



# Lifestyle Solutions

## Annual Report 2021

We support people with disability, and children and young people, so that they can thrive and fully participate in society and achieve **what's important to them.**



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**We are pleased to share the Lifestyle Solutions Annual Report for the 2020–2021 Financial Year.**

**We're sharing the year's achievements and some inspiring examples of what's important to people and communities we support.**

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 leading national provider of services and supports for people with disability, and children and young people in out of home care.

Our purpose is to enable the people we support and their communities to achieve what is important to them.

## **What matters to them, matters to us.**

Our vision is to support more Australians to live as equal and empowered citizens, to enable our people to develop great careers, and to grow our social impact in the community.

Underpinning our purpose and vision are our values that guide how we work with people we support and each other.

Lifestyle Solutions is a not-for-profit organisation that was founded almost 20 years ago by a small group of families living with disability who wanted to create better living options for people with disability. We remain true to this goal.

Today, around Australia our dedicated people support more than 2,000 people with disability in residential Supported Independent Living, everyday living services, support coordination, specialist behaviour support, community support services, and employment through an Australian Disability Enterprise and transition to work program. We also deliver a range of coordination, clinical and allied health services.

We work closely with State and Territory governments to provide residential care and foster care services for children and adolescents, and family support services.

We are a national organisation with quality and safeguarding standards, policies and protocols to ensure consistency of care and support for our local service delivery teams across all our services.

Our eight strategic priorities for the next four years provide a clear road map for achieving our vision, with focus areas and goals to measure our progress.



## Our values

### Own It

How we get the job done

### Respect Lives Here

How we treat other people

### Keep Calm and Be Happy

How we interact with other people

### Make It Matter

How we make a difference to other people

## How we get things done

### Do What's Right

Ethics

### Learn, Adapt and Innovate

Continuous Improvement

### Do it Together

Inclusiveness



# Strategic priorities

## Customer and Community Focus

Our strategic priorities start with the people we support and the community. These priorities will drive our work to make a tangible difference in supporting people with disability and children and young people to thrive and fully participate in society.

### PRIORITIES

### OUTCOMES

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**1 Empower the people we support to achieve what's important to them.**

The people we support are making progress towards living the life they want and our services reflect their needs.

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**2 Promote the safety of the people we support.**

The people we support are safe and feel safe and we exceed the quality and safeguarding standards.

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**3 Harness the voice of the people we support in everything we do.**

We listen. The people we support are listened to by us so that we create a shared understanding about what's important to them.

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**4 Grow social impact.**

Increase access to services in areas where demand is unmet and increase our advocacy and sector leadership.

# Organisational and People Development

The organisation and the people within it must thrive and develop so that the people we support can achieve what is important to them. These priorities will guide our work to build a sustainable, resilient, capable and adaptable organisation, workforce and services.

## PRIORITIES

## OUTCOMES

**5 Be evidence-based and research-informed.**

Service design and delivery is continually evaluated and informed by participant and operational outcome data and we contribute to research and sector development.

**6 Create an environment for our people to make a positive impact.**

Our people have the tools, resources, skills and support to perform their roles and drive innovation, and they feel proud to work here and would recommend it to others.

**7 Reinvest operating surpluses to create greater social impact.**

People we support receive high quality services at an affordable price and we deliver a net surplus annually that is reinvested in continuous improvement.

**8 Continually improve our adaptive culture.**

Digital capability is embedded across the whole of organisation and there is a culture of continuous improvement in everything we do.

# Chair and CEO report

This has been a challenging year for Lifestyle Solutions, with the ongoing impact of the COVID-19 pandemic affecting all of us. We would like to deeply thank our more than 2,700 people who delivered compassionate and caring services for over 2,700 people we supported during the year in sometimes difficult circumstances; and the organisation's leadership for their extraordinary effort and professionalism. This has been a testing time, yet we have all pulled together and demonstrated concern and kindness for each other. Thank you.

We also wish to acknowledge and sincerely thank the people we support and their families, for their ongoing courage in rising to the difficulties presented by the pandemic and confirm our commitment to them to provide whatever support they need from us.

The COVID-19 pandemic has created even greater challenges for the most vulnerable in society. At times keeping safe has meant barriers to seeing family and involvement in community life. Losing these opportunities has reinforced how important

everyday connections are for everyone.

The health, safety and wellbeing of the people we support and our people always comes first.

We have built on the preparations undertaken at the beginning of the pandemic in early 2020 to manage the challenges presented by COVID-19 into the future.

We have dedicated additional resources to mandatory training in infection prevention and control, personal protective equipment and cleaning, and counselling and support; and continued to refine our team management systems to ensure service continuity for the people we support.

We continue to actively encourage and support all Lifestyle Solutions employees and people we support to access COVID-19 vaccinations.



## Consistent team-based care and support for our customers

During the 12 months to June 2021, Lifestyle Solutions reached an important milestone in closing out the final year of our Building Sustainable Capacity strategic horizon.

We have transformed the way we work so that our people work together in teams to understand and enable our customers to achieve what is important to them. Our team-based way of working provides the platform for our people to learn, adapt and innovate together and promotes honesty, transparency and supportive mentoring of each other, so that our teams can do the best job they can for the people we support.

We continue to work closely with the Australian Services Union, State-based service unions and employees to develop improved employment terms and conditions that support our team-based structure and meet the interests of employees, people we support and regulators.

We want to thank everyone who has been involved for your hard work and collaborative spirit in building sustainable capacity and transforming the way we work.

For the third consecutive year our customers have told us through the annual Voice of Customer surveys that team-based support is working.





Julie Connolly, Chairperson and Andrew Hyland, Chief Executive Officer

Over 90 per cent of people with disability we support told us that they are satisfied or very satisfied with the support they receive from their team. Over 90 per cent of young people we support in out of home care agreed that they trust their support teams to help when needed, they feel accepted and supported to achieve their goals and learn new things, and they know who to go to for help.



### Robust practice quality and safeguarding

During this strategic horizon, we have built a robust national practice quality and

safeguarding system, overseen by the Quality and Safeguarding Committee of the Board. Enhanced data collection and analysis supports our leadership and teams to identify and monitor any emerging areas of concern.

Group Reflection and Support and Decision Making provides our teams with a framework for professional supervision and reflective practice. Within a culture of continuous improvement, our teams reflect and decide on improvements in how we provide safe and high quality care; supports and services for each individual's needs; and valued experiences for the people we support.

We have set up clear ways for the people we support and their families to report concerns and provide feedback and improved our processes for onboarding new customers to ensure a good start for people we support in independent living.



### Investment in training

Through the year, we again made significant investments in learning and professional development. Over 895 people completed support worker training modules and 20 people completed our new future leaders development program during the 12 months to 30 June 2021.

The nationwide roll-out of training in CALM continues. CALM is a contemporary, evidence-based and trauma informed therapeutic model grounded in human rights and person-centred practice. It has been widely tested and successfully used overseas in child and family, disability and complex forensic settings. CALM provides our teams with insights, skills and strategies to respond to behaviours that challenge, supporting service delivery and teamwork. The approach uses attachment-based and trauma-informed positive behaviour support to better understand needs and how these needs should inform the environments and support that services and teams provide.

All staff will be trained in CALM, in a multi-year training program that began in 2020.



### Financial sustainability

Lifestyle Solutions is in a sound financial position with net assets of \$19.7 million to support our ongoing investment in

initiatives and improvements in supports and services for the people we support. The organisation recorded a net loss of \$0.079 million for the 12 months to 30 June 2021 after making significant investments in continuous improvement, skills development, contemporary practice, technology and customer voice programs.



### More services for more customers

During the 2020–2021 year we launched our first services in the Australian Capital Territory in January and in South Australia in June. Lifestyle Solutions now supports people in every State and Territory across Australia.

We continued our prudent approach to property investment where opportunities are assessed to ensure they are value-creating and intrinsic to our purpose. To ensure ongoing stability for children and young people living in out of home care in Bundaberg, Queensland, we purchased our first purpose-designed home in this region.



### Contributing to policy improvements for people we support

We continue to welcome the ongoing work of the Royal Commission into Violence, Abuse, Neglect and Exploitation of People with Disability as a genuine opportunity for transformational change to achieve a more inclusive society that recognises the dignity, autonomy, equality and freedom of choice for people with disability.

Reports emerging from the Royal Commission and the evidence in hearings is providing us with additional insights and perspectives to review against our own safeguarding practices and opportunities for continuous improvement. In March 2021, Lifestyle Solutions provided a response to the Royal Commission Issues Paper on Safeguards and Quality.

Through our membership of the peak disability sector bodies Alliance 20 and NDS, and State-based child and family peak organisations we advocate for the people we support and identify opportunities for systemic change.





We have contributed to government thinking on policy improvements through submissions and responses to sector surveys. Many of these during 2020–2021 have been about the need to expand the NDIS workforce in Australia as well as the ‘thin markets’ for NDIS services in some parts of Australia and for some cohorts of NDIS Participants, including responding to the National Skills Commission’s Care Workforce Labour Market Study Discussion Paper in June 2021.

We also took the important step to join the National Redress Scheme in support of the Scheme’s objectives, that include to acknowledge the significant trauma caused to people who experienced institutional child sexual abuse and to provide redress and counselling support. The Scheme was set up by the Australian Government to provide support for people who experienced institutional child sexual abuse.



### **Our people for our purpose**

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

We have welcomed Robyn Hunter to Lifestyle Solutions as Executive General Manager – Disability Services and Maria Steel as Chief People Officer. Petra Green’s appointment as Executive General Manager – Child and Family Services follows her 13 year career with us.

We farewelled John Carlisle and thank him for his contributions in Executive Leadership of our People and Culture teams.

We are especially grateful and proud of our frontline workers who have rallied to help keep

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 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.

**Julie Connolly**  
Chairperson

**Andrew Hyland**  
Chief Executive Officer





We also bought our first property in Bundaberg, Queensland so that the children and young people who live there would have continuity in their home environment



# Building Sustainable Capacity: the outcomes

Our Building Sustainable Capacity strategic horizon of the last four years is expressed in four strategic pillars: Service Provider of Choice; A Great Place to Work; Leader in the Sector and the Community; and Business Excellence.

As we move to our next four-year strategic horizon, we report on the outcomes of Building Sustainable Capacity under these four pillars.

## Service Provider of Choice

- National, consistent quality and safeguarding framework
- Contemporary trauma-informed therapeutic models of support and service delivery
- More ways to hear from people we support
- Improved intake and matching of people we support, leading to better outcomes
- Evidence-based clinical practice framework

## Leader in the Sector and Community

- Contributing to government thinking on system improvements
- Member of Alliance 20 group of leading NDIS providers
- Working in child and family peak bodies on opportunities for systemic change

## A Great Place to Work

- How we deliver supports and services structured in local community teams empowered and supported by national teams to ensure a consistent approach to quality and safeguarding and service delivery
- Lower staff turnover
- Ongoing training and education for all roles
- Greater employee engagement since our first annual survey in 2018

## Business Excellence

- Solid balance sheet
- Improved corporate processes
- Simplified policies and procedures
- Investment in technology
- A sustainable organisation

# How we measure up



2,292

people received disability support services



91%

customer satisfaction score



836

people received support coordination services



243

adults in Supported Independent Living (SIL)



714

people received community access



275

children supported in residential care



175

children supported in foster care



141

foster carers supported



65%

staff engagement score



2,765

employees



71%

permanent staff



38%

reduction over year in lost time injury frequency rate



188

service locations nationwide



69

Community Members



134

First Nations employees



130

communities we support

# Consolidated financial highlights 2020-2021

## Profit and loss

Revenue	\$'000
State government	70,182
Federal government	94,446
Other	22,485
<b>Total revenue</b>	<b>187,113</b>
<b>Expenses</b>	
Employee benefits	144,562
Depreciation	5,590
Other	37,040
<b>Total expenses</b>	<b>187,192</b>
<b>Deficit</b>	<b>79</b>

## Balance Sheet

Statement of Financial Position as at 30 June 2021	\$'000
Cash and deposits	15,008
Receivables and other	13,120
<b>Total current assets</b>	<b>39,927</b>
<b>Non current assets</b>	
Property, plant and equipment	21,685
Other assets	10,581
<b>Total non current assets</b>	<b>32,266</b>
<b>Total assets</b>	<b>60,394</b>
<b>Current liabilities</b>	
Trade and other payables	21,769
Employee benefits	2,714
Contract liabilities	2,387
<b>Total current liabilities</b>	<b>26,869</b>
<b>Non current liabilities</b>	
Trade and other payables	1,456
Contract liabilities	8,503
Other non current liabilities	3,878
<b>Total non current liabilities</b>	<b>13,837</b>
<b>Total liabilities</b>	<b>40,707</b>
<b>Net assets</b>	<b>19,688</b>
<b>Equity</b>	
Retained earnings	16,573
<b>Reserves</b>	<b>3,115</b>
<b>Net assets</b>	<b>19,688</b>



### 2020–2021 Revenue by category

<b>Revenue</b>	<b>\$'000</b>
Residential disability	78,198
Individual disability	20,602
Out of home care	61,770
Foster care	11,721
Other	12,228
Day programs	2,595
	<b>187,113</b>

### 2020–2021 Expenditure by type

<b>Expenses</b>	<b>\$'000</b>
Employee expenses	144,562
Agency staffing	9,862
Depreciation and amortisation	5,590
Client expenses	9,752
Occupancy expenses	9,020
Other expenses	8,407
	<b>187,192</b>

# What's important to people we support

Sometimes, it's easy to forget the joy in simple things. Like sitting on your back step in the sun, enjoying quiet time in your garden.

It's one thing 52-year-old Mark never takes for granted. It's something he's wanted for a long time, and he's found it in his new home in Newcastle.

"I've been here for nine months. I like having my independence and doing things for myself, like cooking and taking care of the house," Mark said.

We first met Mark two years ago when we started providing him with one-on-one support to participate in community activities.

"Mark moved into one of our Supported Independent Living (SIL) homes a short time later and we continued to help him when he needed us. A year later, we helped Mark move into his own home where he lives independently with daily individual supports from his team," said Kellianne Ralston, Service Specialist – Disability.

A friendly man with a warm personality, Mark has lots of interests.

"I like going to the movies and to JB Hi Fi to buy music. I like to exercise and keep fit, too. I used to play community soccer but now I like to swim. My support workers come to the pool with me and we swim laps. It's something we can do together."

Before COVID-19 restrictions came into place, Mark was a regular at local trivia night competitions.

"My favourite subjects were music, religion and sport. I used to like to go out at night but not anymore," he said.

Close to his family, Mark visits his mum in Queensland every year and sees his brother often.

"I love it when my brother brings his dog over for me to look after. I like to take him for walks to the dog park. It's a nice way to meet people and it's good for my wellbeing and self-esteem."

These community connections are important to Mark. So, too, is taking care with his appearance and looking his best.

"My support team is great. I like to shop and they take me to buy clothes and get my hair cut," Mark said.

Mark receives regular support Monday to Friday and drop-in support over the weekend. His support team is always available if he needs any extra help.

"We recently became aware that Mark had missed some appointments and when we spoke with him about this, he said he didn't want to go out sometimes because he felt uncomfortable in public. We quickly put steps in place to help him through this and now a support worker accompanies him to his appointments. It's helped Mark get on with his life and stay engaged with this community," Kellianne said.



“

Mark is always so appreciative of the support he receives. He's optimistic, feeling more confident now, and enjoying his independence in his own home.

KELLIANNE

”





“ We’d tell anyone considering being a foster carer to be prepared for some heartache along the way but also be prepared for the love.

CHRISTINE

”



# What's important to people we support



It's when they see the children start to realise that they're loved and being supported to learn, discover and develop new life skills that Christine and Richard Thomas are reminded of what a good decision it was to become foster carers.

"At first, being foster carers filled a void in our lives. Now, it fills our lives with joy and happiness," said Christine.

Broken Hill locals with strong ties to their community, Christine and Richard have been fostering children with Lifestyle Solutions for six years, although their foster carer story began 21 years ago.

Over the years they've fostered more than 60 children and they're now busy caring for three children aged nine, 10 and 11.

While some people might think being a foster carer in a remote town like Broken Hill would be difficult, Christine says the opposite is true and they receive great support from the local community and our team.

"We're a small community and most people understand what we're trying to do for the children we care for."

Our Broken Hill team supports 12 local families and another family in near-by Menindee who, like Christine and Richard, have opened their homes and hearts to children and young people in need of a safe, loving and nurturing place to call home.

"We all know one another through the children, and we catch up socially when we can," Christine said.

Richard says he and Christine work hard to maintain family connections for the children, but every situation is different.

"Sometimes the connection is good and we share photos of special events in the children's lives. Other times, it's not possible for children to have contact with their birth parents but we still talk with them about people, places and events from before they

came to live with us. Some children have little knowledge of their background and carers need to understand the problems this can create," said Richard.

"Helping Indigenous children stay on Country and connected with their culture is really important, too. The children learn so much from their cultural connections — and so do we," added Christine.

Richard says it's great having regular visits from the children's case workers and support workers.

"They keep us up to date on things we need to know and any new training we need to do. They're very supportive, especially when things get a bit challenging," Richard said.

Interestingly, COVID-19 lockdowns weren't a big challenge for this dedicated and caring couple.

"It brought our family closer together. We got to spend more quality time together, helping the children with their schoolwork and everyone playing together," Richard said.



# What's important to people we support



Wheelchair rugby is a fast, fierce and full-on sport that brings out intense displays of strength, stamina and teamwork.

This celebration of ability, rather than disability, makes Wheelchair Rugby Australia (WRA) an ideal partner for Lifestyle Solutions.

In May 2021, members of our Board and teams experienced this exhilarating game up close as a major sponsor of the 2021 GIO Wheelchair Rugby National Championship on the Gold Coast.

“Lifestyle Solutions wants to enable people to express their abilities to the fullest and to have access to the same things that everyone else does,” CEO Andrew Hyland, explains. “This is social impact in action.”

With over 300 players across the country, Australia runs one of the world's leading wheelchair rugby programs.

The physical and mental demands — and rewards — of competing at national level reflect the importance of the Championship to players.

For Ash Treseder from our Safeguarding team, who played for South Australia, it was a great opportunity to meet new people and learn from their experiences on and off the court.

Formerly a support worker in the Hunter in New South Wales, Ash was paralysed from the chest down, and partially in the arms, in a diving accident two years ago.

“I started watching wheelchair rugby when I was in rehab. Initially, I was hesitant about going but I enjoyed being around other people in wheelchairs. They were all just getting on with life, going to games after work, bringing their families. The shared experience was really important,” said Ash.

“Lifestyle Solutions has been incredibly supportive of me, and I really appreciated how accommodating they were about my rehab and training.

“It makes me very proud that they're supporting wheelchair rugby and it was unreal having everyone come out and support us,” he said.

From the first meeting between Lifestyle Solutions and WRA, there was a strong connection over a shared commitment to recognising people's ability and the importance of sport to people with disability. Importantly, too, our people have a great connection with this sport.

“Lifestyle Solutions' involvement made a genuine difference to athletes, officials and coaches,” WRA General Manager Chris Nay said. “This sponsorship helped transport athletes to and from venues and assisted developing teams to attend and compete, which helps the sport, and this event, to grow.

“This is a meaningful partnership,” Chris added. “It's a relationship that means a lot to everyone connected with the sport. We look forward to continuing to work with them.”



“  
It’s a relationship  
that means a  
lot to everyone  
connected with  
the sport.  
CHRIS  
”







# Sustaining diversity and inclusion

Bindi Mwerre Anthurre Artist Billy Tjampijinpa Kenda.





We value and respect difference among people we support and our staff.

We are promoting a diverse and inclusive culture, advancing strategies within our 2020–2023 Diversity and Inclusion Workforce Strategy and implementing inclusive practices.

### **People living with disability**

In our daily work, our team members are helping more Australians to see people with disability as part of the diversity of our communities.

We want to celebrate the diverse abilities of people we support and the members of our teams who have a disability.

We have encouraged governments to recognise the particular needs of people with disability during the COVID-19 pandemic.

### **Diversity in our workforce**

Many people we support value having workers who share their cultural and linguistic diversity, gender and LGBTIQ diversity. We aim to attract and retain a diverse workforce and we encourage diversity in our foster carers.

We surveyed our workforce about diversity in early 2021. Responses were received from 15% of our employees, of whom 7% identified as a person with disability, 8% as Aboriginal or Torres Strait Islander, 8% as culturally and linguistically diverse and 12% as LGBTIQ. Many people identified a combination of these forms of diversity.

### **First Nations people**

One major focus this year has been development of a Reconciliation Action Plan (RAP). Our vision for the RAP and for reconciliation is to embed the values, heritage, cultures and

knowledge of First Nations people into every aspect of our work.

Employment of First Nations people is key to achieving this vision. New appointees during the year included Aboriginal Practice Specialist, Wiradjuri and Bundjalung man Michael Parkins, an Aboriginal Cultural Support Planner from the Wadjuk Noongar Nation, Tracy Narrier and First Nations Cultural Adviser, Amanda Short from the Wiradjuri Nation. Michael and Tracy are based in Perth, and Amanda in Dubbo.

We've also celebrated continuing achievements of artists painting in the Bindi Mwerre Anthurre Artists Studio at Bindi Enterprises in Alice Springs. Adrian Jangala Robertson won the General Painting Award in the 2020 Telstra National Aboriginal and Torres Strait Islander Art Award and the Alice Springs Public Library unveiled a 22-metre mural painted by Billy Tjampijinpa Kenda.



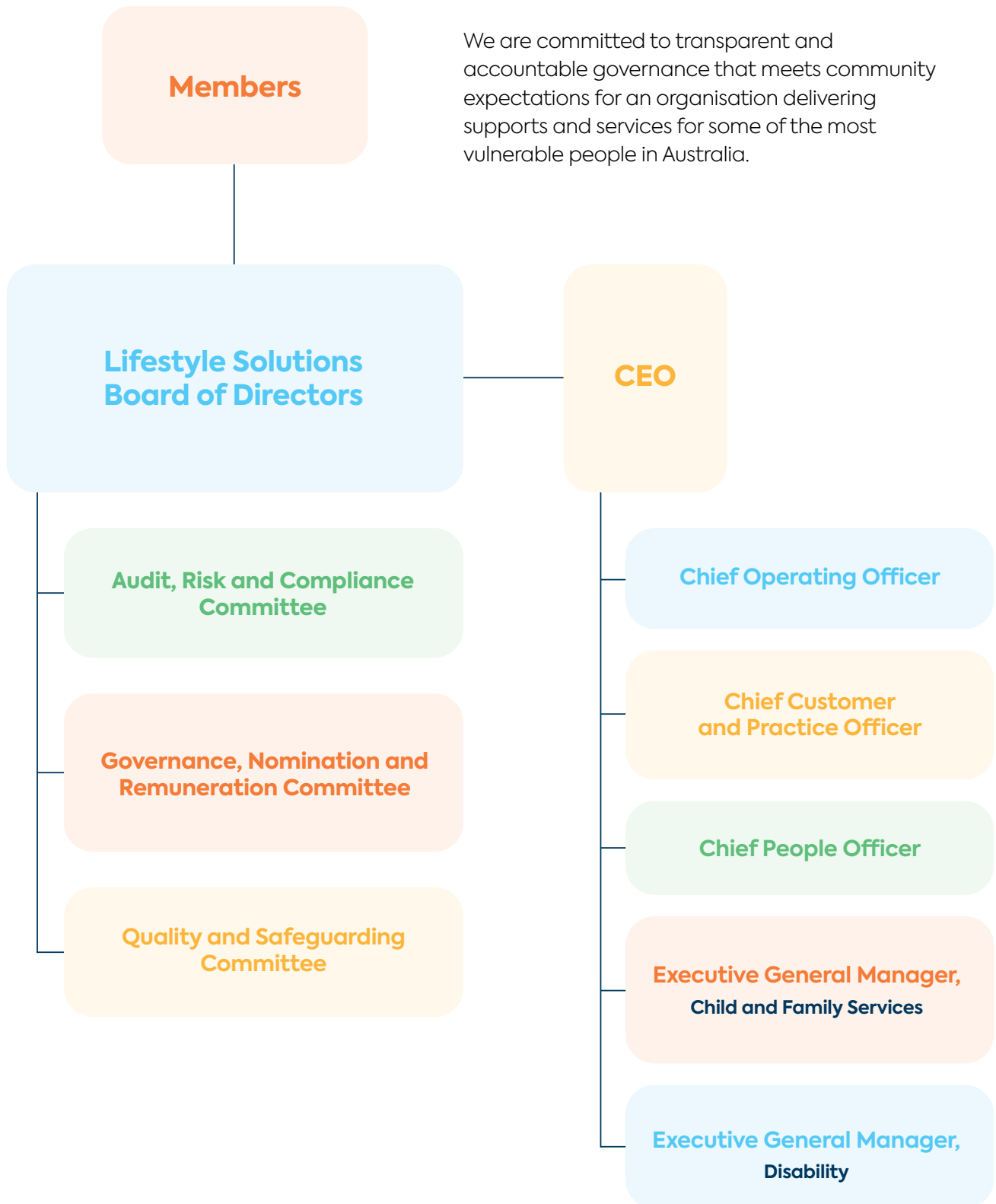
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Lifestyle  
Solutions  
everyone is equal



# Governance

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.



# 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**  
NON-EXECUTIVE DIRECTOR

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, Sparke Helmore 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

For almost 30 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.



**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 Fellow 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 more than 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.



**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. Fiona is a Fellow of the Australian Institute of Company Directors.

# 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.



## Brent Pitts

CHIEF OPERATING 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 responsible for Finance, Corporate Services & Business Insights; Customer Intake and Onboarding; Workforce Planning and Rostering; Enterprise Risk and Governance; IT Services; and Process and Technology Transformation.

He is a Fellow with Chartered Accountants Australia & New Zealand (FCA) and a graduate of the Australian Institute of Company Directors.



## Servena McIntyre

CHIEF CUSTOMER AND PRACTICE OFFICER

Servena is a seasoned sector leader, with almost three decades working across a range of social service areas including disability, child, youth and community services and supports. A proud First Nations woman, Servena has spent her career championing inclusive, person-centred practices and policies.

She was a member of a NSW Ministerial Aboriginal Child Sexual Response team, a Juvenile Justice Official Visitor, a Senior Researcher on the Child Care Choice of Indigenous Families Research Project, lead for a supported decision-making pilot for children with a disability and co-founder of Jaanimili, which featured in the Prime Minister's Closing the Gap Report and won an Association of Children's Welfare Agencies innovation award.

Servena holds qualifications in social services, quality, change and leadership that complement her diverse experience spanning direct service delivery, consultancy, research and governance roles.



### **Maria Steel**

CHIEF PEOPLE OFFICER

Maria's 20 years of experience in human resources includes roles in government, managed services and industrials in organisations such as Sydney Water, Transfield Services, Serco and Pact Group. She has led HR, safety and payroll teams globally, including in remote locations. In addition, she enjoyed time as a Director of the Industry Skills Council in the utilities industry, building the technical skills of the workforce to enable industry to move into the future.

Her career began in secondary education, including implementing vocational pathways, before moving into learning and capability development and work in talent development, technical skills based programs, industrial relations and employee growth.

Maria is known for driving collaborative, learning and high performing teams and for helping leaders and employees deliver on an organisation's purpose by creating a thriving work environment and culture. She fosters an ethos of building safe, capable and committed teams that make a difference.



### **Robyn Hunter**

EXECUTIVE GENERAL MANAGER,  
DISABILITY

Robyn has extensive experience in leading change to achieve organisational sustainability and turnaround, developing and executing strategies for growth and transformation and change management. She has a strong track record as CEO of Mind Australia and Multiple Sclerosis Limited as well as senior executive roles at Medibank Private and Australian Hospital Care. Robyn is a graduate of the Australian Institute of Company Directors and Chair of Youth Live4Life Ltd.

Robyn has a reputation as a passionate collaborator and in managing strategic partnerships. She is committed to people we support, families and carers and has led strategies and projects to initiate customer-centric approaches to digital transformation and a revitalised focus on people experience. She has spearheaded values-based programs for high performance culture at leading not-for-profits to deliver better on-the-ground outcomes.



### **Petra Green**

EXECUTIVE GENERAL MANAGER,  
CHILD AND FAMILY SERVICES

Petra has been an instrumental part of Lifestyle Solutions' Child and Family Services team for over 13 years. She initially joined Lifestyle Solutions as a Service Coordinator for Residential Services in Central Queensland before taking on the Queensland Area Manager role and later, the role of Area Manager for both Queensland and Northern Territory.

Her extensive experience in Child and Family support services enables her to meet performance indicators to the highest standard while focusing on a results-driven team culture and positive outcomes for people supported by Lifestyle Solutions.

# Community members



Lifestyle Solutions has always been a member-based organisation. We have two types of Members: Governing Members and Community Members.

Community Members were recognised in our Constitution in 2018 and by June 2021 we had 69 Community Members.

The Directors encourage applications for Community Membership from people who share their commitment to the organisation.

Community Members have the opportunity to make a contribution to Lifestyle Solutions by providing feedback and suggestions directly to the Board about the organisation, the people we support and the important work that Lifestyle Solutions does.



Community Members met in June 2021 to hear about and ask questions on the new Strategic Plan. They attended the Annual General Meeting in November 2020 and are invited to attend the 2021 Annual General Meeting.

They have access to a dedicated Community Membership email address to send and receive messages from the Lifestyle Solutions' Board, are invited to Community Member events and can suggest other ways to encourage 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)





# Supporters

## Federal

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

## New South Wales

- = Department of Communities and Justice
- = New Era Disability Services

## Queensland

- = Department of Child Safety, Youth & Women

## Northern Territory

- = Territory Families
- = Department of Health
- = NT Government Immediate Works grant
- = Desart
- = Arts NT – Department of Tourism, Sport and Culture

## Tasmania

- = Department of Health & Human Services
- = Motor Accidents Insurance Board

## Victoria

- = Department of Health & Human Services

## Western Australia

- = Department of Communities – Child Protection and Family Support

## South Australia

- = Department for Child Protection

# Thank you

We also acknowledge the generous support of all the organisations that helped us provide innovative programs and services to children and young people in out of home care and people with disability.

# Contact us

## New South Wales

33 Fern Street,  
Islington NSW 2296  
PO Box 81, Islington NSW 2296  
Phone (02) 4014 7800  
Fax (02) 4014 7888

Suite 302, 62 Norwest Boulevard,  
Baulkham Hills NSW 2153

Level 2, 11-15 Deane Street,  
Burwood NSW 2134

2b, 796 Hunter Street,  
Newcastle West NSW 2302

Suite 4 and 5,  
195-199 Clarinda Street,  
Parkes NSW 2870

Shop 2, Suite 15,  
454-456 Peel Street,  
Tamworth NSW 2340

4a-4b/14 Pacific Highway,  
Wyong NSW 2259

## Queensland

Until mid-December 2021:  
203/58-60 Manila Street,  
Beenleigh QLD 4207

From mid-December 2021:  
Ground Floor,  
108-110 George Street,  
Beenleigh QLD 4207

## Victoria

674 Mount Alexander Road,  
Moonee Ponds VIC 3039

## Tasmania

ABC Centre,  
1 Liverpool Street,  
Hobart TAS 7000

## Northern Territory

T1/60 Winnellie Road,  
Winnellie NT 0820

47 Elder Street,  
Alice Springs NT 0870

## Western Australia

Suite 8, 398 Great Eastern  
Highway,  
Ascot WA 6104



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

**1800 634 748**

[enquiry@lifestylesolutions.org.au](mailto:enquiry@lifestylesolutions.org.au)

[lifestylesolutions.org.au](http://lifestylesolutions.org.au)

 [facebook.com/lifestylesolutions](https://facebook.com/lifestylesolutions)

 [twitter.com/lifestylesolns](https://twitter.com/lifestylesolns)

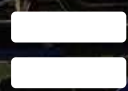
 [instagram.com/lifestylesolutionsau](https://instagram.com/lifestylesolutionsau)

 [linkedin.com/company/lifestyle-solutions-aust-ltd](https://linkedin.com/company/lifestyle-solutions-aust-ltd)





  
Lifestyle  
Solutions  
everyone is equal



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