



Lifeline Saving
Lives

Crisis Support. Suicide Prevention.

Annual Report 14/15



our story

Lifeline is a national charity that has been saving lives and supporting Australians in need for more than 50 years. We do this by delivering 24/7 crisis support and suicide prevention services in every state and territory.

The organisation was founded in 1963 by Rev Dr Sir Alan Walker OBE after he took a call from a distressed man who later took his own life. Determined not to let isolation and lack of support be the cause of more deaths, Sir Alan launched what was later to become our 24/7 telephone crisis line, 13 11 14.

The 13 11 14 service now answers more than 2200 calls each day – one every 33 seconds – with around 120 calls from people considering suicide now or in the future. Furthermore, our online Crisis Support Chat service continues to extend its reach, with more than 40,000 chats answered during the year.

We understand that a person can experience crisis for many reasons, such as a relationship breakdown, loss of employment, the loss of a loved one, violence, trauma or the onset of mental health issues. However, we also know that the offer of help can save a life.

While our lifesaving services, research and training programs have saved countless lives over the years, there is still much to do; sadly, suicide remains the leading cause of death for Australians aged between 15 and 44¹.

We can only turn the tide against these statistics through the ongoing support of the community, our staff and thousands of dedicated volunteers. We strongly believe that, together, we can take steps towards our vision of an Australia free of suicide.

¹ Australian Bureau of Statistics: Causes of Death 2013

Incorporation

Lifeline Australia (ABN 84 081 031 263) is a public company limited by guarantee. It had 22 Members in FY15 and a National Board of Directors. Its registered office is located at 24 Thesiger Court, Deakin ACT.

Charitable status, tax concessions and fundraising

Lifeline Australia is registered with the Australian Charities and Not-for-profits Commission (ACNC) as a Public Benevolent Institution (PBI). The Australian Taxation Office (ATO) has endorsed the company as an Income Tax Exempt Charity. As a result it receives income and certain other tax concessions, along with exemptions consistent with its status as a PBI which relate to Goods and Services and Fringe Benefits taxes. Lifeline Australia is also endorsed by the ATO as a Deductible Gift Recipient (DGR).



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our Chairman



John Brogden Chairman

From the Chairman

On behalf of the Board of Lifeline Australia, I am pleased to present our FY15 Annual Report.

This year we received and answered the largest number of calls to our 13 11 14 crisis line in the history of Lifeline.

I sincerely thank our 11,000 volunteers around the nation who have given up their time to support Australians in crisis. The true strength of Lifeline stems from our community presence across Australia, which allows for the local delivery of our national service. Our 52 year history of saving lives proves a compassionate ear from a stranger to a stranger can be the greatest gift someone can give to people in their darkest moments.

I also want to thank our employees, especially our CEO Jane Hayden who left Lifeline in July 2015 after three years in that role.

In FY15, with the support of the Commonwealth Government, all state and territory governments, our corporate sponsors and the boundless generosity of the community, we have been able to touch the lives of more Australians than ever. Not only have we ensured that many people thinking about suicide know they are not alone and help is available, but we have saved countless others the heartache of losing a friend, colleague or loved one.

This year we answered 85 per cent of calls. Whilst that is an extraordinary 821,804 calls, 142,219 calls went unanswered. Our commitment is to answer 100 per cent of calls – to be there for everyone who needs us when they need us.

In four short years we have gone from answering 61 per cent of 710,531 calls to 85 per cent of 964,023 calls. I truly believe a 100 per cent answer rate is achievable soon. To reach it, we need to strive that little bit harder and smarter.

To meet the 100 per cent target we have commenced a reform and restructure program with our members - Better Connected Lifeline. I am confident that by progressing reform we can free up resources to deliver better, more efficient services to ensure we never miss a call from an Australian in crisis. It's a timely and necessary process, and I thank the network for their involvement and patience. We can unlock great potential by better linking our 41 Lifeline centres across Australia, each with invaluable experience working at the coalface of suicide prevention.

It is in the interests of Lifeline and, more importantly, the people across Australia in crisis or thinking about suicide.

A handwritten signature in black ink, appearing to read 'John Brogden', written in a cursive style.

John Brogden

our CEO

CEO News

In July 2015, Lifeline farewelled Jane Hayden after three years in the role of CEO, and a total of five years of dedicated and passionate service to our vision of an Australia free of suicide.

The Board appointed an interim CEO to continue the momentum of Better Connected Lifeline (BCL) – a program that will streamline our organisation through the implementation of shared services and greater knowledge transfer. Director Brett Goodridge stepped off the Board to be interim CEO and we are very grateful for his stewardship.

In October, Pete Shmigel was appointed Lifeline Australia's permanent CEO, bringing with him more than 20 years of experience in public policy, business and consulting.

Lifeline Australia would like to acknowledge the unwavering commitment and skill of Lifeline's staff and volunteers during this period of change; not only have you ensured the uninterrupted delivery of our services, but you have been a positive force in the lives of more Australians than ever before.





our strategic framework

Our vision	<i>An Australia free of suicide</i>		
Our purpose	To support Australians in times of crisis and equip individuals and communities to be resilient and suicide-safe		
Our strategic foundations	Provide crisis support services 24/7 that help change the focus in people's lives from crisis to opportunity	Promote emotional wellbeing	Build community capacity
Our services	13 11 14 Online services Community information services Crisis support services	Pathfinder to services Promoting emotional health and wellbeing Promoting volunteering Advocacy	Lifeline learning Community education Education of other agencies and professional groups
Our strategic priorities	<ul style="list-style-type: none"> ■ Refocus service provision on suicide prevention through crisis support and connection ■ Ensure our roles, relationships and governance support our purpose ■ Sustain our services ■ Influence and advocate ■ Measure our impact 		

Lifeline continues to be guided by the strategic framework to address suicide; equipping individuals with the courage to ask for help when they need it and building communities that are more resilient and suicide-safe.

In 2016, continued discussions with Members and outcomes from our key strategic program, Better Connected Lifeline, will help shape our strategic direction for the coming years.

how we deliver our services

Lifeline comprises 22 Member organisations; individual body corporates that own and operate the 41 Lifeline Centres located across all Australian states and territories. Lifeline Australia accredits each Centre to ensure the consistent and effective delivery of services in accordance with a set of national service standards.

Lifeline Centres are supported by Lifeline Australia through the development and maintenance of quality assurance processes, the provision of policies and procedures, and the management of Lifeline's national service infrastructure. This infrastructure includes the 13 11 14 crisis support line, the online Crisis Support Chat service, the Suicide Hot Spot phone crisis line and various training programs.

The Lifeline Australia Board is responsible for the overall performance of Lifeline Australia, providing strategic direction, governance and leadership.

Member organisations, and the Lifeline Centres they operate, each outline local achievements and performance in their own annual reports. Lifeline Australia reports on the performance of its national services and achievements in this annual report, providing transparency around its financial management, employees and the activities of the Lifeline Australia Board.

Better Connected Lifeline

The Better Connected Lifeline program has developed a framework that will enable the separate Lifeline Centres to work more efficiently together, guided by the following principles:

Agility: A streamlined operational structure, shared strategic vision and clear accountability at management level will enable quick decisions to turn ideas and solutions into action.

Unlocking potential: Providing high performers the opportunity to share their knowledge across the organisation.

Sustainable: Improved revenue generation across the network will reduce our reliance on government funding and allow us to take control of our future.

Simplified: A simpler operational structure across Australia will reduce waste and duplications to make us more efficient.

High performance: We will establish clear policies and procedures across the network to make sure our service is delivered to a high quality standard across Australia.

Crisis support and suicide prevention

National crisis line 13 11 14

In FY15, we answered more calls than ever before. Of the 821,804 calls answered:

- 75% of the calls were from people in crisis. Note: a crisis is any situation that is causing someone to have difficulty coping and can cover a range of issues including suicide, loneliness, mental health, relationships or finances.
- Suicide was discussed in 70% of crisis calls, and was the main safety issue in more than 90,000 calls.
- In about 120 calls per day the help seeker was considering suicide now or in the future. Lifeline Telephone Crisis Supporters made safe plans in more than 95 of these calls each day.
- Where age was disclosed, the highest numbers of crisis calls answered were from the 45-54 age group (30%), followed by the 35-44 age group (25%) and the 55-64 age group (23%).
- In more than 424,412 crisis calls, help seekers were provided with referrals to other support including mental health and e-mental health services.

- Calls focused on family and relationships (25%), mental health (19%), and issues around loneliness and self-confidence (19%).

Females made up 59% of crisis calls where gender was disclosed. This indicates that Lifeline is reaching a significant number of men; a group that many health and community organisations find hard to target.

In recent years, Lifeline has employed Crisis Supporters for both overnight and weekend shifts. This is because we recognise how difficult it can be for volunteers to undertake shifts at these times, especially for those with work and family commitments. In FY15, Lifeline Paid Shifts answered more than 170,000 calls.

This year in numbers

- 964,023 calls were made to 13 11 14 in FY15
- 821,804 calls were answered by Telephone Crisis Supporters, which is an increase of 33% from 2013/14, and 12% from 2014/15
- This equals a call answer rate of 85%
- Four years ago, our call answer rate was 61%
- 46,213 requests were made to the online Crisis Support Chat service in FY15
- 43,295 conversations were engaged in by our Online Crisis Supporters
- This equals a chat answer rate of about 94%
- Each day, more than 95 safe plans were made by Telephone Crisis Supporters for considering suicide now or in the future

Online Crisis Support Chat

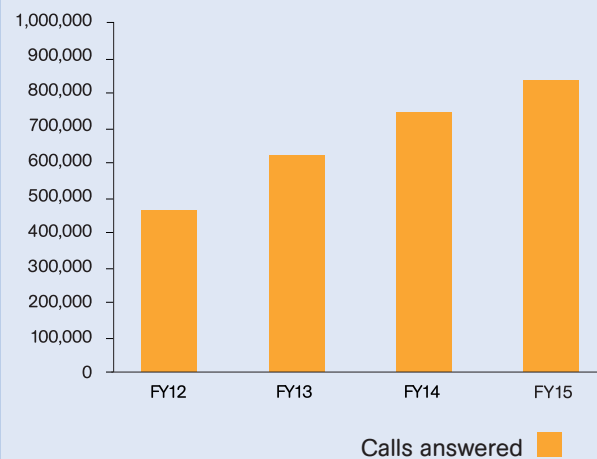
Lifeline recognises that people often have different preferences for the way they access services. In 2011, demonstrating our innovation and leadership in the crisis support field, we translated the telephone crisis line into an online Crisis Support Chat service. This service is available every night, including Christmas Day, thanks to partnerships with a number of corporate supporters.

In FY15, there were 43,295 chats answered. Of these:

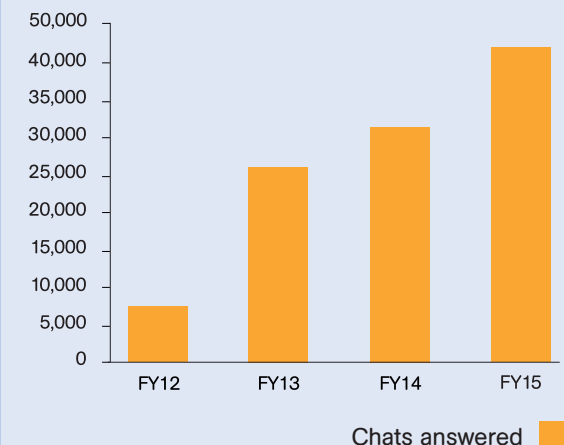
- Suicide was discussed in 68% of crisis chats.
- In about 33 chats per night, help seekers were considering suicide now or in the future. Lifeline's Online Crisis Supporters made safe plans in more than 20 chats each day.
- 84% of help seekers were between 15 and 44 years of age, with the main group being 25-34 years of age (25%). This indicates that the service is providing a significant response to the highest risk age groups for suicide in Australia.
- Women made up 79% of contacts, men 20% and transgender / intersex 1%.
- More than 40% of chats were from people in regional and remote locations.

People helped through telephone and online services

Telephone Crisis Support



Online Crisis Support Chat



Hot Spot Service

Lifeline reaches out to people at a number of suicide 'hot spots' across the country, promoting our 24/7 crisis support and suicide prevention services at locations where suicides occur frequently.

In FY15, the Hot Spot Service received 5,661 calls.

Eight dedicated emergency crisis phones are located at two locations in Sydney and Brisbane, providing direct lines to Lifeline and 000. Hot Spot Service signs are also located in Sydney, Brisbane, Wollongong and Ballina at sites where suicides are known to occur.

Lifeline engages with stakeholders, including local government, police and emergency services, and communities in these areas for a collaborative approach to suicide prevention. Fencing and other infrastructure also supports the aim of reducing suicides.

As well as promoting Lifeline's crisis support and suicide prevention services, the Hot Spot Service helps grow suicide-safe communities and encourage help seeking.

Cannabis Information and Helpline

The Cannabis Information and Helpline (CIH) is an initiative of the National Cannabis Prevention and Information Centre at the University of NSW. The CIH provides evidence-based information for the general community, structured and therapeutic counselling intervention sessions for cannabis users, as well as a counselling support program for cannabis users or people impacted by another's cannabis use. The service is operated from 11am to 8pm, Monday to Friday. In FY15, more than 1,650 calls were answered, with 86 cannabis assistance counselling hours provided.

Continuous improvement

Lifeline is at the forefront of suicide prevention and crisis support, and is committed to continuous improvement activities across our services and Centre support functions.

As demand for 13 11 14 continues to grow, we regularly plan for, and implement, projects to improve the quality and accessibility of the service. In FY15, we have focused on implementing the national Workforce Management System. In addition, we have commenced an externally evaluated call quality and supervision project to further support quality and consistency of service and ensure the wellbeing of our Crisis Supporters.

Lifeline Australia guides continuous improvement through the facilitation of sharing knowledge and information with and between Centres. Two national training and operation meetings took place in FY15, and more regular webinar and teleconferences provided the opportunity for Lifeline Australia and Centres to discuss issues and opportunities. This collaboration ensures we are providing the best possible service to help seekers across the country.

Our continuous improvement process ensures that help seeker feedback and developments in best practice are incorporated into our service delivery.

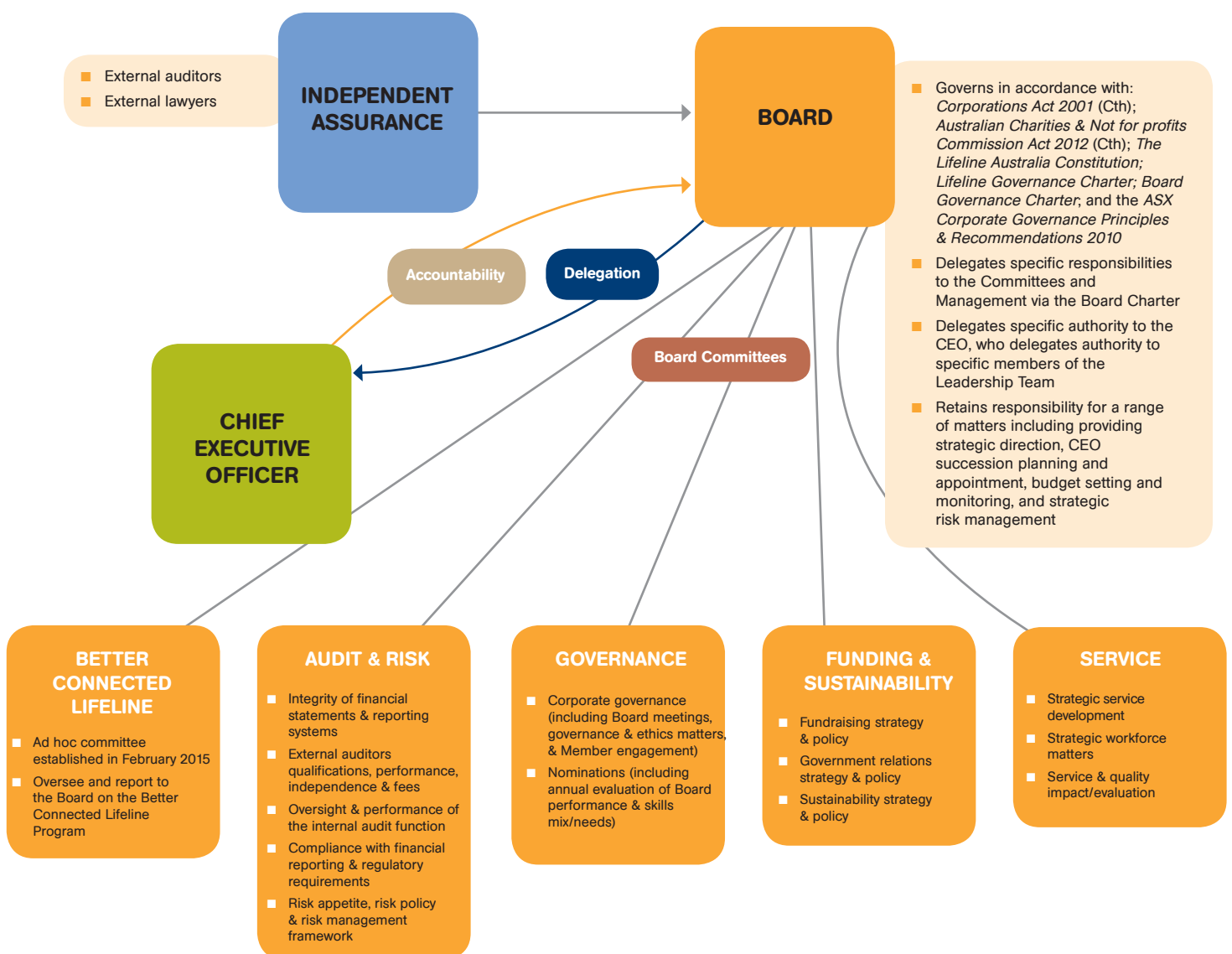
DV-alert

Lifeline Australia is contracted by the Department of Social Services to deliver domestic violence response training across Australia, with a focus on regional and rural areas. The DV-alert training program aims to ensure that incidents of domestic and family violence are identified and reported nationwide by upskilling health, allied health and frontline community workers.

During FY15, more than 2,200 people across all states and territories undertook DV-alert training. The program commenced in 2007 and has expanded into a number of streams including general, e-learning, Indigenous and multicultural.

our governance

Lifeline Australia Corporate Governance Framework



Our approach to corporate governance

Lifeline Australia is governed in accordance with the *Australian Charities and Not-for-profits Commission Act 2012 (Cth)*, the Constitution of Lifeline Australia, Lifeline Governance Charter, and Board Governance Charter.

Our approach to corporate governance is based on a set of values and behaviours that underpin day-to-day activities, provide transparency and protect the interests of stakeholders. This approach includes a commitment to corporate governance excellence, which Lifeline sees as fundamental to its sustainability and performance.

Since 2011, Lifeline has used the *ASX Corporate Governance Principles & Recommendations 2010* as the foundation for its approach to corporate governance. The following table shows how Lifeline has applied these principles.



ASX Principles

Achievement against the ASX Recommendations

1. Lay solid foundations for management and oversight

The Board is comprised of 11 unpaid non-executive directors. Additionally, the board co-opts individuals with suitable expertise to its Board Committees to assist each Committee from time to time. The profiles for Lifeline Australia's Directors and Co-opted Committee Members can be found at lifeline.org.au. The functions reserved for the Board and those delegated to Management are formally documented in the *Board Governance Charter, Director Letter of Appointment, and Instrument of Delegation*. These documents are reviewed regularly and are available at lifeline.org.au. Lifeline Australia's senior executives are subject to Lifeline Australia's Performance Review Policy, which includes a six-monthly and annual performance evaluation. As part of this process, position descriptions are reviewed and updated, with performance objectives for the forward period being set. In FY15, every senior executive was subject to performance review with the CEO. The CEO's performance was reviewed by the Board.

2. Structure the Board to add value

At 30 June 2015, the majority (6:5) of the Board were independent directors. The Board is committed to ensuring that Board-appointed Directors are independent. The Board is also committed to the following Board roles being filled by independent directors:

- Chairman
- Chair – Audit & Risk Committee
- Chair – Governance Committee

As outlined in the Board Governance Charter, Lifeline has a formal process in place to assess director independence. Although the Board strives to maintain independence in this regard, from time to time, the Board may temporarily waive these requirements having regard to the requirements and best interest of the organisation at that time. As at 30 June 2015, the status of director independence was as follows:

Mr John Brogden	Independent
Dr Robyn Clough	Independent
Mrs Annie Corlett	Non-independent
Ms Libby Davies	Non-independent
Mr Bob Gilkes	Non-independent
Mr Geoff McClellan	Independent
Mr Bruce Mansfield	Non-independent
Ms Jacinta Munro	Independent
Ms Sheryl Weil	Independent
Ms Tessa Marshall	Independent
Mr Brett Goodridge	Non-independent
Brian Cammerman	Independent

There is also a procedure in place for directors to take independent professional advice at the expense of the company. The Board has delegated responsibility for nominations to the Governance Committee. On an annual basis, the Governance Committee undertakes a Board skills assessment and makes recommendations to the Board on any skills gaps. It is a requirement that vacancies are advertised nationally and that a competitive recruitment process is undertaken. The Board reviews its performance regularly using a combination of external and internal board effectiveness reviews. In FY15, Lifeline Australia resolved to engage PricewaterhouseCoopers to conduct a Board Effectiveness Review during the first part of FY16. The review is currently underway. Additionally, the Board is committed to ensuring Board diversity. Lifeline's website discloses the Board's objectives for achieving gender diversity. The Annual Report provides information on the proportion of women employees in the organisation, women in senior executive positions and women on the Board.

ASX Principles	Achievement against the ASX Recommendations
3. Promote ethical and responsible decision making	Lifeline Australia has in place <i>Code of Conduct</i> , <i>Conflict of Interest</i> and Diversity policies. Each director is required to adhere to the <i>Lifeline Australia Ethical Guidelines for the Board</i> (available online).
4. Safeguard integrity in financial reporting	The Board is supported by a largely independent Audit & Risk Committee. The Committee consists of four non-executive Committee members, is chaired by a non-executive director, who is not Chair of the Board, and consists of a majority of independent Committee members. The Committee has formal charter, which is available in the <i>Board Governance Charter</i> on our website.
5. Make timely and balanced disclosure	Lifeline Australia makes extensive public disclosures concerning its activities, policies, practices, audited financial statements, service performance, and director information on our website and in the Annual Report.
6. Respect the rights of shareholders	Lifeline Australia has in place a comprehensive annual program of engagement aimed at promoting effective communication with Members and other stakeholders. This includes updates to the Boards, CEOs and operational staff of our Member organisations, and consultations with Member organisations to review policy, service practice, training and governance. In addition, Lifeline runs a half-yearly Member's Forum where Board Chairs and their CEOs come together with the Lifeline Australia Board and management team to discuss strategic matters.
7. Recognise and manage risk	Lifeline Australia has in place a comprehensive <i>Risk Management Policy</i> and maintains strategic and operational risk management plans aligned with ISO31000. The Audit & Risk Committee has oversight of risk matters and the Board regularly reviews strategic risks. Management has designed and implemented an effective risk management and internal control system to manage Lifeline's material business risks and reports to the Audit & Risk Committee and Board on how those risks are being managed. The CEO and CFO provide an annual declaration that the financial statements have been properly maintained in accordance with the <i>Australian Charities and Not-for-Profits Commission Act 2012</i> (Cth).
8. Remunerate fairly and responsibly	The Governance Committee has oversight of management and staff remuneration. The Governance Committee is chaired by an independent chair and has four Committee members. The Board is comprised of non-executive directors who are unpaid; Director expenses are disclosed on the following page.

Reimbursements to Lifeline Directors during FY15

Lifeline Australia's Board Members are not paid for their services, so out-of-pocket expenses incurred in the services of Lifeline, and the community, are compensated. Expenses mainly consist of travel and accommodation for meetings.

Name	Expense (\$)
Mr John Brogden	6,999
Mr Brian Cammerman	1,680
Dr Robyn Clough	3,650
Ms Annie Corlett	509
Ms Libby Davies	0
Mr Robert Gilkes	6,399
Mr Brett Goodridge	14,841
Mr Geoffrey McClellan	0
Mr Bruce Mansfield	0
Ms Tessa Marshall	628
Ms Jacinto Munro	6,098
Ms Sheryl Weil	0



Board/Committee Skills Matrix

Name	Qualifications	Accounting / finance	Legal	Senior management / governance	Marketing / promotions	Fundraising / sponsorship	Government / government relations / advocacy	Health / mental health / welfare / community / NFP	Entrepreneurship	Business management / administration / development	Information / communication technology	Project management / consulting	Research	Quality management / evaluation	Operations / service delivery	Other
John Brogden AM	M Public Affairs, FAICD			●		●	●	●		●						
Robyn Clough	PhD (Gender Studies)			●			●	●				●	●		●	
Annie Corlett	BEc Sydney, MAICD	●		●		●	●	●							●	
Tessa Marshall	B. Econ. and Grad. Dip. Marketing			●	●			●	●	●		●			●	
Libby Davies	BA, Dip.Ed MAICD			●	●	●	●	●		●		●	●		●	
Bob Gilkes				●			●	●				●		●	●	
Brett Goodridge	Assoc. Bus Admin, MAICD, Numerous AICD Courses in Governance. C.S.A Courses in Governance	●	●	●	●	●	●	●	●	●		●		●	●	
Bruce Mansfield	BCom, MAICD, Ffin	●		●		●				●	●	●				
Geoff McClellan	BEc, LLB.	●	●	●		●										
Jacinta Munro	BBus (Accounting), CA, GAICD	●		●			●			●		●				
Sheryl Weil	GAICD			●				●		●		●			●	

Our FY15 members

State	Member	Voting Number
ACT		
	Lifeline Canberra Inc.	1
NSW		
	Erac Australia Ltd.	1
	Lifeline Broken Hill Inc.	1
	Lifeline Central West Inc.	1
	Lifeline Harbour to Hawkesbury Inc.	1
	Lifeline Northern Beaches Inc.	1
	The Uniting Church in Australia Property Trust (NSW) represented by Uniting Care NSW/ACT	9
QLD		
	Lifeline Darling Downs & South West Queensland Ltd.	1
	The Uniting Church in Australia Property Trust (Q.)Trading as Uniting Care Community Queensland	11
VIC		
	Lifeline Central Victoria and Mallee Inc.	1
	Lifeline Geelong Barwon Region Inc.	1
	Lifeline Gippsland Inc.	1
	Lifeline South West Vic Inc.	1
	The Uniting Church in Australia (VIC/TAS) Property Trust	1
	Wesley Mission Victoria Ltd.	1
SA		
	Lifeline Central (SA/NT) Inc.	1
	Lifeline South East (SA) Inc.	1
	Uniting Communities Wesley Adelaide Inc.	1
NT		
	Crisis Line Inc. T/A Lifeline Top End.	1
	Lifeline Central Australia Inc.	1
WA		
	Living Stone Foundation Inc.	1
TAS		
	Lifeline Tasmania	2



Compliance

Quality management

In late FY14, Lifeline Australia commenced a review of its Quality Framework. It is anticipated that Lifeline Australia, along with several Member organisations, will work towards the achievement of Quality Improvement & Community Services Accreditation certification during FY16.

Information security

Privacy and confidentiality of data and information is a critical concern for all organisations. Lifeline requires security controls that provide an appropriate level of protection to guard this private and confidential information, while still providing its essential national services to the help seeker. As part of our proactive approach to information security, Lifeline regularly reviews its security and engages independent experts to test its controls.

Regulatory environment

Lifeline Australia's compliance obligations continue to be driven by state and territory legislation, in addition to compliance with Federal legislation and regulations.

Registered training organisation

Lifeline is committed to quality services and this requires quality training. As a registered training organisation (RTO) we ensure we comply with the conditions of our registration as described within the *National Vocational Education and Training Regulator Act 2011* (Cth), the National VET Regulations (NRV) Standards and those imposed by the Australian Skills Quality Authority (ASQA).

Fundraising

Lifeline is endorsed by the Australian Taxation Office (ATO) as a Deductible Gift Recipient (DGR), adhering to all ATO and Not-for-profit Commission regulations to ensure compliance and retain DGR status. Lifeline complies with all relevant national, state and territory fundraising regulations. Where required, Lifeline holds valid charitable fundraising licences and permits in all states and territories.

Thank you. I never thought I'd need this service but it probably saved me from suicide.

STATE	LICENCE	LICENCE NUMBER/ REFERENCE REGISTRATION NO.	EXPIRY DATE	TYPE OF LICENCE	DEPARTMENT CONTACT
ACT	Licence for Charitable Collections in the ACT - Charitable Collections ACT 2003	19000611	24 July 2017	Incorporated Body	ACT Office of Regulatory Services - Department of Justice & Community Safety
NSW	Charitable Fundraising Authority - section 16 Charitable Fundraising Act 1991	CFN/20370	15 July 2019	Incorporated Body	NSW Govt. Office of Liquor, Gaming & Racing
QLD	Certificate of Registration as a Charity - section 19 (15) Collection Act 1966	CH1643	Ongoing/nil expiry date	Charity	QLD Govt. Department of Tourism, Fair Trading & Wine Industry Development
SA	Charitable Collections Permit - Section 6 / Section 7 Licence - section 11 (3) & 12 (2a) - Collections For Charitable Purposes Act 1939	CCP1235	31 December 2015 Renewal of Licence currently in progress	Incorporated Body	SA Govt. Office of the Liquor & Gambling Commissioner - Lottery Licensing
VIC	Fundraiser Registration - Fundraising Appeals Act 1998	12124	27 September 2018	Incorporated Body	VIC Govt. Consumer Affairs Victoria - Department of Justice
TAS	Charitable Donations in Tasmania - Collections for Charities Act 2001	F1A-219	Ongoing/nil expiry date	Incorporated Body	TAS Govt. Dept. of Justice - Consumer Affairs & Fair Trading
WA	Charitable Collections Licence - section 12 Charitable Collections Act 1946	18536	18 October 2018	Incorporated Body	WA Govt. Dept. of Consumer & Employment Protection
NT	The Northern Territory does not have Fundraising Legislation	-	-	-	-

our people

The role of Lifeline Australia is to implement the organisation's strategic framework. We achieve this through the management of Lifeline's national services, including quality assurance and maintenance of service standards. We also undertake the accreditation of Centres and the operation of a national call network to support our national crisis support services.

Our employees

We recognise that achieving our vision of an Australia free of suicide can only be realised through the talent and commitment of our employees.

Nationally, Lifeline has around 1000 employees, with the majority of these working in one of our 41 Centres.

Lifeline Australia employed an average of 44 FTE during FY15. Throughout FY15, the team was led by former CEO Jane Hayden and a leadership group that worked to provide a clear, coherent direction for our services, managing risk and harnessing the passion and commitment of employees and supporters; in short, to turn our vision into a reality.

More information on our CEO and the leadership team can be found at lifeline.org.au.

	FY12	FY13	FY14	FY15
Average FTE	49	44	43	44
Turnover including redundancies	47%	32%	24%	26%
Turnover excluding redundancies	39%	21%	20%	26%

Diversity

Lifeline Australia continued to demonstrate its strong commitment to diversity and inclusion in the workplace through a variety of strategies. Many employees engaged in using flexible work options to meet both personal and work commitments. Working from home arrangements were used by a great portion of the organisation by either leveraging this opportunity on a full time, regular or ad hoc basis. Accessing the leave provisions offered by Lifeline Australia which are above the standard entitlements offered within the National Employment Standards and Award provisions was also pursued throughout the year. Examples of leave provisions accessed by employees were additional leave via the annual leave purchasing scheme; paid maternity and paternity leave; and generous compassionate leave conditions.

Gender figures

Women on Board – 48%
Women employees at Lifeline Australia – 70%
Women in executive roles – 62%
Women in management roles – 70%

Professional development at Lifeline Australia

During the year, employees pursued a variety of professional development opportunities:

- Presenting on Lifeline and suicide prevention at national and international forums.
- Attending LivingWorks Applied Suicide Intervention Training (ASIST).
- Executive coaching.
- Maintaining professional memberships.
- Tertiary education qualifications from certificate to post graduate levels.
- Participation in training courses, workshops and conferences.
- Attending internally delivered management training and PRINCE2 certification.

Work health and safety

The focus and importance of Work Health and Safety (WHS) for Lifeline is cemented within our strategic foundation of promoting emotional wellbeing. In FY15, the pursuit of activities that support this for our employees continued. Mandatory compliance training on both obligations and the practicalities relating to WHS are completed upon all employee commencements. We maintained our offerings of free flu vaccinations for all employees and the provision of an Employee Assistance Program for employees and their family members. Lifeline Australia also introduced a *Wellness Program* including a multi-layered approach to supporting employee wellbeing in both their personal and professional lives. Strategies included the provision of healthy snacks; group exercise and mindfulness activities; and 'health stations' offering information on a range of wellbeing matters.

Employee satisfaction

Lifeline Australia conducts an annual Climate Survey to measure employee satisfaction and engagement and to solicit ideas and recommendations on what our people expect from the organisation as an employer. The FY15 Climate Survey has helped redefine our workplace culture. Significant steps in this cultural change have been realised with the finalisation of collectively designed cultural attributes. At Lifeline Australia, our values and ways of working are underpinned by: passion, transparency, accountability, respect, innovation and fun. Strategies for embedding these values are planned and will be implemented over the coming year.

The results of the FY15 Climate Survey continued to indicate high levels of employee commitment to Lifeline, with 85% of employees agreeing that they are proud to work for the organisation; 80% that they are often motivated to make a greater effort and achieve more than they need to; and 72% that their work gives them a sense of personal enjoyment and is more than just a job. The narrative provided by employees in the Climate Survey on what motivates them is mirrored in other employee voice mechanisms such as exit interviews and other feedback avenues. These narratives include:

- Employee belief and commitment in achieving Lifeline's vision and purpose, and a sense of pride in contributing to savings lives.
- Strong and supportive working relationships that foster a collaborative culture.
- Employing great people who are skilled, passionate and committed to serving those in crisis.
- Support for professional development.

Our volunteers

Lifeline's crisis support and suicide prevention services are only made possible due to the passion and dedication of volunteers across the country. Our volunteers contribute significantly through direct service delivery, advocacy and awareness-raising, office and administration support and retail and fundraising to sustain our services.

Lifeline's Volunteer Engagement Strategy is designed to support, engage, recognise and reward about 11,000 volunteers who work in our Centres throughout Australia. This year, we have commenced a project to improve the recruitment processes for our volunteers. In addition, our national volunteer feedback survey was conducted to continue to inform the improvement process.

We also continue to recognise the enormous contribution of both staff and volunteers across our Lifeline family. The Golden Wattle Award is presented to long serving staff and volunteers who have given more than 15 years' service to Lifeline. In FY15, there were a total of 82 awards presented.

The Opal of Honour Award is presented to long serving staff and volunteers upon retirement after 20 or more years' of service. In FY15, there were 36 awards presented.

Our sector partners and stakeholders

While Lifeline works to ensure no suicidal person is left alone, we recognise that we cannot do this in isolation and are committed to a whole-of-community approach to suicide prevention.

Working with partners and stakeholders is vital to the delivery of our purpose and, to best support individuals, families and communities, we seek partnerships based on shared values and objectives. Our partners include community-based networks, industry associations, workplace and occupation-based organisations, non-government organisations, academic institutions, government agencies and private companies.

Lifeline is one of more than 20 member organisations that make up the National Coalition for Suicide Prevention, which was formed with the support of Suicide Prevention Australia. The Coalition is establishing collaborative models for suicide prevention and has set a target for halving the number of suicide deaths in Australia in 10 years.

Lifeline is also a member of Mental Health Australia, the Community Council of Australia and the national peak association, Suicide Prevention Australia.

In responding to Australians in crisis, we are grateful to work with both federal and state governments to help deliver our purpose of supporting people in crisis.

We work cooperatively with other helplines in Australia and with e-mental health

services that offer online and technology-enabled services. In particular, Lifeline promotes Australian Government funded services under the national eMental Health Strategy, such as the website MindHealthConnect and Mind Spot – the virtual clinic.

Our community awareness work in the suicide prevention area is undertaken through our own campaigns, and our partnership with the Mindframe National Media Initiative – encouraging responsible representation of mental illness and suicide in the Australian media. Lifeline also supports R U OK? in the promotion of positive conversations, and each year undertakes specific campaigns for World Suicide Prevention Day and World Mental Health Week.

In FY15, Lifeline Australia was an active member of:

- Suicide Prevention Australia
- Community Council of Australia
- Mental Health Council of Australia

Lifeline Research Foundation

The Lifeline Research Foundation was established in 2011 to perform a variety of research, advocacy and policy work to contribute to the evidence base surrounding crisis intervention and suicide prevention. In doing so, it works to translate research findings for the continual improvement of Lifeline services.

The Foundation undertakes its work through academic research partnerships and the engagement of experts in evaluation and service performance measurement.

To facilitate the dissemination of research knowledge and its translation to service and program development, the Foundation has presented at a number of conferences this year, ensuring that crisis support and suicide prevention remain engaged in the professional dialogue in Australia. These include:

- Hunter/New England Local Health District GP Mental Health Forum
- South East Sydney Medicare Local Mental Health Forum
- World Suicide Prevention Day Forum – Australian Institute for Suicide Research and Prevention
- Police and Mental Health Conference
- Mates in Construction Mental Health Conference
- Mental Health and the Workplace Conference
- National Online and Telephone Support Services Interagency Group
- Riverina Suicide Prevention Networks Forum
- National Suicide Prevention Conference, Suicide Prevention Australia
- International Association for Suicide Prevention Congress in Montreal – Helplines Symposia

A 12-member Expert Advisory Group assists the work of the Lifeline Research Foundation. The Group's Chair is Emeritus Professor Beverley Raphael AM.

Research activities

Major research and evaluation by the Lifeline Research Foundation this year has included:

- Research on frequent callers to Lifeline 13 11 14
- The Lifeline Caller Research Project
- Research to develop and validate a Crisis Support Skills Scale to reliably measure the proficiency of crisis supporters
- safeTALK in Schools Research Project

Evaluation activities

The following evaluation activities have generated knowledge to improve Lifeline services:

- Evaluation by Westwood Spice examining the impact of a new training course for telephone crisis supporters and its impact on skills and overall capability of trainees to deliver Lifeline's 13 11 14 service.
- Evaluation by Roberts Evaluation examining the MTAA-funded Read the Signs program that provides workshops and materials on suicide prevention and personal wellbeing for workers in the motor trades industry.
- Evaluation by KPMG examining the NSW Health Grant to Lifeline 13 11 14, measuring the improvements in service capacity and performance achieved by this funding in Lifeline Centres in NSW.

Advocacy and policy



The Lifeline Research Foundation has contributed to public policy development by supporting the following:

- National Mental Health Commission Review
- Mental Health Australia
- NSW Mental Health Commission
- Northern Territory Action Plan on Suicide Prevention
- Human Rights Commission - National Children's Commissioner Inquiry into Intentional Self-harm and Suicidal Behaviour in Children
- The Suicide Prevention Australia response to the World Health Organisation Report on Suicide
- National Plan to Reduce Violence against Women and their Children 2010-22

As an active participant in the National Coalition for Suicide Prevention, Lifeline Australia has provided research evidence, policy advice and service program insights towards the development of improved suicide prevention strategy in Australia.

The Executive Director of the Lifeline Research Foundation, Alan Woodward, is a Board Director for Suicide Prevention Australia, a member of the R U OK? Scientific Committee and sits on several committees and strategy groups relevant to crisis support and suicide prevention. He is coordinator of the Special Interest Group on Helplines for the International Association for Suicide Prevention.

Information on the Lifeline Research Foundation can be found in the Lifeline Research Report 2014 available at lifeline.org.au.

 **The lady I spoke to saved my life!** 

Sustain our services

Sustainability of our services is an identified strategic priority for our organisation in order to be able to continue to provide our lifesaving services to Australians in crisis.

Lifeline Australia focuses on key areas to sustain our services: individual and regular giving; gifts in wills; community and peer-to-peer fundraising; corporate relations; workplace giving; philanthropic trusts and foundations. Through these areas of activity, we work to strengthen our relationships with our supporters, corporate and philanthropic partners, as well as to provide meaningful opportunities for community and corporate engagement.

Commitment to building our retail operations

Social enterprise is the single largest revenue stream for Lifeline, and the biggest contributor to our strategic priority of sustaining our services. Lifeline Centres run more than 250 retail outlets across the country, selling a range of donated goods.

I was down enough to call Lifeline and the guy just listened and asked questions and offered support. After I hung up I was feeling so much better.

A close-up, high-angle portrait of a man with a goatee and mustache, looking slightly to the right. The background is dark, and the lighting is soft, highlighting his facial features. The text is overlaid on the top right of the image.

our influence and advocacy

Lifeline continues to work in tandem and partnership with the government, media and communities to advocate on behalf of Lifeline and importantly, the communities we serve.

Partnering with government

By working closely with governments across the country, Lifeline can ensure we maintain a high level of engagement on suicide prevention at a federal and state level.

We are also grateful to the Australian Government, who continued to provide free calls from mobile phones to our 13 11 14 crisis line.

our financial summary

Highlights

Our financial position has improved steadily over the last five years with retained surpluses now totalling \$5.81 million. Building our reserves is a crucial part of our sustainability, assisting to mitigate potential future funding shortfalls. The FY15 surplus of \$0.81 million (up 139% on FY14 results) has assisted in this endeavour.

As compared with FY14, total revenue in FY15 increased by \$1.08 million (5%). This reflects the growth in our donations (22%) achieved through the sustained continuation of a range of fundraising activities; particularly events such as Liptember, Black Dog Ride and community fun run initiatives. Individual Major Gifts was also a significant contributor to the increase (\$0.37 million). This increased funding has directly enabled us to increase our reach and diversify our service stream to connect with more help seekers.

Grant funding increased by 5% on FY14, predominantly as a result of philanthropic funding to support our structural reform program. We were also successful in our tender to the Department of Social Security, this has provided impetus to the Financial Counselling program.

Total expenditure excluding in-kind donation support amounted to \$21.43 million in FY15 as

compared with \$20.81 million in FY14; a \$0.62 million increase (3%). This growth is largely attributable to the increased funds directed to the Lifeline Centres throughout Australia (FY15 payments amounted to \$9.16 million; a 22% increase on FY14 payments). These payments under sub-contract recognise the core work undertaken at Centres in providing the paid overnight, weekend and online Crisis Support Chat services, as well as the delivery of programs such as the domestic violence response training, DV-alert.

Cost containment continues to be at the forefront; strategies to reduce consultants, subcontractors and IT costs have been successful in reducing this expense stream from \$4.13 million in FY14 to \$3.09 million in FY15; a 25% reduction. Of this decrease, \$0.30 million reflects changes to the DV-alert training program administrative business model. These savings were fully directed to the Centres enabling further outreach into the community and to our help seekers.

As compared with FY14, marketing and communications costs dropped by 42% (\$0.29 million). FY14 costs included \$0.18 million in training materials necessary for the delivery of the DV-alert program, and to facilitate RTO requirements.

Other administrative costs increased by \$0.07 million (9%) during the period under review. This reflects increasing legal costs associated with the protection of our trademark. \$0.02 million also relates to increased expenditure in growing and developing staff capabilities; an investment that we foresee returning dividends into the future.

Government funding agreements

Funding has been secured for the next 12 months as follows:

- COAG telephone counselling, self-help and web-based support programs - **\$9.89m**
- Domestic Violence Response Training - **\$4.10m**
- NSW Department of Health Grants - **\$2.91m**
- Commonwealth Financial Counselling and Financial Capability Grant - **\$0.44m**
- Victorian Government Grant - **\$0.05m**

Funding has been secured for the next six months as follows:

- Health System Capacity Development Fund - **\$0.10m**

Excepting the Health System Capacity Development Fund that expires in December 2015, and the Commonwealth Financial Counselling and Financial Capability Grant that commenced in March 2015, these amounts are largely consistent with the grants received in the financial year ending 30 June 2015. All grants, excluding the NSW Department of Health Grant and the Commonwealth Financial Counselling and Financial Capability Grant, will require renegotiation for the FY17 year.

Cost ratios

	FY11	FY12	FY13	FY14	FY15
Program expenditure ratio	75%	78%	80%	81%	83%
Cost of fundraising ratio	97%	75%	68%	54%	41%
Cost of administration ratio	10%	8%	6%	6%	5%

The program expenditure ratio is the total amount spent on our service programs, including crisis support services, governance and support for our members, and research and advocacy, expressed as a percentage of total expenditure.

The cost of fundraising ratio is the total amount spent on public fundraising expressed as a percentage of revenue from individual,

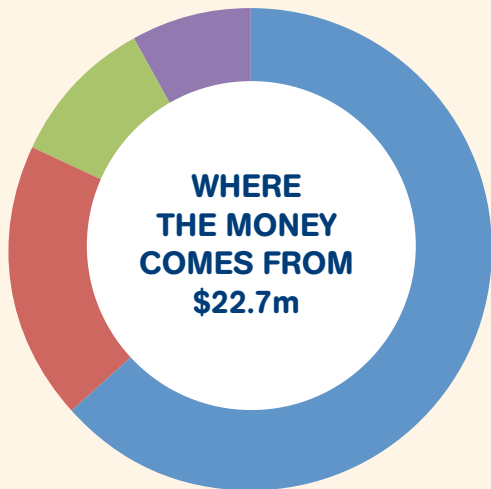
community and corporate sectors. It excludes funding and costs related to grant and contract funded programs.

The cost of administration ratio is the total amount spent on administration and accountability expressed as a percentage of total expenditure.

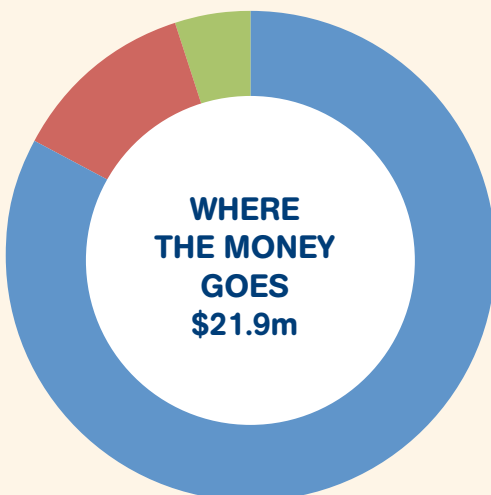
Five-year financial results at a glance

	FY15	FY14	FY13	FY12	FY11
	\$	\$	\$	\$	\$
Income					
Government funding	14,507,145	14,644,893	14,730,192	13,227,628	9,123,087
Community & individual support	4,277,350	3,783,386	3,249,583	2,225,766	1,251,233
Corporate support	2,201,404	1,464,269	1,514,311	1,192,543	971,576
Other	1,728,085	1,756,469	3,520,930	2,749,413	3,014,888
Total revenue	22,713,984	21,649,017	23,015,016	19,395,349	14,360,784
Use of funds					
13 11 14 service	11,227,364	10,995,041	12,402,116	8,788,447	6,447,392
Online Crisis Support Chat service	1,348,931	939,881	729,706	938,743	466,847
Helplines - DVSA, CIH, Gap Park, eheadspace	483,223	511,471	472,400	985,719	1,158,144
Other services, community engagement, advocacy & evaluation, retail	2,758,890	3,649,852	3,541,345	2,864,505	1,363,608
LivingWorks	-	-	-	-	444,441
Better Connected Lifeline	896,439	-	-	-	-
Governance & accreditation	1,023,080	803,366	768,710	731,053	545,568
Lifeline Research Foundation	345,752	358,243	318,910	280,838	-
Fundraising & promotion	2,686,991	2,847,690	3,240,892	2,555,044	2,153,783
Administration	1,130,214	1,203,784	1,273,064	1,466,341	1,331,775
Total expenditure	21,900,882	21,309,329	22,747,143	18,610,690	13,911,558
Surplus	813,102	339,688	267,873	784,659	449,226

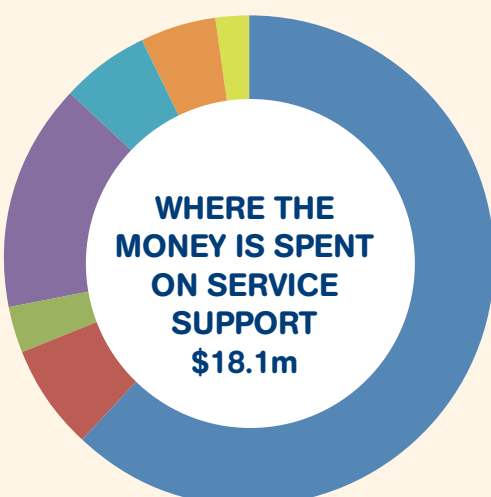
snapshot



- Government grants (64%)
- Community support (19%)
- Corporate support (10%)
- Other income (7%)



- Service support (83%)
- Fundraising and promotions (12%)
- Administration (5%)



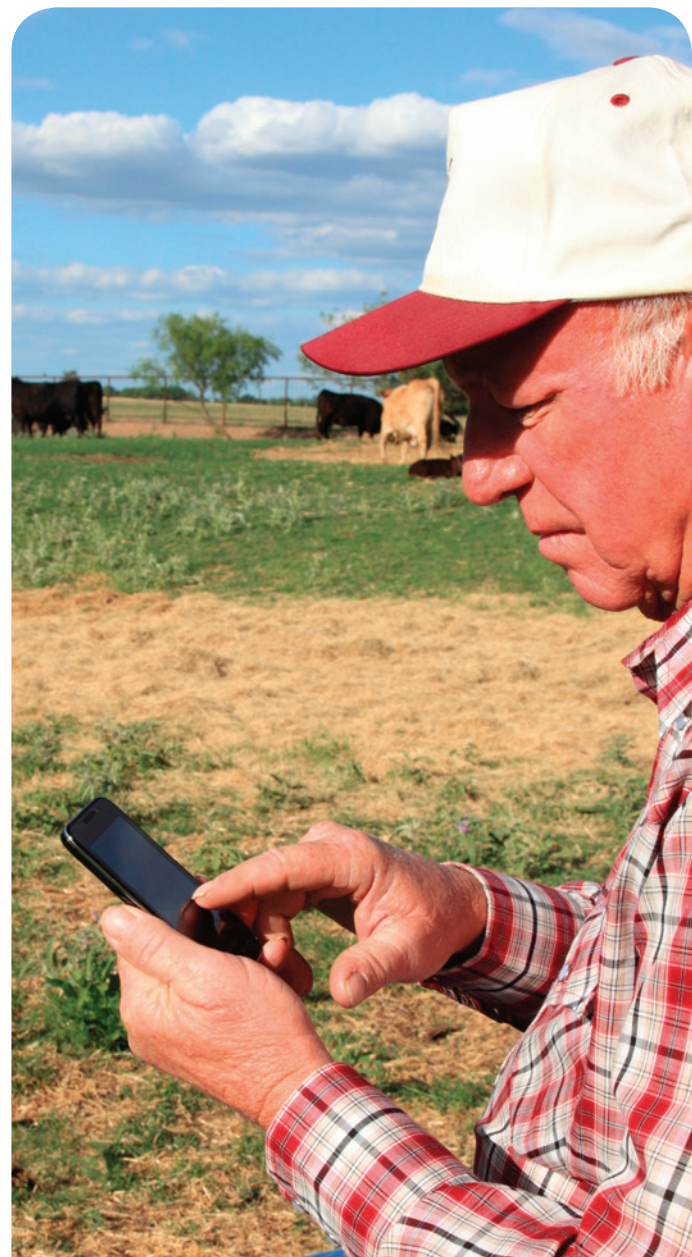
- 13 11 14 service (62%)
- Online Crisis Support Chat Service (7%)
- Helplines (3%)
- Other services - community engagement, advocacy and retail (15%)
- Governance (6%)
- Better Connected Lifeline (5%)
- Lifeline Research Foundation (2%)

Concise Financial Report

for the financial year ended 30 June 2015

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- Directors' Declaration
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- Statement of Financial Position
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- Statement of Cash Flows
- Notes to the Concise Financial Report



DIRECTORS' REPORT

Your directors present this report on the company for the financial year ended 30 June 2015.

DIRECTORS

The names of each person who has been a director during the year and to the date of this report are:

Mr John Brogden AM	Mr Brian Cammerman (to 7/11/2014)
Dr Robyn Clough	Ms Annie Corlett
Ms Libby Davis	Mr Grant Foster (from 20/07/2015)
Mr Robert Gilkes	Mr Brett Goodridge (to 5/07/2015)
Mr Geoffrey McClellan	Mr Bruce Mansfield
Ms Tessa Marshall	Ms Jacinta Munro
Ms Sheryl Weil	

INFORMATION ON DIRECTORS

Mr John Brogden AM

Chairman

(Director since 02/11/2012)

Director qualifications: MPA; FAICD

Experience: John is the Managing Director and Chief Executive Officer of the Australian Institute of Company Directors (AICD). John is the Chairman of UrbanGrowth NSW and Chairman of Furlough House Retirement Village. John is also the Patron of Kookaburra Kids, Sailability Pittwater, Bilgola Surf Lifesaving Club and Avalon Beach Surf Lifesaving Club. From 1996 to 2005 John was the Member for Pittwater in the NSW Parliament and was Leader of the Opposition from 2002 to 2005. In January 2014, John was made a Member of the Order of Australia (AM) for significant service to the community through representational roles with social welfare organisations, particularly Lifeline, to the business and financial sectors and to the Parliament of New South Wales.

Dr Robyn Clough

Deputy Chair

(Director since 05/11/2011)

Director qualifications: PhD (Usyd); BA (Hons); AIMM

Experience: Robyn was elected to the Board in November 2011. She was a director of the Board of Lifeline Canberra from 2005 to 2011 and Board President from 2009. Robyn also worked as a Telephone Crisis Supporter for five years. Robyn has extensive experience in research and project development across the public, community and private sectors.

Mr Brian Cammerman

(Director since 27/05/2014 to 07/11/2014)

Director qualifications: BComm (Hons)

Experience: Brian has an impressive background in general management, finance and consulting with specialist skills in business process redesign, productivity improvement, benchmarking, management information systems as well as organisational and operational reviews. In his 35 years of experience in commerce and consulting, Brian has worked in the tertiary, retail, travel, logistics, property and not-for-profit areas. In the past 20 years, he has provided consulting services to many of the large NFPs in Australia, covering areas such as aged care, recycled op shops, drug and alcohol as well as financial management information systems and organisational and operational reviews. Brian is currently the Director of Monash Retail & Print Services.

Ms Annie Corlett

(Director since 05/11/2011)

Director qualifications: BEc (Sydney), MAICD

Experience: Annie has extensive business experience as Company Secretary and Executive Director of publicly listed mining companies. Annie is currently the President of the University of Sydney Alumni Council, the university's peak alumni body. Annie is also a member of the External Advisory Committee for the Department of Government and International Relations at the University of Sydney. She is also an accredited Lifeline Telephone Crisis Supporter, Facilitator and In-shift supervisor.

Ms Libby Davies

(Director since 29/11/2013)

Director Qualifications: BA, Dip. Ed. MAICD

Experience: CEO, White Ribbon Australia. Libby has held executive and advisory positions in education, social policy and community services and chief executive positions, including CEO for Family Services Australia and National Director, UnitingCare Australia. She was the immediate past Chair of the Board of UnitingCare NSW/ACT, has served on a variety of advisory, ministerial and organisational boards including the House with No Steps and The Australian Institute of Health and Welfare. Libby is a member of the NSW Domestic and Family Violence Council.

Mr Grant Foster

(Director since – 20/07/2015)

Director qualifications: MBA, MAICD

Experience: Grant Foster was appointed to the Board in July 2015. Grant is one of the founding directors of strategic consultancy Ellis Foster McVeigh and an Adjunct Member of The Australian Graduate School of Management (UNSW). He has held senior marketing roles in Australia, the US and European-listed technology businesses and is one of Australia's leading consultants in business and brand strategy, working with clients in Australia, New Zealand, Asia and United Kingdom. Grant has an MBA from Bond University, has completed the Executive Program at Stanford University and is a member of the AICD.

LIFELINE AUSTRALIA
ABN: 84 081 031 263
DIRECTORS' REPORT

Mr Robert Gilkes

(Director since 05/11/2011)

Experience: Robert is the Executive Director of UnitingCare Communities. Robert has 28 years of experience in the disability, aged care and community services sector. He is the former Director of Organisational Development and Regional Director for Blue Care and has also worked for Health and Human Services as Director of Child, Youth and Family Support as well as other executive roles within the Tasmanian Government.

Mr Brett Goodridge

(Director since 06/11/2010 to 05/07/2015)

Director qualifications: Tertiary studies in business, finance and administration; AICD

Experience: Brett has over 35 years of commercial experience at senior management levels in both the private and public sectors. His areas of expertise include the financial, legal, and accounting professional services industries.

Mr Geoffrey McClellan

(Director since – 17/10/2011)

Director qualifications: BEc (Sydney); LLB (Sydney)

Experience: Geoffrey has over 30 years experience as a commercial lawyer and has been Chairman of the board of a major Australian Law firm for six years and board member for an additional five years. He has also been a board member Australian Centre for International Commercial Arbitration for three years.

Mr Bruce Mansfield

(Director since 19/04/2013)

Director qualifications: BCom, MAICD, Ffin.

Experience: Bruce is currently the Managing Director of eftpos Payments Australia Limited – a business that processes over 2.4 million payment transactions representing \$130 billion annually. Bruce has substantial board experience in the corporate, industry and NFP sectors, most notably on Save the Children Australia Limited Board, Tourism Task Force Advisory Board and Australian Payments Council.

Ms. Tessa Marshall

(Director since 07/11/2014)

Director qualifications: BEc, GradDip (Marketing), GradDip (Counselling and Psychotherapy)

Experience: Tessa is a Professional Coach, Facilitator and Counsellor. Tessa joined the Board of Lifeline Harbour to Hawkesbury nine years ago and currently chairs the Board Human Resources Committee. Tessa has also volunteered as a TCS at Lifeline Harbour to Hawkesbury prior to this. She currently volunteers as a face-to-face counsellor and co-facilitates suicide bereavement support groups. She is a clinical member of the Australian Human Resources Institute, Counsellors and Psychotherapists Association of NSW, and the Psychotherapy and Counselling Federation of Australia. Tessa is also an accredited facilitator for Myers-Briggs Type Indicator, MLQ360 and Certificate IV Training and Assessment. Tessa runs her own business, Marshall Coaching Group, which has been operating for 15 years, specialising in leadership development, coaching and training for corporate clients and career and personal counselling for private clinical clients. She is responsible for personally delivering many of the services, for driving overall business growth and for the senior account management of key clients.

Ms Jacinta Munro

(Director since 16/04/2013)

Director qualifications: BBus (Accounting), CA, GAICD

Experience: Jacinta is a Chartered Accountant with 25 years' experience with KPMG, and over 10 years as Partner. Jacinta currently has the dual role of Partner responsible for Regulatory Compliance and Sector Leader for Wealth Management. Her experience spans audit, governance, compliance and risk advisory services and she has extensive experience working with Boards. She is a graduate and member of the AICD, and is a key figure in the investment management industry in Melbourne.

Ms Sheryl Weil

(Director since 29/11/2013)

Director qualifications: GAICD

Experience: Sheryl is an Executive Director at Macquarie Bank Ltd. and holds the role of Head of Service and Operations for the Banking and Financial Services Division. Sheryl has substantial and in depth-experience within the financial services sector and, in particular, with back office operations and client service provision. Sheryl is also a longstanding board member of the Macquarie Group Foundation and is on the board of directors for Schizophrenia Research Institute.

BOARD AND COMMITTEE MEMBERSHIP

Board Chair – Mr John Brogden AM (from 02/11/2012)

Board Deputy Chair – Dr Robyn Clough (from 29/11/2013)

Audit and Risk Committee

Chair – Mr Bruce Mansfield (from 19/04/2013)

Membership – Ms Jacinta Munro (from 16/04/2013), Mr Brett Goodridge (from 13/12/2013 to 23/02/2015), Mr Samuel Hinchcliffe (from 22/04/2015), Ms Tessa Marshall (from 20/07/2015), Ms Teresa Dyson (co-opted from 23/04/2013)

Governance and Remuneration Committee

Chair – Mr Geoffrey McClelland (from 6/07/2012)

Membership – Mr Robert Gilkes (from 16/12/2011), Ms Libby Davies (from 29/11/2013) and Ms Lindy Tallis (co-opted from 29/01/2013)

Funding and Sustainability Committee

Chair – Mr Brett Goodridge (from 6/11/2010 to 5/07/2015), Ms Annie Corlett (from 20/07/2015)

Membership – Mrs Annie Corlett (from 16/12/2011), Mr Brian Cammerman (from 27/05/2014 to 7/11/2014 and previously an independent advisor to the Committee from 9/01/2014 to 27/05/2014), Mr Grant Foster (from 20/07/2015), Ms Kate Brown (Co-opted from 12/03/2014), Mr Taine Mouffarige (Co-opted from 19/03/2014), Ms Eve Brown (Co-opted from 04/01/2015)

Services Committee

Chair – Mrs Annie Corlett (from 1/02/2013 to 20/07/2015), Ms Sheryl Weil (from 20/07/2015)

Membership – Dr Robyn Clough (1/02/2013), Ms Sheryl Weil (from 29/11/2013), Mr Geoffrey Robinson (co-opted from 13/02/2013)

Better Connected Lifeline Committee

Chair – Ms Jacinta Munro (from 23/02/2015)

Membership – Mr Geoffrey McClelland (from 23/02/2015), Ms Tessa Marshall (from 23/02/2015)

MEMBERS

As at 30 June 2015, there were 22 members of Lifeline Australia (2014: 23). If the company was wound up, each member would be required to contribute \$2.

LIFELINE'S STRATEGIC FRAMEWORK

Our vision	<i>An Australia free of suicide</i>		
Our purpose	To support Australians in times of crisis and equip individuals and communities to be resilient and suicide-safe		
Our strategic foundations	Provide crisis support services 24/7 that help change the focus in people's lives from crisis to opportunity	Promote emotional wellbeing	Build community capacity
Our services	13 11 14 Online services Community information services Crisis support services	Pathfinder to services Promoting emotional health and wellbeing Promoting volunteering Advocacy	Lifeline learning Community education Education of other agencies and professional groups
Our strategic priorities	<ul style="list-style-type: none"> ■ Refocus service provision on suicide prevention through crisis support and connection ■ Ensure our roles, relationships and governance support our purpose ■ Sustain our services ■ Influence and advocate ■ Measure our impact 		

The strategic framework outlined above was developed for the three years to 2014. Lifeline Australia is currently focussing on our key strategic project, the Better Connected Lifeline program (BCL), which has strategic implications at both a national and local level. The strategic framework will be revisited for discussion with Members in 2016, subject to the outcomes of BCL-related Member discussions at the 2015 Annual General Meeting.

PRINCIPAL ACTIVITIES AND ALIGNMENT WITH OBJECTIVES

Lifeline Australia is a company limited by guarantee with 22 Members. Lifeline Australia accredits Member organisations to provide national Lifeline services, which are presently telephone crisis support, suicide prevention programs and the Lifeline Information Service.

Lifeline Australia provides service infrastructure and support to Member organisations in the operation of national Lifeline services, especially through the provision of virtual contact centre technology.

Lifeline Australia raises funds to support its operations, service provision by Members and represents the needs and interests of its Members in contributions to public policy and development of effective services in Australia to promote emotional wellbeing.

Lifeline Australia has responsibility for the protection and management of the Lifeline trade marks on behalf of its Members and undertakes national marketing and fundraising activities to foster financial support for national services and to promote the work of its Members in the general community.

PERFORMANCE MEASURES

Lifeline Australia measures and reports on both financial and non-financial data to the Board. The financial reports indicate performance against budgets and viability of the organisation. The non-financial measures include information on national service performance, progress on strategic projects, work health and safety, statutory and regulatory obligations, compliance matters and human resource matters.

OPERATING RESULT

The net result of operations of Lifeline Australia for the year ended 30 June 2015 was an operating surplus of \$813,102 (2014: \$339,688).

SIGNIFICANT CHANGES IN STATE OF AFFAIRS

No significant changes in the company's state of affairs occurred during the financial year.

DIVIDENDS PAID OR RECOMMENDED

The company is limited by guarantee and is prohibited by its objects from distributing its surplus to its Members. Accordingly no dividend has been paid or declared for the year by the company since the end of the previous financial year and up to the date of this report.

AFTER BALANCE DATE EVENTS

No matters have occurred subsequent to balance date that require disclosure.

FUTURE DEVELOPMENTS

The company expects to maintain the present status and level of operations while the structure of the company is being reviewed, via the Better Connected Lifeline (BCL) project, to determine how best to configure Lifeline into the future.

ENVIRONMENTAL ISSUES

The company's operations are not regulated by any significant environmental regulation under Commonwealth, or territory law.

MEETINGS OF DIRECTORS

During the financial year, eight meetings of directors were held. Attendance by each director was as follows:

Name	Number eligible to attend	Number attended
Mr John Brogden AM	8	8
Mr Brian Cammerman	4	2
Dr Robyn Clough	8	7
Ms Annie Corlett	8	8
Ms Libby Davies	8	6
Mr Robert Gilkes	8	8
Mr Brett Goodridge	8	8
Mr Geoffrey McClellan	8	7
Mr Bruce Mansfield	8	7
Ms Tessa Marshall	4	3*
Ms Jacinta Munro	8	6
Ms Sheryl Weil	8	7

* For the avoidance of doubt, Ms Marshall was an apology but was unable to attend the meeting held on 7 November 2014 due to insufficient notice as she was elected at the AGM held on 7 November 2014 immediately prior to the Board meeting.

INDEMNIFICATION OF AUDITORS AND OFFICERS

The company has not, during or since the financial year, in respect of any person who is or has been an officer or auditor of the company or a related body corporate, indemnified or made any relevant agreement for indemnifying against a liability, including costs and expenses in successfully defending legal proceedings.

During the financial year, Lifeline Australia paid premiums to insure the directors and officers. The confidentiality provisions of the policy prevent the disclosure of the premiums paid and the nature of the cover provided.

AUDITORS INDEPENDENCE DECLARATION

A copy of the auditor's independence declaration in accordance with Section 60-40 of the *Australian Charities and Not-for-profits Commission Act 2012* for the year ended 30 June 2015 has been received and is set out on the following page.

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



.....
John Brogden
Director



.....
Bruce Mansfield
Director

Dated this 2nd day of October 2015

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**INDEPENDENT AUDITOR'S REPORT
TO THE MEMBERS OF LIFELINE AUSTRALIA**

Report on the Concise Financial Report

We have audited the accompanying concise financial report of Lifeline Australia (the company), which comprises the statement of financial position as at 30 June 2015, the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, and related notes, derived from the audited financial report of Lifeline Australia for the year ended 30 June 2015. The concise financial report does not contain all of the disclosures required by the Australian Accounting Standards and accordingly, reading the concise financial report is not a substitute for reading the audited financial report.

Director's Responsibility

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

Auditor's Responsibility

Our responsibility is to express an opinion on the concise financial report based on our procedures which were conducted in accordance with Auditing Standard ASA 810 *Engagements to Report on Summary Financial Statements*. We have conducted an independent audit, in accordance with Australian Auditing Standards, of the financial report of the company for the year ended 30 June 2015. We expressed an unmodified audit opinion on that financial report in our report dated 8 October 2015. The Australian Auditing Standards require that we comply with relevant ethical requirements relating to audit engagements and plan and perform the audit to obtain reasonable assurance whether the financial report for the year is free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the concise financial report. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the concise financial report, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation of the concise financial report in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Our procedures included testing that the information in the concise financial report is derived from, and is consistent with, the financial report for the year, and examination on a test basis, of audit evidence supporting the amounts, discussion and analysis, and other disclosures which were not directly derived from the financial report for the year. These procedures have been undertaken to form an opinion whether, in all material respects, the concise financial report complies with AASB 1039 *Concise Financial Reports* and whether the discussion and analysis complies with the requirements laid down in AASB 1039 *Concise Financial Reports*.

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

Independence

In conducting our audit, we have complied with the independence requirements of the *Australian Charities and Not-for-profits Commission Act 2012*. We confirm that the independence declaration required by the *Australian Charities and Not-for-profits Commission Act 2012*, provided to the Board of the company, would be in the same terms if provided to the Board as at the time of this auditor's report.

Opinion

In our opinion, the concise financial report of Lifeline Australia for the year ended 30 June 2015:

- i. is consistent with the full annual financial statements of the company that have been audited by us and in respect of which we have issued an independent audit report dated 8 October 2015 that was not subject to any qualification; and
- ii. complies with Accounting Standard AASB 1039: Concise Financial Reports.



Eric Hummer
Director
Moore Stephens

Dated at Canberra: 8 October 2015

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Phillip ACT 2606

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Mawson ACT 2607

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F +61 (0)2 6234 6990

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**AUDITOR'S INDEPENDENCE DECLARATION
TO THE DIRECTORS OF LIFELINE AUSTRALIA**

I declare that, to the best of my knowledge and belief, during the year ended 30 June 2015 there have been no contraventions of:

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



Eric Hummer
Director
Moore Stephens

Dated at Canberra: 29 September 2015

DIRECTORS' DECLARATION

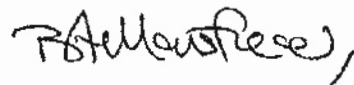
The Directors of the Company declare that:

1. The financial statements and notes, are in accordance with the *Australian Charities and Not-for-profits Commission Act 2012 (Cth)* and:
 - (a) Comply with Accounting Standards; and
 - (b) Give a true and fair view of the financial position as at 30 June 2015 and of the performance for the year ended on that date of the Company.
2. In the Directors' opinion there are reasonable grounds to believe that the Company will be able to pay its debts as and when they become due and payable.

This declaration is made in accordance with a resolution of the Board of Directors.



.....
John Brogden
Director



.....
Bruce Mansfield
Director

Dated this 2nd day of October 2015

STATEMENT OF COMPREHENSIVE INCOME

FOR THE YEAR ENDED 30 JUNE 2015

	2015	2014
	\$	\$
Revenue		
<i>Operating activities:</i>		
Grants	15,459,161	14,662,393
Corporate sponsorships	1,054,236	1,372,695
Donations and bequests	4,171,855	3,419,196
Sale of services	589,075	698,793
Sale of merchandise	6,920	24,304
Resources received free of charge	470,027	496,752
	<u>21,751,274</u>	<u>20,674,133</u>
<i>Other revenue:</i>		
Affiliation Fees	447,960	419,541
Interest	249,520	231,890
Other revenue	271,270	350,868
	<u>968,750</u>	<u>1,002,299</u>
Other gains/(losses)	<u>(70)</u>	<u>(27,415)</u>
Total income	<u>22,719,954</u>	<u>21,649,017</u>
Purchase of goods for resale	<u>(5,970)</u>	<u>-</u>
Gross operating surplus for the year	<u>22,713,984</u>	<u>21,649,017</u>
Expenses		
Employee benefits expenses	(5,418,096)	(5,030,121)
Consultants, subcontractors and IT costs	(3,086,903)	(4,129,160)
Depreciation and amortisation	(388,149)	(425,162)
Interest expense	-	(41)
Bad and doubtful debts expense	(2,273)	(3,933)
Occupancy costs	(283,370)	(319,200)
Marketing and communications	(413,349)	(706,915)
Meeting and travel costs	(699,614)	(754,741)
Other administrative costs	(817,957)	(747,102)
Payments to Lifeline Centres	(9,157,888)	(7,507,708)
Telecommunications	(1,633,283)	(1,685,246)
Total expenses	<u>(21,900,882)</u>	<u>(21,309,329)</u>
Net current year surplus	<u>813,102</u>	<u>339,688</u>
Other comprehensive income	-	-
Total comprehensive income for the year	<u>813,102</u>	<u>339,688</u>

The accompanying notes form part of these financial statements.

STATEMENT OF FINANCIAL POSITION

	2015	2014
	\$	\$
ASSETS		
CURRENT ASSETS		
Cash and cash equivalents	7,101,589	7,127,874
Receivables	300,583	622,363
Inventories	29,795	4,535
Other current assets	552,078	380,235
TOTAL CURRENT ASSETS	<u>7,984,045</u>	<u>8,135,007</u>
NON CURRENT ASSETS		
Receivables	8,752	-
Plant and equipment	232,240	284,594
Intangible assets	276,171	485,863
TOTAL NON CURRENT ASSETS	<u>517,163</u>	<u>770,457</u>
TOTAL ASSETS	<u>8,501,208</u>	<u>8,905,464</u>
LIABILITIES		
CURRENT LIABILITIES		
Payables	1,538,157	1,347,941
Unearned revenue	977,032	2,378,207
TOTAL CURRENT LIABILITIES	<u>2,515,189</u>	<u>3,726,148</u>
NON-CURRENT LIABILITIES		
Provisions	175,188	181,587
TOTAL NON CURRENT LIABILITIES	<u>175,188</u>	<u>181,587</u>
TOTAL LIABILITIES	<u>2,690,377</u>	<u>3,907,735</u>
NET ASSETS	<u>5,810,831</u>	<u>4,997,729</u>
EQUITY		
Retained Surplus	5,810,831	4,997,729
TOTAL EQUITY	<u>5,810,831</u>	<u>4,997,729</u>

The accompanying notes form part of these financial statements.

STATEMENT OF CHANGES IN EQUITY

FOR THE YEAR ENDED 30 JUNE 2015

	2015 \$	2014 \$
RETAINED SURPLUS		
Balance at beginning of the year	4,997,729	4,658,041
Net surplus for the year	<u>813,102</u>	<u>339,688</u>
Balance at end of the year	<u><u>5,810,831</u></u>	<u><u>4,997,729</u></u>

The accompanying notes form part of these financial statements.

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 30 JUNE 2014

	2015 \$	2014 \$
CASH FLOW FROM OPERATING ACTIVITIES		
Cash receipts from operations	18,791,597	18,353,337
Donations received	4,040,436	3,419,196
Interest received	273,204	228,193
Merchandise sales	16,200	25,238
Interest paid	-	(41)
Payments to suppliers and employees	<u>(23,021,549)</u>	<u>(21,748,504)</u>
Net cash generated from/(used in) operating activities	<u>99,888</u>	<u>277,419</u>
CASH FLOW FROM INVESTING ACTIVITIES		
Payments for plant and equipment	(66,730)	(112,860)
Payments for intangible assets	(59,443)	(90,785)
Proceeds from disposal of plant and equipment	-	-
Net cash used in investing activities	<u>(126,173)</u>	<u>(203,645)</u>
Net increase/(decrease) in cash held	(26,285)	73,773
Cash and cash equivalents at beginning of the financial year	7,127,874	7,054,101
Cash and cash equivalents at the end of the financial year	<u><u>7,101,589</u></u>	<u><u>7,127,874</u></u>

The accompanying notes form part of these financial statements.

NOTES TO THE CONCISE FINANCIAL REPORT FOR THE YEAR ENDED 30 JUNE 2015

NOTE 1. BASIS OF PREPARATION OF THE CONCISE FINANCIAL REPORT

The concise financial report of Lifeline Australia (the Company) is an extract from the full financial report for the year ended 30 June 2015. The concise financial report has been prepared in accordance with Accounting Standards AASB 1039: Concise Financial Reports, and the *Australian Charities and Not-for-profit Commission Act 2012* (Cth).

The financial statements, specific disclosures and other information included in the concise financial report are derived from, and are consistent with, the full financial report of the Company. The concise financial report cannot be expected to provide as detailed an understanding of the financial performance, financial position and financing and investing activities of the Company as the full financial report. A copy of the full financial report and auditor's report will be sent to any member, free of charge, upon request.

The presentation currency used in this concise financial report is Australian dollars.

NOTE 2. DISCUSSION AND ANALYSIS OF THE FINANCIAL STATEMENT

This discussion and analysis is provided to assist Members in understanding the concise financial report. The discussion and analysis is based on the Company's financial statements and the information contained in the concise financial report has been derived from the full financial report of Lifeline Australia.

Statement of Comprehensive Income

The current year surplus for the year to 30 June 2015 is \$813,102 compared to a surplus of \$339,688 in the preceding financial year.

Lifeline Australia was able to increase its income from donations (22%) through the sustained continuation of a range of fundraising activities; particularly events such as the Liptember, Black Dog Ride, and community fun run initiatives. Individual Major Gifts was also a significant contributor to the increase. Grant funding increased by 5% on 2014 largely as a result of philanthropic funding to support our structural reform initiatives. Sponsorship income decreased 23% compared to 2014 due to a decline in revenue from two key supporters. This situation was unique to 2015; both supporters have since committed to funding Lifeline for the next three years. Revenue from the sale of services was also lower compared to the previous year largely due to the internal streamlining of the administration of DV-alert Statement of Attainments to fall in line with existing RTO processes.

Overall, expenses incurred in 2015 are largely consistent with the prior year and relate to the provision of services and support to Lifeline Centres in delivering crisis support services across Australia. The year includes additional payments to Centres for the further expansion of the paid crisis support and Online Crisis Support Chat provided under contract by various Lifeline Centres. Expenditure on Consultants and subcontractors decreased compared to the previous year reflecting changes to the DV-alert program business model. Costs associated with a comprehensive Retail Review were also included in 2014.

Statement of Financial Position

Total assets decreased by \$404,256 to \$8,501,208, a decline of 5%. Receivables decreased in 2015; 2014 included outstanding grant funds of \$200,000 due from the Department of Social Services, and \$35,734 due for commercial training. The accounts were paid in July 2015. There has also been a decrease in the recognised value of intangible assets; a few high value assets now being at the end of their useful economic life.

Total liabilities decreased by \$1,217,358 to \$2,690,377 reflecting reduced balances held as unearned revenue. Grant monies were almost fully utilised in 2015 compared to some underspends in the prior year.

Statement of Changes in Equity

The retained surplus increased by \$813,102 being the addition of the net surplus for the year.

Statement of Cash Flows

Cash flows indicate both increased receipts and payments relative to 2014. An increase in operating cash flows occurred primarily through the expanded donations program and the resulting additional expenditure on Centre payments enabling service delivery.

our thanks

Our donors and supporters form a valued part of the Lifeline community and play a direct role in achieving our strategic framework. We would like to acknowledge and thank you for your support. We would also like to thank our dedicated volunteers and staff who work tirelessly to help us achieve our vision of an Australia free of suicide.

Government supporters

Australian Government - Department of Health
Australian Government - Department of Social Services
NSW Ministry of Health
Victorian Government

John Brogden fundraising lunch guests

Dame Marie Roslyn Bashir AD, CVO
The Hon. Gladys Berejiklian, MP

Ambassadors and advocates

Becks Mollica
Chris Meaney
Dan Conn
Natasha Ferre
Omar Dean
Steve Bastoni

Corporate partners

Carnival Cruises
MLC Community Foundation
MTAA Super Fund
News Corp Australia
Prime Super
Stacks of Snacks

Trusts and foundations

Baxter Charitable Foundation, administered by Perpetual
CGU Foundation
CHILL Foundation
Clayton Utz Foundation
Emorgo Foundation
Eureka Benevolent Foundation
Gandel Philanthropy
Grenet Foundation Ltd, Trustee of the Merrin Foundation
James N. Kirby Foundation
Liptember Foundation
Percy Baxter Charitable Trusts, administered by Perpetual
Scrimshaw Foundation
The Ian Potter Foundation
The John T Reid Charitable Trusts
The Roberts Family Foundation

Major supporters

ACG Solutions
Allphones
Black Dog Ride - National One Day Ride
Black Dog Ride - Red Centre
BMW Motorrad
Cameron Ralph Navigator
Clayton Utz
Emeco
Fifth Quadrant
Glad Group
Google Adwords
Harmers
Hudson
James and Co
Lighthouse Media Services
Liveperson
MAX Employment
National Australia Bank
Newspoll
NGO Recruitment
Nous Group
NRL State of Mind
Orima Research
Pearl Solutions
Mr Bruce Saint
Servier
St George Bank
SWAAB Attorneys
Tenix
TFE Hotels
The Iconic
Toga Group
Ms Wendy Tonkin
UXC Connect
Virgin Australia
Zip It

Workplace giving partners

Australian Securitisation and
Investment Commission
Australian Communications and
Media Authority
Australian Federal Police
Australian Health Practitioner
Regulation Agency
BHP Billiton
BP Australia
Cancer Council
CA Technologies
Charities Aid Foundation
CitiGroup Pty Ltd
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Department of Defence
Department of Education
Department of Employment
Department of Health
Department of Human Services
Department of Industry
Department of Prime Minister and Cabinet
Employment Services Holdings
Endeavour Energy
Envoy Services
Essential Energy
Fair Work Ombudsmen
Housing NSW
HRPay (Government Departments)
IAG Foundation
Insurance Australia Group
Insurance Manufacturers of Australia
Karma Currency
Macquarie Group Foundation
Medibank
Michael Johns Corporation
MLC Community Foundation

MTC Australia
MTC Work Solutions
National Australia Bank Limited
New England Credit Union
New South Wales Crime Commission NSWCC
Northern Beaches Credit Union - MWCU
NSW Business Link
NSW Government - Family & Community
Services
NSW Government - Human Services
NSW State Government Department of Ageing,
Disability and Home Care (DADHC)
OneSteel
OPTUS
Origin Energy
Perpetual
Philip Morris Limited
PKF Lawler
PwC Australia
Reserve Bank Benevolent Fund
Reserve Bank of Australia
Robson Excavations Pty Ltd
Scentre Group
SEEK Limited
Skilled Group
Stockland
Suncorp
Sydney Trains
Telstra
Telstra Burwood
Telstra Corporation
Therapeutic Goods Administration -
Department of Health
The Westpac Group
Transurban
University of New England
UXC Australia



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national@lifeline.org.au

Lifeline Australia Ltd
ABN 84 081 031 263
ACN 081 031 263

How can you help?

Suicide remains the leading cause of death for Australians aged between 15 and 44 (ABS: Causes of Death 2013).

Lifeline supports a whole-of-community approach, in which everyone plays a role in preventing suicide.

There are many different ways you can contribute to Lifeline and help us support Australians in crisis:

- **make a donation**
- **volunteer your time**
- **become a corporate supporter**
- **help raise awareness**
- **become involved in fundraising**

For further information on how you can make a difference to your community, please visit our website www.lifeline.org.au



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