



**Lifestyle  
Solutions**  
everyone is equal

**We see you**

**Annual Report 2020**

**Front cover**

Support Worker Elcie (left) and Kate take time out to enjoy the autumn sunshine.

**Inside front cover**

Tanisha gets set to deliver another perfect strike.

Everyday  
care you can  
count on



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Lifestyle Solutions acknowledges the Traditional Owners/Custodians of Country throughout Australia and their continuing connection to their land, islands, waterways and community.

We pay our respect to the First Nations people of Australia including their respective individual cultures, their Elders past, present and future.

# About Lifestyle Solutions



Lifestyle Solutions is a not-for-profit organisation committed to supporting people with disability, and children and young people in Out Of Home Care; in safe, caring and supportive environments.

We understand everyone has a fundamental right to be included and to participate fully in the community. We strive with each person we support to together achieve their individual life goals and create a real difference.

Lifestyle Solutions was founded in 2001 by a small group of people in Newcastle meeting around a kitchen table to commit to creating better lifestyle choices and solutions for people living with disability. Our first group home for people living with disability opened at Warabrook and over the next five years we expanded disability services in Newcastle and the Central Coast.

In 2006 we attained Out Of Home Care accreditation to support and care for vulnerable children and young people in New South Wales. Over the next decade we expanded disability services and supports for children and young people throughout New South Wales, Queensland, the Northern Territory, Western Australia and Tasmania.

In 2012 we merged with Bindi Inc. in Alice Springs. Established in 1978, Bindi provides a range of supported employment and training opportunities for people living with disability, including the highly regarded Mwerre Anthurre Artists Studio that provides a welcome place for Aboriginal artists living with disability to develop their artistic practices and receive recognition through a national exhibition schedule, design contracts, multimedia collaborations, art fairs and art award opportunities.

Our promise to each person we support is to deliver reliable, responsive, flexible services in a friendly, empathetic and caring way. We call this 'Better Service'. Better Service is about bringing together our teams of skilled and motivated people to collectively share responsibility to provide consistent, high quality and safe supports and services for the people we support.

Better Service is underpinned by our values that drive who we are, what we stand for, and how we care for and support people to increase confidence and independence, and participate in the community.

**Own It** — How we get the job done

**Respect Lives Here** — How we treat other people

**Keep Calm & Be Happy** — How we interact with other people

**Make It Matter** — How we make a difference to other people

# How we work

The people we support are at the heart of everything we do.



# Chair and CEO Report

The 2019–2020 year was extraordinarily challenging for Australians. Bushfires and floods had a devastating effect on regional and rural communities then all of us have been personally affected by COVID-19. This is an unprecedented event that is fundamentally changing the way we work and live. It has created even greater challenges for the most vulnerable in society including the people we support, people with disability and children and young people in Out Of Home Care.

The physical and emotional isolation and feelings of loneliness experienced by many during the pandemic are a timely reminder of what it feels like to be vulnerable – something the people we support may have faced previously. We wish to acknowledge the great courage of the people we support and their families in rising to the new challenges presented by the pandemic and confirm our commitment to provide whatever support they need from us during this difficult time.

Our employees and leadership have also demonstrated exceptional courage and dedication in adopting new ways of working to assist the people we support rise to the challenges. We would like to thank all our people for the care and kindness demonstrated during a time of anxiety and change in the way we provide services.

All of our actions are guided by our commitment to the health, safety and wellbeing of the people we support and our employees.

During the pandemic we focus on three key areas: Firstly, mandatory training in infection prevention and control; Secondly, continual review of our crisis response and service continuity planning and preparedness; and Thirdly, frequent and open communication with the people we support, their families, and our employees.

In March, we stood up a Critical Incident Response team to plan and align our response to Federal, State and Territory health authority guidelines and our Board met weekly with the CEO to oversee our response. We enhanced infection prevention protocols at each of our services and boosted infection control training for our teams. None of our homes or services experienced COVID-19 positive cases.

## Building sustainable capacity and capability

During the 12 months under review, we continued to embed our new structure designed to deliver on the promise of better service for the people we support and to provide our employees with meaningful and supported work opportunities.

We further invested in our complaints handling and investigations system and our People Support Team. We improved employee and customer feedback mechanisms to make them more accessible and easier to use.

To continue to deliver improvements in supports and services, Lifestyle Solutions must be financially sustainable. We are pleased to report a net surplus of \$4.17 million for the 12 months to 30 June 2020. We achieved this through effective cost management and by focusing on delivering the services that we do well.

During the year we invested \$3 million in developing technology solutions; reviewing and enhancing risk management policies and processes; and building capacity and capability across our teams with a particular focus on practice quality and safeguarding.



In November we opened our first Community Hub in Victoria at Moonee Ponds. This hub is testing new innovations particularly around the use of virtual reality and sensory areas to provide a positive experience for people with disability and young people. We want the hub to be a place for the community and professionals to come together to access services.

In June we started delivering Intensive Therapeutic Transitional Care (ITTC) Outreach through the newly established ITTC unit in Tamworth. Outreach promotes the safety, welfare and wellbeing of children and young people in permanency support programs by providing short-term assistance and support.

## Better Service

Our net customer satisfaction score has continued the upward trend to 91 per cent. We will continue to listen to the people we support and respond effectively to maintain this level of satisfaction and confidence from the community.

Essential to our success is the role and place each of our services has in the local community. We aim to be the provider of choice in the communities in which we operate with each home and service reflecting their location and the preferences of individuals in that community. Our services are also significant local employers.

The recruitment, training and retention of qualified and caring employees are critical to the care and wellbeing of the people we support. We are committed to growing a permanent workforce and strive to become an employer of choice, by offering a safe, caring and supportive environment for our people to grow their careers, develop skills and work collaboratively to feel an important member of the Lifestyle Solutions team.

Our staff engagement score has increased for the third consecutive year to 71 per cent, with feedback from our teams indicating continued improvement in the way we communicate with and listen to our teams regardless of where they are located, from urban centres to remote communities.

Engaged and committed employees who see the importance and purpose of what they do is fundamental to delivering high quality and safe services for people with disability and children and young people. Training and development are central to retaining and supporting our teams to ensure they can confidently deliver better service and the best overall experience for the people we support. Over 95 per cent of our people accessed tailored training programs during the 2020 financial year. All of our training is underpinned by safeguarding, risk management, active support and the relevant understanding in therapeutic and health supports.

Through ongoing employee education and training, technology development and continual improvements in our clinical governance and service delivery systems, we are building sustainable capacity and capability to meet the demands for choice in how we support the most vulnerable Australians.

## Focus on practice quality and safeguarding with an emphasis on outcomes

Lifestyle Solutions provides services and supports for some of the most vulnerable people in society, many who live with disability, impacted by trauma resulting in complex needs and challenging behaviours.

The clinical quality and safeguarding requirements in disability services and supports for children and young people are increasing. Lifestyle Solutions monitors these requirements through our quality and safeguarding governance system. The Quality and Safeguarding Board Committee oversees these policies and processes as well as outcomes for the clinical and wellbeing needs of the people we support.

Federal, State and Territory regulators regularly assess the care and services we provide against the required government standards. We achieved unqualified audits and re-accreditation in all cases, with zero non-conformities identified.

Our risk-based approach to governance provides a critical lens across the decisions we make as an organisation and provides transparency to monitor our risk profile. We have zero tolerance for putting the people we support and our teams at risk. We seek innovative and contemporary ways to deliver supports and services that will help the people we support achieve better outcomes and to create a greater social impact in the community.

A cornerstone of our commitment to deliver better service is the development and implementation of evidence-based practice and care. We have committed to becoming a trauma informed organisation and specifically selected the Sanctuary and CALM therapeutic models to match the needs of people we support. The Sanctuary model is well regarded in Australia and is used to inform our practices in Western Australia and Northern Territory and Foster care services nationally. Internationally recognised CALM model brings specific guidance in understanding and responding to children and adults who present with challenging behaviours, and will inform our approach in complex child & family, disability and forensic disability care environments and supports.

## Sector collaboration and leadership

During the year we welcomed Dean Laurence to the Board of Lifestyle Solutions. Dean brings significant governance experience in the mental health and disability sectors, and is already making a valuable contribution to the work of the Board through chairing our Audit, Risk and Compliance Committee.

We said farewell to two outstanding and long serving directors, our former Chair, Stewart Perry and Joyce Bowden AM, former Chair of the Governance, Nomination and Remuneration Committee, who both retired in October 2019. We are grateful for and acknowledge their tremendous work and dedication to the purpose of Lifestyle Solutions and thank them for their exceptional contribution over more than a decade.

We also wish to thank Leanne Perry, our outgoing Chief Financial Officer, for her significant contribution to the organisation during her three-year tenure.

We continue to advocate for equal opportunity and community inclusion for individuals with disability and children and young people in Out Of Home Care, working together with peers and government through our peak bodies and strategic alliances.

We wish to thank the Federal, State and Territory government departments and agencies, including the NDIA who worked with us in partnership to respond with integrity and decisiveness to the impacts of COVID-19. We also wish to acknowledge the leaders in the sector, through our relationships with Alliance20, National Disability Services and Ability First Alliance who rallied and demonstrated collaboration and leadership during the pandemic.

Lifestyle Solutions continues to welcome the increased scrutiny of the disability sector through the Royal Commission into Violence, Abuse, Neglect and Exploitation of People with Disability and supports the Commissioners' view that this is a once in a lifetime opportunity to improve laws, policies, structures and practices to ensure a more inclusive and just society and create equal opportunity. We are committed to continue to fully co-operate with the Commission and governments to see these opportunities realised.



Our group cooking programs have encouraged Lydia's creativity in the kitchen.



## Lifestyle Solutions is a people business

Our intense focus is the health, safety and wellbeing of the 2,400 people we support and our almost 2,300 employees who work every day to enrich and celebrate the lives of people we support.

Lifestyle Solutions has outstanding teams who strive to deliver high quality supports and services, for each of the people we support, appropriate to their complex and varying needs. Our leaders across the organisation have demonstrated capacity to plan and execute new ways of working in response to the challenging issues presented this year.

We are especially grateful and proud of our frontline workers who rallied during the bush fires, kept the people we support safe and contributed to their communities' response. We appreciate that during the pandemic, frontline workers place themselves and their families at risk when they come to work every day.

We would like to profoundly thank our teams and our leadership for their extraordinary effort and professionalism.

We also wish to acknowledge and sincerely thank the people we support and their families for their support and understanding. This has been a difficult time for many, yet families have been concerned for others, including our employees, as well as their own loved ones. Thank you.

In addition, we thank our funders and supporters for their continued help and encouragement.

As one of Australia's largest disability and child and family service providers, we look forward to continuing to play a critical role in delivering safe, high quality and sustainable services for vulnerable Australians.

Yours sincerely

**Julie Connolly**  
Chairperson

**Andrew Hyland**  
Chief Executive Officer

# Strategic Plan



## A Great Place to Work

- = We believe if our people are happy and engaged our customers will be too



## Leader in the Sector and Community

- = We are committed to supporting customer and community outcomes through evidence-based practice design and reflection and contribution to the sector

### Strategic Priorities

- = Attract, retain and develop capable, diverse people who live our values
- = Provide predictable, flexible reliable and equitable employment and benefits to our people
- = Provide an environment that promotes the wellbeing and safety of our people

- = Build capacity to create social impact through collaboration and innovation
- = Create accessibility in the community through collaboration and social innovation
- = Advocate for the people we support and others by contributing to policy in partnership with community, sector, research and government stakeholders

### Community Impact

- = Building reliable, quality and skilled workforce capacity in the sector

- = People living with disability live a lifestyle to which they aspire in a safe environment



## Service Provider of Choice

- = We are committed to supporting customer and community outcomes through our service quality, range and fit for purpose
- = Ensure the safety and wellbeing of the people we support
- = Understand our customer needs and continually improve support services to help achieve outcomes
- = Attract and retain the people we support by demonstrating that we keep our promise of delivering better service



## Business Excellence

- = We believe in the power of working smarter, using quality management systems to reduce risk and improve efficiency to deliver Better Service
- = Embed a culture that embraces quality, safeguarding, risk management and innovation
- = Ensure we are financially sustainable and operationally efficient
- = Deliver better service through well organised structures, well designed practices and the right technology

= Children and young people in Out Of Home Care have a sense of belonging in a safe and nurturing environment

= The community provides all vulnerable people with equal respect and equal opportunity

= Innovation to improve the lives of vulnerable people in the community at an affordable price

# Highlights



**2,281**

people received disability support services



**91%**

customer satisfaction score



**279**

adults in Supported Independent Living (SIL)



**229**

children supported in residential care



**1,219**

people received community access



**153**

children supported in foster care



**1,267**

people received support coordination services



**253**

foster carers supported



**2,262**

employees



**71%**

staff engagement  
score



**95%**

of all staff trained in  
mandatory requirements  
within 2 months of onboarding



**189**

service locations  
nationwide



Moonee Ponds innovative  
Community Hub launched  
in November 2019



ITTC Outreach Clinical  
Services commenced in  
Tamworth late June 2020

# Consolidated financial highlights 2019-2020

## Profit and loss

The Financial Report outlines Lifestyle Solutions' focus on delivering services that are timely and relevant to the people we support. We strive to build capability into our organisation and aim for continuous improvement.

Income	\$'000
State Government	57,632
Federal Government	90,778
Other	19,428
<b>Expenses</b>	
Staff and Related	123,795
Depreciation	4,860
Other	35,010
<b>Surplus for the year</b>	<b>4,173</b>

## Balance Sheet

Statement of Financial Position as at 30th June 2020	\$'000
Cash and Deposits	20,224
Receivables and Other	19,703
<b>Total Current Assets</b>	<b>39,927</b>
<b>Non Current Assets</b>	
Property, Plant and Equipment	20,671
Other Assets	11,752
<b>Total Non Current Assets</b>	<b>32,423</b>
<b>Total Assets</b>	<b>72,350</b>
<b>Current Liabilities</b>	
Trade and Other Payables	34,997
Employee Benefits	2,478
Contract Liabilities	2,113
<b>Total Current Liabilities</b>	<b>39,588</b>
<b>Non Current Liabilities</b>	
Contract Liabilities	9,812
Other Non Current Liabilities	4,073
<b>Total Non Current Liabilities</b>	<b>13,885</b>
<b>Total Liabilities</b>	<b>53,473</b>
<b>Net Assets</b>	<b>18,877</b>
<b>Equity</b>	
Retained Earnings	16,652
Reserves	2,225
<b>Net Assets</b>	<b>18,877</b>

## 2019–2020 Revenue by category

<b>Income</b>	<b>\$'000</b>
Residential Disability	80,698
Individual Disability	23,859
Out Of Home Care	43,365
Foster Care	11,435
Other	5,106
Day Programs	3,375
	<b>167,838</b>

## 2019–2020 Expenditure by type

<b>Income</b>	<b>\$'000</b>
Employee Expenses	123,795
Agency Staffing	8,591
Depreciation and Amortisation	4,860
Client Expenses	9,388
Occupancy Expenses	8,969
Other Expenses	8,062
	<b>163,665</b>

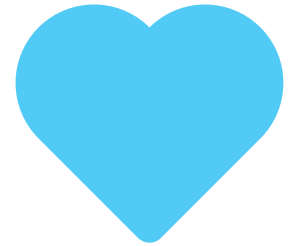
# Great days with people we support

We walk beside people to help them make a positive impact in their lives.





# Creative days



**With a passion for helping others, Gail has found new purpose and a renewed sense of community since joining her local Country Womens Association.**

Welcomed with open arms by the women of the Woy Woy branch, Gail was overjoyed to learn one of her activities would be knitting beanies for premature babies.

Gail's love can be seen in each piece. She puts a lot of thought and time into choosing the wool colours and feels a great sense of pride and achievement when each one is completed.

"This is for the babies," she says triumphantly, holding up the latest beanie she helped to make.

Gail is an active and popular CWA member and while she doesn't talk a lot, she has made her voice known. At her first monthly business meeting and watching the club president struggle to keep order, Gail called out: "Will everybody be quiet!"

It's a moment Gail and her new sisters recall with laughter, and the moment she had truly become part of their community. Since then, it's been Gail's job to bang the gavel and call for order during official meetings.



Gail starts work on a new beanie. It was Marina, her primary Assistant in Nursing, who introduced Gail to the CWA and the beanie program.

It was Gail's primary Assistant in Nursing, Marina, who introduced 68-year-old Gail to the CWA. Marina had noticed that Gail was happiest after attending Sunday Mass and socialising with women of her own age. Gail would glow when meeting grandchildren and babies and loved to share stories of family. Marina sensed Gail would enjoy spending more time with women in community activities that weren't disability focused.



While the meetings are the highlight of Gail's week, she also loves running into her fellow CWA members out in the community. On almost every outing Gail will hear her name called and turn to find one or more of the women, who will stop for a chat and a laugh and introduce Gail to whoever they are with. This deeper sense of community and connection has made Gail happier, more communicative and more confident.

Of course, any story involving the CWA wouldn't be complete without cooking. Since joining, Gail has found a renewed passion for cooking and baking. When asked if she had made anything recently Gail's eyes light up.

"Yes. I've made a cake!"

# Caring days



As a teenager Wayne Ferguson was the only one in his family who could connect with his father as he battled alcohol and anger. Wayne would talk with him late into the evening, listening and being supportive, until his father talked out his anxiety and finally fell asleep.

In his early twenties Wayne nursed his grandfather who was frail with old age. Wayne would help shower and dress him, prepare his meals and spend time comforting him.

These qualities of care and compassion were recognised early by others, who encouraged Wayne to become a Support Worker.

“I was working in a Salvation Army furniture store at the time. Some of the customers I got to know were Support Workers. They told me about what they did and encouraged me to apply for a role. I was ready at that time to do more – to give more and to be more challenged, but I wasn’t sure at that stage how I could do that.”

Wayne’s first role tested him and often took him out of his comfort zone, but he’d found his vocation.

“It felt right to me, it felt natural. I guess those life experiences I brought with me, even as a young man, are some of the most important for this role. If you don’t have empathy and patience, you can’t do this job.”



Wayne with Leah ready to prepare and cook lunch.

Wayne joined Lifestyle Solutions in 2014 and has become well known and highly respected for his knowledge, experience and way of working. Supporting people with diverse and unique needs means there is no typical day for Wayne. His support can include picking customers up from their homes, helping them with personal care and hygiene needs, helping them undertake social and therapeutic activities, supporting and monitoring healthcare and medication needs, providing emotional and practical support to families, analysing an individual’s needs and drawing up a support plan, and teaching new skills such as cooking, gardening and craft.

Watching the people he supports learn, achieve and grow, is his favourite part of the role.

“Small things bring big changes to the people we support. Just learning how to prepare food or make a cup of coffee can be life changing. It might mean for the first time in their life they feel a sense of achievement or confidence, and happiness often grows from confidence.”

While Wayne is known as a person who is very giving, he says the role gives back to him equally.

“This role, and the people we support, has helped me to see what is truly important in life. Life is to be enjoyed, and you should live your own authentic experience as best you can.”

Wayne is true to his own words. During the week he lives on a vintage timber boat moored on Lake Macquarie. Of a weekend he heads to his small acreage outside of Tamworth, which he says badly needs mowing, and has him considering swapping his Harley-Davidson for a ride-on mower.

Wayne with Mitchell on the liberty swing at Wallsend Hub. The pair have developed a special bond over several years.





# Adventure days



The adventure at Baffle Creek had been planned for some time. When Ginger\* was told that campgrounds were closing due to COVID-19, and that the Easter trip was cancelled, the 17-year-old was very unhappy.

“We were all really excited to go away. I have been camping with Lifestyle Solutions before, so I know how much fun it is. When we were told we couldn’t go away because of COVID-19 I was frustrated and pretty upset.”

The annual camping getaway had been highly anticipated by six young people from two of our residential care homes in Queensland. Our homes offer tailored supports to meet the individual and often complex needs of young people with wellbeing, personal development and achieving goals paramount. Team member Danniell said she and her teammates were determined not to let the young people down.

“We want every young person we support to feel happy and empowered. COVID-19 had already robbed some of them of opportunities to travel and see family and we felt so disappointed for them. We had all the camping gear ready and thought ‘why not camp in the backyard?’ We were sure if we approached it properly, we could make it feel like a real camping trip.”

The team set rules to keep the experience as realistic as possible. They would cook all meals for the five days outside. They wouldn’t use the backyard lighting, meaning everyone would have to use torches to move about at night, and there would be no internet each evening after dinner.

While the team was confident they could make the backyard adventure fun, a few of the young people weren’t so sure. Ginger was one of them.

“To be honest I didn’t want to participate. I thought it would be boring and that there would be no point.”



But Danniell and the team were fully committed and began setting up tents, with a ‘build it and they will come’ approach. In a short while the suburban backyard began to transform.

“There were several three bedroom tents, so it soon became a tent city. We let each person know they would have their own room which they could set up how they wanted. Some of those who were sceptical stuck their heads in for a look and you could see them change. Suddenly it was exciting and interesting. Soon everybody was busy decorating their rooms and setting up the campground,” said Danniell.

A gazebo was converted to a space to chill and play board games. Fairy lights were strung across the tents and camping chairs were set up around the fire. Sticks suitable for roasting marshmallows were hotly contested.

On the first evening, as the sun set, something magical happened. As the fairy lights emerged twinkling in the darkness, and the campfire shot licks of orange into the suburban night sky, the backyard disappeared, and the campers were transported to another world.

“It was pretty cool,” said Ginger. “Sitting around the campfire drinking hot chocolate, roasting marshmallows, and telling stories. Sometimes I forgot where we were.”

\*Real name not used.

# Celebrating diversity

Lifestyle Solutions is committed to developing a workforce and workplace that respects the abilities, genders, cultures, languages, sexual orientation and rich diversity of views and perspective of all our people. This enables us to build a strong sense of belonging for our teams and the people we support.

This commitment is driven by our National Diversity Working Group which reports to the Board on progress. Our 2020-2023 Diversity and Inclusion Strategy is focused on six key areas:

- = First Nations people
- = Cultural and Linguistically Diverse (CALD) people
- = People living with disability
- = Gender equality
- = LGBTIQ inclusion
- = Children.



Above: Warming up behind the scenes before our first appearance in the Sydney Gay and Lesbian Mardi Gras Parade.

Main: Jane Mervin, one of the talented artists with Bindi Mwerre Anthurra Artists studio in Alice Springs, enjoys an exhibition featuring the work of Bindi artists.

The six inclusion focus areas are supported by additional working groups and activities including our Reconciliation Action Plan (RAP) Working Group. The 2020-2022 Innovate Reconciliation Action Plan's vision is to embed the values, heritage, cultures and knowledge of First Nations people into every aspect of our work. We're committed to creating environments, activities and situations that support self-determination, healing, dignity and respect for First Nations people and communities. Our National Reconciliation Week activities celebrate and draw on the rich experience, culture and knowledge of First Nations people.

During the past year we celebrated diversity and inclusion through participation in the 2020 Sydney Gay and Lesbian Mardi Gras Parade and PRIDE events across the nation. We seek diversity in foster carers, including from First Nations people, culturally and linguistically diverse and LGBTIQ communities. Our teams and people participated in events to mark a number of significant dates including International Day of People With Disability and World Autism Day.

The importance of cross-cultural knowledge via training and partnerships is key to our commitment to respecting the rights and aspirations of our diverse workforce and the people we support.

This includes investing in systems to ensure diversity and inclusiveness are embedded in all of our people processes. This is achieved through recruitment, onboarding, training and retention and working with people we support, kin and community to respond to individual hopes and aspirations, including the importance of promoting self-determination and belonging.

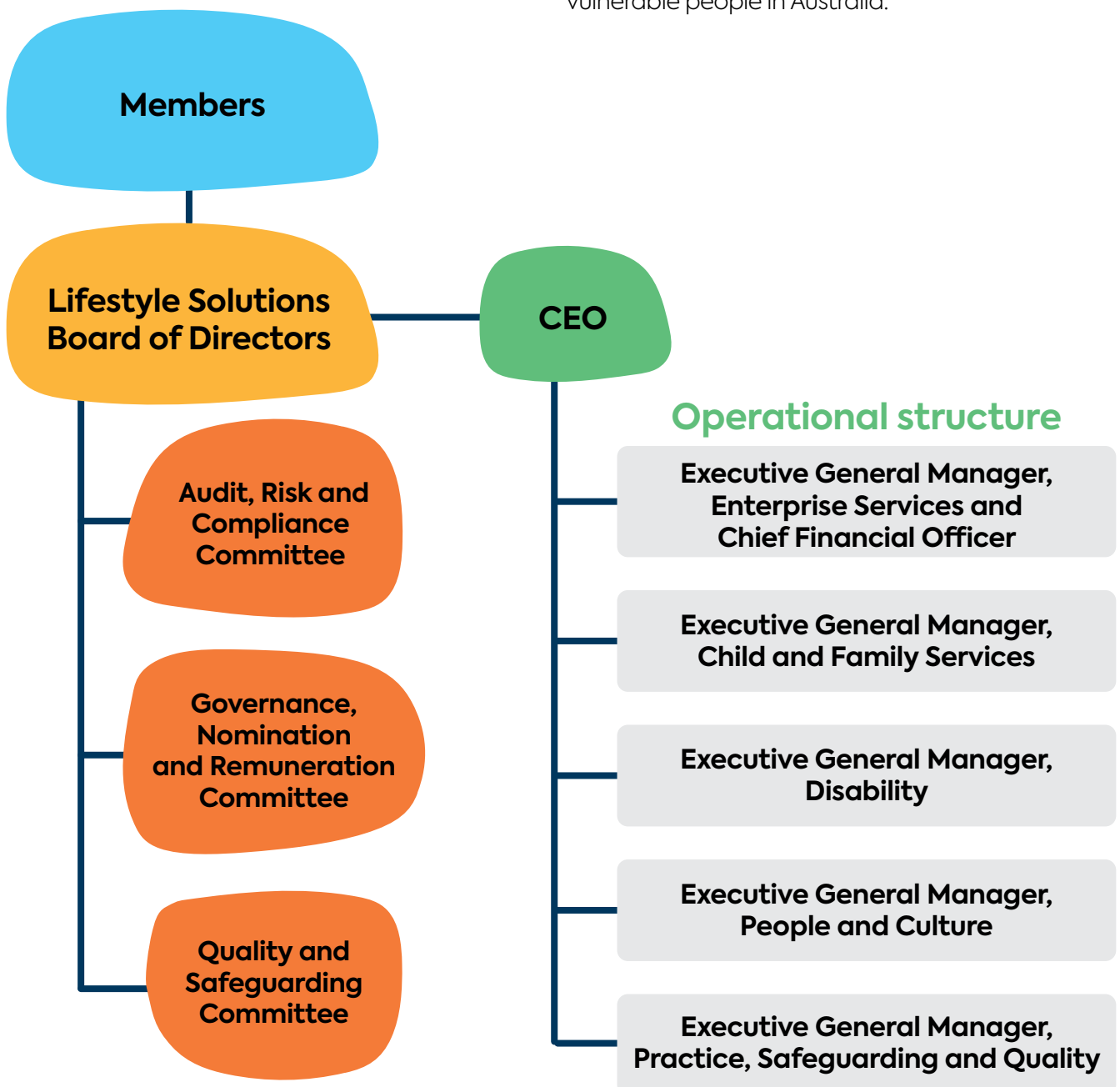


# Governance

The Board of Lifestyle Solutions continues to review the governance framework and practices of the organisation to ensure they meet the standards expected of a national social purpose organisation, registered and regulated by the Australian Charities and Not-for-Profits Commission (ACNC).

Lifestyle Solutions has a professional Board of Directors from across Australia that oversees and works collaboratively with our diverse and highly experienced management team.

We are committed to transparent and accountable governance that meets community expectations for an organisation delivering supports and services for some of the most vulnerable people in Australia.







Support Worker Kaylee helps Chris burn off some energy during a fun day at the beach.

# Board



**Julie Connolly**  
Chairperson

Julie combines more than 25 years' experience working in senior executive roles with ASX listed companies, as a non-executive director and in all aspects of public and private sector education. Her focus is ensuring organisations work with purpose to develop real partnerships and shared value with all stakeholders. Julie is motivated by her strong belief in the power of education and mentorship to redress disadvantage, develop every individual's unique talent and contribute to a better, more equal society. She has a Masters degree in economics, finance and marketing and is a graduate of the Australian Institute of Company Directors.



**Andrew Knight**  
Deputy Chairperson

Andrew is an experienced lawyer specialising in trusts, complicated wills, estate planning and commercial transactions. He specialises in drafting wills containing protective trusts and special disability trusts. Andrew is a partner in Newcastle based law firm, Laycock Burke Castaldi Lawyers. Andrew is also a clinical lecturer at Newcastle University's Law School and a graduate of the Australian Institute of Company Directors.



**Dr Ron Chalmers**  
Non-Executive Director

During the past 28 years, Ron has been a leader in the disability services sector including ten years as the Director General of the Western Australian Disability Services Commission – the State Government agency with responsibility for policy, programs and services for people with disability. He has a background in education and holds a Masters degree in educational leadership and a PhD enquiring into the inclusion of children with severe and profound disabilities into mainstream schooling. His extensive experience as a CEO in the public sector and his knowledge of disability service systems are valuable assets for the Lifestyle Solutions Board.



### **Fiona Evans**

Non-Executive Director

Fiona commenced her career with PricewaterhouseCoopers and qualified as a chartered accountant before gaining post-graduate qualifications in marketing. She then worked in greenfield roles with Queensland Rail, Brisbane Lions, ME Bank, Wunderman Cato Johnson (London), Avco Finance and GE Capital Finance. In 2009 Fiona established her own consultancy focused on helping small businesses win new clients and maximising their efficiency. As a graduate member of the Australian Institute of Company Directors and experienced non-executive director she brings risk assessment, analysis and operational accountability to all phases of board governance and strategy. With a strong belief in community involvement and a passion for making a difference, Fiona has fulfilled various volunteer roles and currently acts as a non-executive director of Nortec Employment & Training Ltd and Neurosensory Ltd.



### **Fiona Payne**

Non-Executive Director

Fiona has over 30 years of experience in human services, including considerable board experience with large organisations operating in a complex regulated environment. She was a founding board member of the National Disability Insurance Agency. Fiona has a strong commitment to improving the lives of vulnerable individuals and supporting the families and staff who provide care and support.



### **Dean Laurence**

Non-Executive Director

Dean is a qualified Certified Public Accountant and has served as a director on a diverse range of boards across the not-for-profit and commercial sectors. He is a long-standing member of the Australian Institute of Company Directors and has over 30 years' financial and strategy experience at c-suite and general management levels in ASX listed and large private enterprises, including Wesfarmers, Leighton, UGL and Toshiba, both in Australia and overseas. He is also an experienced business advisor, and mentor and alumnus of Leadership Victoria. Dean is a passionate advocate on mental health and disability issues, as well as social justice and the renewable energy sectors.



### **Karen Woodford**

Non-Executive Director

Karen has 30 years of 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.

Full details about our Board, their responsibilities and their qualifications can be found in the Financial Statements.

# Executive Leadership Team



## **Andrew Hyland**

Chief Executive Officer

Andrew joined Lifestyle Solutions as CEO in November 2016, bringing extensive experience in transformation across a range of industries. His career in the disability sector and in earlier years has strongly focused on culture, workforce development, safeguarding, risk management, financial management and clear and accountable structures to ensure the people we support receive the best possible service from Lifestyle Solutions. He is recognised within our organisation and in the broader sector as a strategic thinker and a highly effective communicator.



## **Dr John Carlisle**

Executive General Manager,  
People & Culture

John has extensive experience in human resource management and business consulting across a broad range of industries and sectors in Australia, Asia, the USA and Europe. John has a strong background in the Human Services sector in talent management, organisational design, change management, process improvement, industrial/employee relations and staff engagement. John holds degree qualifications in Economics, Industrial Relations, and a PhD in High Performance and Innovation.



**Servena McIntyre**

Executive General Manager,  
Practice, Safeguarding and Quality

Servena is an experienced executive, researcher and practitioner with almost three decades working across the community service sector nationally with both government and for purpose organisations as well as with universities, peak organisations and private business and consultancy. She brings specific expertise in developing cultural and cross cultural practices, services and workforce strategies, including developing and transitioning Aboriginal community controlled organisations. Servena’s diverse experience is matched with qualifications in community services, counselling, safeguarding, business and leadership. Her work has been featured in The Closing the Gap Report, awarded the Association of Children’s Welfare Agencies’ Innovation Award and been part of numerous sector reviews. Servena is on the Board of Joblink Plus.



**Brent Pitts**

Executive General Manager,  
Enterprise Services and Chief Financial Officer

Brent has over 25 years’ experience across business sectors, organisational cultures and mandates, with extensive insight into the business value chain. Setting a cultural tone that underpins high performance delivery, Brent has supported blue-chip organisations (Kraft-Heinz, Campbell Soup & Arnott’s Biscuits, McGrath Foundation and Achieve Australia) to maintain their ‘space’ in the market and stand the test of time in the face of industry changes such as deregulation, increasing cost pressures and shifting approaches to service provision/funding. Brent is a Fellow with Chartered Accountants Australia & New Zealand (FCA) and a graduate of the Australian Institute of Company Directors (GAICD).



**Jonathan Marin**

Executive General Manager,  
Customer Service Delivery

Jonathan has extensive experience in customer facing roles, service design and customer experience. He has worked in the telecommunications, retail, banking, steel manufacturing and education sectors.

From September 2020, the position of Executive General Manager, Customer Service Delivery is replaced by two new positions of Executive General Manager, Child and Family Services and Executive General Manager, Disability.

# Members

As a member-based organisation, we greatly value the contribution our members make. With their support, Lifestyle Solutions has actively driven change in the disability sector and is a successful advocate for the rights of people with a disability and children and young people at risk.

In 2018, Lifestyle Solutions members voted to adopt a new Constitution for the organisation, which included the formation of a new group of members — Lifestyle Solutions Community Members — to grow and diversify feedback and input into the organisation from our community. Our community includes the people we support, families, our employees and other people with a commitment to our purpose. Anyone over the age of 18 years can become a Lifestyle Solutions Community Member.



## How to become a Lifestyle Solutions Community Member

Becoming a Lifestyle Solutions Community Member brings opportunities for engaging with our organisation including:

- = a dedicated Community Membership email address to send and receive communications with the Lifestyle Solutions Board;
- = an invitation to the Annual General Meeting;
- = a copy of *Possibilities*, Lifestyle Solutions' magazine that provides valuable updates on our activities;
- = invitations to Lifestyle Solutions Community Member events; and
- = opportunities to suggest other strategies that will promote community feedback into our organisation.

## You can apply to become a Lifestyle Solutions Community Member by:

- = completing the online membership application available through [lifestylesolutions.org.au/community-members-centre](https://lifestylesolutions.org.au/community-members-centre)
- = contacting the Lifestyle Solutions Community Membership team on 0402 750 192
- = emailing the Lifestyle Solutions Community Membership team on [communitymembers@lifestylesolutions.org.au](mailto:communitymembers@lifestylesolutions.org.au)

Left: Hayden gives his Easter egg hunt a big thumbs up.  
Main: Cath (right) finds her groove with Support Worker Kaylee.



Lifestyle  
Solutions  
everyone's in it



Beavin waters the sensory garden at our Wallsend Community Hub. The fragrant herbs grown here are also used in cooking activities.



# Thank you

We would like to acknowledge the support of the government funding bodies and businesses who make it possible for us to provide quality supports and services to the people who've chosen Lifestyle Solutions as their service provider.

## Federal

- = Department of Social Services
- = National Disability Insurance Agency
- = Department of Health

## New South Wales

- = Department of Communities and Justice
- = icare

## Queensland

- = Department of Child Safety, Youth & Women

## 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 – Child Protection and Family Support

We would also like to acknowledge the generous support of the following organisations who helped us provide innovative programs and services to children and young people in Out Of Home Care and people with disability.

## Grants

- = Lottery West
- = Commonwealth Department of Social Services (Boosting the Local Care Workforce Program)
- = Independent Living Villages
- = Arts NT – Department of Tourism, Sport and Culture
- = Department of Social Services Supported Employment (NT)
- = Department of Social Services Community Grants Hub Northern Territory



# Contact us

## Offices

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Parkes NSW 2870

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### Queensland

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### Victoria

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**Lifestyle Solutions is a  
registered NDIS service provider.**

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**Lifestyle Solutions**  
everyone is equal