Barriers was honoured with a Sustainability Leadership Award at the United Nations Association of Australia World Environment Day Awards, in June 2013. The award recognised the newly developed Sustainability Action Plan that was funded through a Tasmanian Government “Earn Your Stars” Micro Grant.

Over 100 staff, across six locations in Tasmania worked on the Sustainability Action Plan by identifying areas for improvement that would reduce the organisation’s environmental footprint. The success of the plan was due to significant staff behaviour changes, in particular a greater understanding of power, water, and transport use, waste policy and practice. The plan was underpinned by the rationale that every action, large or small makes a difference.

### **Creative Arts for People with Disability**

During 2012-13, Life Without Barriers Community Access service received funding from Arts Tasmania to deliver an art exhibition for a client from the Claremont Centre, and to provide a dance and movement program for adults with disability at the Claremont and Rocherlea Centres.

The Claremont Community Access program provides creative opportunities for the people we support with disability to showcase their talents. In recognition of exceptional talent, a grant was provided for a public art exhibition entitled “Window into My Mind”. The exhibition was attended by 420 people and a total of 41 paintings were sold with all proceeds going to the artist.

The Claremont and Rocherlea dance and movement program, Move ‘n’ Groove, was run over 12 weeks and was attended by 30 people with disability who engaged in creative dance workshops. The program provided a unique opportunity for creative expression, promoted community engagement and culminated with two successful final performances. The participants in the program demonstrated increased social skills, confidence, independence and personal growth.

### **School and Family Disability Liaison and Mediation Service**

Life Without Barriers School and Family Disability Liaison and Mediation service has received a further three years funding from the Department of Education. The program takes a collaborative approach to achieve positive educational and social outcomes for children and young people with disability by working with families, schools, community service agencies, medical specialists and other stakeholders.

The program has responded to a variety of issues raised by both families and schools in the past year including access to transport, information, bullying, access to services, medical and professional support, supervision and safety, school placement and changing living arrangements, dual enrolments, and part-time schooling.

During 2012-13, the program supported 39 cases involving 35 families, 32 schools, and collaboration with 23 community agencies and services across Tasmania. An additional 147 advisory services were also delivered throughout the year.

# VICTORIA

## Victoria

Commenced service provision in 2009.

Life Without Barriers supports 129 children, young people, and adults in Victoria.

### People we support by service:

Support to Refugees and Asylum Seekers

62

(48%)

Disability

44

(34%)

Home and Community Care

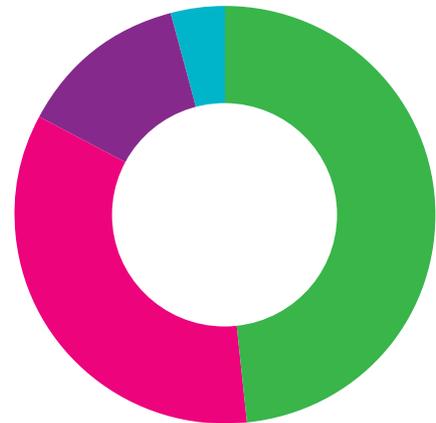
17

(13%)

Family Support and Out-of-Home Care

6

(5%)



### Operational Areas

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

### **Registration and Accreditation**

In June 2013, Life Without Barriers was externally audited against the Department of Human Services Standards for Disability Services and Family Support and Out-of-Home Care programs. Life Without Barriers successfully met the requirements of the audit resulting in re-accreditation until November 2014.

### **Supported Accommodation**

Life Without Barriers supported accommodation services provide support to people who have multiple and complex needs and focus on the skills of the individual, while strengthening their community links to enable them to live the life of their choice. Life Without Barriers currently supports 25 people in the North West and Southern metropolitan regions of Victoria across five residential services.

In 2012, Life Without Barriers partnered with Active Property Services Management to begin the development of the Whittlesea New Beginnings Project. The project is designed to accommodate and support five young people who have cognitive disabilities with complex support needs. This exciting construction project is due for completion in late 2013.

### **Support to Refugees and Asylum Seekers**

In October 2012, Life Without Barriers commenced providing Settlement and Transitional housing services in Victoria. The program aims to develop the life skills of unaccompanied humanitarian minors who have been granted a visa, whilst widening the opportunities they have to build links with local cultural communities.

In addition to expanding our services, the Support to Refugees and Asylum Seekers team has continued to provide cultural support, care and coordination to unaccompanied minors through our Community Detention Program. The Settlement and Community Detention programs in Victoria now provide services to over 60 refugees and asylum seekers each month.

### **New Out-of-Home Care Services**

During 2012-13, Life Without Barriers launched a number of new services throughout Victoria including Out-of-Home Care and Host Family Care. School Holiday and Respite Programs were also established in the Mornington Peninsula and Frankston areas.

Since we commenced Home Based Care services in Victoria the number of placements has more than doubled. These services, funded by the Department of

Human Services, allow Life Without Barriers in Victoria to provide support and assistance to children and young people who are unable to live at home, including those with a disability.

Over the past 12 months Life Without Barriers received recognition from Government, other Out-of-Home Care agencies, and stakeholders as a provider of high quality and responsive Out-of-Home Care services. Life Without Barriers will continue to strengthen these relationships to ensure the ongoing expansion of services throughout Victoria.

### **Prevention and Recovery Centre (PARC)**

In November 2012, Life Without Barriers was awarded a tender to deliver, in partnership with Albury Wodonga Health, a 10 bed Prevention and Recovery Centre (PARC) in Wodonga. This partnership gives Life Without Barriers a unique opportunity to support people with mental health issues via an approach designed to decrease acute care interventions and keep people connected and engaged with their community during periods of illness.

## NORTHERN TERRITORY

### Northern Territory

Commenced service provision in 2005.

Life Without Barriers supports 156 children, young people, and adults in the Northern Territory.

### People we support by service:

Disability

92

(59%)

Family Support and  
Out-of-Home Care

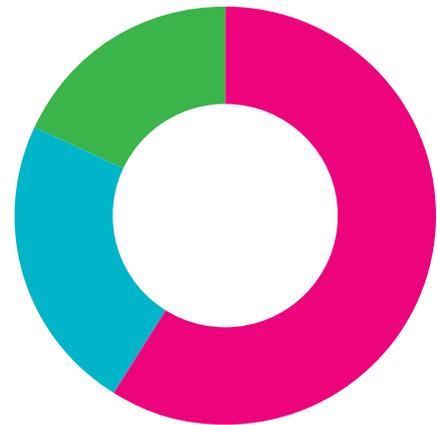
36

(23%)

Child Care

28

(18%)



### Operational Areas

Darwin, Palmerston, West Arnhem, Katherine, Alice Springs, Central and Barkly Shire.

### **Minjilang and Lajamanu Child Care Centres**

In 2013, Life Without Barriers opened two child care centres in the remote Northern Territory communities of Minjilang on Croker Island and Lajamanu on the edge of the Tanami Desert.

The centres, funded by the Commonwealth Department of Education, Employment and Workplace Relations, deliver high quality and culturally sensitive early learning and development services to local children from six weeks to five years. The new facilities each have the capacity to enrol up to 30 children.

Lajamanu has prioritised child care for working parents, while the focus at Minjilang is to support young parents through playgroup and family based activities. Both Centres will aim to build close relationships with the local school, clinic, and other key services in the community.

Centre Coordinators and Early Childhood Educators have been recruited from the local community and have been supported through further education and mentoring.

Life Without Barriers is committed to working collaboratively with Aboriginal and Torres Strait Islander communities to enhance opportunities and improve outcomes for Aboriginal and Torres Strait Islander children, young people and families.

Throughout the project Life Without Barriers was supported by a local Community Advisory Group in each community, with all developments and decisions being discussed with groups prior to implementation. Life Without Barriers continues to work closely with the Advisory Groups to promote community capacity building with the intention for the Advisory Groups to become the management communities for the centres in the future.

### **Supported Accommodation Progress**

During 2012-13, Life Without Barriers in the Northern Territory started the planning and design of a Supported Accommodation Centre in Alice Springs.

The centre will provide an innovative respite service that will accommodate up to 1,095 placements per year, and thus increase capacity to support people with disability, their families and carers.

Due for completion in early 2014, the centre is funded by the Commonwealth Department of Families, Housing, Community Services and Indigenous Affairs, under the Supported Accommodation Innovation Fund.

### **Northern Territory Student Citizen Award**

A young person supported by Life Without Barriers has received a Northern Territory Department of Education and Training Student Citizen Award. The award was presented to the student by the Minister for Central Australia, The Hon. Matthew Conlan.

The Student Citizen Awards recognise outstanding citizenship in the school environment. Each school in the Northern Territory is offered the opportunity to choose one student to receive the award. The student's achievement emphasises our commitment to providing support and guidance that helps children in our care achieve their goals.



NEW  
ZEALAND

**New Zealand**

Commenced service provision in 2009.

Life Without Barriers supports 22 children and young people in New Zealand.

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**People we support by service:**

Family Support and  
Out-of-Home Care

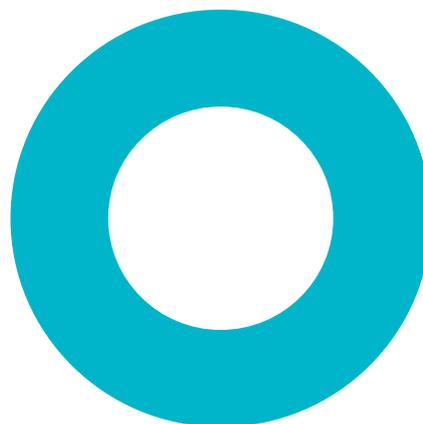
22

(100%)

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**Operational Areas**

Auckland, Waikato



### **Child Youth and Family Approval Assessment**

In June 2013, Life Without Barriers' services in New Zealand underwent a Ministry of Social Development approval assessment. Following this assessment, Life Without Barriers was re-confirmed as an approved Child and Family Support service provider.

The Ministry's satisfaction with Life Without Barriers as an approved provider was further evidenced by a 24 percent increase in service delivery for the new financial year.

Life Without Barriers in New Zealand has supported 52 children and young people in the 2012-2013 financial year.

### **Multisystemic Therapy Service**

During 2012-2013, Life Without Barriers New Zealand continued to offer training, clinical consultation, and quality assurance as a Licensed Multisystemic Therapy Network Partner to eight external Multisystemic Therapy provider teams in New Zealand.

Multisystemic Therapy (MST) is an evidence-based family and home-based treatment that aims to promote social behaviour and change how youth function in their natural settings, including home, school, and neighbourhood. The primary goals of MST are to reduce youth offending, reduce other types of anti-social behaviour such as drug and alcohol misuse, and to achieve these outcomes at a cost saving by decreasing rates of out-of-home placement.

### **High Complex Needs Planning**

During 2012-13, Life Without Barriers in New Zealand actively participated in High Complex Needs planning processes led by the Government agency Child, Youth and Family, on behalf of the Ministries of Social Development, Health and Education.

High Complex Needs Planning is required for around a quarter of Life Without Barriers' clients in New Zealand. These clients have needs that cannot be met by regular health, education and social services.

High Complex Needs planning involves multi-agency service planning, intervention, monitoring and collaboration, and ensures the young people engaged in our services receive the support and information they need to positively influence their lives, enabling a more successful transition to independence.



# Ruth's Story

## Ruth Fejo Educator, Life Without Barriers Child Care services

Northern Territory

Ruth Fejo has spent her entire life on Croker Island in Australia's far-north. In her role at Life Without Barriers, she has a new outlet to share the love of her birthplace with those who now call Croker Island home.

During 2012-13, Life Without Barriers opened a child care centre in Minjilang, Croker Island's main community with about 300 residents. The new centre provides culturally appropriate early learning and development services for 30 children aged up to five years.

As an Educator at the centre, Ruth is relishing the opportunity to contribute to the education of the young people on the island.

"I've always wanted to work with kids and to do it without leaving Croker Island is great," Ruth said.

"I set up the centre every day, look after and supervise the kids and do all sorts of different activities with them".

With Ruth's help, the centre is also playing a role in the preservation of the local Iwaidja language. Iwaidja is classified as vulnerable to extinction by UNESCO with only about 150 speakers remaining and it's preservation through education of children is vital to keep it from becoming extinct.

"I teach some words to the kids who haven't learnt Iwaidja at home, especially the non-indigenous kids. Not everyone can understand the language so it's good that they can learn it here while they are young."

Ruth's role in the children's education will increase over the coming months as she has started observing and programming for the education needs of the children. She will formalise her skills by completing a Certificate III in Children's Services and will be able to teach other traditional activities to the children at the centre.

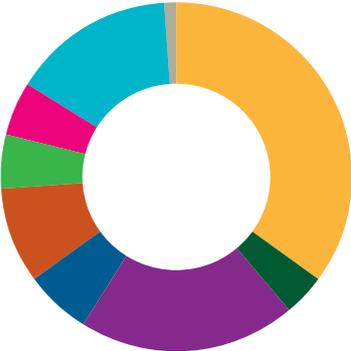
"I've just done my remote first aid certificate and next is the children's services certificate. Teaching Iwaidji is one thing but I enjoy all sorts of traditional stuff like painting so it will be great to share that with the kids. I love kids and it's great to be able to work with them every day."



**OUR  
PEOPLE**

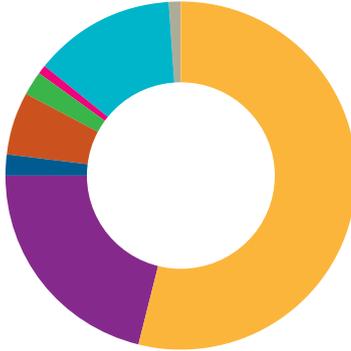
Life Without Barriers is focused on building a sustainable and engaged workforce so we can provide meaningful outcomes for the people we support.

EMPLOYEES BY LOCATION



New South Wales	<b>1,300</b>	(36%)
Queensland	<b>726</b>	(20%)
Northern Territory	<b>227</b>	(6%)
South Australia	<b>334</b>	(9%)
Tasmania	<b>190</b>	(5%)
Victoria	<b>126</b>	(4%)
Western Australia	<b>524</b>	(15%)
New Zealand	<b>12</b>	(1%)
National	<b>143</b>	(4%)

CARERS BY LOCATION



New South Wales	<b>1,324</b>	(54%)
Queensland	<b>531</b>	(21%)
Northern Territory	<b>51</b>	(2%)
South Australia	<b>153</b>	(6%)
Tasmania	<b>56</b>	(2%)
Victoria	<b>25</b>	(1%)
Western Australia	<b>311</b>	(13%)
New Zealand	<b>25</b>	(1%)

**Supporting our Aboriginal and Torres Strait Islander Workforce**

Life Without Barriers is committed to providing a culturally safe and respectful work environment for Aboriginal and Torres Strait Islander people. Our commitment is outlined in our Reconciliation Action Plan and delivered through our Aboriginal and Torres Strait Islander Workforce Strategy.

As an organisation we understand the importance of showing respect for the competence, cultural intelligence and commitment of our Aboriginal and Torres Strait Islander staff. We use cultural knowledge and support so that Aboriginal and Torres Strait Islander staff feel valued and remain in our workforce. Our Aboriginal and Torres Strait Islander staff are provided avenues and forums to ensure that their voices are heard throughout the organisation.

Our goal is to ensure Aboriginal and Torres Strait Islander people feel rewarded through their employment with Life Without Barriers and continue to add value to our organisation, our clients, and the communities that we work with.

As of 30 June 2013, 166 Aboriginal and Torres Strait Islander people were employed across the organisation. Through a targeted recruitment strategy we have proudly reached the Reconciliation Action Plan objective of employing 150 Aboriginal and Torres Strait Islander people by the end of 2013.

**ABORIGINAL AND TORRES STRAIT ISLANDER EMPLOYEES**



**Supporting People with Disability through our Workforce Practices**

During 2012-13, Life Without Barriers was awarded funding from the Federal Department of Families, Housing, Community Services and Indigenous Affairs (Practical Design Fund) to implement the Lived Experience Project. The project involved the Human Resources and Practice and Programs units partnering to develop resources that give people with disability greater input into the recruitment and selection of disability support staff.

A steering committee and working group was established, including representatives from our own Disability Support Advisory Council, to interview a wide range of individuals with disability, family members, carers and support workers. The interview data was used to form policy and procedures, develop learning and development frameworks for people with disability, and to develop and publish a training package that could be directly used

in the recruitment and selection of disability support staff. We recognise that the participation of the people we support in several aspects of our business is mutually beneficial for them and for Life Without Barriers as it ensures effective selection of staff and improves our services.

In June 2013, Life Without Barriers presented the training package at the National Disability Insurance Scheme Conference. One of the most innovative developments included in the package was a structured ‘meet and greet’ process, which enables a broader range of individuals with disability to be able to participate in the recruitment process.

Life Without Barriers continues to be a member of the Australian Network on Disability, is an active contributor to industry knowledge and practice development, and will continue to improve internal processes and practices to support people with disability within our workforce.

### Supporting Women in our Workforce

Life Without Barriers provides an inclusive work environment with equal opportunity for women in the workplace. We ensure women are provided with equal opportunity throughout the employment process, including publication of vacancies, selection criteria and salaries and the inclusion of women on selection panels. Eight women are currently employed in the Executive Leadership team, and more than half of our Board members are women.

More than 500 women are employed in part-time or flexible work and over 900 in casual roles. They are supported by policies, practices and conditions of employment designed to provide flexible work solutions.

Life Without Barriers is compliant with the Workplace Gender Equality Agency Act 2012 and we are committed to maintaining compliance, and promoting and improving gender equality in the workplace.



**TOTAL % OF MEN (35%) VS WOMEN (65%)**



**MANAGEMENT (BOARD, EXECUTIVE, OPERATIONS MANAGERS)  
% OF MEN (38%) VS WOMEN (62%)**

### Supporting our Foster Carers

Life Without Barriers recognises foster carers as key members of our community and we are committed to supporting them as integral members of our care team. We provide 24-hour, seven-day-a-week specialised support and comprehensive training to our carers, strengthened by a range of tailored initiatives that focus on engagement, consultation, recognition and knowledge sharing.

During 2012-13, we launched a range of initiatives to help support carers based on feedback provided by our National Carer Consultation Group. Initiatives include the creation of a dedicated website for carers, the introduction of the Carer Assistance Program, and a health insurance discount program. The National Carer Consultation Group, made up of carers from across the country, enhances the voice of carers within Life Without Barriers and helps to ensure the relevancy of support mechanisms and training.

Life Without Barriers is committed to the ongoing learning and development of our carers. In September 2012, 50 carers were selected from across New South Wales to attend the Connecting Carers New South Wales conference, Tell Someone Who Cares. In Queensland, a number of carers were supported by Life Without Barriers to complete a Certificate IV in Community Services, funded through a state Government grant.

### Learning and Development and the Registered Training Organisation

Life Without Barriers is committed to growing our organisational capability by building alignment between our strategic plan, organisational structure and workforce expertise. A core aspect of our approach to learning is our commitment to delivering a capability framework with specific learning pathways for every role across the organisation.

Our enterprise-based Registered Training Organisation (RTO) program provides employees and the people we support with opportunities to gain formal qualifications in a range of disciplines. The RTO currently offers 17 qualifications at Certificate and Diploma level across Australia.

In 2012-13, a number of new qualifications were added to the RTO program including Certificate II in Aboriginal and-or Torres Strait Island Primary Health Care. This qualification was added in support of our Aboriginal and Torres Strait Islander Workforce Strategy, and encompasses workers who undertake a range of tasks to support the provision of health care services.

During 2012-13, 10 employees graduated with full certificate qualifications from our RTO, an additional eight received statements of attainment for modules completed, and 140 are currently engaged in study under this framework. A number of flexible modes of study are available to students to allow as many Life Without Barriers employees to engage in training and development opportunities as possible.

Partnerships also play a key role in developing our organisational learning capability. In 2012-13, Life Without Barriers formed a partnership with the Charles Darwin University after making a commitment to have all client-facing staff trained to a minimum level of Certificate III in Disability within the Northern Territory. The program covers all of the essential skills and competencies needed to be a Life Without Barriers support worker within the Northern Territory.

### **Workplace Health and Safety**

Life Without Barriers is committed to continuously improving our health, safety, and environmental management systems to enhance the safety of our employees, volunteers, carers, clients and business partners.

During 2012-13, Life Without Barriers experienced significant reductions in workers compensation premiums and improved return-to-work outcomes. These outcomes were supported by a dedicated focus on workforce health and wellness initiatives and programs to support our employees and carers to improve personal health. In addition, a new Injury Management System has been implemented to provide better support for injured workers and their manager.

Over the next three years, our progress will be guided by an independently assessed Workplace Health and Safety (WHS) improvement project, implemented during 2012-13.

WHS Committees are now established in each state and territory and during 2012-13 we completed WHS system audits in Western Australia, Northern Territory and Queensland, as well as receiving a Health Check by Safe Work South Australia. Life Without Barriers WHS Officers completed health and safety spot checks at 83 of our sites to ensure safety systems were in place, and 52 Safe Work Procedures and 15 National Health and Safety Alerts were developed and implemented.

Reflecting the organisation's commitment to the wellbeing of our volunteer carers, access to our Employee Assistance Programs was extended to include carers with the launch of a new Employee and Carer Assistance Program.

### **Equal Remuneration Order**

In June 2012, Fair Work Australia made an Equal Remuneration Order (ERO) awarding increases in minimum award rates over the next seven years to employees in the social and community services sector.

Life Without Barriers supports the Fair Work decision and welcomes the wage increases as a way to reward the important and often challenging work of our employees, as well as attract new interest to working in the sector.

The wage increases delivered under the ERO are being phased-in over equal instalments, the first of which was paid in December 2012.

## **Acknowledgement**

Life Without Barriers is a closely connected community, and strong relationships are at the heart of our organisation. We would like to acknowledge and celebrate the lives of those in the Life Without Barriers community who have passed away in the last twelve months.



**We are  
committed to  
providing a  
culturally safe,  
respectful, and  
inclusive work  
environment.**

# OUR EXECUTIVE LEADERSHIP TEAM



**Claire Robbs** Chief Executive

**Qualifications:** BSP, GradDipPsych, EMBA

**Experience:** Claire joined Life Without Barriers in 2004, and has over 16 years' experience in the welfare and community services sector. She has held a number of senior positions within the organisation and has been key to the success of Life Without Barriers' diversification strategy.

Claire has overseen the commencement of services to refugees and asylum seekers and the delivery of new services across youth justice, mental health and homelessness. She led the operations division since 2005, and in 2010 was appointed Deputy CEO, Operations. Claire was appointed Chief Executive of Life Without Barriers in 2011.

Claire was recently elected onto the board of the Association of Children's Welfare Agencies (ACWA), the peak body for NGOs providing services for children and young people and is a member of the New South Wales State Committee with the National Disability Services.

Prior to commencing with Life Without Barriers, Claire had worked in the disability and child protection sectors in residential support, case management and behaviour intervention roles.

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**Scott Bray** Director of Operations

**Qualifications:** BA Psych, Post Graduate studies in Industrial and Organisational Psychology and Forensic Psychology.

**Experience:** Scott started with Life Without Barriers in 2004 in Queensland where he was initially responsible for establishing the South East disability program. In 2006 Scott returned to New South Wales to establish the Orana and Far West regions before taking up the position of Area Operations Manager Western, followed by the Area Operations Manager Northern New South Wales role. In 2010, Scott returned to Queensland as the State Director and oversaw the rapid expansion in the Out-of-Home Care program and implementation of Support to Refugees and Asylum Seekers (SRAS) and Home and Community Care services. In 2012 Scott was appointed to the Director of Operations role covering Queensland, South Australia, Northern Territory, Victoria, Tasmania, Western Australia, New Zealand and SRAS. Prior to working for Life Without Barriers, Scott worked for the then Department of Community Services and the Department of Ageing, Disability and Home Care in rural and remote areas of New South Wales.

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**Kim Davis** Director, Organisational Governance

**Qualifications:** MBA, GAICD, JP

**Experience:** Kim joined Life Without Barriers as an experienced executive, holding leadership positions in the private sector, local and state Government. Kim brings strength in corporate governance, internal audit, quality, risk management and strategic business planning. Kim has held a directorship and number of company secretary roles of both national and international businesses and has worked in the key elements of a business operating environment. Kim is committed to partnering with the business to further enhance the organisational governance to support the organisation in the provision of long term value for our clients.

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**John Dean** State Director, Western Australia

**Qualifications:** BASocWk

**Experience:** John worked as a Community Social Worker in North East Tasmania and then in child protection in Hobart before moving to Western Australia to work as a Senior Social Worker Substitute Care in Geraldton. John subsequently spent 10 years in senior management positions with the Department for Child Protection in the Goldfields, Great Southern, Kimberley and Metropolitan Regions. Prior to joining Life Without Barriers, John spent three years in the Social Policy Unit of Premier and Cabinet providing advice on the Gordon Enquiry, Research and Indigenous Affairs.

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**Jane Longbottom** State Director, South Australia and Northern Territory

**Qualifications:** BSocWk, GradDip Women's Studies, Certified Public Management, Arizona State University, USA

**Experience:** Jane joined Life Without Barriers in May 2006 bringing over 35 years of professional experience to her role as State Director for South Australia and the Northern Territory.

In addition to extensive management experience, Jane brought expertise in the areas of policy and program development as well as specialist social work practice. This has been vital in the development of highly successful, innovative programs and services to support children, young people and adults in both jurisdictions.

Throughout her career, Jane has worked with a range of community-based Aboriginal organisations and Aboriginal teams within a statutory welfare setting. This experience is invaluable in her involvement in the development and implementation of the South Australian Reconciliation Action Plan, as well as her contribution as Co-Chair of the National Cultural Respect Steering Committee.



**David Lynch** Chief Financial Officer

**Qualifications:** BComm, CPA

**Experience:** David came to Life Without Barriers with over 17 years experience in the field of accounting and commercial services. Prior to joining Life Without Barriers, David spent over ten years in the venue industry and five years working in mining service companies based in the Hunter Valley. During this time, David has held senior executive finance positions, overseeing significant change in rapidly growing organisations and countering the effects of both business and economic downturns. David has gained extensive experience in supporting strategic organisational change and combined this with his significant knowledge in accounting and experience across a range of commercial environments. This has supported Life Without Barriers to continue to develop our finance and commercial frameworks and services.



**Tracy Mackey** Director, Strategy and Engagement

**Qualifications:** BA (Comms/Pol), BUrbRegPlan, MHousingStudies (Honours), MAICD

**Experience:** Tracy joined Life Without Barriers in early 2013 to head-up the Strategy and Engagement portfolio including organisational readiness and delivery for services under the NDIS. Tracy has more than 20 years of professional experience in the areas of social policy and programs, community services and stakeholder engagement. Her experience across Government, non-profit and the consultancy sectors is underpinned by a commitment to deliver better outcomes to those in need. Tracy has spent time in all three levels of Government. During her eight years with the Commonwealth Government, Tracy held senior executive positions in the areas of children, carers, disability, immigration, women, communities and aged care. Tracy has a strong community spirit and has been active on many boards and management committees for more than twenty years.



**Bruce Mulligan** Director, Human Resources

**Qualifications:** BEc

**Experience:** Bruce joined Life Without Barriers in January 2010. He brings over 35 years experience in Human Resource Management, including senior HR positions in both national and international organisations. Bruce has managed all functions within the Human Resources portfolio, in a diverse range of organisations including manufacturing, community services, and hospitality. Bruce has been involved in a range of community-based organisations over the years and brings a wealth of expertise in this field to Life Without Barriers.

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**Lauren Murray** Director of Operations, New South Wales

**Qualifications:** BSc

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

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**Loretta Perry** Director, Practice and Service Excellence

**Qualifications:** BComms Psych DipWel, Clin DipHyp

**Experience:** Loretta brings over 35 years experience in the human services sector to her role with Life Without Barriers. Loretta has been engaged in community-based, corporate, university and Government departments across a diverse range of human services including education, and programs, practice and clinical portfolios and is a past recipient of the Queensland Government's Child Protection Medal. Since joining Life Without Barriers in 2006, Loretta has held the roles of State Manager Queensland, State Director New South Wales and Director Enterprise and Sustainability. Loretta led the commencement of services in Victoria and Services to Refugees and Asylum Seekers. Her work is guided by a passion for developing safe, quality practice and systems to support positive outcomes and wellbeing for the people we support.

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**Brad Swan** State Director, Queensland

**Qualifications:** B Bus (Pub Admin).

**Experience:** Brad commenced as Queensland State Director in Life Without Barriers in April 2013. Prior to his appointment to Life Without Barriers, Brad was Deputy Director-General, Communities, Child Safety and Community Participation, Department of Communities responsible for child safety and community services in Queensland. Brad was responsible for development of the Helping Out Families initiative in South East Queensland and led work to re-orient the system away from a focus on tertiary intervention to more of a focus on secondary services to support families. Prior to this, Brad worked as Assistant Director-General in Disability Services Queensland, responsible for policy and program development. Brad has 29 years experience in Government working across child safety, disability services, Aboriginal and Torres Strait Islander services, education and vocational education and training.



**Heidi Tucker** State Director, Victoria and Tasmania

**Qualifications:** Associate Diploma in Recreation, Bachelor of Social Science

**Experience:** Heidi has been employed with Life Without Barriers for 10 years and has filled a number of senior positions in New South Wales, Victoria, Tasmania, Northern Territory and New Zealand. Prior to working for Life Without Barriers Heidi spent 10 years with the NSW Government in Juvenile Justice and Child Protection working in management positions in a range of service types. Heidi played a major part in the closure of institutions for children and young people in care replacing them with foster care and therapeutic residential care in a home like environment. She also established another Non-Government Office in New South Wales in the early 1990's after moving from South Australia where she worked in a number of organisations providing services to people with disabilities. Heidi has been a long standing and committed Life Without Barriers employee with a great passion for the organisation and what it has achieved.



**Cindy Turner:** National Manager, Support for Refugees and Asylum Seekers

**Qualifications:** Master of Primary Health Care, RN, RM.

**Experience:** Cindy joined Life without Barriers in 2006, bringing extensive experience in design, development, implementation and delivery of community based support programs, including youth and mental health support. Cindy commenced her current role as the National Manager, Support for Refugees and Asylum Seekers, in November 2012. Cindy brings 30 years experience in the Health and Welfare Sector, including 12 years Senior management experience in non-government organisations. Prior to her current role Cindy was the Area Operations Manager for Mental Health and Country Services in South Australia.

# OUR BOARD OF DIRECTORS



**Terry Lawler** Chair of the Board

**Qualifications:** B Com, FCA, FAICD, FAIM

**Experience:** Independent non-executive director since July 2002 and Chair since 2002. Extensive experience as a chartered accountant providing business, internal audit, operational and strategic advice. Chair of Lawler Partners, Australia.

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

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**Gillian Calvert AO** Director

**Qualifications:** MBA, BSW, BA

**Experience:** Independent non-executive director since February 2012. Extensive leadership in the human services sector, working across Government and non-Government, primarily in improving the lives of children and young people. Commissioner for Children and Young People, New South Wales 1999-2009.

**Special Responsibilities:** Member of the Risk Management Committee. Member of the Research and Public Policy Committee.

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**Anthony Deegan** Director

**Qualifications:** B Com, LLB

**Experience:** Independent non-executive director since November 2004. Practising solicitor since 1978, currently a Partner at Sparke Helmore, providing commercial advice specialising in information communications technology and intellectual property.

**Special Responsibilities:** Chairperson of the Risk Management Committee. Member of the Remuneration Committee. Trustee of the Life Without Barriers New Zealand Trust.

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**Robert Ferris** Director

**Experience:** Independent non-executive director since July 2002. Extensive experience in business management and organisational operations. Member of the National Carers Sub-Committee.

**Special Responsibilities:** Chairperson of the Remuneration Committee. Member of the Reconciliation Committee. Member of the Research and Public Policy Committee. Trustee of the Life Without Barriers New Zealand Trust.

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**Sharon Gollan** Director

**Qualifications:** MSW, BA (AbAffAdmin)

**Experience:** Independent non-executive director since March 2006. Worked professionally and academically in a range of human services fields in Australia, with extensive experience in the public sector focused on improving services to Aboriginal people.

**Special Responsibilities:** Chairperson of the Reconciliation Committee.

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**Sue Gordon AM** Director

**Qualifications:** LLB

**Experience:** Independent non-executive director since December 2009. Extensive experience in improving the lives of Aboriginal people. Magistrate of the Children's Court of Western Australia for over 20 years. Chairperson of the Sister Kate's Children 1934 to 1953 Aboriginal Corporation since 2001.

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**Jan Lowe** Director  
**Qualifications:** BA, DipEd, FUNISA  
**Experience:** Independent non-executive director since April 2004. Extensive experience in senior Government roles in community services, social justice, higher education and local Government. Currently runs JL Consulting, a business that works on organisational change, governance and international disability service relations. Has served on a range of not-for-profit boards and is currently a Director of Every Voice, Australia.  
**Special Responsibilities:** Chairperson of the Life Without Barriers New Zealand Trust. Chairperson of the Research and Public Policy Committee. Member of the Remuneration Committee. Member of the HR Steering Committee.

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**Tracey McCosker** Director  
**Qualifications:** MAICD, MBA, B Comm  
**Experience:** Independent non-executive director since July 2002. Extensive senior management experience in the public health sector. Chief Executive of NSW Health Pathology, NSW Health.  
**Special Responsibilities:** Chairperson of the Finance and Audit Committee. Member of the Risk Management Committee. Member of the Reconciliation Committee. Member of the HR Steering Committee.

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**Paul Murphy OAM** Director  
**Qualifications:** ANIA, MAICD, JP  
**Experience:** Independent non-executive director since July 2002. Extensive experience with commercial business operations management and as a director. Managing Director of Churchill's Carpet Court, Newcastle, New South Wales Australia.  
**Special Responsibilities:** Chair of the Marketing and Communications Steering Committee.

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# Wesley's Story

## Wesley Lock Community Peer Worker, Life Without Barriers Mental Health service

South Australia

Thirty-five year old Wesley Lock believes that recovery from the lowest points of life is possible and is passionate about sharing his belief.

Wesley is a Community Peer Worker in Life Without Barriers' Mental Health program in South Australia. He shares his own lived experience and recovery methods with young people in the Individual Psychosocial Rehabilitation and Support Services (IPRSS) and Intensive Home Based Support Services (IHBSS) programs.

"I'd love to have met someone like me when I was seventeen. That might sound a bit funny but it's true. That sense that I wasn't alone and other people had been through or were going through what I was going through would have been invaluable," Wesley said.

Over a period of twenty years, Wesley was in and out of

psychiatric facilities in the United Kingdom and Australia before finding peace with living with a mental illness and developing a belief in the value of life.

"It was a long time before someone told me that recovery was possible and living with a mental illness is possible."

The basis of Wesley's recovery and belief is a simple eight point plan that he shares with community groups and participants in the IPRSS and IHBSS programs.

"I use these strategies every day to live well and I believe they form a good basis for recovery and living with a mental illness. I was sceptical of plans and strategies for a long time but have found that sticking to this simple plan has made a real difference in my life.

The plan is based around looking after your body and your mind, being ready for change, keeping a

track on how you are feeling, and socialising and connecting with other people."

Working for Life Without Barriers and the people he connects with through their programs, is an important part of Wesley's own community connection.

"The most rewarding aspect of my role is working face-to-face with people and seeing the immediate difference I can have on their lives.

"In saying that though, I look forward to being able to step away from each group over time. They need to be self-sufficient with everyone supporting each other."

Stepping away from the groups he currently works with wouldn't be the end for Wesley though.

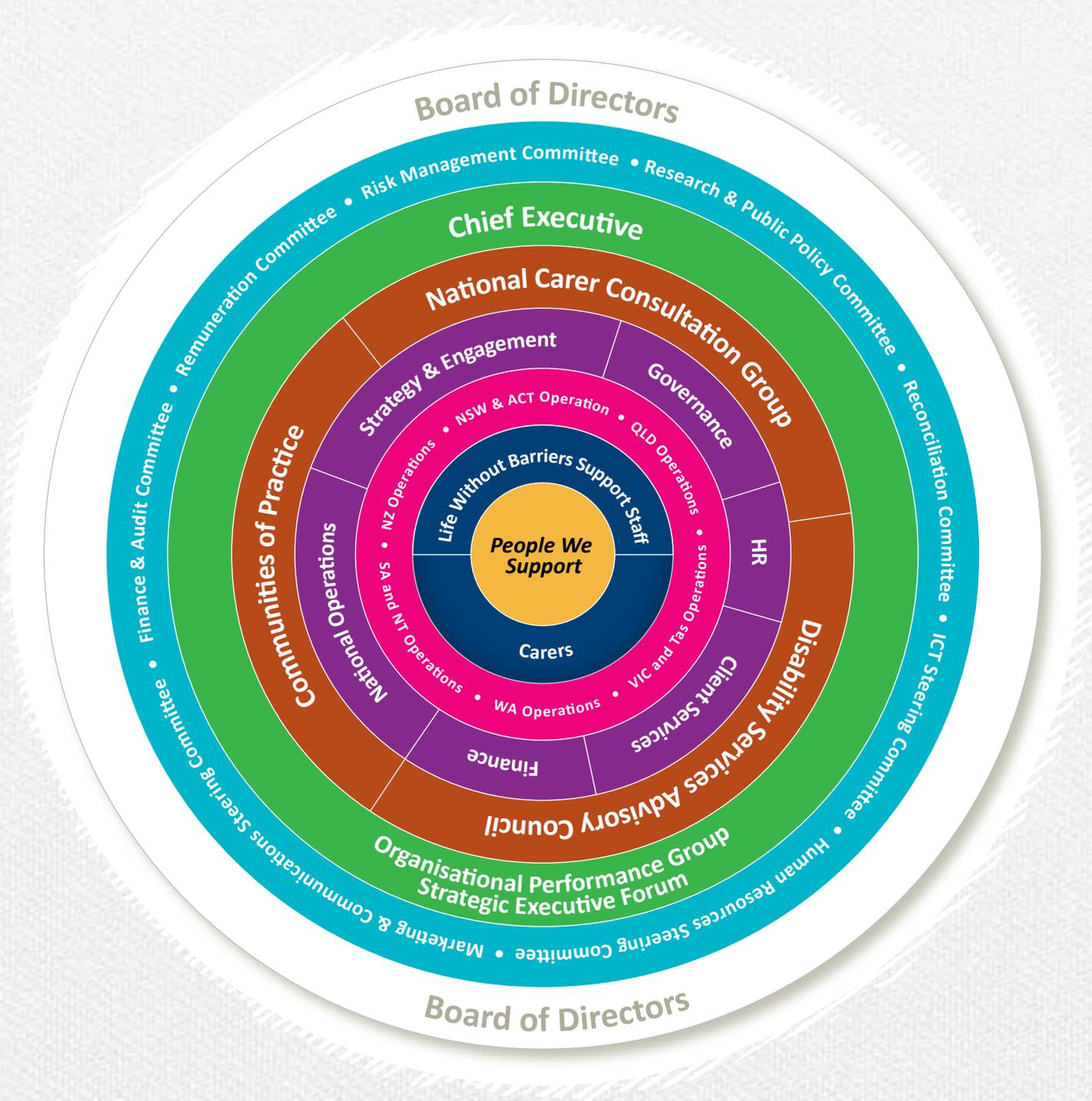
"A wise man once said, find something you love to do and you'll never work a day in your life. I genuinely love what I do."



# OUR GOVERNANCE

**Our approach to governance is founded on the link between high quality governance and the delivery of value to our clients, key stakeholders and the broader community. Quality governance is embedded in our culture, extending beyond the Board of Directors and occurring through all levels of our organisation.**

# HOW WE SUPPORT PEOPLE



**The Board of Directors are committed to a transparent and quality governance system, including responsible and accountable practices, clear business direction, and priorities that are monitored to successfully achieve our service delivery goals.**

### OUR STRUCTURE

#### Board of Directors

The Life Without Barriers Board of Directors is our governing body. The Board is made up of nine independent Directors who are responsible for driving our values and purpose. The Board also determines and approves our strategic direction and holds the Chief Executive and Organisational Performance Group accountable to achieve our strategic goals.

During 2012-13, our Board endorsed a series of programs to provide strong organisational governance by:

- Streamlining the reporting of committees and advisory groups across the organisation.
- Introducing the Human Resource Steering Committee.
- Developing and implementing a system to ensure an annual cycle of regular reviews of best practice governance matters.
- Completing an independent Board review.
- Establishing a Board development program to add strategic value and strengthen Board capabilities.
- Establishing Board performance goals for financial year 2014.
- Restructuring the Executive team to strengthen focus on growth and diversification, governance and client performance.

#### Chief Executive

Our Chief Executive is responsible for leading the Organisational Performance Group and ensuring that organisational functions and objectives are fulfilled.

In fulfilling the function and objectives of the organisation, the Chief Executive is responsible for the ongoing management of the organisation in accordance with the strategy, policies and programs approved by the Board.

#### Organisational Performance Group

Our Organisational Performance Group (OPG) is made up of the Chief Executive and eight Executive members from our national Corporate Leadership Group.

Together with the Chief Executive, the OPG provides effective leadership to drive and monitor the strategic direction of our organisation and establish business plans to meet our strategic goals.

#### Strategic Executive Forum

Our Strategic Executive Forum comprises the OPG team and State Directors. This team leads the creation and delivery of our Strategic Implementation Plan.

### BOARD COMMITTEES

#### Finance and Audit Committee

The Finance and Audit Committee includes two Board Directors, our Chief Executive and the Chief Financial Officer. The Committee is responsible for advising, monitoring and reviewing the competency and effectiveness of our accounting, financial controls and procedures.

#### Remuneration Committee

The Remuneration Committee is made up of four Board Directors who meet on an annual basis to review and monitor our Chief Executive's performance and

remuneration. Through the Delegations of Authority, our Chief Executive appoints Executives and evaluates their performance. Our Chief Executive reports to the Remuneration Committee on the performance of members within our Organisational Performance Group.

#### Risk Management Committee

The Risk Management Committee is made up of three Board Directors and four members of our Organisational Performance Group. The Committee is responsible for assessing, monitoring and managing organisational risk.

During 2012-13, the Risk Management Committee made recommendations to improve the risk management system and manage significant issues and risks affecting Life Without Barriers.

#### Research and Public Policy Committee

The Research and Public Policy Committee is made up of three Board Directors, the Chief Executive and the Director of Strategy and Engagement. The Committee is responsible for supporting, achieving and monitoring the implementation of the Life Without Barriers Research Strategy and advising on current and future directions of public policy and research.

#### Reconciliation Committee

The Reconciliation Committee is chaired by an Aboriginal Board Director and is made up of two other Board Directors, the Chief Executive, the Director of Practice and Outcomes, and the National Manager of Reconciliation. The role of the Committee is to drive and monitor the Life Without Barriers Reconciliation Action Plan and advise the Board on Aboriginal and Torres Strait Islander projects and initiatives.

## STEERING COMMITTEES

### Information Communications Technology (ICT) Steering Committee

The ICT Steering Committee is chaired by a Board Director and is made up of the Chief Financial Officer, Chief Information Officer and two external members. The Steering Committee is an advisory body for our organisation on ICT strategies and projects.

### Human Resources Steering Committee

The Human Resources Steering Committee is chaired by a Board Director and is made up of one other Board Director, the Chief Executive, the Director of Human Resources and one external member. The Steering Committee is an advisory body for our organisation and its role is to review, monitor and advise on key human resource strategies and priorities.

### Marketing and Communications Steering Committee

The Marketing and Communications Steering Committee is chaired by a Board Director and the Director of Strategy and Engagement. The role of the Steering Committee is to monitor and advise on key marketing and communication projects. The Marketing and Communications Steering Committee supported and advised on the Life Without Barriers 2012 Annual Report which received a Silver Certificate in the Australasian Reporting Awards.

## QUALITY AND RISK

Quality and risk management are key elements of governance and fundamental to the sustainability of Life Without Barriers. The purpose of this work is to achieve compliance with standards, legislation and contract requirements, and to effectively control the risks faced by the people we support and our business. The key elements of quality and risk are described below:

### Quality Assurance

Life Without Barriers is required to meet stringent accreditation, certification and licensing requirements across multiple jurisdictions. Our service quality framework is comprised of certified and non-certified management systems to provide assurance of service quality, evidence of consistent and reliable outcomes, and continuous improvement.

During 2012-13, Life Without Barriers met all requirements to maintain or renew accreditation, with several notable achievements for enhanced quality benchmarks applied by funding agencies, including:

- Five year accreditation by the New South Wales Children's Guardian as a designated agency to provide statutory and supported out-of-home care in New South Wales.
- Three year accreditation by the Victorian Department of Human Services as a disability service provider to operate a Disability Services Management System accredited by SAI Global Pty Ltd.

Similar achievements are envisaged for the year ahead. Life Without Barriers will aim to achieve certification in Queensland as a service provider funded by the Department of Communities, Child Safety and Disability Services to operate under the Human Services Quality Framework.

### Risk Management

For Life Without Barriers, risk encompasses any actual or potential impact on the achievement of the goals and objectives of the people we support and our business. Our approach to effective risk management is based on the ISO 31000 Risk Management standard. The framework includes actions for strategic and operational risk management and integrated risk communication, including:

- Protecting the safety and wellbeing of clients and staff.
- Being creative and innovative.
- Meeting legal and contractual requirements.
- Optimising outcomes for clients, funding agencies, stakeholders and the community.
- Protecting our reputation and financial viability.
- Ensuring service delivery and business continuity.

During 2012-13, the Board and the Organisational Performance Group completed a review of the Strategic Risk Register and worked to improve the risk reporting system and process. Risk management also featured heavily during the year in the delivery of key projects and business improvement activities under the three year Strategic Implementation Plan.

In the year ahead, Life Without Barriers intends to conduct an independent status review of risk management in order to assess:

- Accuracy and completeness of current key risks.
- Capability and effectiveness of systems and processes for risk management.
- Suitability of the management strategy for the program of internal audit.

### Internal and External Audits

Internal and external audits help to inform decision making and to align key risk areas with effective controls. The Life Without Barriers audit program is comprised of statutory financial and employment related audits, and other routine or reactive reviews.

During 2012-13, Life Without Barriers conducted routine internal audits supporting accreditation and licensing, in order to monitor and improve compliance, and to guide staff regarding relevant service standards. External audits were also conducted by funders and other regulatory agencies.

In 2013-14 we intend to further improve the audit program through the recruitment of staff with specialist audit skills and qualifications. The aim is to improve the capacity and capability of Life Without Barriers to deliver an effective audit program and prioritise business improvement activity.

### Continuous Quality Improvement

Life Without Barriers is committed to continuous improvement and adheres to a cycle of ongoing evaluation, planning, implementation and review when delivering services to clients. This process enables services to remain relevant, dynamic, and able to be constantly updated or improved.

During 2012-13, Life Without Barriers made significant gains to improve our systems to support the delivery of quality services. Examples include the implementation of the Client Information Recording and Tracking System (CIRTS), creation of a centralised Project Management Office to support the delivery of the three year Strategic Implementation Plan, and the overhaul of document control in the policy and procedure system.

In the year ahead, Life Without Barriers will continue to implement both major and minor improvements, as well as institute more formal committee arrangements to prioritise business improvement activity.

### Policy and Procedure

Policy and procedure documents are an integral part of our service delivery. They help to guide our governance, service provision and interaction with communities we support. The growth of services delivered by Life Without Barriers has resulted in a substantial body of knowledge contained in policy and procedure documents.

During 2012-13, Life Without Barriers commenced an overhaul of the policy system to streamline existing documents in order to

achieve a policy system that delivers timely, convenient, simple-to-follow instructions to managers and staff. By the end of the year, each area commenced the review process, which is expected to extend throughout the upcoming year.

### Communities of Practice

Life Without Barriers maintains Communities of Practice to bring together frontline staff, managers and functional specialists to innovate and improve how we achieve outcomes for children, young people, families and communities.

During 2012-13, Communities of Practice continued to enable decision making based on broad engagement and to give voice to staff in diverse areas, including:

- Promoting leadership of our practice across key business areas.
- Sharing ideas and good practice.
- Improving systems and ensuring an integrated approach to work.

The future outlook for Communities of Practice is to progress as a key forum to harness the expertise and enthusiasm of our people, and to foster informal leadership and responsibility.

### Project Management Office

Life Without Barriers established a Project Management Office (PMO) in 2012 to monitor and report on progress of the three year Strategic Implementation Plan. The PMO is a key element of change management, designed to create consistency in management and quality of projects and business improvement activity.

## **Legislative Framework**

Life Without Barriers is required to comply with standards, service delivery contracts, and legislative obligations. A legislative framework is in place to assist staff to fulfil legal obligations relevant to their everyday duties.

During 2012-13, Life Without Barriers commenced a legal subscription service to receive accurate and timely information about key legislative changes in the areas of:

- Child protection and client welfare.
- Privacy and confidentiality.
- Health, safety and environment.
- Governance (including fair trading).
- Industrial relations and human rights.
- Records management and IT security.
- Finance and reporting.

## **REGISTRATION AND LEGISLATION**

Life Without Barriers' Australian Business Number (ABN) is 15 101 252 171

Life Without Barriers' Australian Company Number (ACN) is 101 252 171

Life Without Barriers is a public company limited by guarantee.

Life Without Barriers holds charitable fundraising licences in the following states and territories:

- New South Wales – 14504
- Australian Capital Territory – 19000285
- Queensland – CH1785
- South Australia – CCP1361
- Western Australia – 20984
- Tasmania – F1A-319
- Victoria – 12376
- Northern Territory – fundraising legislation does not apply in the Northern Territory

This certifies Life Without Barriers holds a charitable fundraising authority under the Charitable Fundraising Act 1991 (NSW), subject to compliance with the Act.

Life Without Barriers is a Public Benevolent Institution.

Life Without Barriers is endorsed as a deductible gift recipient (DGR) under subdivision 30 – BA of the Income Tax Assessment Act 1997 in Item 1 of the table in section 30-15.

The Life Without Barriers Annual General Meeting was held on Friday 16 November, 2012 at the Life Without Barriers National Office in Newcastle.

Life Without Barriers New Zealand Trust is incorporated under the Charitable Trusts Act (2313140).

Life Without Barriers New Zealand Trust is a registered NZ Trust Charity (CC38674).



# Kate and Matt's Story

## Kate and Matt Turner Life Without Barriers Foster Carers

Tasmania

For Kate and Matt Turner, becoming respite foster carers with Life Without Barriers gave them a chance to provide a loving home for children and young people in foster care.

With a family of their own and both working full-time, caring for children on weekends as respite carers allowed the two school teachers to fulfil their aim to support children in need while still managing their busy lives.

“Before contacting Life Without Barriers, we talked a lot about becoming foster carers. As teachers we love working with children and we always felt we had a lot of love to offer as a family,” Kate recalls.

“We have been respite carers for just over two years now and have been fortunate enough to provide

care to a child and give a valued break to their carer, almost every weekend and during school holidays.”

Understanding that their role is part of a broader integrated care team has helped Kate and Matt better support the children in their care.

“As respite carers we have learnt the importance of clear communication and building a positive relationship with the child or young person in our care. Respite carers are vital pieces in the communication line between the carer, care support team and the young person, so it’s an incredibly important role,” Kate explains.

“As respite carers we can draw on our experience with children as parents and teachers, however

we found the Life Without Barriers Care Team incredibly supportive and a great resource to call upon whenever we needed to.”

The training we received was excellent and having access to our care team 24 hours a day, 7 days a week was reassuring, knowing that support was only a phone call away.”

Kate and Matt are planning to become full-time foster carers with Life Without Barriers once their own children become a little older.

“As carers, we feel like we’re making a difference and are privileged to support the development of a child or young person through this time of transition in their young lives. It’s incredibly rewarding.”



# OUR FUNDERS, MEMBER ORGANISATIONS, ACCREDITATION AND LICENSING

**Our partnerships with Government, community, and business organisations enable Life Without Barriers to deliver high quality support services to people across Australia and New Zealand. We value our relationships with stakeholders and acknowledge that these relationships contribute to our success.**



## **COMMONWEALTH GOVERNMENT AND OTHER FUNDERS**

- Australian Red Cross
- Department of Families, Housing, Community Services and Indigenous Affairs
- Department of Health and Ageing
- Department of Immigration and Citizenship
- Department of Veterans' Affairs

## **MEMBER ORGANISATIONS**

- Australasian Society for the Study of Intellectual Disability
- Australian Council of Social Service
- Australian Health Practitioner Regulation Agency
- Australian Network on Disability
- Australian Research Alliance for Children and Youth
- British Association for Adoption and Fostering
- CREATE Foundation
- Every Australian Counts
- International Association for the Scientific Study of Intellectual Disabilities
- National Disability Services
- Reconciliation Australia
- Refugee Council of Australia
- Settlement Council of Australia

## **ACCREDITATION AND LICENSING**

- Community Care Common Standards
- 



## **FUNDERS**

- Department of Family and Community Services, Ageing, Disability and Home Care
- Department of Family and Community Services, Community Services
- Hunter New England Area Health Service
- Disability ACT
- Department of Education and Communities
- Department of Human Services, Juvenile Justice

## **MEMBER ORGANISATIONS**

- Association of Children's Welfare Agencies
- Connecting Carers New South Wales
- Council of Social Service of New South Wales
- National Disability Services.
- Forum of Non-Government Agencies

## **ACCREDITATION AND LICENSING**

- NSW Out-of-Home Care Standards (2010)
- Community Care Common Standards



### FUNDERS

- Department of Communities, Child Safety and Disability Services
- Department of Immigration and Citizenship
- Department of Health and Ageing
- Australian Red Cross
- Department of Veteran Affairs
- Department of Health

### MEMBER ORGANISATIONS

- National Disability Services
- Peakcare
- Queensland Council of Social Service
- G8 (Disability)
- Family Alliance Network

### ACCREDITATION AND LICENSING

- Queensland Disability Service Standards
  - Department of Child Safety Licensing Framework – Minimum Service Standards
  - Community Care Common Standards
- 



### FUNDERS

- Department of Health and Ageing
- Department of Health, Country Health South Australia
- Department for Communities and Social Inclusion
- Department for Education and Child Development
- Department of Immigration and Citizenship
- Department for Families, Housing, Community Services and Indigenous Affairs
- Australian Red Cross
- Commonwealth Respite and Carelink Centre – South and East Country, Carers Association of South Australia

### MEMBER ORGANISATIONS

- South Australia Council of Social Service
- Mental Health Coalition of South Australia
- South Australian Network of Drug and Alcohol Services
- Child and Families Welfare Association
- National Disability Services South Australia
- Shelter South Australia
- Homelessness Australia
- Southern Housing Round Table

### ACCREDITATION AND LICENSING

- Foster Care Agency – South Australia
- Psychosocial Rehabilitation Support Service Standards (2008)
- Quality Improvement Council, Health and Community Services Standards



#### **FUNDERS**

- Australian Red Cross
- Department for Child Protection and Family Support
- Department of Corrective Services
- Department of Family, Housing, Community Services, and Indigenous Affairs
- Department of Immigration and Citizenship
- Department of the Attorney General
- Disability Services Commission
- Mental Health Commission

#### **MEMBER ORGANISATIONS**

- Alliance for Children at Risk
- Western Australian Council of Social Service

#### **ACCREDITATION AND LICENSING**

- Disability Services Standards (2004) (including children and young people with a disability in out-of-home care)
  - Better Care, Better Services: Standards for Children and Young People in Protection and Care (2007)
- 



#### **FUNDERS**

- Department of Education
- Department of Health and Human Services
- Arts Tasmania
- Department of Premier and Cabinet (Tasmanian Climate Change Office)

#### **MEMBER ORGANISATIONS**

- Foster Carers Association of Tasmania
- Tasmanian Chamber of Commerce and Industry
- Tasmanians with a Disability
- Tasmanian Council of Social Service

#### **ACCREDITATION AND LICENSING**

- Quality Futures: Quality and Safety Standards for Tasmania's Agency Funded Community Sector



**FUNDERS**

- Department of Human Services
- Department of Immigration and Citizenship
- Australian Red Cross
- Department of Veterans' Affairs

**MEMBER ORGANISATIONS**

- Various Metropolitan Disability Services Networks
- Disability Professionals Victoria
- Network of Asylum Seeker Agencies Victoria
- Foster Carers Association of Victoria
- Home Based Care and Out-of-Home Care Managers Alliance groups, North West and South

**ACCREDITATION AND LICENSING**

- Standards for Disability Services in Victoria
  - DHS Standard
- 



**FUNDERS**

- Department of Health
- Office of Children and Families
- Department of Education, Employment and Workplace Relations
- Department Families, Housing, Community Services and Indigenous Affairs

**MEMBER ORGANISATIONS**

- Northern Territory Council of Social Service
  - Strong Aboriginal Families, Together
  - National Association for Prevention of Child Abuse and Neglect
  - Secretariat of National Aboriginal and Islander Child Care
- 



**FUNDERS**

- Ministry of Social Development

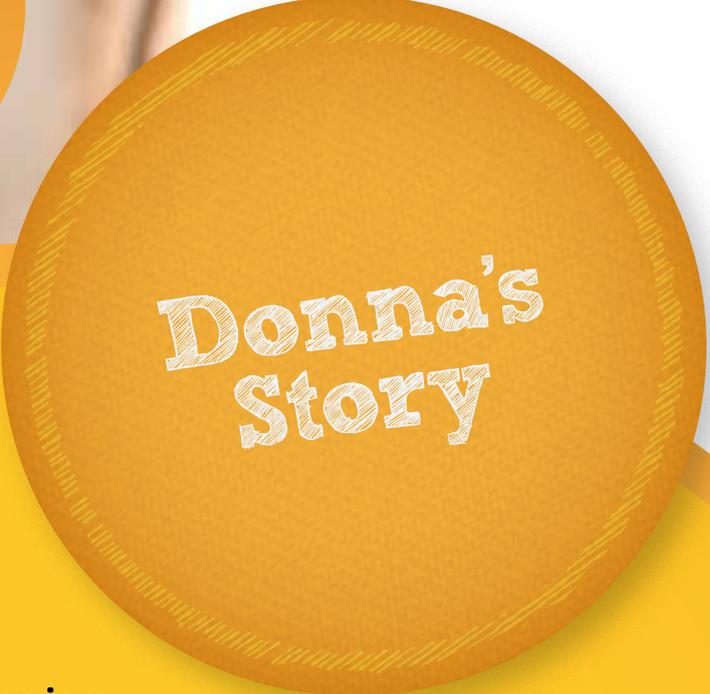
**MEMBER ORGANISATIONS**

- Employers and Manufacturers Association
- New Zealand Disability Support Network



**The people  
we support  
achieve more,  
thanks to our  
valued funding  
partners.**





## Donna's Story

### **Donna Butler Disability Support, Life Without Barriers Disability House**

Western Australia

Whether living in the bustle of a big city or in the deep remote areas of Western Australia, Donna Butler has an enduring love of people and a commitment to supporting the community she lives in.

Four years ago, Donna packed up her life in Sydney and moved to the Warmun community, located more than 3000 kilometres northeast of Perth, and commenced providing live-in support to Aboriginal men with disability at Life Without Barriers' Disability House.

"I used to be a research coordinator with the Transport and Safety Bureau in Sydney but I didn't enjoy it, so I retrained as a crisis counsellor. The work was challenging, but it was there that I realised working with people is what I really loved doing and

wanted to continue to do," Donna explains.

"I decided to move away from the city and build a connection with a smaller community. The lifestyle out here isn't for everyone but I get a lot of enjoyment out of the work I do."

The last few years have thrown up challenges beyond living in a remote township. Major floods devastated the Warnum community in 2011, destroying homes and forcing Donna and the men she supports to be evacuated by helicopter to nearby Kununurra. The floods left Warnum uninhabitable and it took six months to rebuild the township. Donna continued to support and provide care for the men in Kununurra while Warmun was rebuilt.

"We lost everything in the floods, the whole community was destroyed. I didn't even have a toothbrush. I didn't think about leaving though. I've got a connection with the community and I wanted to help the township get back to where it was."

Now settled back in Warmun, Donna has rebuilt the house into a home for the men she supports. In the face of adversity, her ability to rebuild not only her life, but also those of the men she cares for, reinforces her strength of spirit, diligence and commitment.

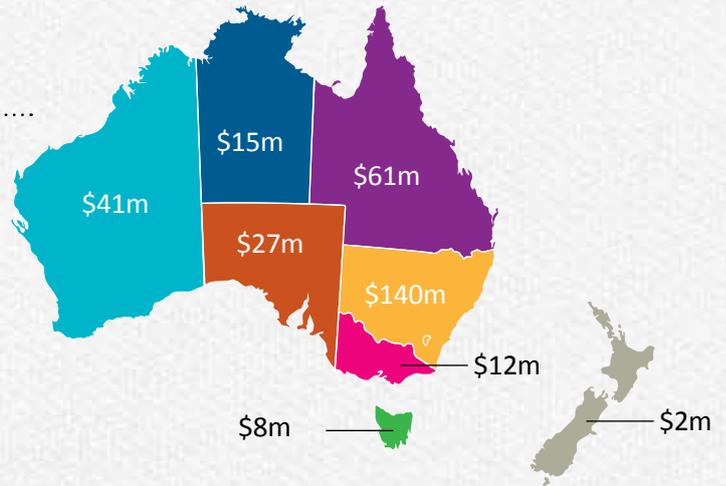
"The Bungle Bungles are in our backyard. It's simply beautiful out here. I love the work I do and couldn't imagine leaving the bush."



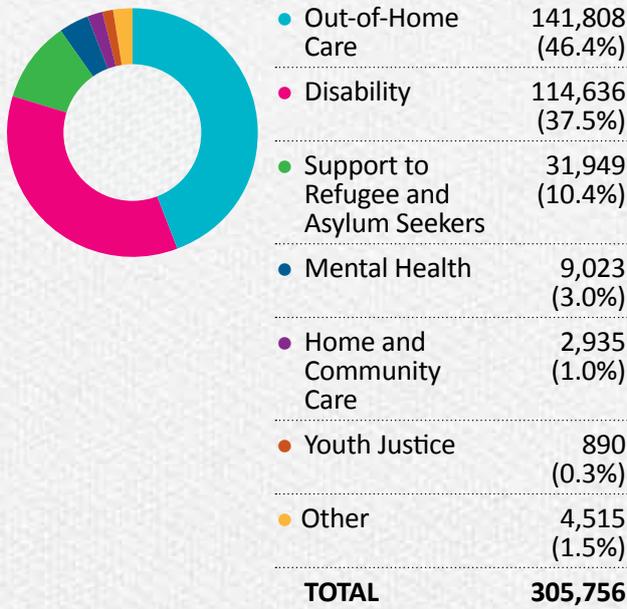
# SUMMARY OF FINANCIAL STATEMENTS

**The statements and disclosures in these Summary Financial Statements have been derived from Life Without Barriers audited Financial Statements for the year ended 30 June 2013. The audited Financial Statements are available on request by contacting [info@lwb.org.au](mailto:info@lwb.org.au).**

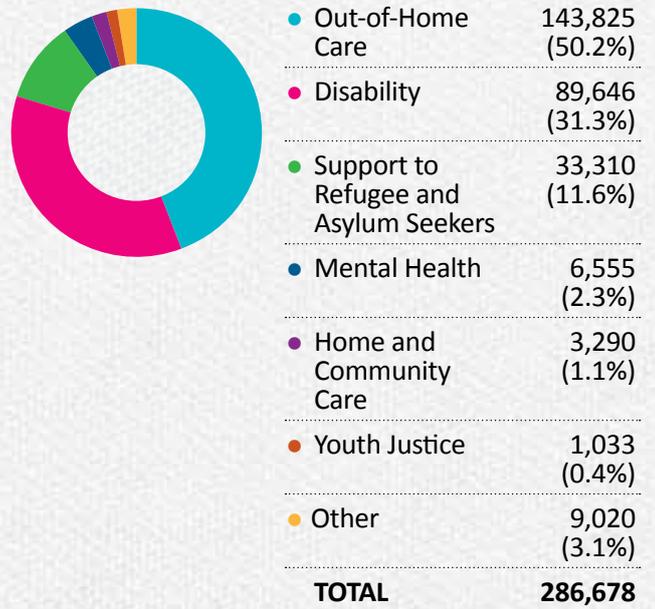
## REVENUE – BY STATE



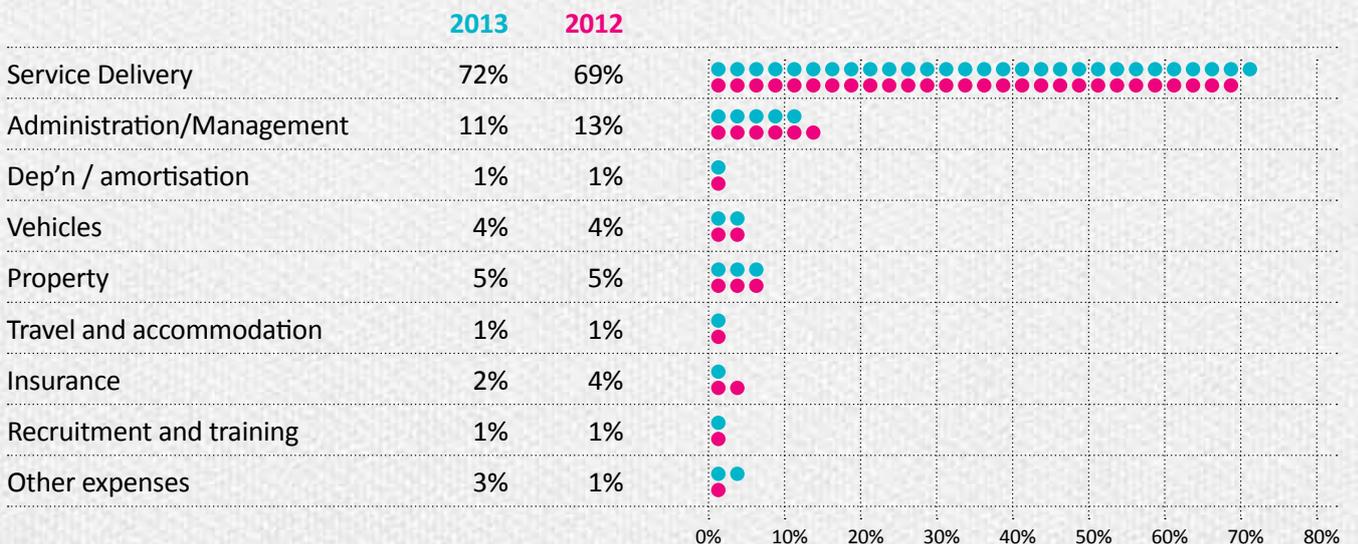
## REVENUE – BY SERVICE SECTOR 2013



## REVENUE – BY SERVICE SECTOR 2012



## EXPENDITURE – BY TYPE



### DISCUSSION AND ANALYSIS OF THE SUMMARY FINANCIAL STATEMENTS

30 June 2013

#### Statement of Surplus or Deficit and Other Comprehensive Income

Revenue for the year increased by 6.7% to \$310 million. This increase is due to the continued expansion of services within the consolidated group.

Key points to note are:

- a) Continued growth in service provision including:
  - i) Significant organic growth totalling 26% in Western Australia across all sectors including the impact of increased Government funding in the disability sector.
  - ii) Growth in both the New South Wales out of home care and disability contracts which resulted in an increase to the total gross contract values of 7%.
- b) Other income comprises:
  - i) Interest and dividend income
  - ii) Donations received to support the Aboriginal and Torres Strait Islander Children's Fund and Carol Peltola Children's Research Fund

Operating expenses have increased in line with the increased levels of service delivery.

#### Statement of Financial Position

Assets increased during the year with the increase being predominantly in the following categories:

- a) Cash and cash equivalents represents an increase in funding and non-acquittable income (interest and dividends) received.
- b) Property, plant and equipment has grown consistently to meet the needs of the expanded delivery of services however depreciation has exceeded the investment in new assets this year.
- c) Intangible assets represents the costs of developing information technology systems and products net of amortisation. There were no additions to intangible assets during the year.
- d) Other financial assets represents the investments in listed equities and bonds in accordance with the approved investment policy

Liabilities increased primarily due to an increase in grant funding liabilities. There has also been an increase in employee liabilities which is in line with increased employee numbers and additional employees qualifying for long service leave.

Short term interest bearing liabilities represents the value of the Westpac credit card facility utilised at 30 June 2013. There is no long term interest bearing liability following repayment in full of the loan facility with Westpac.

Equity has increased during the year in line with the operating result.

Working capital has increased \$9.552 million to \$18.804 million with the majority represented as an increase in uncommitted cash.

Special purpose funds, the Aboriginal and Torres Strait Islander Children's Fund, has continued to increase as a result of interest income and donations received. The Carol Peltola Children's Research Fund balance has decreased as a result of payment made in support of the Life Without Barriers Carol Peltola Children's Fund Research Chair. This was partially offset by donations received throughout the year.

#### Statement of Cash Flows

The statement of cash flows shows a net inflow during the year. Cash from operating activities was a net inflow resulting from the increased level of services.

Investing activities have a net out flow following the increased investments in property, plant and equipment and listed equities and bonds.

Financing activities have a net out flow as a result of repayment in full of the loan facility that was established with Westpac during 2011.

## Summary Statement of Comprehensive Income

for the year ended 30 June 2013

	Note	2013 000's \$	2012 000's \$
Revenue	2	305,756	286,678
Other income	2	4,001	3,609
<b>Total revenue and other income</b>		<b>309,757</b>	<b>290,287</b>
Employee benefits expense – service delivery		(198,828)	(180,647)
Service delivery costs		(22,188)	(16,517)
Employee benefits expense – administration and managerial		(29,775)	(33,834)
Depreciation and amortisation expense		(4,253)	(3,340)
Motor vehicle expenses		(13,050)	(11,774)
Property expenses		(15,835)	(13,774)
Travel and accommodation		(3,369)	(3,775)
Office expenses		(2,886)	(4,025)
Insurance		(5,522)	(10,689)
Recruitment and training		(3,210)	(2,158)
Other expenses		(4,771)	(4,159)
<b>Total expenditure</b>		<b>(303,687)</b>	<b>(284,693)</b>
Surplus before income tax		6,070	5,594
Income tax expense		-	-
<b>Surplus for the year</b>		<b>6,070</b>	<b>5,594</b>
<b>Other comprehensive income</b>			
Items that will be reclassified to surplus or deficit when specific conditions are met			
Exchange differences on translating foreign controlled entities		67	(8)
Net fair value movements for available for sale financial assets		333	(158)
<b>Items that have been reclassified to surplus or deficit</b>			
Reclassification of fair value losses on available for sale financial assets		34	8
<b>Other comprehensive income for the year</b>		<b>434</b>	<b>(158)</b>
<b>Total comprehensive income for the year</b>		<b>6,504</b>	<b>5,436</b>

The accompanying notes form part of these financial statements.

## Summary Statement of Financial Position

30 June 2013

	Note	2013 000's \$	2012 000's \$
<b>ASSETS</b>			
<b>CURRENT ASSETS</b>			
Cash and cash equivalents		59,170	40,414
Trade and other receivables		15,786	15,994
Other financial assets		2,160	1,929
Other assets		89	38
<b>TOTAL CURRENT ASSETS</b>		<b>77,205</b>	<b>58,375</b>
<b>NON-CURRENT ASSETS</b>			
Financial assets		2,016	1,991
Property, plant and equipment		8,531	9,097
Intangible assets		2,252	4,512
Other assets		-	2
<b>TOTAL NON-CURRENT ASSETS</b>		<b>12,799</b>	<b>15,602</b>
<b>TOTAL ASSETS</b>		<b>90,004</b>	<b>73,977</b>

<b>LIABILITIES</b>			
<b>CURRENT LIABILITIES</b>			
Trade and other payables		50,935	43,107
Borrowings		147	132
Employee benefits		7,320	5,884
<b>TOTAL CURRENT LIABILITIES</b>		<b>58,402</b>	<b>49,123</b>
<b>NON-CURRENT LIABILITIES</b>			
Borrowings		-	93
Employee benefits		1,196	859
<b>TOTAL NON-CURRENT LIABILITIES</b>		<b>1,196</b>	<b>952</b>
<b>TOTAL LIABILITIES</b>		<b>59,598</b>	<b>50,075</b>
<b>NET ASSETS</b>		<b>30,406</b>	<b>23,902</b>

<b>FUNDS</b>			
Special Purpose Funds – Carol Peltola Research Funds	4	81	199
Special Purpose Funds – Aboriginal and Torres Strait Islander Children's Foundation	4	2,968	2,917
Reserves		5,439	(197)
Accumulated Funds	3	21,918	20,983
<b>TOTAL FUNDS</b>		<b>30,406</b>	<b>23,902</b>

The accompanying notes form part of these financial statements.

## Summary Statement of Changes in Funds

for the year ended 30 June 2013

	Accumulated Surplus 000's \$	Special Purpose Funds – Carol Peltola Research Funds 000's \$	Special Purpose Funds – Aboriginal and Torres Strait Islander Children's Foundation 000's \$	Capital Grants Reserves 000's \$	Foreign Currency Revaluation Reserve 000's \$	Fair Value Reserve 000's \$	Total 000's \$
<b>2013</b>							
Opening balance 1 July 2012	20,983	199	2,917	-	(36)	(161)	23,902
Surplus for the year	6,070	-	-	-	-	-	6,070
Transfer to/(from) special purpose funds	(5,135)	(118)	51	5,202	-	-	-
Transfers to/(from) reserves	-	-	-	-	67	367	434
<b>Balance at 30 June 2013</b>	<b>21,918</b>	<b>81</b>	<b>2,968</b>	<b>5,202</b>	<b>31</b>	<b>206</b>	<b>30,406</b>
<b>2012</b>							
Opening balance 1 July 2011	16,244	165	2,096	-	(28)	(11)	18,466
Surplus for the year	5,594	-	-	-	-	-	5,594
Transfer to/(from) special purpose funds	(855)	34	821	-	-	-	-
Transfers to/(from) reserves	-	-	-	-	(8)	(150)	(158)
<b>Balance at 30 June 2012</b>	<b>20,983</b>	<b>199</b>	<b>2,917</b>	<b>-</b>	<b>(36)</b>	<b>(161)</b>	<b>23,902</b>

The accompanying notes form part of these financial statements.

## Summary Statement of Cash Flows

for the year ended 30 June 2013

	2013 000's \$	2012 000's \$
<b>CASH FLOWS FROM OPERATING ACTIVITIES:</b>		
Receipts from Government grants and other income	329,637	313,023
Receipt from other organisations	7,178	5,602
Payments to suppliers and employees	(319,894)	(309,117)
Interest received	3,297	2,483
Finance costs	-	(7)
<b>Net cash provided by (used in) operating activities</b>	<b>20,218</b>	<b>11,984</b>

<b>CASH FLOWS FROM INVESTING ACTIVITIES:</b>		
Proceeds from sale of property, plant and equipment	516	1,074
Purchase of property, plant and equipment	(1,913)	(1,816)
Payment for intangible asset	-	(1,558)
Proceeds from sale of other financial assets	1,152	118
Purchase of other financial assets	(1,118)	(2,216)
<b>Net cash used by investing activities</b>	<b>(1,363)</b>	<b>(4,398)</b>

<b>CASH FLOWS FROM FINANCING ACTIVITIES:</b>		
Repayment of borrowings	(165)	(70)
<b>Net cash used by financing activities</b>	<b>(165)</b>	<b>(70)</b>
Net increase (decrease) in cash and cash equivalents held	18,690	7,516
Cash and cash equivalents at beginning of year	40,414	32,901
Effect of foreign currency rate changes on cash and cash equivalents	66	(3)
<b>Cash and cash equivalents at end of financial year</b>	<b>59,170</b>	<b>40,414</b>

The accompanying notes form part of these financial statements.

# Notes to the Financial Statements

## for the year ended 30 June 2013

### NOTE 1 – SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

#### (a) Basis of Preparation

The summary financial statements have been prepared from the audited financial report of Life Without Barriers. The audited report for the year ended 30 June 2013 is available on request from Life Without Barriers.

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

The accounting policies have been consistently applied to Life Without Barriers and are consistent with those of the financial year in their entirety.

The presentation currency used in the financial report is Australian dollars..

#### (b) Principles of Consolidation

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

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

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

#### (c) Revenue and other income

##### **Grants and donations**

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

Other contributions such as fundraising revenue, donations and bequests not contingent on certain outcomes are recognised as revenue when; the Consolidated Group obtains control of the contribution or the right to receive the contribution, it is probable that the economic benefits comprising the contribution will flow to the Consolidated Group and the amount of the contribution can be measured reliably.

Donated property and goods are accepted on the basis they will provide a future economic benefit. Revenue is brought to account when the property and goods are received and is recorded at fair value, which is represented by either wholesale value or independent valuation.

##### **Interest and dividends**

Interest revenue is recognised on a proportional basis taking into account the interest rates applicable to the financial assets.

Dividends are recognised when the entity's right to receive payment is established, usually through a formal announcement of the company distributing the dividends.

##### **Rental income**

Rental revenue is recognised on an accruals basis when the entity's right to receive payment is established under the lease.

All revenue is stated net of the amount of goods and services tax (GST).

### Notes to the Financial Statements (continued) for the year ended 30 June 2013

#### (d) Fundraising activities

Charitable Fundraising Act 1991: this Act and supporting Charitable Fundraising Regulation prescribe the manner in which fundraising appeals are conducted, controlled and reported. The amounts shown in note 5 are in accordance with Authority Condition 7, which is issued to the company under section 19 of the Act.

Donations for Special Purposes: Any donations received where the use of those funds is restricted under the conditions of the contribution to Special Purposes are allocated to the specific fund's account and any surplus in relation to these funds are transferred from Accumulated Funds to Special Purpose Funds at the end of each financial year.

Cost of fundraising: costs used in note 5 include all direct fundraising costs in accordance with the Act. The inclusion of indirect costs is discretionary. Exclusion of the indirect costs decreases the cost of fundraising and increases the ratios in note 5.

General fundraising: costs charged to general fundraising relate to processing unsolicited donations and the planning and development of future fundraising activities. Once a decision is taken to proceed with a specific fundraising appeal, relevant costs are allocated the specific appeal. Revenue from unsolicited donations is credited to general fundraising.

Various services are donated to the consolidated group. No assessment of the value of those services is included in these accounts.

**NOTE 2 – REVENUE AND OTHER INCOME**

	<b>2013</b>	<b>2012</b>
	<b>000's \$</b>	<b>000's \$</b>
Revenue from Government Grants and Other Grants		
– State/Federal Government grants	299,483	281,754
– Other organisations	6,273	4,924
<b>Total Revenue</b>	<b>305,756</b>	<b>286,678</b>

Other Income		
Interest received on financial assets not at fair value through profit or loss	3,293	2,483
Dividends received	190	153
Gain / (loss) on disposal of property, plant and equipment	27	(117)
Gain / (loss) on disposal of investment	(34)	(8)
Charitable income and fundraising	68	923
Insurance recoveries	24	56
Other	434	117
<b>Total Other Income</b>	<b>4,001</b>	<b>3,609</b>
<b>Total Revenue and Other Income</b>	<b>309,757</b>	<b>290,287</b>

**NOTE 3 – ACCUMULATED FUNDS**

Accumulated surplus at the beginning of the financial year	20,983	16,244
Surplus for the year	6,070	5,594
Transfer to/(from) reserves	(5,202)	-
Transfer to/(from) special purpose funds	67	(855)
<b>Accumulated surplus</b>	<b>21,918</b>	<b>20,983</b>

## Notes to the Financial Statements (continued)

for the year ended 30 June 2013

NOTE 4 – SPECIAL PURPOSE FUNDS			
	Aboriginal and Torres Strait Islander Children's Foundation 000's \$	Carol Peltola Research Funds 000's \$	Total 000's \$
<b>2013</b>			
Balance at the beginning of the year	2,917	199	3,116
Transfer to/(from) Special Purpose Funds	51	(118)	(67)
<b>Balance at the end of the year</b>	<b>2,968</b>	<b>81</b>	<b>3,049</b>
<b>2012</b>			
Balance at the beginning of the year	2,096	165	2,261
Transfer to/(from) Special Purpose Funds	821	34	855
<b>Balance at the end of the year</b>	<b>2,917</b>	<b>199</b>	<b>3,116</b>

### Aboriginal and Torres Strait Islander Children's Foundation

This fund has been established with the specific aim of furtherance of the welfare of Aboriginal and Torres Strait Islander children in the Northern Territory. Any funds contributed to the company in relation to this fund will be transferred from accumulated funds to Special Purpose Funds at the end of each year to ensure that the funds are used in accordance with the purpose of the fund. A plan will be finalised in the 2014 financial year for the appropriate expenditure in accordance with the purpose of the fund.

### Carol Peltola Research Funds

During the financial year the consolidated group has authorised the transfer of \$30,000 to the fund as well as a payment of \$154,000 to the Griffith University for support of the Life Without Barriers Carol Peltola Children's Research Chair. Funds at the end of the financial year are only to be used to further the fund's objectives and any expenses related to the fund will be deducted from the special purpose fund.

**NOTE 5 – Charitable Fundraising Act 1991 Disclosures**

	<b>2013</b> <b>000's \$</b>	<b>2012</b> <b>000's \$</b>
<b>Gross aggregate income received from fundraising:</b>		
Donations – Special Purpose Funds – Carol Peltola Research Fund	36	30
Donations and Gifts – monetary and non-monetary	31	67
Events and Functions	8	19
Sales of Goods	2	1
	<b>77</b>	<b>117</b>
<b>Direct expenditure associated with fundraising appeals</b>	<b>(14)</b>	<b>(11)</b>
<b>Net Surplus / (Deficit) from fundraising appeals</b>	<b>63</b>	<b>106</b>
<b>The net surplus from fundraising appeals was applied in the following manner:</b>		
Donations – Special Purpose Funds – Carol Peltola Research Fund	36	30
Administration	13	65
Existing client programs	14	11
	<b>63</b>	<b>106</b>

	<b>Rate</b> <b>%</b>	<b>Rate</b> <b>%</b>	<b>Total cost of</b> <b>fundraising</b> <b>appeals</b> <b>2013</b> <b>000's</b>	<b>Gross</b> <b>income from</b> <b>fundraising</b> <b>2013</b> <b>000's</b>	<b>Total cost of</b> <b>fundraising</b> <b>appeals</b> <b>2012</b> <b>000's</b>	<b>Gross</b> <b>income from</b> <b>fundraising</b> <b>2012</b> <b>000's</b>
<b>Comparison of monetary figures and percentages</b>						
Total cost of fundraising appeals / Gross proceeds from fundraising appeals	18.00	9.00	14	77	11	117

# Independent Auditors' Report



**LIFE WITHOUT BARRIERS ABN: 15 101 252 171  
INDEPENDENT AUDIT REPORT  
TO THE MEMBERS OF LIFE WITHOUT BARRIERS**

### Report on the Summary Financial Statements

The summary financial statements of Life Without Barriers comprises the summary statement of surplus or deficit and other comprehensive income, summary statement of financial position, summary statement of cash flows, summary statement of changes in funds, discussion and analysis of the financial statements, and the Directors' declaration derived from the audited financial statements of Life Without Barriers for the year ended 30 June 2013 as set out on pages 8 to 19.

The summary financial statements do not contain all the disclosures required by Australian Accounting Standards – Reduced Disclosure Requirements. Reading the summary financial statements, therefore, is not a substitute for reading the audited financial report of Life Without Barriers.

### Directors' Responsibility for the Financial Report

The Directors are responsible for the preparation of a summary of the audited financial statements on the basis described in Note 1.

### Auditor's Responsibility

Our responsibility is to express an opinion on the summary financial statements based on our procedures, which were conducted in accordance with Auditing Standard ASA 810: Engagements to Report on Summary Financial Statements.

### Additional Scope Pursuant to the Charitable Fundraising Act 1991

In addition, our audit report has also been prepared for the Members of the company in accordance with Section 24(2) of the Charitable Fundraising Act 1991. Accordingly we have performed additional work beyond that which is performed in our capacity as auditors pursuant to the Corporations Act 2001. These additional procedures included obtaining an understanding of the internal control structure for fundraising appeal activities and examination, on a test basis, of evidence supporting compliance with the accounting and associated record keeping requirements for fundraising activities pursuant to the Charitable Fundraising Act 1991 and Regulations.

It should be noted that the accounting records and data relied upon for reporting on fundraising appeal activities are not continuously audited and do not necessarily reflect after the event accounting adjustments and the normal year end financial adjustments for such matters as accruals, prepayments, provisioning and valuations necessary for period end financial statements preparation.



**LIFE WITHOUT BARRIERS ABN: 15 101 252 171  
INDEPENDENT AUDIT REPORT  
TO THE MEMBERS OF LIFE WITHOUT BARRIERS**

**Additional Scope Pursuant to the Charitable Fundraising Act 1991 (continued)**

The performance of our statutory audit included a review of internal controls for the purpose of determining the appropriate audit procedures to enable an opinion to be expressed on the financial statements. This review is not a comprehensive review of all those systems or of the system taken as a whole and is not designed to uncover all weaknesses in those systems.

Our audit opinion pursuant to the Charitable Fundraising Act 1991 has been formed on the above basis.

**Auditor's Opinion**

In our opinion, the summary financial statements derived from the audited financial statements of Life Without Barriers for the year ended 30 June 2013, are consistent, in all material respects with those audited financial statements, on the basis described in Note 1.



Cutcher & Neale  
Chartered Accountants



Mark O'Connor  
Partner

NEWCASTLE  
27 September 2013



# HOW YOU CAN CONTRIBUTE

## **Become a Carer**

For over a decade, Life Without Barriers has provided Family Support and Out-of-Home Care services across Australia. Our experience in working with our carers, listening to their feedback and giving them a real say has ensured we have a valuable care team to make a positive difference in the lives of children and young people. We believe carers who are well supported are in the best position to care for children and young people in need. This philosophy underpins the strength and effectiveness of our carer support system.

We provide 24-hour, 7-day-a-week specialised support and comprehensive training to our carers, strengthened by a range of tailored initiatives that focus on engagement, consultation, recognition and knowledge sharing.

Our carers reflect the diversity of the wider community and range in age and cultural background. They can be single, same sex, defacto or married couples, and with or without their own children.

If you, or someone you know, would like more information about this rewarding opportunity contact us on 1300 592 227 or email [carers@lwb.org.au](mailto:carers@lwb.org.au)

## Donate

Donations to Life Without Barriers support our work providing services that challenge systemic disadvantage experienced by vulnerable and marginalised children, young people, adults, families and communities across Australia and New Zealand. Life Without Barriers welcomes philanthropic donations from individual, corporate, and not-for-profit donors seeking to contribute to practical initiatives that target demonstrated need and deliver lasting benefits. The opportunity to work with significant donors to develop targeted programs or areas for the application of donations is always welcomed as are gifts where the initial donation is invested and the ongoing income applied to specific purposes. All donations to Life Without Barriers are tax deductible. To donate to Life Without Barriers please contact [info@lwb.org.au](mailto:info@lwb.org.au)

## Donate to Carol Peltola Children's Research Fund

The Carol Peltola Children's Research Fund was established in 2010 to further the work of the late Carol Peltola, a long-time Life Without Barriers Board member. Carol was a pioneer in evidence based child protection practice and devoted more than 30 years to improving child safety in Australia. The Fund relies on donations to continue the legacy of Carol's life work and donations to the Fund are an investment in a better future for all children, contributing to research and knowledge that benefits policy and service delivery throughout Australia.

Donations to the Fund are tax deductible. To make a donation to the Carol Peltola Children's Research Fund, please contact Life Without Barriers on [info@lwb.org.au](mailto:info@lwb.org.au)

## Donate to the Aboriginal and Torres Strait Islander Children's Fund

The Life Without Barriers Aboriginal and Torres Strait Islander Children's Fund was established in 2010 with the support of an individual donor who was motivated to provide practical assistance to improve life opportunities for Aboriginal and Torres Strait Islander children. The Fund welcomes philanthropic donations from individual, corporate and not-for-profit donors seeking to contribute to practical initiatives that target demonstrated need and deliver lasting benefits. Donations to the Fund are tax deductible. To make a donation to the Aboriginal and Torres Strait Islander Children's Fund, please contact Life Without Barriers on [info@lwb.org.au](mailto:info@lwb.org.au)

## Corporate Partnerships

Life Without Barriers recognises the growing momentum within private sector organisations to invest in the communities in which they operate. Life Without Barriers is committed to establishing strong connections and relationships within the urban, regional and remote communities we support. With our partners, Life Without Barriers seeks to find an intersection of interests that delivers change on a scale that may not otherwise be possible.

To discuss opportunities to partner with Life Without Barriers and assist in empowering communities and reducing systemic disadvantage, please contact Life Without Barriers on [info@lwb.org.au](mailto:info@lwb.org.au)

## Visit us Online

Visit [www.lwb.org.au](http://www.lwb.org.au) for more information about:

- Our range of services and how we can support you
- Positions vacant and working with Life Without Barriers
- Becoming a carer
- News and events
- Our publications
- Office contact details and locations across Australia



## Like us on Facebook

Keep up to date with our latest news and events by visiting our Facebook fan page at [www.facebook.com](http://www.facebook.com) and clicking 'like' to become a fan.

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Life Without Barriers is committed to caring for the environment and responsibly managing our environmental impact. A limited number of reports were printed on 100% recycled paper and an electronic copy published online.



