



# Board Pack

Life Without Barriers  
Non-Executive Directors

July 2022

**PRIVATE & CONFIDENTIAL**



# Life Without Barriers

## **Life Without Barrier's foundational purpose**

Life Without Barriers was formed because there was an unmet need – people with disability were being denied access to vital quality services as well as the opportunity to fully participate in their community. Life Without Barriers forged a response to these needs with grit, determination and courage, a way of working that continues to be the heartbeat of the organisation today. Close to 30 years later, Life Without Barriers remains a contemporary social purpose organisation, motivated by a purpose of partnering with people to change lives for the better.

## **Their work**

Life Without Barriers supports over 25,000 people each year living in more than 400 communities Australia wide. The organisation provides people with the services and assistance they need so they can achieve their goals and maximise their opportunities to participate as fully in society as they wish. Life Without Barriers partners with communities, elders, government, and the private sector to ensure it can achieve positive long-term change in partnership with people. Services are provided in the areas of:

- Disability
- Aged care
- Families and children in the child protection system
- Mental health
- Refugees and asylum seekers
- Alcohol and other drug and homelessness services

Primarily Government funded, the organisation is trusted to deliver \$700m+ of service funding to support Australians in need.

Life Without Barriers is seeking to appoint two new Non-Executive Directors in 2022 and a further two new Non-Executive Directors in 2023, as current Directors retire. The new directors will be committed to the purpose of Life Without Barriers, behave in a way that is values aligned and be able to make the necessary time commitment required. They will ensure diversity, specifically geographic and cultural, is maintained. Collectively they will bring lived experience, workforce planning experience, deep community services delivery experience and commercial acumen combined with a strong grasp of governance in the Human Services sector and previous board experience.



# Context

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## Purpose

**Life Without Barriers partners with people to change lives for the better.**

We believe what unites us are the rights we have and should all enjoy as human beings. We all expect to have the freedom to pursue what we want from our lives without having to relentlessly fight for it. Yet the opportunity to live freely, without significant barriers, is not afforded to all Australians. This reality drives us - a collective of diverse people - to tackle, disrupt and dismantle the barriers which stand in the way of far too many members of our community.

For 25 years we have challenged the traditional ways of doing things, something forged by our founders- courageous families not willing to accept that any person should be denied opportunity. Today, we are the imaginers - curious and relentless in our pursuit for equal opportunity for all. With imagination, respect, courage and responsiveness as our compass in all relationships, we never forget the value of trust placed in us to provide reliable supports that exceed expectations. We will continue to be guided by our values long into the future.

We are unshaken by what lies ahead because our purpose is clear - we strive to contribute to a world where each person can live a life free of barriers that prevent them from realising their rights and opportunities. We know we can't do this single handedly. People experiencing obstacles have a right to expect our collective intelligence and thoughtfulness as a community so they can experience a sense of fulfillment and never-ending potential. We believe our role as an experienced and welcoming organisation is to create the platform for positive relationships to thrive, with individuals in need of support services, with families, carers communities, government and the corporate sector.

Our purpose is to partner with people and change lives for the better. It is this purpose that continues to burn within us and is at the forefront of everything we do. It is reflected in our values, portrayed by our vision, and intertwined within our culture.

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## Values

Underpinning all Life Without Barriers does are its core values of:

- **Relationships** – for us, relationships come first
- **Imagination** – we are imaginative in our thinking and practice
- **Courage** – we are courageous in our convictions and actions
- **Respect** – we are respectful and caring in all our dealings
- **Responsiveness** – we are responsive to the needs of our clients and other stakeholders

Our commitment to truth telling, reconciliation and **recognition of First Nations Peoples**. Life Without Barriers acknowledges Aboriginal and Torres Strait Islander peoples as the Traditional Owners and Custodians of this country and their connection to land, water and community. We extend that acknowledgement to the local Awabakal people, on which our National Office is located. We pay our respect to them, their culture and customs and to their Elders past, present and emerging. We believe that reconciliation must live in the hearts and minds of all Australians. We are committed to an ongoing journey towards truth telling and reconciliation and pay our respect to all Elders past, present, and emerging. We also recognise and value the contribution of the Aboriginal and Torres Strait Islander staff, carers, people we support and communities to our continued reconciliation journey together.



# Strategy 2025

The Life Without Barriers Strategic Plan charts the five-year vision from 2020 to 2025. The framework focuses on three core areas which together tell the story of 'who the organisation is, its commitment to people in the next five years and beyond. The strategy is designed to ignite thinking and ask the questions that need to be solved together. The organisation planning process is used to set key performance indicators on the strategic goals in the strategy.

## ***Who we are***

Life Without Barriers has a strong and proud history which defines us and gives us focus and determination for the future. We are a movement of people with a strong legacy of commitment to the human rights of people we support, while striving to deliver great services.

## ***The impact we want to have***

Our legitimacy as an organisation is demonstrated by our impact for the people we support and the communities we serve. Our strategy for the next five years is to maximise the impact we have by being clear and focussed on our goals:

- Providing great services
- Influencing systemic barriers
- Impacting future generations

## ***The organisation we want to be***

Life Without Barriers has six enablers. Over the past three decades we have developed core strengths including a resilience which enables us to offer stability in our relationships with people, families, carers and our networks. We are ready to give the best of what we offer into the future with an agile and generous spirit. The organisation we want to be in the future recognises:

- We are guided by the people we support
- Our people and values are the difference
- We partner with purpose
- We are impactful through innovation
- We embrace the benefits of technology
- We are accountable and measure our impact

The full Strategic Plan can be found [here](#)



# Current Board

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## Greg Ridder, B.Bus (Acc), GradDipMkt, CPA, GAICD - Chair

**Independent non-executive director and Chair** since 2021. Extensive experience in business strategy and leadership in Australia and internationally. Commercial leader with a strong ethical focus. Greg is the Independent Non-Executive Chairman for Kogan.com Ltd. and Chairman of Ethical Property Australia Pty Ltd. He is also on the Board of Spirit Technology Solutions Ltd, PNG Sustainable Development Program Ltd and is a Member of CPA Australia and the Australian Institute of Company Directors. **Member of the Finance and Audit Committee. Member of the Risk Management Committee. Member of the Remuneration, Nomination and Succession Committee.**

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## Gillian Calvert AO, MBA, BSW, BA – Deputy Chair

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

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## Kurt Fearnley AO - Director

Independent Non-Executive Director since November 2021. Kurt is a TV Host, published author and athlete, having won gold representing Australia at both Paralympic and Commonwealth Games. Kurt is an experienced advocate and has received an Honorary Doctorate from Griffith University for his contribution to sport and disability advocacy.

Kurt is recognised as an Officer of the Australian Order and founding member of National Disability Insurance Scheme's Advisory Council. Kurt is a board member of the Australian Sports Commission, Newcastle Permanent Charitable Foundation, Compeat Nutrition, Point 5 Productions and is Pro Chancellor of Charles Sturt University.

**Member of the Practice Governance Committee**

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## Dr Helen Szoke AO, BA, GDip, PhD, Hon LLD, FIPA, GAICD, FAIIA, FIPAA - Director

Independent and non-executive director since November 2019. Extensive experience in public policy, social justice, human rights and discrimination. Previously, CEO of Oxfam Australia, Race Discrimination Commissioner, Australian Human Rights Commission, Victorian Equal Opportunity and Human Rights Commissioner. Member of the Judicial Commission of Victoria. **Member of the Practice Governance Committee. Chair of the Risk Management Committee.**

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## Graeme Innes AM, AM LLB - Director

Independent and non-executive director since May 2014. Lawyer, mediator and director. Human Rights Practitioner for 30 years in New South Wales, Western Australia and nationally. Australia's Disability Discrimination Commissioner from 2005 – 2014. During that time served as Australia's Human Rights Commissioner for three and a half years and as Race Discrimination Commissioner for two years. **Chair of the Remuneration, Nomination and Succession Committee.**

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## Jan Lowe, BA, DipEd, FUNISA - Director

Independent non-executive director since April 2004. Extensive experience in senior Government roles in community services, social justice, higher education and local Government. Currently runs JL Consulting, a business that works on organisational change, governance and international disability service relations. Has served on a range of not-for-profit boards and is currently a Director of Every Voice, Australia. **Member of the Remuneration, Nomination and Succession Committee.**

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## Tracey McCosker, MAICD, MBA, B Comm - Director

Independent non-executive director since July 2002. Extensive senior management experience in the public health sector. Chief Executive of NSW Health Pathology.

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## Current Board (continued)

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### Rajiv Viswanathan BA, LLB (Hons), MAICD – Director

Appointed Non-Executive Director in October 2021. Rajiv has extensive experience in the public, private and community sectors, gained in diverse roles in New York, London and Sydney. Rajiv is the former CEO of Indigenous Business Australia (IBA), an organisation that supports Aboriginal and Torres Strait Islander people through home ownership, employment and social enterprise.

Rajiv's experience includes appointments with Macquarie Group in areas of business development, structuring and risk management. Rajiv is a corporate lawyer with experience across a range of commercial transactions, including establishing new businesses, acquisitions, joint ventures, investment funds and capital raising.

Rajiv is passionate about leveraging commercial solutions to create social impact. He is also a non-executive Director of SGCH Limited, First Nations Foundation and Head Start Homes. **Chair of the Finance and Audit Committee. Member of the Risk Management Committee.**

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### Natalie Walker, BA Psychology and LLB – Director

Extensive experience across small business, government, not for profit and corporate sectors in various management and non-executive roles. Natalie brings deep knowledge and expertise in social enterprise governance, leadership and operations, social policy design, impact investment, and creation of social impact.

**Member of the Practice Governance Committee.**

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### Paula Head, BA (HONS), FCA, GradDipACG, GAICD - Company Secretary / Director Corporate Administration

Paula is Life Without Barriers' Company Secretary and is a Chartered Accountant with over 25 years' experience, working in governance, accounting, consulting and commercial and not for profit organisations.

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# Chief Executive Officer

## Claire Robbs

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Claire is Chief Executive of Life Without Barriers, one of Australia's largest charitable organisations with services in every state and territory including remote areas.

As Chief Executive, Claire leads a collective of over 8,000 people and 3,000 foster and kinship carers. Claire's approach is founded in a strong commitment to values led leadership where relationships, respect, responsiveness, imagination and courage are the compass for all her decision making.

Claire is a uniquely skilled strategist, with over 20 years' experience in the human services and community services sector, with a career that began in essential frontline services. It is this direct experience in the provision of care which honed Claire's extraordinary ability to make high level and critical decisions with a sharp relevance for practical, human centred implementation.

Since becoming Chief Executive in 2011, Claire has successfully developed Life Without Barriers to become one of Australia's largest disability providers and one of Australia's most trusted social purpose organisations.

Through Claire's tenure as Chief Executive Life Without Barriers has grown significantly in the impact the organisation has, growing in responsibility to manage over 700m of government funding in services across 400 plus communities in Australia.

With a strong reputation in the sector and with government, Claire is revered for her ability to collaborate and partner in a truly authentic way, and is a prominent, reliable voice and trusted friend across industries.

Claire has a clear and firm ethos that in our communities, every person, their human rights and choice about how they want to live is central to an inclusive and equitable society.

Claire holds a Bachelors Degree in Arts, Sociology and Social policy, a Graduate Diploma in Psychology, an Executive Master of Business Administration and is an active Board member with the Community Council of Australia and a member of the Chief Executive Women's Network. She also undertakes the following roles:

- Member - Charities Crisis cabinet
- Member - National Covid-19 Coordination Commission
- Co-Founder - Alliance20
- Founder - Children in Care Collective
- Member - Charities, Philanthropy and Fundraising Advisory group
- Founder - Children, Youth and Families CEO Alliance
- Non- Executive Director - ACWA



# Governance

Life Without Barriers actively encourages people with disability, people with lived experience of foster care and Aboriginal and Torres Strait Islander people

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## Role

The Board is accountable to all Life Without Barriers stakeholders for the proper pursuit of the organisations purpose as stated in its Constitution. The Board is responsible for all matters relating to the Company's performance, providing strategic guidance to Life Without Barriers and the oversight of the Chief Executive. The Board ensures that Life Without Barriers complies with all its contractual, statutory and legal obligations, including the requirements of relevant regulatory bodies.

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## Structure

The Life Without Barriers Board is made up of up to nine (9) Non-Executive Directors and has recently appointed a new Chair following the retirement of the previous long-standing Chair from the position. A Chair is appointed to lead the Board, and to facilitate its work, the Board elects key office holders and establishes relevant committees. The Board will invite contributions from independent experts; stakeholder groups or key stakeholders to contribute to the development of the Board when required.

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## Composition

As set out in the Constitution, the Board must comprise not less than five (5) and not more than nine (9) Directors. It is recognised that more diverse Boards make better decisions, and therefore all applicants will be considered for expertise in their field and their ability to contribute across the diversity of communities which LWB work with. There are four committees within the Board: Finance and Audit Committee, Practice Governance Committee, Risk Management Committee, and the Remuneration, Nomination & Succession Committee. Involvement in sub committees is preferred but may not be a requirement for all directors.

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## Tenure

Non-Executive Directors are elected for a term of not more than three (3) years. Subject to reasonable provisions for existing Directors who have had longer tenure, Directors are able to be reappointed for a maximum of two additional terms (i.e. for a total period of not more than nine [9] years).

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## Board Meetings

The Life Without Barriers Board meets 11 times per year, with an additional session as required for Strategic Planning. The meeting schedule comprises 7 x two-hour virtual meetings and 4 x five-hour face to face meetings (February, May, August, November), which usually involve Board engagement activities the afternoon prior.

The Practice Governance Committee and the Risk Management Committee meet four times each per year. The Finance and Audit Committee meets five times per year. The Remuneration, Nomination & Succession Committee meets at least twice per year. Some interstate travel may be required.

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## Meeting Dates

15 July 2022	14 October 2022
12 August 2022	11 November 2022 – including the AGM
16 September 2022	16 December 2022

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## Remuneration

Boards members are remunerated.



# The Opportunity



# The opportunity – Non Executive Director

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## Duties and expectations of Non-Executive Directors:

Individual Directors share ultimate responsibility for Life Without Barriers' overall success. In addition to legislative and common law duties (including fiduciary duties to Life Without Barriers ) Directors need to:

- Discharge their duties with care and diligence and according to the business judgement rule;
- Act in good faith and in the best interests of Life Without Barriers
- Not improperly use their position to gain advantage for themselves or someone else or cause detriment to Life Without Barriers
- Not improperly use company information obtained by virtue of their directorship or former directorship of the company to gain an advantage for themselves or someone else, or to cause detriment to the company
- Promptly disclose perceived or actual material conflicts of interest or related party transactions
- Stay up to date and maintain the personal and professional respect of their peers on the Board and the Executive Management team
- Ensure the financial affairs of Life Without Barriers are managed in a responsible manner and not allow Life Without Barriers to operate while insolvent
- Ensure the practices and programs used by Life Without Barriers are managed in a responsible manner
- Have available time and devote sufficient time and capacity to discharge the role properly (i.e. attending meetings adequately prepared to make a useful and considered contribution)
- Develop business, government and community networks and work to promote the reputation of the organisation; and
- Act as ambassadors and have a responsibility to protect the best interests of Life Without Barriers, when making public comments
- Actively engage with people Life Without Barriers support.
- Support the organisations commitment to Reconciliation



## The key responsibilities of all Non-Executive Directors at Life Without Barriers:

- Governance and Compliance
- Stakeholder Management
- Board Member Conduct
- Organisational Responsibilities

## Key skills and experience Non-Executive Directors will bring to the Board:

Having completed a skills matrix for the Board, the Chair and Directors are now seeking experienced Board directors who will bring a combination of the following:

- A strong values alignment to the purpose and mission of Life Without Barriers
- A balanced appetite for risk in a complex (large scale) human services environment
- Relevant lived experience which enables them to connect with the individuals and communities Life Without Barriers serve
- Strong understanding of Government including a network, the process of decision making and policy reformation
- Technical and practice expertise in core Life Without Barriers programs in Disability, Child Protection or Aged Care programs settings
- A diversity of backgrounds, age, gender, geography, culture and representing the groups Life Without Barriers supports
- Business to customer expertise (large scale operations)
- Financial expertise coupled with a strong commercial mindset
- Leadership, culture and change management experience in large scale organisations
- Professional expertise as a trained human services aligned professional and a working understanding of practice governance in a human services environment
- Experience managing and motivating large workforces
- Technological expertise and experience integrating new technologies into the workplace; and utilising technology to impact the clients' journey

Full position description can be found [here](#) and current board skills matrix [here](#).

# Key selection criteria – Non Executive Director

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## Qualifications & Licences:

- Graduate of the Australian Institute of Company Directors (AICD).
- Tertiary level qualifications or equivalent in business, management or relevant field.

## Required Non-Executive Director Experience:

- Service delivery experience in a human services context
- Significant experience in strategic development and implementation to contribute to Life Without Barriers strategy through constructive questioning and suggestion and contribute to the effective decision making of the Board;
- Significant experience in working as an effective team member, demonstrating curiosity and courage to ask questions and persist in robust discussion with Management and fellow Board members where necessary;
- Demonstrated empathy manifested through strong interpersonal skills. A Director must work well in a group, listen well, be tactful yet able to communicate a cogent and candid viewpoint;
- Significant experience managing, supporting and developing senior roles in an organisation.

## Essential Knowledge & Skills

- Have lived experience and/or evidence of a prior personal commitment to community and those we support in Life Without Barriers
- A passion to be involved and aligned with a social purpose organisation and its values
- Knowledge of a Director's responsibilities including an understanding of the role as well as the legal, ethical, fiduciary and financial responsibilities
- Well-developed legal knowledge and understanding to oversee compliance with numerous laws as well as understanding the individual Director's legal duties and responsibilities
- Demonstrated commitment to fulfilling a Director's duties and responsibilities, acting ethically, appropriate independence, putting the organisation's interests before personal interests
- Well-developed commercial judgment and instinct, demonstrating good business instinct and acumen and being able to assimilate and synthesis complex information
- An active contributor with genuine interest in the organisation and its business.

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## Additional Requirements/Conditions:

- **Probity Checks.** All positions within Life Without Barriers will be required to undergo probity checks including criminal record checks and working with children checks (where relevant to the position).
  - **Work Hours.** Unless otherwise expressly agreed in writing, non-executive Directors are not employees of Life Without Barriers and the nature of the position may require the incumbent to work outside the normal span of business hours.
  - **Travel.** The nature of this position will require the incumbent to undertake domestic travel from time to time to attend scheduled events and meetings at Life Without Barriers work locations.
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## Further information

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Website

[www.lwb.org.au](http://www.lwb.org.au)

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Constitution

<https://www.lwb.org.au/about-us/static/b2fad920c2c03d500ead84808d98ff5a/LWB-Constitution-June15.pdf>

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Governance Charter

<https://www.lwb.org.au/about-us/static/7145e37c85cb7e331ae4ed4287552403/LWB-Governance-Charter-July20.pdf>

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Annual Report

[Life Without Barriers 2021 Annual Report](#)

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News & Publications

[Life Without Barriers welcomes barrier breaking funding for aged care](#)

[Employment Without Barriers Campaign](#)

[Care for children in out-of-home care](#)

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For more information



**For all enquiries please contact**  
Grace Atkinson | Director  
[grace@peopleforpurpose.com.au](mailto:grace@peopleforpurpose.com.au)

