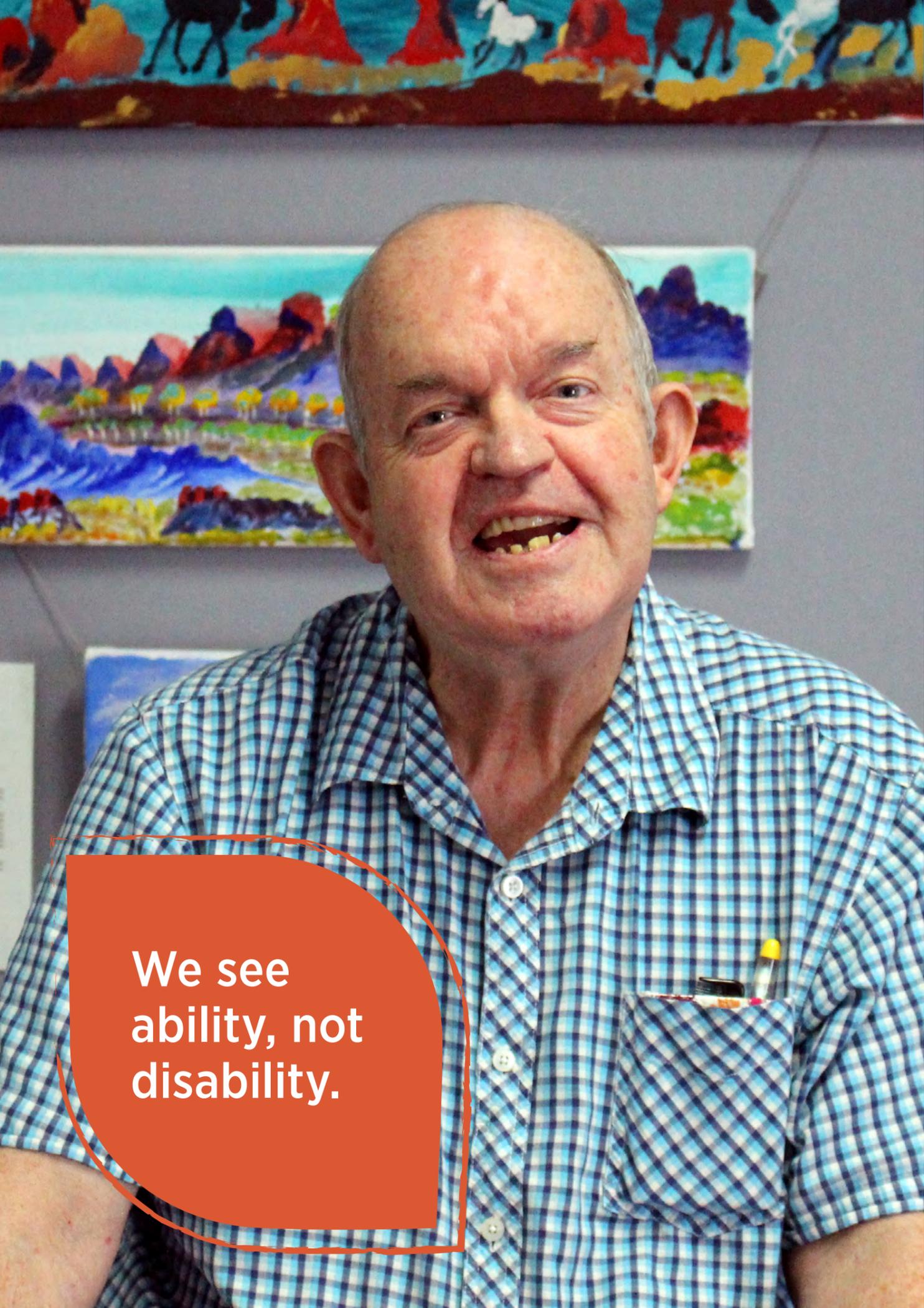


Lifestyle  
Solutions  
pioneering change for good

2017

# ANNUAL REPORT

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We see  
ability, not  
disability.

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## **Acknowledgement of Country**

Lifestyle Solutions acknowledges the traditional owners of Country throughout Australia and their continuing connection to land, waterways and community. We pay our respect to them and their cultures and to Elders past and present.

Lifestyle Solutions (Aust) Ltd ABN 85 097 999 347

# CHAIRPERSON'S REPORT



The 2016/2017 financial year has been another significant year in the organisational life of Lifestyle Solutions.

Throughout the year the Board has been driven by a strong desire to invigorate the organisation so it may be best placed to meet the challenges of the changing sectors in which we operate and deliver services.

The Board is incredibly mindful of the work that is done throughout the organisation, which is often difficult, sometimes unrecognised, but always seeks to prioritise the people we support.

We want to thank all of the people who contribute to the vision of providing a level of support that makes a real difference in the lives of others. We want to assure all within our organisation, all those we support and the general community, that this remains our number one priority.

The Board is conscious that there have been a number of times where we as an organisation have not

always lived up to the high expectations we expect of ourselves and that the general community should quite rightly expect of us as a leading service provider to people who are often amongst the most vulnerable in our society.

The Board is committed to transparency and a transformation that ensures that the highest levels of care and attention are maintained at all times.

I want to personally thank the hard work of Vice Chairman, Ian Roberts, who has championed the change to a professional culture.

Ian stepped down from his role on the Board in August 2017 and his contribution is greatly valued and will provide a strong foundation as we move forward. Ian has expressed his desire to remain in close contact with the organisation as it moves into the future.

We welcomed Karen Woodford and Mitchell Griffiths to the Board in 2016 and they have already made an invaluable contribution to organisational direction, culture and rigour. I look forward to their future contribution as the organisation benefits from their experience and expertise.

After a thorough recruitment process the Board appointed Andrew Hyland to the role of Chief Executive Officer in November 2016.

I want to particularly thank the Executive Leadership Team who sustained the organisation in the interim leading up to his appointment.

The Board has confidence that Andrew will lead the organisation both competently and professionally. He brings with him a passion for organisational transformation and strategy, a fresh set of eyes and a desire to make a real impact in the sectors we serve.

Andrew has hit the ground running and, along with the Executive Leadership Team, we are well positioned to meet the challenges ahead and to thrive as an organisation.

Can I reiterate the Board's ongoing commitment and attention to ensure a framework in which exceptional support and service delivery is our dominant culture.

We remain passionate about ensuring that the lives of the people we support, their families and the relationships that sustain them, and the communities in which they live are valued and enhanced.

Lifestyle Solutions continues to be humbled to play a role in their stories.

**Stewart Perry**  
Chairperson

# CEO'S REPORT



It was a great honour to be appointed to lead Lifestyle Solutions in November 2016.

Joining this dynamic organisation fulfilled an ambition to make a positive contribution to the broader community in my professional career and I would like to take this opportunity to thank the Executive Leadership Team and the Board for their insight, expertise and guidance as I familiarised myself with the sector and the organisation.

I would also like to acknowledge the support of staff across all areas of the business for helping me understand the complexities, challenges — and rewards — of their roles.

Our staff are our greatest asset and I would like to commend them for their dedication, compassion and professionalism — it has been pivotal to Lifestyle Solutions' growth and development.

It has also been my privilege to meet many of the people we support during my visits to our group homes, service centres and community hubs throughout Australia.

Seeing first-hand the people we support develop their independence and community engagement and meet their personal goals is uplifting and a great reminder that the work we do matters.

The opportunity to engage openly and constructively with our external stakeholders has been most appreciated. Our government, non-government agencies and corporate partners play a major role in our organisation and I look forward to working collaboratively with all parties over the coming year.

From small beginnings in Newcastle 15 years ago, we now offer support to people with disability and children and young people in Out Of Home Care across the country, assist people exiting the justice system through our Community Justice Program and work with our wonderfully dedicated foster carers providing stability to children who need a secure place live.

We do, however, need to be ready to adapt to the evolving needs of the people we support. We must lead the way in influencing social attitudes and expectations, contribute to regulatory reform and leverage technology to deliver cost-efficient and innovative services to help people live a happy and fulfilling life.

Consequently, we need to consider our operating model to ensure we remain relevant, viable and capable of delivering on our strong commitment to the people we support and our staff.

Over the next twelve months we will progressively introduce a number of strategic programs and projects across key areas of our operation which will more accurately reflect who we are and where we want to be.

Initially, this will involve a strengthening of our training and development programs, risk assessment procedures and protocols to provide a more satisfying work environment for our staff and enhance our capacity and capability to deliver quality supports and exceptional standards of service.

We operate in a complex environment and whilst the rewards are many, our work is not without its challenges. I acknowledge past practices have not always reflected the high standards which we set for ourselves and we are committed to remediating them.

We have a fantastic vision for Lifestyle Solutions' future and we will be stronger and more resilient for the new structures and programs we are implementing.

I look forward to working with the Executive, Board, staff and the people we support, to build a future for our organisation that is vibrant, diverse and sustainable.

**Andrew Hyland**  
CEO

# OUR STRATEGIC PLAN



Our strategic plan is the blueprint for all that we do and all that we aspire to achieve.

Our Strategic Plan, *Towards 2018*, informed the last five years of development for the organisation.

Prudent financial and resource management has built capacity and capability into our organisation and we've been well placed to respond quickly and responsibly to the changing needs of the people we support and changes within our sector.

The NDIS has significantly altered the sector in which we operate and we've been responsive and proactive in adapting our operation and activities to meet and address these changes so that we can continue to meet our responsibilities and obligations, and effectively transition people we support to the new scheme.

Our commitment to best practice guides every aspect of our business and we've worked closely and cooperatively with our internal and external stakeholders to meet accreditation standards and compliance with our legislative obligations.

We have always championed inclusion and diversity and these values will continue to underscore all our activities as we work to empower people and help them realise their goals.

A major priority for us over the past twelve months was the strengthening of our risk management procedures and protocols and investment in our workforce's development. Our staff are our greatest asset and we have introduced new training programs, resources and structures to ensure they can perform to the best of their ability and feel fulfilled in their roles.

A new leadership team and organisational structure has been implemented which will provide clearer accountability, more effective decision making and greater transparency.

We look forward to developing stronger connections with communities across the country that foster acceptance, understanding and compassion. Our goal is to build respectful relationships which recognise the unique contributions that each person we support makes to our community.

For many years we have worked closely with Aboriginal and Torres Strait Islander communities in remote areas of the Northern Territory and Western Australia. We will continue to develop our programs in these regions whilst respecting Country, traditions and cultures.

We will strengthen resources and protocols across our Child and Family services in readiness for anticipated reforms in this sector. We will also continue to help people re-establish their lives through our Community Justice Program so that they, too, can become active and contributing members of our community.

Lifestyle Solutions is committed to good corporate governance and our Board continues to provide excellent direction and guidance to ensure we achieve our long-term goals, provide accountability and build trust in our organisation.

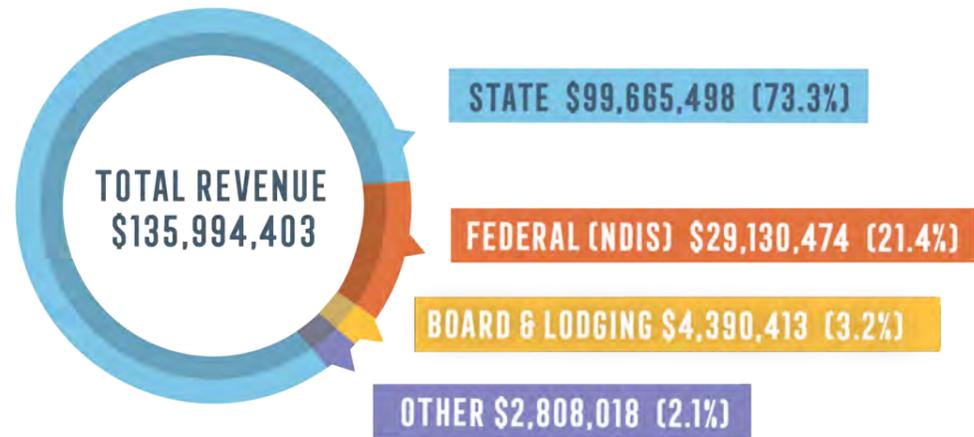
Our current Strategic Plan has served us well and we have much to be proud of for what we have achieved over the past 15 years.

It's now time to look to the future and, as I write, we are close to completing a strategic review and agreeing the priorities for the next phase of our future. We will continue to embrace our four strategic pillars but with a different focus — one that recognises regulatory reform, changes in society, technology and evolving needs.

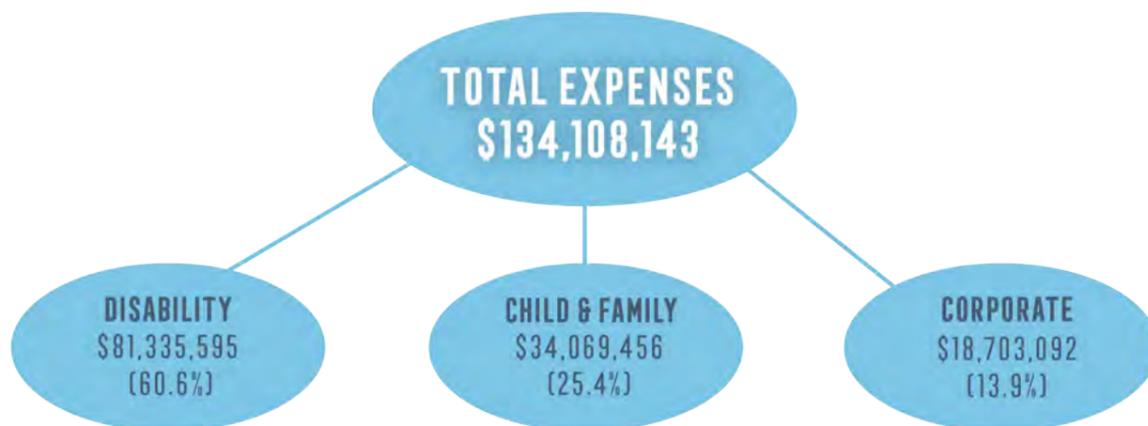
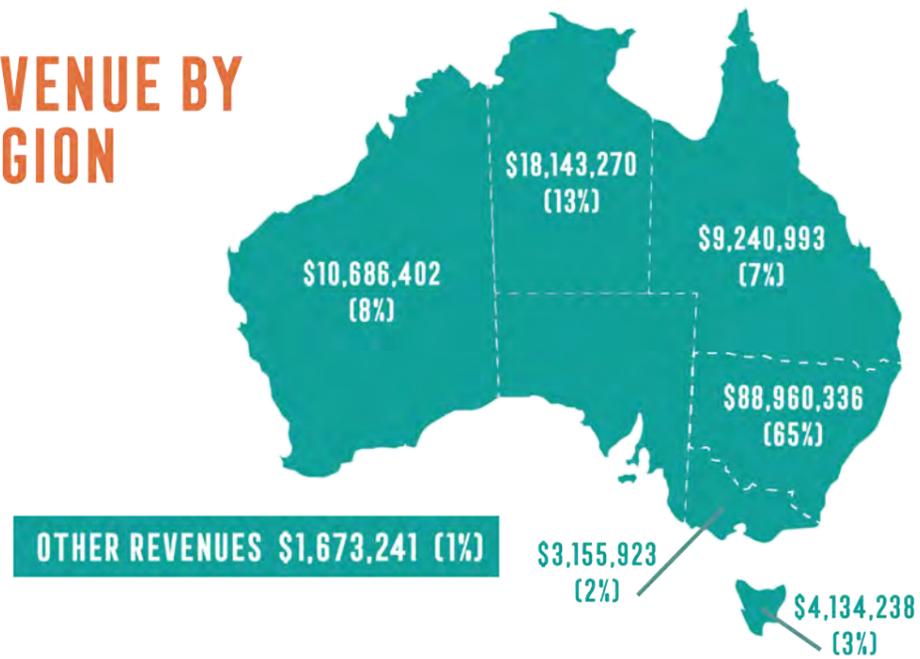
I am very much looking forward to sharing these plans with you in the near future.

**Andrew Hyland**

# OUR YEAR IN REVIEW



## REVENUE BY REGION



# CELEBRATING 15 YEARS

Fifteen years ago, a small group of people in Newcastle committed themselves to creating better lifestyle solutions for people living with disability.

From modest beginnings — and with little more than their determination and commitment to build opportunities for community inclusion — our founders set about making their vision a reality.

In 2002, we were awarded our first contract through Ageing, Disability and Home Care and started work on the New South Wales Central Coast. On 30 August that year we opened our first home, *Koda*, at Warabrook in Newcastle to support six inspirational people and we haven't looked back.

Our work and our organisation have diversified considerably since then and we are now one of Australia's largest providers of disability supports and Out Of Home Care services.

More than 2,000 dedicated staff work with us supporting 1,500 wonderful people across Australia and it's been our privilege to help them realise their goals and achieve their potential.

Here's a quick snapshot of our journey



*Our first home, Koda at Warabrook.*

## 2003

We opened our first Accommodation Support Service in Newcastle.

## 2004

Our Newcastle Regional Office opened and an Aboriginal Research Tender initiated our work with Aboriginal and Torres Strait Islander peoples.

## 2005

We expanded the scope of our work in New South Wales and opened group homes in Warabrook and Dural. Our Forster Day Program started and we commenced a partnership with the Institute for Applied Behaviour Analysis (California).

## 2006

The Office of the Children's Guardian awarded us Residential Out Of Home Care Accreditation and we received Attendant Care Provider status. We opened an Acquired Brain Injury House, a new group home in Annangrove and launched community-based programs in Cardiff and Port Stephens in New South Wales.



## 2007

Our Sydney Regional Office opened and we expanded our services to Queensland. We began providing leaving care services in Sydney and engaged in a number of pilots including a Community Participation Self-managed Program and a NSW Younger People in Residential Aged Care Program.



## 2008

We were awarded Foster Care Accreditation by the Office of the Children's Guardian and opened a new group home in Kenthurst (New South Wales). Our Community Justice Program started in Sydney and we began providing disability services in Queensland.

## 2009

It was a very busy year as we expanded our geographic footprint and service offering. New offices opened in Alice Springs, Ballina, Orange, Port Macquarie and Rockhampton, a group home opened in Hobart and we commenced services in Victoria and Western Australia. We also opened a Community Justice Program in western New South Wales and were confirmed a Younger People in Residential Aged Care provider in Queensland.

## 2010

The inaugural Camp To Belong Charity Golf Day teed off and we opened our Community Hub for Self-managed programs in Port Macquarie. We also opened our Perth Office, an Emergency Response Centre in the Northern Territory and commenced our Companion Care Program.

## 2011

Our organisation continued to expand with the opening of our Queensland Support Centre in Beenleigh, a supported accommodation home in Richmond and group homes in Nowra and Kellyville. A new purpose-built home in Ourimbah and a new family group home in Western Australia increased our ability to provide more specialist services.



## 2012

The introduction of the National Disability Insurance Scheme changed the way disability support services are provided in Australia and our experience in the disability sector was recognised when we were asked to participate in one of the first NDIS trial sites held across Newcastle, Maitland and the Hunter Valley.

We released our Reconciliation Action Plan and merged with Bindi Inc in Alice Springs. Community Hubs were opened in Coffs Harbour and Forster and the Innisfail Accommodation Service began operation. Our Community Justice Program extended to Berkshire Park and Tarlo, Goulburn.



# CELEBRATING 15 YEARS



Official opening of Allawah House.

## 2013

Allawah House, our highly respected respite centre, opened in Queensland. We also opened a purpose-built accommodation facility in Newcastle. We kicked off our Kids and Culture Program and held our first Camp To Belong event. Our Western Australia Support Centre opened its doors and we also opened a Foster Care office in Parkes.



## 2014

We established our National Neighbourhood Community Partnership with Australia

Post. A family group home opened in Albany, Arundle Out Of Home Care opened in south east Queensland and a disability service was established in Rooty Hill. We were also very proud to receive our National ISO 9001 Certification.



## 2015

Opening our Broken Hill office reflected our commitment to providing services to regional and remote communities, as did the opening of our Tennant Creek Out Of Home Care service and initiating a support trial site in the Northern Territory's Barkly region.

Our Community Justice Program established a Drop-in Centre in the Murrumbidgee and an Intensive Residential Service in Wynyard, Tasmania.

Our St George Illawarra Dragons Community Partnership was announced and we formed an ACT NDIS Readiness partnership with Nous Consulting.



## 2016

The years just kept getting busier as we farewelled Lifestyle Solutions' founder, David Hogg, and welcomed our new CEO, Andrew Hyland, to our organisation.

Our Albion Park Accommodation Service opened and we launched our Practice Improvement Framework Program and Sydney Metro Emergency Placements Program.

Tasmania's Headway rebuilding lives transferred its operation and services to Lifestyle Solutions.

We were thrilled to be appointed Channel 7's Exclusive Telecast Broadcast Sponsor for the 2016 Rio Paralympic Games. We were also very proud to be named the St George Illawarra Dragon's Charity Icon Partner and their ANZAC Day Match Partner.

## 2017

On 30 August staff across Australia paused to celebrate our 15 year anniversary with the people we support.

Celebrating with three of the original people we supported at our first group home in Warabrook all those years ago was a highlight for everyone who attended the anniversary celebration at our newly opened Newcastle West Support Centre.

It's been a fantastic 15 years and we're all very excited about the future of Lifestyle Solutions.



Staff and people we support at our Wallsend Community Hub performed for guests.



Kim, one of the first people we supported at Warabrook, joined in our 15 year anniversary celebrations.



CEO, Andrew Hyland, presented Lilijana, who has been with us since we opened at Warabrook, with an anniversary gift.



Andrew, with help from Anthony, whom we support through our Wallsend Community Hub, cut the anniversary cake.



Kathryn Constable, Lifestyle Solutions' first ADHC Contract Manager, spoke about the organisation's early years.



# CREATING A GREAT WORKPLACE

## Overview

Over the past 12 months we have developed our People & Culture infrastructure to fulfil our commitment to delivering a great work environment and providing better service to the people we support.

To support these strategic priorities, we have established four People & Culture streams:

1. Talent
2. Workforce Support & Engagement
3. Workplace Safety & Risk
4. Management Support

## Talent

The Talent team strengthens our recruitment infrastructure and provides for a more proactive and contemporary approach.

The team has implemented process improvements designed to more effectively attract and select staff who are committed to our vision and values.

Our new processes also enhance the candidate recruitment experience whilst streamlining and improving workflows and systems to deliver a more reliable and cost-effective recruitment and on-boarding process.

## Workforce Support & Engagement

The establishment of the Workforce Support & Engagement team reflects our investment in training and development, internal communication and the support and engagement of a diverse workforce.

A dedicated Learning & Development infrastructure capable of systematically identifying training needs, designing, delivering and improving training across the organisation was established during the year.

Our induction and on-boarding processes have been refreshed and mechanisms put in place to reach rural and remote locations.

We have collaborated with staff and people we support in the development and implementation of a systematic training calendar which covers topics ranging from Active Support to Workplace Health & Safety and therapeutic crisis intervention.

## Workplace Safety & Risk

Investment in our Workplace Safety & Risk team is designed to ensure our compliance with Workplace Health & Safety obligations and to strengthen our focus on the wellness and wellbeing of staff.

The Workplace Safety & Risk team reviewed policies, systems and processes, developed risk assessment and control practices in collaboration with the Practice and Quality teams.

The team also established incident notification, injury management and investigation processes. Improved management reporting and oversight of workplace health and safety matters were also put in place.

## Management Support

The Management Support team has partnered with operational teams, unions, staff and regulatory bodies in order to create a great place to work.

The team provides expertise in employment law, regulatory compliance, data and analysis in addition to best practice in organisational structure, design, leadership and employee engagement.

The Management Support team established a dedicated infrastructure and systematic process for the monitoring and management of regulatory and legislative compliance and other critical staff performance indicators such as staff retention, hours of work and the ratio of permanent and casual staff.

# BUILDING A DYNAMIC FUTURE

Lifestyle Solutions continued its focus on strengthening its governance, systems and processes.

The implementation of a new finance system, including automated integrations has led to improved efficiencies and further strengthened internal controls.

The implementation of our new business intelligence tool encompasses all budgeting, forecasting, and financial reporting. Able to read multiple data sources, our new tool enables interactive financial reporting and budgeting and provides us with greater flexibility and scalability.

Our proactive Property and Fleet teams continued to develop and implement processes designed to further streamline and strengthen our practices and deliver improved efficiencies and capacity.

Significant work was undertaken across our IT systems during the year to ensure the security and integrity of our platform continues to meet our high standards and supports organisational needs.

The national rollout of carelink+, our Customer Relationship Management system, is nearing

completion. This dynamic tool centralises information, expedites processes, delivers organisational transparency as well as meets our legislative and licencing requirements and obligations.

Improvements in our corporate governance, systems and practices have not only strengthened our ability to meet the needs of our staff and the people we support, but also our ability to perform strongly in the market.



**We strive to be open, honest and ethical in all our interactions with internal and external stakeholders and the broader community.**

# DELIVERING SPECIALIST SUPPORTS AND SERVICES

## The Practice Development Team

The Practice Development team has focussed on the implementation of four major projects over the past 12 months.

## Practice Framework

The Practice Framework is a guiding framework which sets out the standards for ethical and informed practice within Lifestyle Solutions across five targeted domains.

It aims to educate, inform and guide practitioners as they commit to practicing prudently and ethically.

The Practice Framework was developed through a collaborative approach between the Lifestyle Solutions' Practice Development team and SAL Consulting.

The development of operational tool kits is currently being developed by the team.

The tool kits will comprise complex procedures and training guides linked to specific operational areas such as Disability, Child and Family Services, Community Justice Program and Self-managed Services.

These materials will reflect the five Practice Commitments within the Framework.



## Reflection and Support

The Reflection and Support Project was approved by the Executive Leadership Team as part of the larger practice project in 2016.

The purpose of the project was to research and review current policy and practice in relation to professional supervision at all levels with particular reference to direct care staff.

A consultant from the University of Newcastle was engaged to undertake the research and review in consultation with the Practice Development team and a series of pilot workshops were conducted with Operational staff in 2016.

## Person Centred Active Support

Lifestyle Solutions was the first human services organisation in New South Wales to complete the Active Support *Train the Trainer* program conducted by the Centre for Disability Studies/University of Sydney and funded by Ageing, Disability and Home Care (ADHC), part of the New South Wales Government's Department of Family and Community Services (FACS).

Conducted during 2016, staff from five of our residential services in the Newcastle area completed their training.

Successful pilot programs for Active Support training were delivered to staff at our Hobart Residential

Services and two disability units in the Hunter region. In consultation with the Learning & Development team, a national rollout has been developed and 12 practitioners from across the country were selected to undertake this important training program in October 2017.

## The Quality Team

The focus of the Quality team has been to maintain an accredited National Quality Management system compliant with ISO 9001 across the organisation.

The team coordinated and monitored the Quality Audit program to ensure its ongoing effectiveness in providing consistency and high-quality services.

One of the team's primary achievements during the year was the continued development of systems and processes to achieve and maintain the following accreditation and licensing requirements:

- certification to ISO 9001:2015 - Quality Management System
- maintained certification to the National Standards for Disability Services in Bindi (Alice Springs) as an Australian Disability Enterprise
- maintained certification to the Attendant Care

- Industry Standard (ACIS)
- maintained certification to the Human Services Quality Framework in Queensland for Disability and Out Of Home Care
- maintained Community Housing Provider status under the National Regulatory System
- maintained certification to the Victorian Department of Health and Human Services Standards
- maintained certification by the Western Australian Department of Community Services compliance with Standards
- compliance with Tasmanian Department of Health and Human Services' Standards
- certification to Disability Employment Services in Tasmania

## The Specialist Services Team

The Specialist Services team provides Speech and Language Therapy, Occupational Therapy, Registered Nursing, Psychology intervention and Behaviour Support services in our disability and child and family contexts.

The Specialist Support Services team has been preparing for the NDIS over the past year and helping the people we support

through their transition to the Scheme.

Whilst this has predominantly taken place in New South Wales, transition in Queensland and the Northern Territory has begun with planning meetings, contributions and identification, and refinement of clinical services in each area underway.

The team has been integral in the development of the Intensive Support Model service in New South Wales with contributions for a range of clinical services, such as health, behavioural, swallowing, speech and language as well as occupational and sensory needs, to support people with high and complex behavioural and health needs.

The team uses evidence-based practices such as Positive Behaviour Support, Trauma Informed Care and Risk Need Responsivity across behavioural and forensic services. Psychological and mental health interventions and appropriate evidence-based allied health services are also used.

The ongoing national rollout of the NDIS allows the Specialist Services team to consolidate their clinical practice whilst further developing a clinical business model.

# GROWING OUR BRAND AND BUSINESS

## Business Development

It's been another strong year with ongoing funding from government departments. We also won a number of exciting grants.

Notable achievements throughout the year included our appointment to a Panel of Providers for Out Of Home Care (OOHC) services in Townsville. This is a new geographical area for our organisation and we hope to be awarded new OOHC services in the near future.

Bindi Enterprises, our

Australian Disability Enterprise business in Alice Springs, received several grants during the year.

Two grants were awarded to assist the service with transitioning to the NDIS.

Funding was also awarded to support a case worker who will assist our supported workers with understanding their options under the NDIS.

The team was also successful in securing funding to produce a suite of marketing materials to promote the annual *Bindi Magic* exhibition.

Innovation was a major theme of the Business Development team's work during the year and funding was secured for several programs and projects.

Amongst these was *Beating the Odds*, a program which focuses on helping young people in OOHC in Tasmania to secure their first part-time job whilst still at school. Our aim, through this early support, is to develop the confidence and experience of program participants with the ultimate goal of helping them avoid long-term unemployment.

We would like to acknowledge the support of our funding bodies who make it possible for us to undertake the important work we do supporting people with disability and children and young people in Out Of Home Care.

As the St George Illawarra Dragons' Charity Icon Partner, we would like to acknowledge their generous support for our organisation during the year.

## Federal

Department of Social Services

National Disability Insurance Agency

National Disability Insurance Scheme

## New South Wales

Department of Family & Community Services

- Community Services
- Ageing, Disability and Home Care
- iCare

Department of Social Security Grants

## Queensland

Department of Communities, Child Safety and Disability Services

## Northern Territory

Territory Families

Department of Health

## Tasmania

Department of Health & Human Services

## Victoria

Department of Health & Human Services

Transport Accident Commission

## Western Australia

Department of Communities (formerly Disability Services Commission and Department for Child Protection and Family Support)



# RECOGNISING DIVERSITY

For the past 15 years, Lifestyle Solutions has championed inclusion and respect for all people living with disability.

The programs and activities we initiate and manage acknowledge and pay respect to the cultural diversity of the people we support and our work is enriched through our engagement with people from many backgrounds.

Our work with this country's First Peoples is underscored by our Reconciliation Action Plan (RAP).

Released in 2012, our RAP frames our strong commitment to the Aboriginal and Torres Strait Islander people we support and our language, communications, decisions, planning, governance and management practices reflect this.

Our new RAP, reaffirming our commitment and responsibilities, will be released in 2018.

We acknowledge we are always standing on someone's sacred ground and we consult with Aboriginal Elders, leaders, groups and Land Councils to ensure our work is culturally sensitive, respectful and constructive.

We work closely with all parties to create opportunities and positive community relationships

in urban, rural and remote communities across Australia and helping people return to Country and reconnect with their families and community is an ongoing goal for our teams.

We're also committed to helping people achieve financial independence and Bindi Enterprises, our Australian Disability Enterprise (ADE) in Alice Springs, provides a range of opportunities for people to achieve this.

This unique social enterprise of supported employment opportunities for local Aboriginal and Torres Strait Islander people with a disability is the only business of its kind in central Australia.

Funding secured during the year through the Northern Territory Government's Department of Social Services provided for the development and implementation of Bindi's Strategic Business Plan for 2017-2019. The draft Plan was completed in April 2017.

One of the Plan's key recommendations was for the appointment of an Operations Manager to build opportunities for this dynamic service. There has been a positive shift in the direction of activities provided through Bindi since this appointment was made.

People can pursue a broad range of personal and professional opportunities through Bindi Enterprises including:

## **Bindi Mwerre Anthurre Artists**

Mwerre Anthurre Artists Art Centre, our Aboriginal and Torres Strait Islander art studio, helps regional artists pursue their artistic interests. The work of many of our artists is highly regarded and their artwork appears regularly in national exhibitions and collections.

During the year, the Northern Territory Department of Arts and Museums' Artist Access with Disability program provided funding to market Bindi Magic, Mwerre Anthurre Artists Art Centre's annual art exhibition.

Mwerre Anthurre Artists Art Centre is a member of Desart, a peak Aboriginal and Torres Strait Islander arts body for art centres in central Australia. The Centre is also a member of Viscopy, an artists' copyright agency, and a member of the Indigenous Art Code which fosters best practice for dealers, galleries and art centres representing Indigenous artists.

[www.bindiart.com.au](http://www.bindiart.com.au)



**Cultural considerations influence all areas of our work.**

# RECOGNISING DIVERSITY



In 2018 we plan to expand our activities with more licensing and merchandise and increase our online presence with a new website and social media platform. We also plan to be involved in an art fair and participate in Aboriginal and Torres Strait Islander art awards.

## Bindi Contracts Department

Bindi Contracts provides supply chain management for local and national businesses requiring contractual processing, packaging, and labelling services.

Through Bindi's contract with Australia's national air carrier, Qantas, a group of dedicated and diligent workers refurbish and package headsets.

In association with Australia Post, Bindi Contracts fills a gap in mail delivery services to town camps in Alice Springs. The program also helps people develop and improve their numeracy, literacy, communication and organisational skills whilst giving them an opportunity to interact with their local community.

Supported employees also provide secure document shredding services to local businesses in Alice Springs.

## SecondBite

SecondBite, a national food recovery program run in conjunction with Coles Community Food, provides employment to several of Bindi's supported employees. Program participants collect surplus fresh food from Coles and

distribute it to our group homes in Alice Springs. It's a great opportunity for people to learn new skills and develop healthy eating habits.

## Bindi Workshop

Our timber and furniture workshop upcycles waste products and provides construction and cabinet making services. Supported workers are learning a variety of skills producing metal pressings for Stratco, assembling wheelbarrows for Bunnings and building timber funeral crosses for remote Aboriginal communities. They also produce the popular Bindi tucker boxes.

Bindi's motto, *Valuing difference*, captures what it is we are trying to achieve across Lifestyle Solutions.

Not only do we want to see people recognised for their achievements and actively engaged with their community, we want to provide rewarding employment outcomes for people with a disability over the longer term.

We also want to demonstrate to the business community that people with a disability can make a very real and positive contribution to their business.

The appointment of a new Diversity Manager towards the end of 2017 will enhance our work with Aboriginal and Torres Strait Islander communities and help us deliver on our strategic commitment to our First Peoples.

## Lifestyle Solutions operates on the land of the following nations and language groups:

Gubbi Gubbi, Arrernte, Yolnu, Malpa, Warumungu, Dharug, Awabakal, Kamilaroi, Dunghutti, Wiradjuri, Camaeragyl, Tharawal, Yuin, Alyawarr, Barkindji, Darkinjung, Biripi, Yidinji, Mudburra, Jingili, Kayditch, Worimi, Djabugandji, Gureng Gureng, Kalki, Tulua, Nyangumarta, Anaiwan, Mardu, Warlpiri, Gumbaynggir, Kaytetye, Yugambah, Noongar, and Waka Waka peoples.

## Adnate's art unites Tennant Creek

Internationally renowned street-art artist, Matt Adnate, created a stunning mural for our Tennant Creek Hub in the Northern Territory.

Adnate's enthusiasm for the project was infectious and his visit excited and united the community.

His portraiture work regularly features Aboriginal and Torres Strait Islander people and we were honoured that this stunning artwork, which featured local Warumungu boy, Stanley, was gifted to the Warumungu people.



# OUR DISABILITY SUPPORT SERVICES

## Lifestyle Solutions and the NDIS

Lifestyle Solutions has been part of the NDIS since the Hunter Trial Site was introduced in 2013.

Following the national rollout of the NDIS in July 2016, there has been growth in the number of people we support transitioning to the NDIS.

Across Australia 794 people we support transitioned to the NDIS, the majority of whom were in New South Wales where the rollout has been fastest.

We now operate in 26 NDIS regions across New South Wales, Western Australia, Victoria, Tasmania and the Northern Territory.

Growth under the NDIS will continue to gain momentum over the next 12 months as the NDIS continues to rollout across New South Wales, Victoria, South Australia and parts of Queensland.

Western Australia began rolling out WA NDIS from July 2017. The state-operated WA NDIS will provide Western Australian participants with the same eligibility as NDIS participants. Participants will be able to move between Schemes should they move into or out of Western Australia.



## Working with the people we support and engaging with the community

Senior Managers and Facilitators work closely with each person we support to ensure their NDIS plan contains all the necessary supports to help them realise their goals and reach their potential. Comprehensive information and advice is provided to ensure participants, their carers or guardians understand the process and are well placed to make informed decisions.

Our Engagement Officers and staff have continued to work constructively with local communities and community groups to establish and develop mutually beneficial relationships and outcomes.

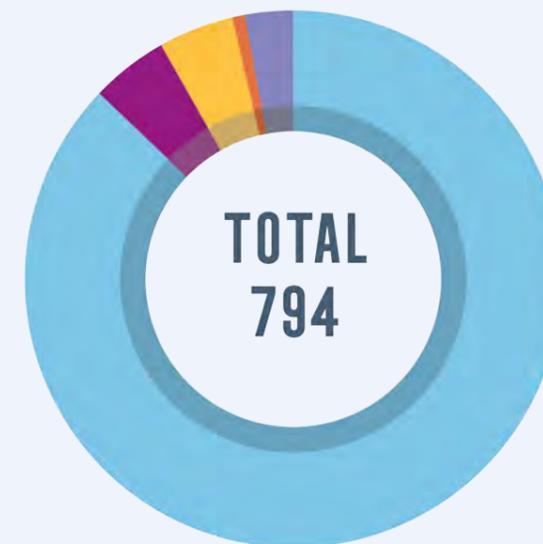
We've been well represented at 15 expos across New South Wales, where NDIS growth has been strongest, and run 30 forums and information sessions across the country to support participants, families and carers with their transition to the NDIS.

More than 30 NDIS training sessions have been held for staff to ensure they are kept up-to-date and informed on all aspects of the Scheme. This has also included training on new tools and processes that have been implemented to deliver the Scheme.

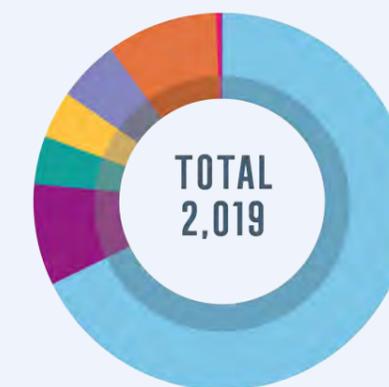
Our goal is to ensure the best outcomes for the people we support.

## New South Wales

Over the past 12 months 127 participants have transferred from state-funded Individual Supports to the NDIS.



PEOPLE WE HELPED TRANSITION TO THE NDIS



PEOPLE WE SUPPORT WITH DISABILITY

The NDIS has now rolled out in Bathurst and we are currently taking on new packages in the area and we anticipate increased demand for our services.

During the year we established two transitional supported accommodation services that offer people we support a pathway to independence. In addition to providing accommodation, we help residents develop life skills and complete capacity building programs.

Residents at our Kenthurst home have recently relocated to a purpose-built home at Llandilo where they now enjoy

more individual space, access to a sensory area and a swimming pool for hydrotherapy activities.

## Accommodation

We continue to provide an extensive range of services across the Newcastle and Lake Macquarie regions with 30 supported accommodation outlets and two outlets on the Central Coast.

These outlets are home to 104 residents with varying disabilities ranging from complex to higher functioning.

Active Support training for staff has been implemented into a number

of the services supporting residents to help them be actively involved in the day-to-day choices within their homes. Being able to participate and engage in all activities, with just the right amount of support, has proven to be a success with both staff and residents.

## Intensive Support Model

We were very pleased to win a tender through the NSW Department of Family & Community Services (FACS) to facilitate an Intensive Support Model (ISM) for up to six clients with complex needs.

# OUR DISABILITY SUPPORT SERVICES

The ISM aims to provide a specialist placement which will assist individuals to minimise harm and aggressive behaviours through directed and intensive therapeutic care.

Clinical and other supports will focus on assessment, stabilisation strategies, positive behaviour supports and skill building. These clinical interventions and supports will enable individuals to undertake daily living activities and community access with the least restrictive practices possible.

The therapeutic model is designed to provide the opportunity to re-build or establish support arrangements and assist the individual's progress to a suitable long-term arrangement.

The ISM adopts a phased approach and works closely with NSW FACS, formerly State-wide Behavioural Intervention Service (SBIS) and now the Integrated Services Program (ISP), to achieve these objectives.

The phased approach includes three key steps:

One:

Focuses on transitioning an individual into the ISM, securing appropriate accommodation, implementing safeguard strategies, developing

goals for the individual and their support system, and completing person centred clinical assessments.

Two:

Centres on the development and delivery of tailored interventions based on the outcomes of assessments completed in Phase 1 where interventions are concentrated on achieving positive outcomes for the individual.

Three:

Focuses on reviewing the individual's future supports and the provision of recommendations across multiple areas such as suitable housing, staffing resources and training requirements, behaviour and allied health support, medical support, relationships and social connectedness.

## Northern Territory

A cohesive team effort from our clinician and staff in Alice Springs successfully helped a new person we support transition from Out Of Home Care into our supported accommodation service where they now feel well supported and comfortable with their new housemates.

Our Day Program staff have implemented a new

program which includes activities and a sensory room which has assisted in the skill development and motivation levels of those attending.

Staff and people we support are looking forward to the rollout of the NDIS in the local area.

## Queensland

Building Skills Program - Sunshine Coast

We greatly appreciated a \$5,000 Nambour Together Community grant for our Building Skills program.

The grant funded an event that brought our organisation together with other disability and mainstream service providers from local and surrounding communities.

The event, which was a huge success, featured a skate competition, award-winning Sole Studios Hip Hop Dance Crew, the talented 10-piece disability band, *The Outsiders*, and representatives from the Sunshine Coast Council Youth Committee who spoke about a youth development plan for the Sunshine Coast.

Program participants also collaborated on a new project contributing material about their positive experiences whilst receiving support to write a song.

A local musician will now write a musical score to accompany the lyrics. Once completed, participants and staff will visit a local recording studio to record their song.

## Tasmania

We continued to grow our presence in Tasmania with the opening of a new service in the state's north west.

We are now well resourced to provide individual services to 131 people registered with the service to help them with job readiness preparation.

Our goal of expanding the Disability Employment Service (DES) across the state will allow us to deliver services to NDIS participants with funding for School Leaver Employment Supports to help them transition from Year 12 into paid employment.

We also continued to work with the Motor Accident Insurance Board on initiatives generated through their 2016-17 grant to enhance community supports for NDIS readiness. Active Support training was delivered to staff in Hobart and we look forward to developing our Community Access Program.

The Beating the Odds program, launched in July, offers mentoring and training for young people in Out Of Home Care aged 14-18 years. Designed to help them complete their education and pursue a structured pathway into the workforce, the program connects them with employers from a broad range of industries. This exciting program continues to grow with capacity to support 25 young people.

## Victoria

Our Victoria Support Centre has recently undergone a restructure of services with their main focus now on the NDIS.

This area of the business is steadily growing through relationships developed within the sector. As the NDIS rolls out across Victoria we look forward to continuing to grow our Support Coordination and Facilitation services.

Having successfully met Child Safe Standards 2017-2018, we have formalised a Child Safe Policy, Code of Practice and Commitment Statement which will be rolled out nationally across the organisation to meet legislative requirements.

Residents in our supported accommodation services participated in a fortnightly cooking program run by a

dedicated volunteer who has worked tirelessly to develop a program that enhances life skills and relationship building for residents. A recipe book and yearly cooking calendar have been developed through the program.

Through a partnership developed with Western Health Hospital, two people we support now work in a volunteer capacity at the hospital. One person is helping to maintain hospital vehicles whilst another is interacting with hospital visitors and providing reading materials to inpatients. We're thrilled to be able to support these men achieve their goal of engaging with their community.



# OUR CHILD AND FAMILY SERVICES

## Overview

Lifestyle Solutions' Child and Family teams continue to provide a range of foster care, family group home and residential services for children and young people who are unable to live with their families.

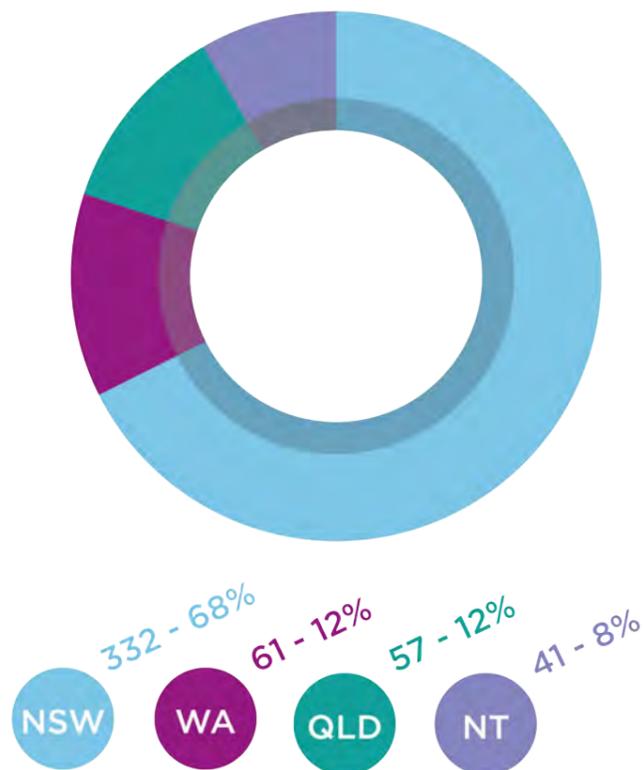
We are strongly committed to providing safe, stable and secure homes for these children and young people with specialist services to meet their individual and often complex needs.

We will continue to strengthen our capacity to identify and respond in new

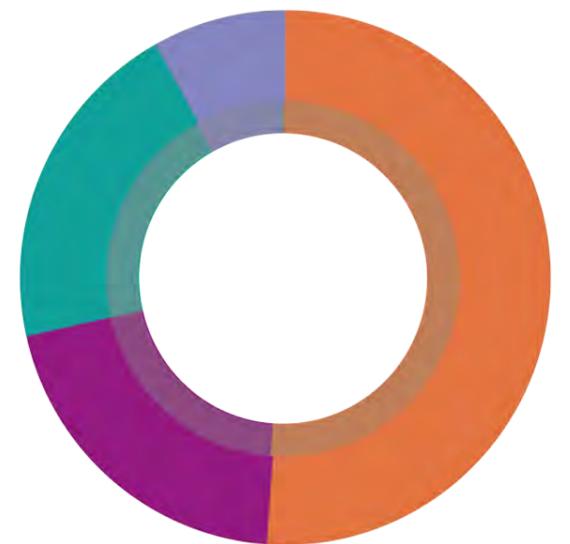
and innovative ways to meet individual needs and ensure tailored wraparound therapeutic programs and activities to support the development and well-being of every child and young person in our services.

None of this would be possible without the commitment of foster carers who dedicate their lives and homes to parenting children and young people who have experienced trauma.

### WE SUPPORT 491 CHILDREN AND YOUNG PEOPLE ACROSS 4 STATES



### CHILDREN AND YOUNG PEOPLE ARE SUPPORTED THROUGH VARIOUS CARE PROGRAMS



- FOSTER CARE 251 - 51%
- EMERGENCY RESIDENTIAL 100 - 20%
- LONG TERM RESIDENTIAL 100 - 20%
- FAMILY GROUP HOMES 40 - 8%

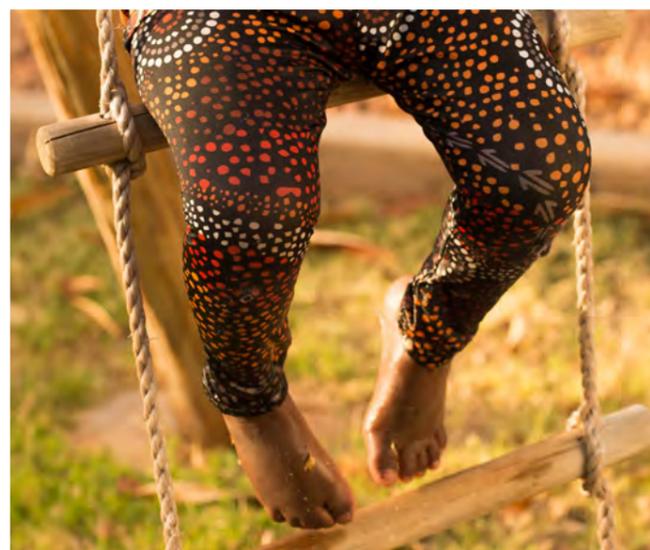
Identifying the unique needs of each person we support is key to helping them achieve their personal goals.

# OUR CHILD AND FAMILY SERVICES

## Across Australia

### Nationally

- Number of children and young people in care - 491.
- Number of foster carers nationally - 97.
- 26 young people transitioned from care.
- 8 children and young people were successfully restored to family members.
- 15 young people in foster and residential care are in years 11 and 12.
- 8 young people are still pursuing their education after turning 18 (including and TAFE and apprenticeships).
- The majority of Aboriginal children in foster and residential care participated in NAIDOC activities.
- 29% of children and young people are of Aboriginal and Torres Strait Islander background.
- 10% of children and young people are culturally and linguistically diverse.
- 71% of children and young people we support have had cultural plans developed and implemented.



## New South Wales

- 9% growth in Child and Family Services.
- 17 new carers authorised.
- 32 children placed through the Immediate Placement Program.
- 17 young people turned 18 and transitioned from care.
- 8 young people successfully transitioned into Supported Independent Living placements after turning 18.
- 5 young people who turned 18 transitioned into adult Lifestyle Solutions.
- 49 carers attended Carer Appreciation dinners held in Sydney, Parkes and Broken Hill.

## Northern Territory

- Renewed funding contract increased by 8 placements.
- 3 young people were restored to family members.
- 4 young people exited from residential care to foster care.
- 4 young people transitioned successfully to travelling alone to school or TAFE.
- Darwin now has one Out Of Home Care service in the city in a rural area providing a preference option for young people.

## Queensland

- 3 young people are still pursuing their education after turning 18 (including TAFE and apprenticeships).
- 3 young people exited Residential care to Foster Care.
- 4 young people are preparing to get their drivers licence.

## Western Australia

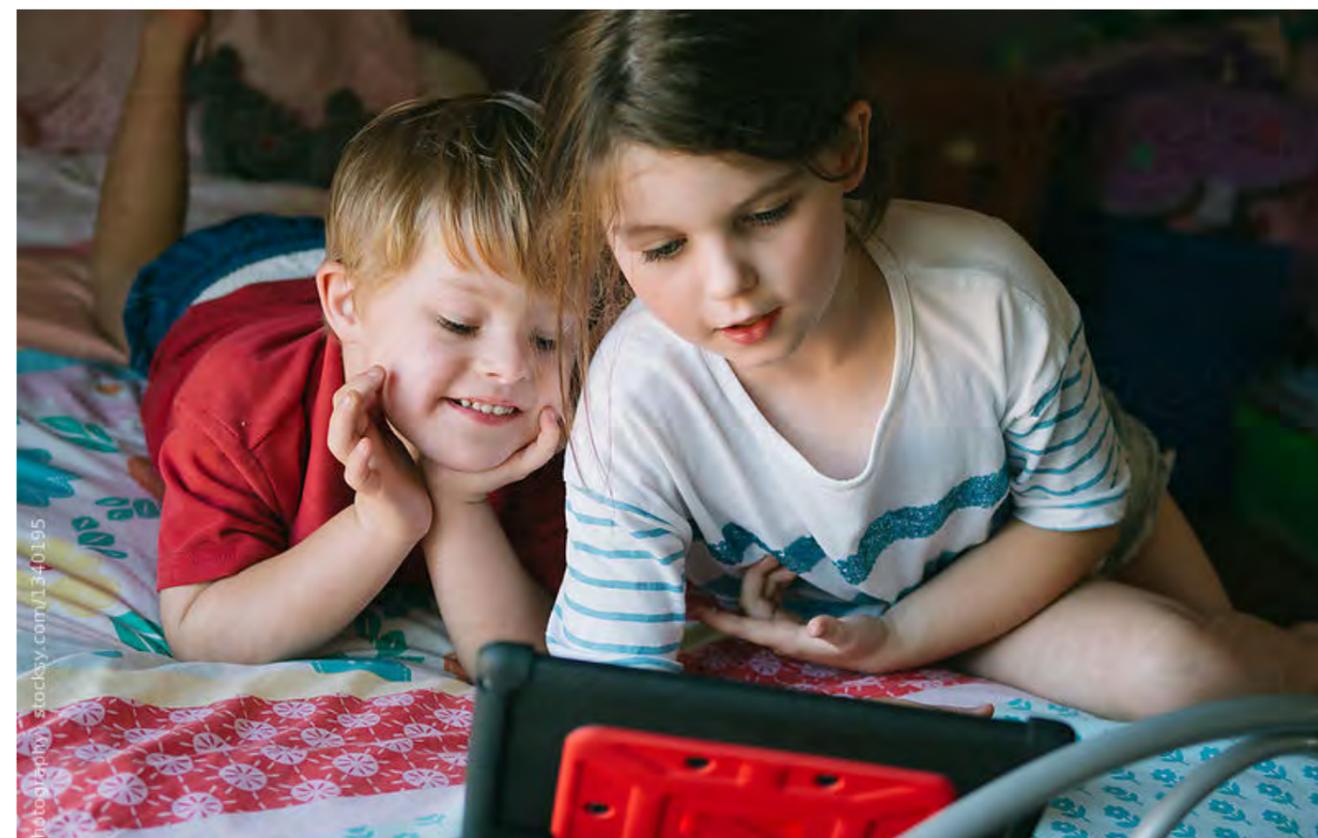
- Provided 9 family group homes, general and specialised disability Foster Care for 50 young people.
- 6 new carers.
- 4 young people from the Family Group Home at Halls Creek were sponsored by a local church on a five day trip to Singapore.

## Over the past year...

- There was an increase in the number of children and young people we support in our Foster Care Services, Emergency and Residential placements in New South Wales and Western Australia.
- 2016/17 saw the renewal of Residential Care Out Of Home Care service contracts for south east and central

Queensland in Gladstone, Ipswich, and Baramba, Bundaberg for three years and the renewal two services in Darwin for 18 months.

- One of the major initiatives for 2016/17 was the start of work to extend the carelink+ system nationally from the Disability Program to the Child and Family Program area. The introduction of this system in 2016/7 strengthened the organisation's recording and reporting systems.
- New South Wales Foster Care and Residential Services were focussed on developing and implementing comprehensive case plans with tailored, wraparound therapeutic programs and activities to support the development and well-being of every child and young person in our services.



# EXECUTIVE LEADERSHIP TEAM

In February 2017, we announced a new Executive Leadership Team structure designed to strengthen our organisation, improve our service offering to the people we support and shape our future success. The new structure will support the key areas of our strategic focus:

- Better service
- Risk management
- People development
- Brand awareness
- Sustainable financial performance

The members of our restructured Executive Leadership Team are:



**Andrew Hyland**  
Chief Executive Officer

Andrew joined Lifestyle Solutions on 9 November 2016.

#### Qualifications

Chartered Management Accountant - Fellow (Chartered Institute of Management Accounting, London)

Diploma in Project Management, (UTS Sydney)

Member, Australian Institute of Project Management

#### Responsibilities

- Working with the Board and Executive to set the strategic direction for Lifestyle Solutions
- Leadership of the organisation to ensure People, Culture and Services are aligned to the Purpose, Mission and Vision

- Alignment of Lifestyle Solutions resources, structures and capabilities to deliver on strategic objectives
- Board-level reporting and stakeholder management, oversight of financial and non-financial reports, and enforcing adherence to legal guidelines and in-house policies to maintain legality and business ethics

#### Skills and expertise

Andrew has a diverse background with over 25 years' experience in challenging environments requiring a transformation focus. With industry experience including financial services, construction, transport, media, telecommunications, utilities and healthcare, Andrew has also worked across many functional areas including financial management, enterprise technology, HR, operations and communications. With proven leadership capability and the resilience to succeed in tough environments, Andrew brings a unique skillset having operated both as a consultant and executive.

*"I see an exciting and purposeful future for Lifestyle Solutions. Building on our strong foundation, our new strategic plan will guide and inform our programs, practices and policies to ensure we are well positioned to deliver exceptional levels of service to the people we support whilst creating a positive and rewarding workplace for our staff."*

*"Our goal is firmly set on creating the industry standard for innovative, responsive and relevant care which recognises not only the unique needs of the people we support, but also their very real contribution to our community."*



**Leanne Perry**  
Executive Leader - Finance, Risk and Governance  
Company Secretary

Acting CEO 14 June 2016 - 8 November 2016.

#### Qualifications

Bachelor of Business (Accounting), Charles Sturt University

CPA Program (Australian Society of Certified Practising Accountants)

Certificate in Governance Practice (Governance Institute of Australia)

#### Responsibilities

- Accountability for the financial stewardship and corporate governance of Lifestyle Solutions.

Key result areas include:

- Financial, resource and asset management

- Risk management and business development
- Governance and support to board of Directors
- Analytics and management decision making
- Funding and financial stewardship of organisational strategy
- Staff capability and engagement

#### Skills and expertise

Leanne brings extensive experience in finance, governance strategy and customer relations to her role.

Leanne has more than 20 years' experience in many different industries covering all aspects of back office functions, commercial contracts and general management.

*"This year it's been a privilege to work closely with the Board, Executive Leadership Team and wider organisation to further strengthen our internal systems as well as our governance policies and processes."*

# EXECUTIVE LEADERSHIP TEAM



**John Carlisle**  
Executive Leader – People & Culture

John joined Lifestyle Solutions on 29 August 2016.

#### Qualifications

Bachelor of Economics (Hons Industrial Relations), University of Newcastle

PhD, High Performance and Innovation

#### Responsibilities

- Talent attraction and management
- Learning and development
- Organisational development
- Workplace Health & Safety
- Employee relations
- Remuneration and benefits
- People & Culture policy and systems

#### Skills and expertise

John has twenty years' experience in human resource management and business consulting across a broad range of industries and sectors in Australia, Asia, the USA and Europe.

With qualifications in Economics, Industrial Relations, and a PhD in High Performance and Innovation, John has extensive experience implementing organisational design and change, process improvement, industrial relations and staff engagement.

John brings specialist expertise in high performance, high innovation workplaces and operational experience assisting large organisations in the human services sector to prepare for industry changes such as the implementation of the NDIS.

*“Over the last 12 months Lifestyle Solutions has faced the challenge and opportunity of transforming itself into a mature organisation whilst at the same time adapting to rapid and fundamental changes in the Human Services sector. During this period, we have methodically worked through refreshing our strategy and established structures, systems and skills which are fit for purpose. Practical examples include the new vision, values and brand, the new executive and operational structures, the establishment of a centralised Learning and Development infrastructure and the implementation of carelink+.”*



**Sue Findlay**  
Executive Leader – Operations

#### Qualifications

Bachelor of Arts

Sydney Leadership course  
– Benevolent Society Australia

Executive Development Program  
– NSW Public Sector

#### Responsibilities

- Child & Family Out Of Home Care
- NDIS Operations
- Accommodation and Respite
- Attendant Care and Leaving Care Programs
- Self-managed Services
- Community Participation, Day Services and Community Hubs

#### Skills and expertise

During her comprehensive 35-year career in the community services sector, Sue has held senior executive roles with several New South Wales Government departments including Ageing, Disability and Home Care, and the Department of Community Services.

Sue's early background as a community and youth worker has informed her career and she has utilised her extensive sector knowledge in a number of consultancy positions.

Sue has a strong commitment to social justice and a firm focus on community development and the building of community capacity.

*“This last year has presented many opportunities and challenges and as usual the dedication of our people has carried us through. We are taking our learnings with us into the new financial year and they continue to inform our way forward as we rollout important improvement initiatives. Our focus on reforming and renewing our policies, procedures and practices will challenge obsolete thinking, provide greater clarity and support to our staff, and ultimately enhance and further the outcomes for the people we support. The prospects for the future of Lifestyle Solutions are vast and exciting, and I look forward to supporting and contributing to the development of the organisation.”*

During the 2016/17 Financial Year, several members of the Executive Leadership Team left the organisation.

We would like to thank the following people most sincerely for their valued contribution to our organisation.

Kelly da Costa  
Linda Griffiths  
David Perry

Graham Bargwanna  
Liz Davis  
Emily Caska

# BOARD OF DIRECTORS



**Stewart Perry**  
Chairperson

Stewart has an extensive background working in management, finance and administration as well as a longstanding involvement with disability and community services organisations. In his role as a church leader, Stewart is passionate about building relationships and connections within the community.

*“My hope is that the work that we do across the organisation creates and enables safe and supportive environments where those previously seen as vulnerable can be looked upon as flourishing.”*



**(Marjorie) Joyce Bowden** OAM MAICD  
Non-Executive Director

Joyce has a 50-year history of leadership and innovation in planning, establishing and managing both public sector and not-for-profit health and community services in the Northern Territory, especially in Central Australia.

She maintains a particular interest in ensuring that children and vulnerable people — especially those with cognitive impairment or mental health issues — have ‘stronger voices and greater choices;’ empowering them to enjoy a valued role in the community and choose the lifestyle that matches their aspirations.

*“Whilst the last year has provided some very difficult challenges, it is a privilege to continue to serve with Lifestyle Solutions as we journey through this dynamic era together. With our collective commitment, organisational flexibility and courage, we will continually strive to improve our capability and find better solutions that assist the people who seek our support to live rich, productive and fulfilling lives.”*



**Andrew Knight**  
Non-Executive Director

Andrew is an experienced lawyer specialising in trusts, wills, superannuation and estate planning. He specialises in drafting wills containing protective trusts and special disability trusts for disabled beneficiaries.

*“It has been an exciting year at Lifestyle Solutions. There has been a lot of change within the organisation in the past 18 months. Having Andrew Hyland join us as CEO has been fantastic and I look forward to the next 12 months.”*



**Julie Connolly**  
Non-Executive Director

Julie combines more than 20 years’ involvement in all aspects of public and private sector education with senior executive experience in business. Julie is motivated by her strong belief in the power of education to redress disadvantage, develop every individual’s unique talent and contribute to a better society.

*“The Board has continued to work hard this year to augment the policy and process framework that guides the often challenging, but always rewarding, work of our organisation.*

*I would like to thank the inspiring Executive, staff and people we support that I have met during the year in the course of this work who have provided great insight and input into the thinking of the Board.*

*I look forward to continuing these invaluable exchanges throughout the coming year.”*

# BOARD OF DIRECTORS



**Ian Roberts**

Non-Executive Director

Ian has over 25 years of experience in the FMCG sector in Australia, New Zealand and Europe. He brings experience across business operations, governance, project management, organisational design, leadership and culture. He has a strong focus on improving business performance and is driven by the customer satisfaction and the engagement and productivity of his teams.

Ian's association with Lifestyle Solutions was motivated by this interest in making a positive impact beyond the corporate arena.



**Karen Woodford**

Non-Executive Director

Karen has thirty years experience in public education. Early in her career as an infants and primary school teacher, she worked with families and young children ensuring all children in her care received the best possible start to their schooling. After a short career as a solicitor in private practice she returned to the New South Wales Department of Education to work as an investigator in child protection where from 2003 until July 2016 she managed and led a team of child protection investigators. Karen has extensive experience working in this politically sensitive environment.

*"The highlight of my first year as a Board member was meeting some of our wonderful and passionate frontline staff and members of the Executive Team.*

*Everyone's commitment to the people we support is inspirational. It is exciting to play a small part in an organisation like Lifestyle Solutions which is making life more equal for people in our community. It is so important that, as an organisation, we continually enhance our service and capabilities so the individual needs and aspirations of the people we support are met."*



**Mitch Griffiths**

Non-Executive Director

Mitch specialises in developing strategy for financially distressed companies and individuals across a range of industries including mining services, manufacturing, construction and retail. Mitch focuses on providing a comprehensive analysis of the situation whilst still remaining empathetic to his clients.

*"It has been a year of change for Lifestyle Solutions with a new leadership team and strategic plan. As a Board, we have worked together to navigate the changing sector environment to ensure that the organisation continues to provide the highest level of service for those who we support."*

Investing in program development and innovation reflects our commitment to building the capacity to deliver individualised and responsive services that give the people we support real choice and quality outcomes.

# CONCISE ANNUAL REPORT

## FOR THE YEAR ENDED 30 JUNE 2017

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This concise report has been derived from the full financial report for the year ended 30 June 2017. The full financial report and auditor's report will be sent to members on request, free of charge. Please telephone Lifestyle Solutions (Aust) Ltd National Office during business hours on (02) 4014 7800 and a copy will be forwarded to you.

The concise financial report cannot be expected to provide as full an understanding of the financial performance, financial positions and financing and investing activities of Lifestyle Solutions (Aust) Ltd as the full financial report.

# DIRECTORS' REPORT

## General Information

Your directors present their report on Lifestyle Solutions (Aust) Ltd for the financial year ended 30 June 2017.

## Information on directors

The names of the directors in office at any time during, or since the end of the year are:

### Stewart Perry

#### Qualifications

Bachelor of Commerce (Newcastle University)  
Bachelor of Theology (Charles Sturt University)  
Post Graduate: CPA Program,  
Australia Soc. Of CPAs (via Deakin University)

#### Experience

Finance & Administration Management in Commercial and Not-For-Profit Sectors.  
Organisational growth & restructure. Team Leadership. Budgeting & Internal Audit in the Not-for-profit sector. Membership of Boards, Organisations and Community Involvement.  
Financial Services Commission (Anglican Church Southern QLD) – Commissioner.  
Anglican Schools Commission.  
(Anglican Church Southern QLD) – Commissioner.  
Bond University Ethics Committee – Member.  
Australian Society of Certified Practising Accountants - Member.  
8.5 years' experience with Lifestyle Solutions.

#### Special Responsibilities

Chairperson, Non-Executive Board Member,  
Member of Strategy and Innovation Committee.

### Julie Connolly

#### Qualifications

BEC, Business, Corporate Law  
MComm, International Finance, Marketing  
GAICD  
FINSIA, Senior Associate  
AIRA, Member

#### Experience

Extensive experience as a director, senior executive and advisor in stakeholder communications strategy and management, in both corporate and agency roles.  
2.5 years' experience with Lifestyle Solutions.

#### Special Responsibilities

Non-Executive Board Member, Committee Chairperson  
Audit and Risk Committee, Member of Strategy and Innovation Committee.

### Ian Roberts

#### Qualifications

Bachelor of Applied Science – Majoring in Chemistry  
Bachelor of Business – Majoring in Marketing  
Diploma in Brewing  
Masters in Business Technology  
Company Directors Course  
(Australian Institute of Co. Directors)

#### Experience

Extensive FMCG experience across business operations, governance, project management, organisation design, leadership and organisational culture in Australia and New Zealand and Europe since 1998.  
2.5 years' experience with Lifestyle Solutions.

#### Special Responsibilities

Non-Executive Board Member, Committee Chairperson  
Strategy and Innovation Committee, Member of Audit and Risk Committee.

### Karen Woodford

#### Qualifications

Diploma of Education  
Diploma of Law (Solicitors and Barristers Board)  
Graduate Diploma of Legal Practice (College of Law)  
Bachelor of Arts  
Certificate of Corporate Investigations  
GAICD

#### Experience

Karen has 30 years' experience in public education. Early in her career as an infants and primary school teacher she worked with families and young children ensuring all the children in her care received the best possible start to their schooling. After a short career as a solicitor in private practice she returned to the NSW Department of Education to work as an investigator in child protection where from 2003 until July 2016 she managed and led a team of child protection investigators. Karen has extensive experience working in this politically sensitive environment.

#### Special Responsibilities

Non-Executive Board Member, Member of Audit and Risk Committee, Member of Governance, Nomination and Remuneration Committee. Karen was nominated to the Board on 27 October 2016.

### Mitchell Griffiths

#### Qualifications

Bachelor of Commerce (Accounting)  
Diploma of Advanced Insolvency Law  
Member of Chartered Accountants Australia and New Zealand  
Graduate Certificate in Forensic Accounting  
Registered Liquidator  
Bankruptcy Trustee  
Member of the Australian Restructuring Insolvency & Turnaround Association

#### Experience

Mitch is a Chartered Accountant, Liquidator and Bankruptcy Trustee. Mitch specialises in developing strategy for financially distressed companies and individuals across a range industry including mining services, manufacturing, construction and retail. Mitch focuses on providing a comprehensive analysis of the situation, whilst remaining empathetic to his clients.

#### Special Responsibilities

Non-Executive Board Member, Member of Audit and Risk Committee, Member of Strategy and Innovation Committee. Mitch was nominated to the Board on 27 October 2016.

### Andrew Knight

#### Qualifications

Diploma in Law

#### Experience

Lawyer specialising in commercial law, trusts, wills, superannuation and estate planning.  
2.5 years' experience with Lifestyle Solutions.

#### Special Responsibilities

Non-Executive Board Member, Member of Audit and Risk Committee, Member of Governance, Nomination and Remuneration Committee.

### (Marjorie) Joyce Bowden OAM

#### Qualifications

Professional nursing qualifications (Registered Nurse, Midwife, Infant Welfare).  
Fellow College of Nursing Australia (ret).  
Diploma Applied Science, Nursing Education (Lincoln Institute for Health Sciences)  
Bachelor of Health Administration (UNSW)  
Post-graduate diploma in Executive Management (Charles Darwin University)

#### Awards

1998: Order of Australia Medal for community services within NT.  
1998: Telstra Northern Territory Business Woman of the Year Award, Corporate and Government Sector.

#### Experience

Local knowledge of Central Australia; resident since 1964. More than 30 years' experience in establishing and managing NT public sector health services, including as Director of Nursing, Director Nursing Education, General Manager Community Health and Education Services, CEO of Alice Springs Hospital, project specialist for the NT Health Policy and Planning Unit.

Pivotal pioneering role in establishing both government and nongovernment health and community services in central Australia, including services for aged care, disability, mental health, alcohol and other drugs, community and population health, communicable diseases, renal dialysis, under and post graduate medical and nursing education. Board member and chairperson of Bindi Inc. since 1980 until wind up in 2013 following merger with Lifestyle Solutions in 2012.

#### Special Responsibilities

Non-Executive Board Member, Committee Chairperson  
Governance, Nomination and Remuneration Committee,  
Member of Audit and Risk Committee.

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

# DIRECTORS' REPORT

## Principal activities

The principal activity of Lifestyle Solutions (Aust) Ltd during the financial year were the provision of accommodation and care services for people with a disability and supported care services for young people.

No significant changes in the nature of the entity's activity occurred during the financial year.

## Short-term objectives

The Company's short-term objectives are:

- To be flexible, engaged and adaptive to key sector transformations and reforms;
- To provide quality services to the people we support;
- To ensure the highest level of safeguards and protections are in place for the people we support;
- To support, nurture and develop our staff;
- To achieve financially efficient and sustainable results;
- Best practice approach to governance, practice, management reporting and risk;
- To deliver an innovative and integrated IT platform across the national footprint.

## Long-term objectives

The Company's long-term objectives are encapsulated in the four strategic pillars:

- To be a provider of choice to people and organisations within the disability and out of home care sector;
- To be a leader in the sector and community in regards to disability and out of home care;
- To be a values driven organisation that is recognised as a great place to work;
- To be known as delivering business excellence across our entire service delivery portfolio.

## How principal activities assisted in achieving the objectives

The principal activities assisted the Company in achieving its objectives by:

- Creating solutions for people who require support;
- Commitment to person-centred approaches;
- Delivering high quality innovative services and programs.

## Performance measures

The following measures are used within the Company to monitor performance:

- Monthly review of actual income and expenses compared to budget at both program and organisational levels;
- Internal audits and completion of any resulting corrective actions;
- Review of unresolved complaints;
- Review of instances of unmet contracted service delivery requirements.

## Events after the reporting date

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

## Indemnification and insurance of officers and auditors

During the financial year, the company paid a premium in respect of a contract insuring the directors of the company (as named above) and officers of the company against liability incurred as such a director or officer to the extent permitted by the *Australian Charities and Not-for-profits Commission Act*. The contract of insurance prohibits disclosure of the nature of the liability and the amount of the premium.

The company has not otherwise, during or since the end of the financial year, except to the extent permitted by law, indemnified or agreed to indemnify an officer or auditor of the company or of any related body corporate against a liability incurred as such an officer or auditor.

## Auditor's independence declaration

The lead auditor's independence declaration for the year ended 30 June 2017 has been received and can be found on page 51 of the concise financial report.

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

Director .....

Director .....

29 September 2017

# Deloitte.

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The Board of Directors  
Lifestyle Solutions (Aust) Ltd  
33 Fern Street  
Islington NSW 2296

29 September 2017

Dear Board Members

**Re: Lifestyle Solutions (Aust) Ltd**

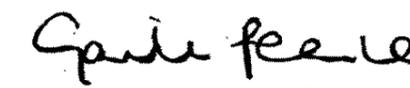
In accordance with *Subdivision 60-C of the Australian Charities and Not-for-profits Commission Act 2012 (Cth)*, I am pleased to provide the following declaration of independence to the directors of Lifestyle Solutions (Aust) Ltd.

As the lead audit partner for the audit of the financial statements of Lifestyle Solutions (Aust) Ltd for the financial year ended 30 June 2017, I declare to the best of my knowledge and belief, there have been no contraventions of:

- the auditor independence requirements as set out in the *Australian Charities and Not-for-profits Commission Act 2012* in relation to the audit; and
- any applicable code of professional conduct in relation to the audit.



DELOITTE TOUCHE TOHMATSU



Gaile Timperley  
Partner  
Deloitte Touche Tohmatsu

Liability limited by a scheme approved under Professional Standards Legislation.  
Member of Deloitte Touche Tohmatsu Limited.

## Information on Lifestyle Solutions (Aust) Ltd Concise Financial Report

The concise financial report is an extract from the full financial report for the year ended 30 June 2017. The financial statements and disclosures in the concise financial report have been derived from the 2017 Financial Statements of Lifestyle Solutions (Aust) Ltd. A copy of the full financial statement and auditor's report will be sent to any member, free of charge, upon request.

The discussion and analysis is provided to assist members in understanding the concise financial report. The discussion and analysis is based on the Lifestyle Solutions (Aust) Ltd financial statements and the information contained in the concise financial report has been derived from the full 2017 Financial Report of Lifestyle Solutions (Aust) Ltd.

## Income Statement

The company has made a surplus in the 2017 financial year of \$1.9 million. This is a decrease of \$4.5 million from the 2016 surplus of \$6.4 million.

The following factors contribute to the result for the 2017 financial year:

- Revenue from services has increased by 9% as a result of:
  - a) The continued expansion of service provision in New South Wales, Victoria, Queensland, Northern Territory and Western Australia
  - b) Increase in revenue from provision of NDIS (Federal) income by \$15.0 million from 2017
- Employee benefits increased by 17% to \$96.2 million as a result of expansion of services provided during the year, reflected by the increase in revenue.

## Balance Sheet

### Assets

Total assets increased by \$9.7 million to \$60.4 million representing an increase of 19%. This increase was mainly attributable to the following:

- a) Cash at bank increased by \$2.6 million;
- b) Property, Plant and Equipment increased by \$2.7 million after depreciation. This was due to new acquisitions and investments throughout the year including furniture, computer equipment and motor vehicles, as well as the fair value of land and buildings;

- c) An increase in trade receivables of \$3.8 million with the recognition of NDIS income as trade debtors;
- d) An increase in accrued income of \$2.0 million, largely accruals for NDIS funding in NSW.

### Liabilities

Total Liabilities increased by \$6.4 million. This increase was mainly attributable to the following:

- a) An increase in other payables of \$5.5 million due to holding and continuing to receive ADHC funding for individuals transitioned to NDIS, yet to be acquitted;
- b) An increase in employee provisions of \$661,919;
- c) An increase in deferred income of \$1.2 million from 2016 due to increase in acquittal balance held;
- d) Decrease in trade and sundry payables and accrued expenses of \$438,851.

### Equity

The equity of the company increased by \$3.3 million as a result of the trading surplus achieved during the year, and an increase in reserves.

### Cash Flow Statement

Cash has increased by \$2.6 million due to the ongoing focus on efficiencies and investment options utilised throughout the year.

	Note	2017 \$	2016 \$
Revenue	2	135,994,403	124,297,577
Employee benefits expense		(96,180,012)	(81,940,156)
Agency staffing		(6,644,610)	(4,862,075)
Depreciation and amortisation expense		(2,328,253)	(2,118,202)
Client expenses		(13,151,920)	(12,972,321)
Occupancy expenses		(8,734,371)	(8,611,328)
Other expenses		(7,067,175)	(7,028,010)
Loss on acquisition of Headway		-	(359,289)
Impairment of financial asset		(1,802)	-
<b>Surplus before income tax</b>		<b>1,886,260</b>	<b>6,406,196</b>
Income tax expense		-	-
<b>Surplus for the year</b>		<b>1,886,260</b>	<b>6,406,196</b>
<b>Other comprehensive income:</b>			
<b>Other comprehensive income for the year, net of tax</b>		<b>-</b>	<b>-</b>
<b>Total comprehensive income for the year</b>		<b>1,886,260</b>	<b>6,406,196</b>

# STATEMENT OF FINANCIAL POSITION AS AT 30 JUNE 2017

	2017 \$	2016 \$
<b>ASSETS</b>		
<b>CURRENT ASSETS</b>		
Cash and cash equivalents	24,275,158	21,697,770
Trade and other receivables	5,548,874	2,020,962
Other assets	8,968,222	8,008,323
<b>TOTAL CURRENT ASSETS</b>	<b>38,792,254</b>	<b>31,727,055</b>
<b>NON-CURRENT ASSETS</b>		
Financial assets	-	1,802
Property, plant and equipment	21,582,443	18,899,811
Intangible assets	-	14,976
<b>TOTAL NON-CURRENT ASSETS</b>	<b>21,582,443</b>	<b>18,916,589</b>
<b>TOTAL ASSETS</b>	<b>60,374,697</b>	<b>50,643,644</b>
<b>LIABILITIES</b>		
<b>CURRENT LIABILITIES</b>		
Trade and other payables	12,947,153	9,088,073
Borrowings	1,973,681	3,068,912
Short-term provisions	5,999,555	5,712,208
Other liabilities	12,497,352	10,070,023
<b>TOTAL CURRENT LIABILITIES</b>	<b>33,417,741</b>	<b>27,939,216</b>
<b>NON-CURRENT LIABILITIES</b>		
Borrowings	3,399,690	2,694,099
Long-term provisions	927,402	669,652
<b>TOTAL NON-CURRENT LIABILITIES</b>	<b>4,327,092</b>	<b>3,363,751</b>
<b>TOTAL LIABILITIES</b>	<b>37,744,833</b>	<b>31,302,967</b>
<b>NET ASSETS</b>	<b>22,629,864</b>	<b>19,340,677</b>
<b>EQUITY</b>		
Retained earnings	20,215,850	18,329,590
Revaluation reserve	2,414,014	1,011,087
	22,629,864	19,340,677
<b>TOTAL EQUITY</b>	<b>22,629,864</b>	<b>19,340,677</b>

# STATEMENT OF CHANGES IN EQUITY FOR THE YEAR ENDED 30 JUNE 2017

2017	Retained Earnings \$	Revaluation Surplus \$	Total \$
<b>Balance at 1 July 2016</b>	18,329,590	1,011,087	19,340,677
Surplus for the year/Total comprehensive income for the year	1,886,260	-	1,886,260
Movement in revaluation reserve		1,402,927	1,402,927
<b>Balance at 30 June 2017</b>	<b>20,215,850</b>	<b>2,414,014</b>	<b>22,629,864</b>

2016	Retained Earnings \$	Revaluation Surplus \$	Total
<b>Balance at 1 July 2015</b>	11,923,394	329,757	12,253,151
Surplus for the year/Total comprehensive income for the year	6,406,196	-	6,406,196
Movement in revaluation reserve		681,330	681,330
<b>Balance at 30 June 2016</b>	<b>18,329,590</b>	<b>1,011,087</b>	<b>19,340,677</b>

# STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 30 JUNE 2017

	2017	2016
	\$	\$
<b>CASH FLOWS FROM OPERATING ACTIVITIES:</b>		
Receipts from customers	6,310,742	5,109,166
Receipts from Government funding	135,869,198	123,144,294
Payments to suppliers and employees	(135,504,792)	(124,802,309)
Interest received	523,644	674,864
Finance costs	(321,475)	(251,866)
Net cash provided by operating activities	6,877,317	3,874,149
<b>CASH FLOWS FROM INVESTING ACTIVITIES:</b>		
Proceeds from sale of plant and equipment	211,497	599,298
Purchase of property, plant and equipment	(4,121,785)	(4,286,409)
Loans to related parties	-	26,738
Net cash used by investing activities	(3,910,288)	(3,660,373)
<b>CASH FLOWS FROM FINANCING ACTIVITIES:</b>		
Proceeds from borrowings	1,379,817	3,517,909
Repayment of borrowings	(2,436,251)	(2,141,623)
Proceeds from finance leases	1,977,292	2,093,993
Repayment of finance leases	(1,310,499)	(1,061,782)
Net cash (used in)/provided by financing activities	(389,641)	2,408,497
Net increase in cash and cash equivalents held	2,577,388	2,622,273
Cash and cash equivalents at beginning of year	21,697,770	19,075,497
Cash and cash equivalents at end of financial year	24,275,158	21,697,770



# NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2017

The financial statements are for Lifestyle Solutions (Aust) Ltd as a Not-for-profit individual entity.

## Statement of compliance

These concise financial statements have been prepared in accordance with the *Australian Charities and Not-for-profits Commission Act 2012*, Accounting Standard AASB 1039 'Concise Financial Reports' and comply with other requirements of the law. The concise financial statements are an extract from the full financial statements. The concise financial statements and specific disclosures included in the concise financial statements have been derived from the full financial statements of Lifestyle Solutions (Aust) Limited.

For the purposes of preparing the financial statements, the Company is a Not-for-profit entity.

The financial statements were authorised for issue by the directors on 29 September 2017.

## Note 1 - Summary of Significant Accounting Policies

### (a) Basis of preparation

Australian Accounting Standards set out accounting policies that the AASB has concluded would result in financial statements containing relevant and reliable information about transactions, events and conditions.

Material accounting policies adopted in the preparation of these financial statements are presented below and have been consistently applied unless otherwise stated.

The financial statements have been prepared on an accruals basis and are based on historical cost, modified where applicable, by the measurement at fair value of selected non-current assets, financial assets and financial liabilities. Historical cost is generally based on the fair values of the consideration given in exchange for assets. All amounts are presented in Australian dollars, unless otherwise noted.

In the opinion of the directors there are no new accounting standards or interpretations required to be adopted, effective for the current financial year that had a material impact on the results of the company's operations.

### (b) Comparative figures

When required by Accounting Standards, comparative figures have been adjusted to conform to changes in presentation for the current financial year.

Where the Company has retrospectively applied an accounting policy, made a retrospective restatement or reclassified items in its financial statements, an additional statement of financial position as at the beginning of the earliest comparative period will be disclosed.

### (c) Excess of current assets over current liabilities

At 30 June 2017, the company's current assets (\$38.8 million) exceed its current liabilities (\$33.4 million) by \$5.4 million. The financial statements have been prepared on a going concern basis which contemplates the realisation of assets and the extinguishment of liabilities in the ordinary course of business.

The directors of the company have considered the going concern assumption appropriate with consideration to the following:

- Robust and effective financial management underpins the organisation's ongoing financial sustainability achieved through the following ongoing initiatives:

- Efficient and effective working capital management processes
- Cash flow forecasting with a high degree of accuracy on a daily, monthly and annual basis
- Ongoing transparent, detailed, timely and accurate monthly program level management and board reporting
- Collaborative and comprehensive budgeting processes
- Ongoing use of unit costing calculations and accurate financial input to organisational quoting and tendering processes
- Monthly reconciliation of Balance Sheet accounts

- The company's budget for 2017-18 has an estimated surplus of \$1.0 million which includes depreciation expense of \$2.1 million;

- The company is continuing to transition all participants to the National Disability Insurance Scheme (NDIS) as it is rolled out across the nation. The company has proactively developed processes to allow consistent receipt of revenue minimising financial impact of cash flow, and works proactively with relevant government departments;

- The company has the ability to adapt and adjust costs quickly if revenue contracts are not renewed, having close to 50% of employees employed on a casual basis, providing 33% of labour inputs. There is additional growth anticipated in the budget with the company already having been awarded additional foster care places by Community Services in NSW;

- The company is forecasting operating cash inflows of \$4.3 million for the year ending 30 June 2018. The company's cash flows at the date of this report are in line with the company's 30 June 2017-18 forecasts;

- It is with full consideration of the factors noted above that the financial statements have been prepared on a going concern basis.

## Note 2 - Revenue and other income

	2017 \$	2016 \$
Revenue from continuing operations		
Provision of services		
Client fees	6,017,497	5,252,484
Grant funding	128,795,972	117,550,477
	134,813,469	122,802,961
Other revenue		
Interest revenue	523,644	674,864
Donations	595	46,826
Community grants	31,818	5,808
Trading income	78,359	91,423
Other revenue	546,518	675,695
	1,180,934	1,494,616
Total Revenue and Other Income	135,994,403	124,297,577

## Note 3 - Approval of financial statements

The financial report was approved by the board of directors and authorised for issue on 29 September 2017.

## Note 4 - Events after the end of the Reporting Period

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

## DIRECTORS' DECLARATION

The directors declare that:

(a) in the directors' opinion, the attached financial statements and notes thereto comply with Accounting Standard AASB 1039 'Concise Financial Reports'; and

(b) the attached financial statements and notes thereto have been derived from the full financial report of the company.

Signed in accordance with a resolution of the directors.  
On behalf of the Directors

Director: .....



Director: .....



29 September 2017

## Independent Auditor on the concise financial report to the members of Lifestyle Solutions (Aust) Ltd

We have audited the accompanying concise financial report of Lifestyle Solutions (Aust) Ltd which comprises the statement of financial position as at 30 June 2017, the statement of profit or loss and other comprehensive income, statement of changes in equity, statement of cash flows for the year then ended, and related notes, derived from the audited financial report of Lifestyle Solutions (Aust) Ltd for the year ended 30 June 2017 and the discussion and analysis. The concise financial report does not contain all the disclosures required by the Australian Accounting Standards and accordingly, reading the concise financial report is not a substitute for reading the audited financial report.

### Directors' Responsibility for the Concise Financial Report

The Directors are responsible for the preparation of the concise financial report in accordance with Accounting Standard AASB 1039 *Concise Financial Reports* and the *Australian Charities and Not-for-profits Commission Act 2012*, and for such internal control as the Directors determine what is necessary to enable the preparation of the concise financial report.

### Auditor's Responsibility

Our responsibility is to express an opinion on the concise financial report based on our procedures which were conducted in accordance with Auditing Standard ASA 810 *Engagements to Report on Summary Financial Statements*. We have conducted an independent audit, in accordance with Australian Auditing Standards, of the financial report of Lifestyle Solutions (Aust) Ltd for the year ended 30 June 2017. We expressed an unmodified audit opinion on that financial report in our report dated 6 October 2017. The Australian Auditing Standards require that we comply with relevant ethical requirements relating to audit engagements and plan and perform the audit to obtain reasonable assurance whether the financial report for the year is free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the concise financial report. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the concise financial report, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation of the concise financial report in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control.

Our procedures included testing that the information in the concise financial report is derived from, and is consistent with, the financial report for the year, and examination on a test basis, of audit evidence supporting the amounts, discussion and analysis, and other disclosures which were not directly derived from the financial report for the year. These procedures have been undertaken to form an opinion whether, in all material respects, the concise financial report complies with Accounting Standard AASB 1039 *Concise Financial Reports* and whether the discussion and analysis complies with the requirements laid down in AASB 1039 *Concise Financial Reports*.

The concise financial report and the audited financial report do not reflect the effects of events that occurred subsequent to the date of the auditor's report on the audited financial report.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

### Independence

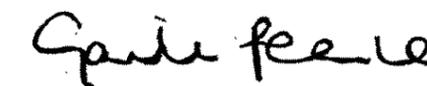
In conducting our audit, we have complied with the independence requirements of the *Australian Charities and Not-for-profits Commission Act 2012*. We confirm that the independence declaration required by the *Australian Charities and Not-for-profits Commission Act 2012*, which has been given to the directors of Lifestyle Solutions (Aust) Ltd would be in the same terms if given to the directors as at the time of this auditor's report.

### Opinion

In our opinion, the concise financial report, including the discussion and analysis of Lifestyle Solutions (Aust) Ltd for the year ended 30 June 2017 complies with Accounting Standard AASB 1039 *Concise Financial Reports*.



DELOITTE TOUCHE TOHMATSU



Gaile Timperley  
Partner  
Chartered Accountants  
Sydney, 29 September 2017

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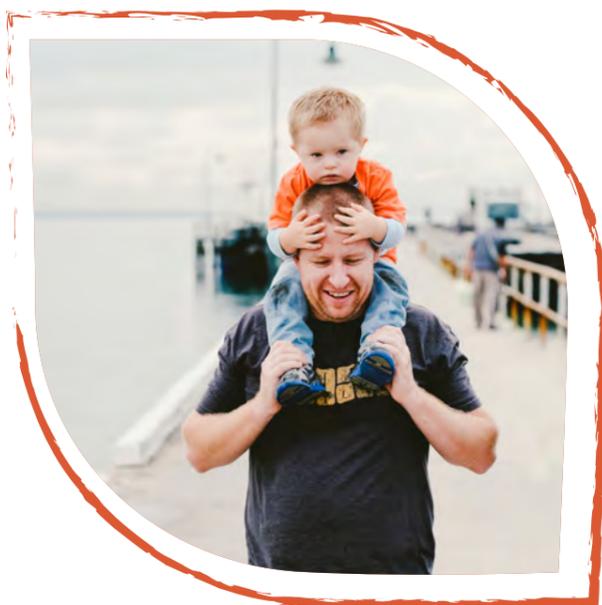
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OUR FOCUS IS ON  
MEETING THE  
INDIVIDUAL NEEDS  
OF THE INSPIRING  
PEOPLE WE  
SUPPORT