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 Lifeline
annual report
2011/12





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our story

For nearly 50 years, Lifeline has been saving lives by supporting Australians in crisis and preventing suicide.

Lifeline was built on a commitment to reach out to those in crisis, whenever they need it and wherever they are—offering real support when difficulties seem overwhelming.

The organisation was founded by the Rev. Dr. Sir Alan Walker AK, OBE, MA, DD in 1963, 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 a 24-hour crisis support line.

Through our national 13 11 14 service, staffed by both paid and volunteer Telephone Crisis Supporters, we now talk to over 1,300 callers each day, with more than 50 of these calls from people at imminent risk of suicide. In addition, our Online Crisis Support Chat service, staffed by Online Crisis Supporters, connects with hundreds of people each week.

Lifeline understands that a person can experience crisis as a result of many events: a relationship breakdown, loss of employment, the onset of mental health issues, caring for another, violence and trauma in the home, pressures from work and study, an accident or the loss of a loved one, for example.

Every day, owing to these reasons and more, Lifeline is contacted by people in acute crisis.

Fundamentally, we believe that our crisis support services save lives. By breaking the onset of suicidality, our services help prevent unsafe and damaging reactions to difficult events, and build opportunities for personal growth and change—creating enhanced community resilience and personal coping capabilities.

Lifeline also understands the important role of our information and educational material about mental and social wellbeing. This, along with being a conduit to broader health services, is a core part of our contribution to a mentally healthy Australia.

In addition we support individuals and communities in times of crisis, seeking to equip them to be more resilient and socially inclusive, through locally based services delivered by our Centres across the country. Our Centres deliver community disaster support, targeted outreach to families in crisis, social re-engagement services and bereavement support programs for those who have experienced loss and grief—especially as a result of another's death by suicide.

Lifeline's services are made possible through the efforts of around 1,000 staff and 11,000 volunteers, operating from around 60 locations nationwide.

Our services are provided to Australians in need through phone, face-to-face and online channels.

Incorporation

Lifeline ABN 84 081 031 263 is a public company limited by guarantee. It has 23 Member Organisations and a National Board of Directors. Its registered office is located at 24 Thesiger Court, Deakin ACT.

Charitable status, tax concessions and fundraising

Lifeline is a Public Benevolent Institution (PBI). It is endorsed as an Income Tax Exempt Charity and receives certain other tax concessions and exemptions consistent with its status as a PBI which relate to Goods and Services and Fringe Benefits taxes.

Lifeline has been endorsed by the Australian Taxation Office as a Deductible Gift Recipient (DGR). Lifeline is registered under applicable fundraising legislation as required in each state where it raises funds.

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our
vision
An Australia
free
of suicide



our chair & CEO

On behalf of the National Board and Executive Leadership Team, we are delighted to present Lifeline's 2011/12 Annual Report. In our 49th year of operation we have consciously and directly focused on building our capacity to deliver on our longstanding purpose of helping Australians in crisis, preventing suicide, and developing a sustainable future.

Increasing the reach, capability and sustainability of our services to the community in both the short and medium term will equip Lifeline to help millions more Australians for another 50 years.

At the core of Lifeline is our vision of an Australia free of suicide. From our founding in 1963 by the Rev Dr Sir Alan Walker, to our current network of over 60 locations providing crisis support and suicide prevention services locally and nationally, our vision continues to drive and inspire us. However, we acknowledge how much more we have to do to make all Australians safe from suicide. We are proud to share this vision and be a part of the Lifeline family, along with more than 12,000 volunteers and staff across the country.

Sadly, much of what we have said before about the high rate of suicide, and the terrible impact on our community, remains true today. Suicide continues to be the leading cause of death for Australians under 44, a rate almost twice as high as the annual road toll. We hold no illusions about the size of our task and the amount of time, energy and commitment it requires from the whole community. At the same time we are greatly encouraged by the changing conversation; Australia is starting to face up to the size of this problem and its effect on all of us.

Lifeline will continue to advocate for greater recognition and understanding of suicide prevention, and we are confident that the subject is steadily moving out of the shadows and into the light—as poignantly reflected during our World Suicide Prevention Day campaign of dawn walks

across the country. The Out of the Shadows and into the Light initiative, begun by Lifeline WA in 2010, will continue to be a key part of our advocacy of suicide prevention, combatting the social stigma around discussing loss and bereavement, mental health and emotional wellbeing.

This community awareness and advocacy couldn't happen without our volunteers. It is the 11,000 volunteers across our 42 Centres that make Lifeline's service offering a unique and invaluable part of the community. Volunteers have always been at the heart of what makes Lifeline a leading national crisis support provider and suicide prevention service, but also a community focused organisation, making a real difference to people's lives every day. We are proud to recognise the remarkable commitment, care, energy and skill with which Lifeline's volunteers, and our staff, have consistently developed and delivered all of our crisis support and suicide prevention services, both nationally and locally, over the last 12 months.

Our service delivery is achieved with support from a range of generous stakeholders. For example, through the Federal Government and the MLC Community Foundation, we have been able to build on our successful Online Crisis Support Chat trial to launch a permanent service, available from 8pm to midnight, seven days a week, operating from Centres in Adelaide and Brisbane. This new and successful service is the only one of its kind in Australia, and enables access to crisis support by sections of the community that are either more comfortable with, or have easier access to, online communication, many of whom are living in regional and remote Australia.

The service is in high demand, with consumers tending to be younger and reporting a high degree of suicide or self-harm ideation. Many of them have also said they would be unlikely to use a phone service, reinforcing the need for multiple approaches to reaching those in crisis. This is just one example of Lifeline's continuing focus on service improvement and innovation.

Innovation requires good leadership, and my colleagues on the National Board deserve recognition for the role they have played in driving change and growth. This year we welcomed several new members to the National Board; Annie Corlett,

Robyn Clough, Geoff McClelland and Bob Gilkes bring with them diverse corporate and not for profit experience and perspectives that drive and guide successful change to Lifeline's crisis support services.

The Board has continued to enact governance improvements flowing from last year's Board Effectiveness Review. A number of specific initiatives are detailed in this Annual Report, alongside even greater transparency of our programs and processes.

We want to acknowledge the performance of Dr Maggie Jamieson, who departed as CEO at the end of the financial year. Maggie worked tirelessly on the creation of our new Strategic Framework, as well as a number of key service improvements and the Board is committed to maintaining the momentum behind positive change that Dr Jamieson began. We also want to recognise the outstanding role of our National Patron, John Brogden; his corporate fundraising events and government relations activities have contributed enormously to both our profile and financial sustainability as a leading organisation in the mental health and suicide prevention sectors.

In summary, Lifeline is dedicated to working collaboratively to help those in crisis, prevent suicide and build resilience in our communities. In 2011/12 we have established the foundations for this collaboration to grow and deliver even more, built on the enthusiasm, ability and commitment to improve demonstrated by our remarkable National and Centre-based employees across Australia. They in turn support the extraordinary work of our volunteers who deliver many of our front-line services. Together we continue to strive towards the day when all Australians feel able to share their fears and know they will receive understanding, respect and support in their period of crisis. Fundamentally, we believe there is always a better option than taking your own life.

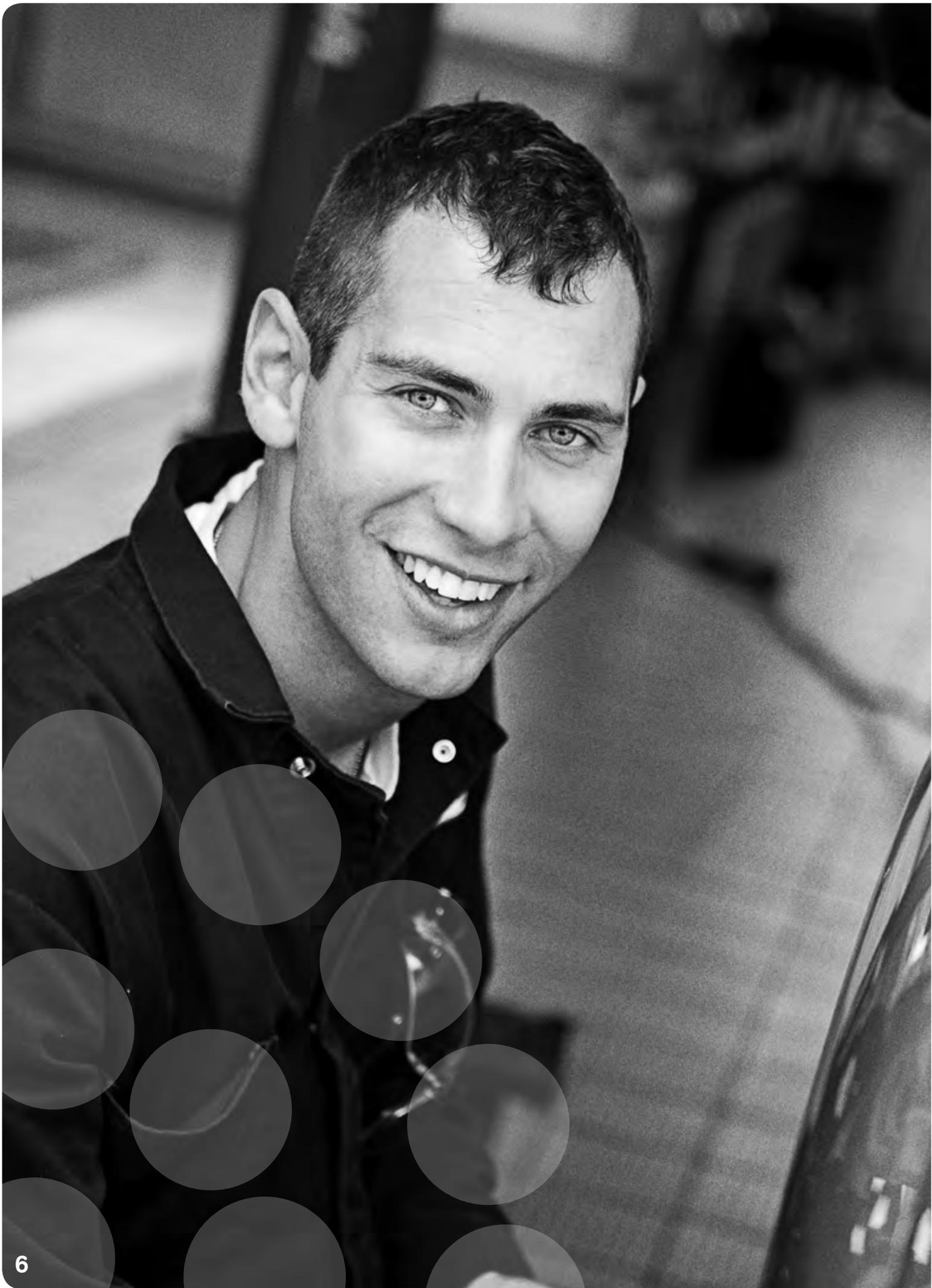


Graham Flower
Board Chair



Jane Hayden
CEO





our strategic framework

As an organisation, Lifeline undertook a comprehensive review of our Strategic Framework during 2011, with the Members signing off on a refocused Strategic Framework in November 2011.

| | | | |
|----------------------------------|---|--|---|
| 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 | | |

This renewed focus on crisis support and suicide prevention allows us to concentrate on the vision of our founder Sir Alan, by actively working to address suicide, Australia's largest health crisis for people aged between 15 and 44, one that affects the resilience of our whole community.

our purpose

To support Australians in times of crisis and equip individuals and communities to be resilient and suicide-safe.

Australian Bureau of Statistics data shows that suicide is Australia's biggest health crisis for people between 15 and 44. Every day, six Australians take their own life, a figure that is almost double our annual road toll. Social taboos in Australia continue to make it difficult for people to talk about their feelings of isolation, depression and loneliness. Lifeline receives over a million contacts each year from people in crisis, through our telephone, website, social media, or face-to-face services. With a presence in every state and territory in Australia, our aim is to ensure every Australian has access to crisis support and suicide prevention services, when they need them.

| | Per Annum | Per Day |
|---|-----------|---------|
| Number of suicide attempts (estimate) | 65,300 | 178 |
| Number of people making plans to suicide (estimate) | 91,000 | 249 |
| Number of people thinking about killing themselves (estimate) | 370,000 | 1,014 |

Crisis Line

Lifeline's 13 11 14 crisis support service answered 483,000 calls in 2011/12, that's around 1,315 calls a day from Australians in need. We know we are having an impact thanks to a data analysis project undertaken in 2010. This project established that Lifeline reaches people who are suicidal when they need it, and that the 13 11 14 crisis line provides the community with a vital suicide intervention and prevention tool.

Suicide Bereavement and Suicide Follow Up

After examining the results of Lifeline driven service trials, and evaluations in bereavement support, Lifeline is now giving greater attention to follow up services for suicidal persons and the support needs of people bereaved by suicide. As such, Suicide Bereavement Support and Suicide Follow Up were approved as Lifeline National Services last year, establishing our intention to offer these.

Information Services

Many people seek information on how to be mentally healthy and resilient by visiting our website, which had almost 600,000 unique visits last year. Our online Mental Health Resource Centre includes self-help tool kits and fact sheets that help-seekers can use. In addition, Lifeline's own unique Service Finder, an online directory of free or low cost health and community services available in Australia (also available as a iPhone app), was viewed over 200,000 times last year from our website lifeline.org.au

Online Services

The online world offers Lifeline an amazing opportunity for creating awareness and new opportunities for direct and confidential support. This year, we began delivering permanent services in this area with our Online Crisis Support Chat service. In addition, Lifeline is investigating further crisis support options through the online space. As an innovative and exciting way to broaden our reach, we are ever mindful of the need to ensure our online services are a safe means of providing both information and support to Australians in crisis.

Our strategic foundations

Build community capacity

Build community capacity through a range of other services specific to the crisis support and suicide prevention needs of local communities provided through our Centres across Australia.

Provide crisis support services

Provide crisis support services 24/7 that help change the focus in people's lives from crisis to opportunity—(24 hour telephone crisis support, online crisis support)

Promote emotional wellbeing

Promote emotional wellbeing through advocacy and public campaigns

Our services

Education of other agencies & professional groups

Community education

13 11 14

Lifeline Learning

Online services

Advocacy

Community information services

Promoting volunteering

Crisis support services

Promoting emotional health and wellbeing

Pathfinder to services

our strategic priorities

Suicide Prevention and Crisis Support

We will ensure our services meet national and local needs and are focused towards suicide prevention.

13 11 14

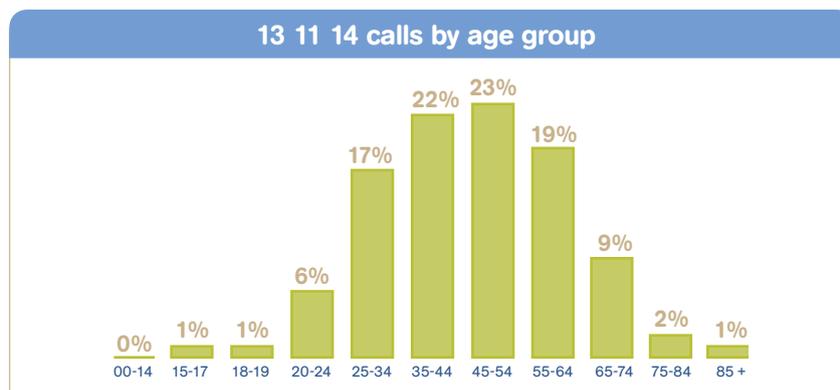
Of our 483,000 calls in 2011/12:

- Approximately 5% of the calls answered—about 57 calls a day—are from individuals where suicide is their primary focus of the conversation.
- The highest numbers of calls were from the 45–54 age group (23%), followed by callers from the 35–44 age group (22%) and then the 25–34 age group (17%). This suggests that 13 11 14 is providing a significant response to the highest risk age groups for suicide in Australia (15–44 year olds).
- Almost 10% of the suicide focused calls to Lifeline require intervention by police or ambulance services, in order to save a person's life.

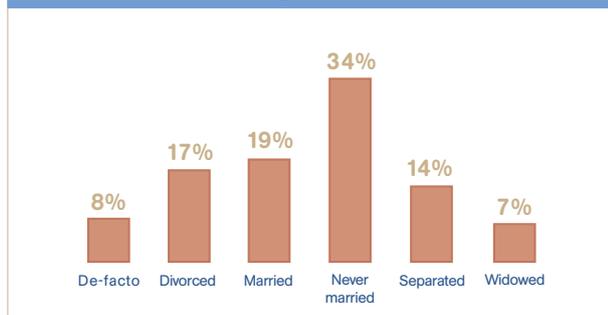
- Callers under 24 years of age account for 8% of calls, with the main crisis issues expressed being mental health, abuse, suicide and sexuality concerns. Research shows that 70% of young people in Australia who are experiencing mental health problems do not seek help. This shows that Lifeline is playing a crucial role in providing a confidential, and perhaps less intimidating, service for young Australians.
- Almost a quarter of calls are from people who disclose receiving treatment for a diagnosed mental illness. A further 32% of suicide related calls are from callers who state that their mental health is a main concern for them.
- 48% of women callers, who report health issues to us, are receiving treatment for depression.
- Of those callers experiencing workplace stress, 14% also state they experience mental health issues.

For many callers, our 13 11 14 crisis line may also be the only support mechanism available to them.

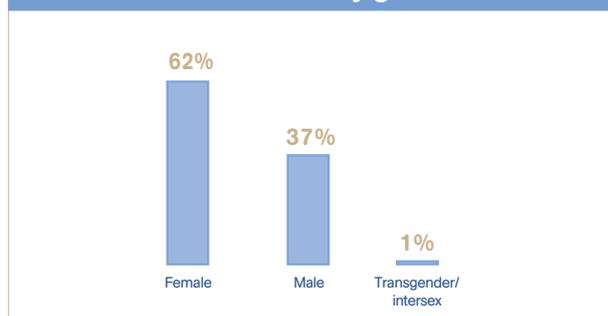
- Around three quarters (73%) of our calls are from people who have never married, or are divorced, separated or widowed.
- Of all callers, 62% are female, indicating that there is still a disconnect between the high prevalence of suicide amongst men and a willingness to seek help.



13 11 14 calls by relationship status



13 11 14 calls by gender



Saving Lives Overnight

Lifeline recognises the hardship that undertaking an overnight volunteer shift has on our people, particularly those who work full time, or have family commitments. The reality of this situation was that we were not answering enough calls overnight.

To address this issue, and continue to achieve our purpose of supporting people in crisis, in 2011/12 we began employing people to undertake overnight shifts, as part of our Saving Lives Overnight program.

In the ten months of operation up until the end of June 2012, Paid Overnight shifts had answered over 33,700 calls, developed over 2,700 safe plans with callers and initiated around 300 suicide interventions.

During this time we experienced a significant increase in demand, however, our answer rate between 12am to 4am peaked at around 70%. We will continue to work on increasing our answer rate on either side of these hours.

13 11 14 Service Infrastructure Improvements

Lifeline continuously strives to improve our systems and services to ensure we can deliver on our vision and purpose.

As part of this drive for best practice, we launched our new Customer Relations Management (CRM) system in November 2011, called CONNECT. This system is now being used by all of our Telephone

Crisis Supporters and Online Crisis Supporters, right across the network. This system captures unidentified key demographic information about our help-seekers and assists us to continuously improve our practice models. The CRM was developed using Microsoft Dynamics.

In addition, Lifeline prides itself on being a pathway to other services. To help achieve this, a new and redefined referral database was introduced as part of the CONNECT system, marking an end to our out-dated Justlook and Service Finder database.

This innovative Service Finder database has been integrated with our InfoXchange database and is continually being reviewed to ensure accurate referrals to the community.

A major upgrade to our telephony infrastructure was also deployed in November including a number of measures to improve the security and reliability of our systems. This new system has multiple levels of redundancy in place helping to ensure we sustain our services, as per our Strategic Framework, regardless of technical difficulties. The design and implementation of this system has resulted in zero outages since it went 'live'. To support this, national staff visited Centres and deployed new desktop machines, telephones and monitors capable of providing sustainable crisis support services well into the future.

Our External Provider for 13 11 14

The company that hosts our crisis line is a vital arm of our service delivery, and fundamental to our ability to deliver on our vision and purpose. After a comprehensive tender process, AAPT was selected as the primary service provider for Lifeline's telephony environment in late 2011. The implementation of our new service provider was done in conjunction with the new telephony upgrade and rollout.

Supporting our 13 11 14 volunteers

A major User Management Project was accomplished in October 2011, when Lifeline collected and then distributed individual user accounts to all of our volunteers working as Crisis Supporters across the network. The work was completed in conjunction with our Centres and as a result, Lifeline has a database which allows the introduction of new and improved services without the added requirement of user management.

Online Crisis Support

Part of being a leading provider of crisis support services, and changing the focus of people's lives from crisis to opportunity, is being innovative in our use of technology.



43%

Of online contacts were 'thinking about suicide today'

In 2011, Lifeline undertook an externally evaluated trial of an online crisis support chat service, through support from the MLC Community Foundation and the Commonwealth Department of Health & Ageing. The aim of the trial was to provide an alternative to Lifeline's telephone crisis service, for those more inclined to utilise online technology.

The trial developed and tested a prototype for delivering Lifeline's telephone service in an online environment.

Results of the evaluation showed that:

- 43% of online contacts were assessed as 'thinking about suicide today'
- 37% of online contacts would not use telephone crisis services
- 83% of online contacts were either quite or very satisfied with the service
- 94% of online contacts would recommend the service to friends if they were in a similar situation

Following the trial, Lifeline established a permanent online Crisis Support Chat service, which commenced on 8 May 2012. The service operates seven nights a week between the hours of 8pm and midnight.



Centre Development Program

In December of 2011, the National Office established the role of Centre Development Adviser to provide strategic service development support and guidance to Lifeline Centres as they work to implement Lifeline's Strategic Framework.

The focus of the Program has been to work with Centres to identify the support they require to build their capability and diversify their activities to meet the needs of their local community for crisis support and suicide prevention services. The Centre Development Adviser visited a number of Centres to seek an understanding about the implications of the new Lifeline Strategic Framework and to hear the perspective of Lifeline staff and volunteers.

Based on the feedback received on those visits the Centre Development Program was refined and a series of tools to assist Centres identify how best to support people in crisis and prevent suicide were conceived. Results of this consultation will flow in to the major development activity which will be undertaken during 2012/13.

readthesigns

The **readthesigns** program is a partnership with MTAA Super aimed at educating motor trade apprentices in recognising the warning signs related to depression or suicide in themselves or their mates. Reflecting our strategic foundation of building community capacity, the initiative is delivered in a number of states across the country. Last year we ran 20 workshops and educated 460 motor trade apprentices nationally. Lifeline also sent out 1,954 Survivors of Suicide booklets under this program, helping to support bereaved families, friends and communities.

Suicide Hotspots

Suicide hotspots are often iconic locations that people use to take their own lives. Providing information and services at known suicide hotspots throughout the country is a fundamental plank of our strategic purpose of creating suicide safe communities. During 2011/12, Lifeline worked in collaboration with City Councils, the Black Dog Institute and police to develop a range of suicide prevention initiatives at many known hotspots.

Measures which help create safer locations include a dedicated 24/7 emergency phone service, signage to promote help-seeking, fencing that assists to reduce access to means and other infrastructure designed for safety.

For example, we receive and manage crisis and suicide related calls from Gap Park in Sydney, which has a number of emergency crisis phones with a direct line to Lifeline's dedicated hotspots number, and 000, in addition to promotional signage. Also, two other iconic suicide hotspot sites have help-seeking signage that promotes local hotspot emergency phones service (Sea Cliff Bridge north of Wollongong and the Story Bridge in Brisbane).

In addition, a number of improvements to hotspot infrastructure have been implemented in 2011/12. These include additions and updates to signage, phone booth improvements, and inter-agency protocols and procedures so that phones are tested weekly for maintenance issues.

For example, an important improvement at Gap Park was to provide signage in multiple languages so that tourists would understand the purpose of the emergency phones. Also additional signage has been developed containing information on crisis and suicidal experiences to encourage self-help for persons at risk, and inform the general public who may be curious about the emergency phones.

Through the promotion of information and crisis support services at hotspots, Lifeline hopes to reduce deaths by suicide, helping us achieve our vision of an Australia free of suicide.



SuperFriend

A strategic foundation for Lifeline is the promotion of emotional wellbeing. As an organisation, we constantly strive to partner with like organisations to assist us to ensure this foundation is achieved.

This year, Lifeline partnered with SuperFriend (the Superannuation Industry Funds Forum Mental Health Foundation) to pilot loss, grief and bereavement resources for workplaces in Queensland. Lifeline is one of six organisations involved in SuperFriend's mental health and wellbeing program which aims to "promote and facilitate the best possible mental health and wellbeing of members of industry superannuation funds".

Specifically, Lifeline's role is to deliver resources to the Sunsuper and Mulgowie Farming Company that support the emotional wellbeing of individuals, workplaces, friends and families during, and after, times of grief. This includes times relating to suicide, sudden death, loss or disability. The resources we developed include booklets for people experiencing grief, for their colleagues and their managers, as well as audio booklets and posters. The products have been developed in consultation with ORIMA Research, Jim Schirmer and Associate Professor Judith Murray from the University of Queensland.

In particular, Lifeline is proud of the opportunity to partner with local employers to contribute to a healthier, empowered and more resilient workforce in an area devastated by numerous natural disasters.

DV-alert

Research shows that people subject to domestic violence can experience an increased sense of crisis, with many overwhelmed by their circumstances. Supporting people in times of crisis is our role and so we are pleased to partner with the Commonwealth Government to deliver cutting edge domestic violence training.

DV-alert delivers professional domestic violence response training to health professionals across the country. The training helps to ensure key care-givers recognise and respond to domestic violence in remote and rural communities.

Serious planning began in early August 2011 with Lifeline employing a Program Manager, Administration Officer and trainers from two of our local Centres. Since this time, the DV-alert team has expanded to include a Program Marketing Coordinator, Indigenous Program Coordinator, Training Programs Coordinator, additional Administration support and trainers at 10 Lifeline Centres.

Training commenced in October 2011 with the first workshop held in Canberra. By the end of June 2012 the program had run 23 face to face workshops, exceeding target numbers by 21%. To date 567 participants have completed the program via 37 face to face sessions. In addition, over 200 participants have registered with our e-learning program.

Lifeline is also dedicated to reaching out to high risks groups in our community, including Indigenous Australians. Following a successful launch and roll out of our specific Indigenous DV-alert program, we are now developing an Indigenous Men's Awareness program for piloting in rural NSW.

Finally, we are also currently developing a two day program for health, allied health and frontline workers working with culturally and linguistically diverse communities. We thank the Commonwealth Government for their assistance in helping us deliver this life changing training.





our strategic
priorities

Roles, Relationships and Governance

We will ensure our Board, staff, volunteers, Centre capacity and external relationships support our Purpose.

How we work and deliver our services

Due to our unique structure, Lifeline is able to truly “think nationally and act locally”. Through this structure, we believe we are well positioned to achieve our purpose of supporting Australians in times of crisis and equipping individuals and communities to be resilient and suicide safe.

Nationally, Lifeline comprises a number of key stakeholders and organisations. Member organisations (individual body corporates) own and operate Centres that are accredited by Lifeline. These 42 accredited Lifeline Centres, and their dedicated volunteers and staff, deliver our national and local services across the country.

Centres are supported by Lifeline through the National Office, which is responsible for managing Lifeline’s national services and brand. Support is provided through the development and maintenance

of national service standards and quality assurance processes, the provision of policies and procedures, management of the brand and the infrastructure for Lifeline’s national service delivery. Our Centres are also supported by the National Board, which is responsible for the National Office’s overall performance and compliance.

Accredited Centres must adhere to national standards set by Lifeline while reporting to their Member Organisation. The National Board is also accountable to the Member Organisations and their 23 nominated Member Representatives, who come together to make decisions on matters of national priority and strategy. The National Board is then tasked with providing strategic direction, as outlined in our Strategic Framework, effective governance and leadership, on behalf of Members and our supporters throughout the year.

Member Organisations, and the Centres they operate, outline their local achievements and performance in their own Annual Reports. Nationally, Lifeline as an organisation reports on the overall performance of its national services and its national achievements in this Annual Report, including transparency around its financial management, National Office employees and the activities of the National Board.

Lifeline is a values and ethics driven organisation. We achieve results because our working relationships are underpinned by a focus on consultation, mutual respect and a passionate commitment to achieving the best we can for Australians in crisis, through the active delivery of our structured Strategic Framework.



Our Governance

The objects of Lifeline are to:

- Encourage and support the organisation, establishment, maintenance and development of Lifeline Centres throughout Australia, and to grant accreditation to those Centres so as to provide to all communities an accessible crisis support and suicide prevention service, primarily (though not exclusively) through telephone crisis support services to enable people to cope with crisis affecting mental health, wellbeing, life and safety
- Develop and conduct programs, projects and initiatives to enable people to overcome isolation and cope with problems and crisis affecting mental health, wellbeing, life and safety
- Do other things incidental or conducive to the furtherance of its objects

Our approach to corporate governance:

Lifeline is governed in accordance with the *Corporations Act 2001*, *Constitution of Lifeline Australia*, *Lifeline Governance Charter*, and the *Board Governance Charter*, all of which are available at lifeline.org.au.

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.

The National Board is committed to continuously improving Lifeline's corporate governance, with the aim of Lifeline becoming a leader in this area in our sector.

In 2011/12, the Board continued to pursue a comprehensive program of governance reforms and initiatives that included:

- Commitment to adopt and apply the principles and recommendations of the *ASX Corporate Governance Principles & Recommendations 2010* as the basis for our approach to corporate governance.
- Review and overhaul of the Board Committee structure.
- Review and overhaul of the *Board Governance Charter*.
- Launch of a new Corporate Governance section of the Lifeline website and disclosure of key documents and information regarding Lifeline's affairs.

Principle 1

Lay solid foundations for management and oversight

Role Clarity

In 2011/12, the Board undertook a comprehensive review of its role and practices to ensure that there was a clear delineation between the role of the Board and that of Management. The result was a new *Instrument of Delegation* for the CEO and a substantially revised Board Charter (available at lifeline.org.au), new Director's Letters of Appointment and Director's Declaration, a new Board Induction Program, and revised CEO and senior executive job descriptions.

Performance

All Lifeline employees are subject to Lifeline's performance review policy, which includes a six-monthly and annual performance evaluation by their respective managers. As part of this process, descriptions are reviewed and updated and performance objectives for the forward period are set.

In 2011/12, every senior executive was subject to performance review with the CEO. The CEO's performance was reviewed by the Chair and Deputy Chair of the Board.

Principle 2:

Structure the Board to add value

Board membership

The Board is comprised of eight Non-Executive Directors elected or appointed by the Members and up to three Non-Executive Directors appointed by the Board.

- The CEO is not a Board member
- Lifeline's Directors are not paid

Independence

As part of the 2011/12 Corporate Governance Reform Project, the Board committed to ensuring that a majority of Board members are independent directors, with effect from November 2011.

At a minimum, the following applies:

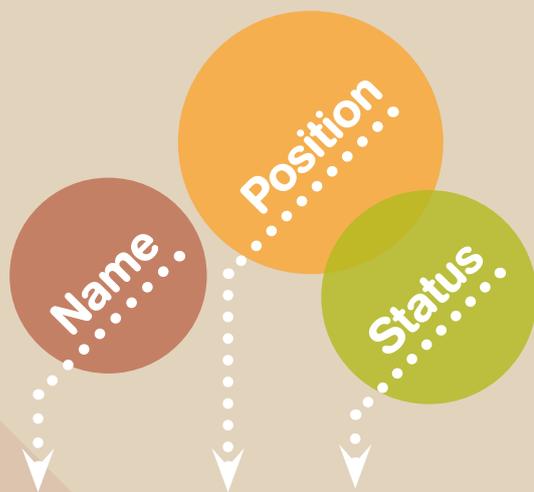
- All directors appointed by the Board must be independent directors.
- The Chair of the Board must be an independent director.
- The Chair of the Audit & Risk Committee must be an independent director, who is not Chair of the Board.
- The Audit & Risk Committee must consist of a majority of independent directors.
- The Chair of the Governance Committee must be an independent director.
- The Governance Committee must consist of a majority of independent directors.

A formal process is used to determine the independent status of a director based on consideration of whether the director or potential director:

- Is a director, officer, employee or volunteer of, or otherwise associated directly with, a Member of Lifeline.
- Is employed, or has previously been employed in an executive capacity by Lifeline or a Member, and there has not been a period of at least three years between ceasing such employment and serving on the Board.
- Has within the past three years been a material professional adviser or a material consultant to Lifeline, or an employee materially associated with the service provided.
- Is a material supplier of Lifeline or Member, or an officer of or otherwise associated directly or indirectly with a material supplier or customer.
- Has a material contractual relationship with Lifeline or Member other than as a director.

In accordance with the Board Charter, on appointment every director is required to make a comprehensive interest declaration which is entered into a Standing Interest Register which is tabled at every Board and Committee meeting. In addition to which, every director is required to declare any interest at the start of every meeting and strict processes are in place to ensure that any director with a material interest is excluded from deliberations and decision making relating to that interest.

As at 30 June 2012, 7 of Lifeline's 11 directors were classified as Independent directors.



Board skills mix

On an annual basis, the Governance Committee conducts a Board skills mix assessment exercise and develops a skills matrix for the Board. The Board uses the skills matrix to identify gaps and to provide advice to the Members who nominate candidates for the Board ballot. Following the ballot process, which concludes in November each year, the Board reviews its appointments to ensure that it has the right mix of skills and experience for the coming year.

| | | |
|---------------------------|--|--|
| Richard Bialkowski | Deputy Board Chair Governance Committee | Independent |
| Robyn Clough | Governance Committee | Independent |
| Annie Corlett | Fundraising & Sustainability Committee | Independent |
| Greg Field | Audit & Risk Committee | Independent |
| Graham Flower | Board Chair Governance Committee | Independent |
| Bob Gilkes | Governance Committee | Employee of Uniting Care Communities (Lifeline Member) |
| Brett Goodridge | Fundraising & Sustainability Committee | On the Board of Lifeline WA (Lifeline Member) |
| Allan Gray | Audit & Risk Committee | On the Board of Lifeline South East SA (Lifeline member) |
| Geoff McClellan | Governance Committee | Independent |
| Jill Napier | Fundraising & Sustainability Committee | Employee of Uniting Care NSW.ACT (Lifeline Member) |
| Geoff Robinson | Audit & Risk Committee | Independent |



Nominations

Having the very best people on the Lifeline National Board is vital to ensure the organisation has the leadership skills required to deliver our Strategic Framework and our services. To assist with this, the Board's Governance Committee has responsibility for nominations activities, including review of succession plans, Board evaluation, Board skills assessment and gap identification, election and appointment processes.

On an annual basis, the Governance Committee undertakes a Board skills assessment and makes recommendations to the Board on any gaps. On an as-required basis, the Board will use this information to undertake recruitment activity to fill its three appointments. In 2011/12, the Board undertook a nationwide recruitment campaign, including advertising in the press, online and through profession bodies, for a director with legal experience, and Mr Geoff McClellan was subsequently appointed.

The Governance Committee, through the Board, also provides advice to Members to help them decide on whom to nominate as part of the annual Board ballot process. Lifeline is committed to ensuring diversity in the work place and in the past year the Board has purposefully urged Members to nominate more female candidates (and thereby enhance gender diversity on the Board) as well as candidates with fundraising skills.

Board Committees

Board Committees work to ensure that focused attention is directed on specific tasks and programs being undertaken by National Office, as aligned to our Strategic Framework. The Board currently has three standing committees: Audit & Risk, Governance and Fundraising & Sustainability.

The general principles concerning Board Committees are that:

- The Board appoints the Chair of each of the Committees.
- The Chairs of the Committees determine the frequency and method of Committee meetings.
- The Committees meet no less than four times a year.
- The Chairs of the Committees determine the meeting agendas and the business program for the Committee, in consultation with Committee members.
- The Chair of each Committee is responsible for the effective conduct of Committee meetings.

Audit & Risk Committee Charter

The Audit & Risk Committee is responsible for overseeing all matters concerning:

- The integrity of Lifeline's financial statements and financial reporting systems.
- The external auditor's qualifications, performance, independence and fees.
- Oversight and performance of the internal audit function.
- Lifeline's compliance with financial reporting and related regulatory requirements.
- Risk management.

Governance Committee Charter

The Committee is responsible for:

- The company's remuneration, recruitment, retention and termination policies and procedures for senior executives.
- Superannuation policy.
- Director expense policy.

Funding & Sustainability Committee Charter

The Funding & Sustainability Committee oversees all matters concerning:

- Fundraising strategy and policy.
- Government relations strategy and policy.
- Sustainability strategy and policy.
- Branding and reputation of Lifeline.
- Internal and External Communications.

Board evaluation

In 2011/12, the Board agreed that it would annually assess its own effectiveness, including the effectiveness of individual Board members and office holders. To achieve this, an independent external review is undertaken in year one of the assessment, with a follow up internally coordinated survey undertaken in year two.

In 2011/12, two major reviews were undertaken. Internally, consulting firm *Effective Governance* undertook a Corporate Governance Reform Project and an independent board effectiveness review. The findings of both of these activities were consolidated into a single governance reform roadmap for the Board, which will be reviewed on a regular basis.

Independent advice

We recognise the importance of outside expertise. In addition to the independent assurance services provided by our auditor, Moore Stephens Pty Ltd, and legal advisers, Clayton Utz, Board Members may seek advice from independent experts as required.

Principle 3

Promote ethical and responsible decision making

Ethical decision making

As a large and well respected charity, we believe that the decisions we make must be made with careful considerations of intended and unintended outcomes. Our purpose demands that we do no harm, while seeking to support people in crisis. With this in mind, the Board and Management of Lifeline actively promote ethical and responsible decision making.

In 2011/12, the Board reviewed its Code of Ethics and Conflict of Interest policies and introduced a new set of Ethical Guidelines for the Board. The general principles that underpin these Guidelines are that every Director must:

- Hold the betterment of the organisation as their priority, including during all participation in discussions and voting matters
- Act in a manner which will bear the closest public scrutiny.
- Actively contribute to the Board any suggestions of ways to improve the organisation's policies, standards, practices or ethics.
- Act with honesty and integrity, avoiding actual or apparent conflicts of interest between personal and professional relationships.
- Disclose any material transaction or relationship that could be reasonably expected to give rise to a conflict of interest.
- Declare any conflict of interest, as per the Lifeline policy, be it real, potential, or apparent, which is not immediately obvious with regard to any matter being discussed in (their) presence during a meeting.
- Accept the Board decision regarding conflicts of interest and, at any time during a meeting, refrain from participating in the discussion and leave the meeting at the Board's request. The Board's decision will be recorded in the minutes, either with or without the reasons for the decision being also recorded.
- When exchanging business courtesies, meals and entertainment, avoid activities that could create even the appearance that (their) decisions could be compromised.
- Not solicit any gifts, benefits or additional money for another or (themselves).
- Comply with federal and state law in regard to equal opportunity, occupational health and safety, and anti-discrimination.

Every Director has signed and all new Directors are required to sign an Ethical Guidelines declaration.

Diversity

Lifeline aims to actively promote a corporate culture that supports diversity in the composition of its Board and senior management, in the workplace and amongst its Members. Diversity in this context covers gender, age, ethnicity, cultural background, sexual orientation and religious belief. Only with a true mix of backgrounds, can we properly provide services that are effective for the whole of community.

Lifeline also acknowledges the benefits that flow from workplace flexibility involves developing people management strategies that accommodate differences in the background, perspectives and family responsibilities of employees.

To formalise its commitment to diversity, in May 2012 the Board approved Lifeline's first Diversity Policy (available at lifeline.org.au). In 2012/13, the Board has identified gender diversity on the Board as a key area for improvement.

Principle 4

Safeguard integrity in financial reporting

At Lifeline, we believe that the careful and thoughtful use of our money is an integral part of ensuring we sustain our services. The Board's Audit & Risk Committee has a mandate to ensure this occurs. With a minimum of three members, the Committee is comprised entirely of non-executive directors, consists of a majority of independent directors, is chaired by an independent director, and is governed by a formal charter (as outlined above).



GENDER DIVERSITY AT LIFELINE



Women employees in the National Office (64%)

Women on the Board (27%)

Women in executive roles (44%)

Women in management roles (64%)

Principle 5

Make timely and balanced disclosure

To ensure we maintain a high level of public trust, in September 2011 the Board agreed to implement key transparency and disclosure recommendations from the Corporate Governance Review Project.

It was recognised that previously, little information had been made available to the public, donors, members, potential corporate partners or government regarding Lifeline's approach to corporate governance, business and operations.

To address this lack of transparency, the Board agreed to widespread disclosure of key Lifeline policies, practices, audited financial statements and director information, and to make more detailed disclosure within our Annual Report.

Towards this end, a new 'Our Corporate Governance' section of Lifeline's national website lifeline.org.au was created and populated with an extensive range of information for the public.

The Board has committed to ensuring that the following matters are disclosed through the public website:

- The Lifeline Constitution.
- The National Board Charter.
- Board Committee Charters.
- The Lifeline Governance Charter.
- The process for evaluating the performance of senior executives.
- The process for evaluating the performance of the board, its committees and individual directors.
- Code of Conduct.
- Risk Management Policy.
- Diversity Policy.
- Information on procedures for the selection and appointment of the external auditor, and for rotation of external audit engagement partners.

The Board has committed to the following matters being disclosed in our Annual Reporting:

- Measurable objectives for achieving gender diversity set by the Board in accordance with the diversity policy and progress towards achieving them.
- The proportion of women employees in the organisation, women in senior management and women on the Board.
- The independent status of directors and the process for determining independence.
- The process for evaluating the performance of senior executives.
- The process for evaluating the performance of the board, its committees and individual directors.
- Board member expenses.

Principle 6

Respect the rights of stakeholders

Communication and collaboration are the keystones of good community service delivery. With such an extensive and spread network, Lifeline is committed to placing as much emphasis on internal discussion as external promotion.

To this end, Lifeline has committed to an extensive and continuous program of communications with the Members of Lifeline, through regular and comprehensive updates, in addition to an established program of Member meetings and the Annual General Meeting. In addition to this important Member communication, Lifeline has a comprehensive communications strategy that involves regular and targeted communication to the broader Lifeline network as well as weekly operational updates, and the engagement of expertise from across the organisation on a range of specialist reference groups.

Principle 7

Recognise and manage risk

Unmanaged risk has the potential to directly affect our ability to deliver our vision and purpose. To mitigate this, Lifeline's National Office has established a sound system of risk oversight, management and internal control.

This is done in accordance with the Lifeline Risk Management Framework, which is based on the Australian Standard for Risk Management. On a quarterly basis, the Audit & Risk Committee and the Board review Lifeline's Strategic Risk Management Plan, as well as by exception as required.

During 2011/12, Lifeline appointed an Internal Audit & Risk Manager, commenced a review of its risk management framework and undertook a program of work to refine the Board's risk appetite statement and to deploy our new *Thompson-Reuters Governance, Risk and Compliance System*.

During 2011/12, the major sources of risk to Lifeline's objectives included:

Business Interruption

Lifeline's flagship 13 11 14 service is enabled by contact centre technology and a national network of private wide area network services that join sites in metropolitan, regional and remote areas into a single virtual national call centre. In response to the risk posed by business interruption, in 2011/12 Lifeline developed a new business continuity plan for the service, redesigned and upgraded its national network capability which included critical services migration to data centres, and procured a completely separate on-demand contact centre system that could be deployed immediately in the event of major business interruption.

Compliance

In 2011/12, Lifeline changed its internal audit processes and as a result for the first time it conducted a nationwide simultaneous audit of every Lifeline Member organisation in the areas of financial viability, trade mark compliance, registered training organisation (RTO) compliance, and work health and safety. The results of the RTO audit indicated that many Members required support to rectify record keeping, brand use and training practices (noting that Lifeline is subject to external RTO audit by the regulator). To mitigate this particular risk of adverse external audit findings, Lifeline advised the regulator and initiated a nationwide rectification program.

Sustainability

2011/12 saw the drawing to a close of a six-year program of funding for Lifeline under the COAG Teleweb program. This presented risk in terms of ongoing funding beyond the financial year. This risk was mitigated through extensive engagement with government to determine the alignment of Lifeline service offerings and improvement plans with government mental health policy, helping to secure sustainable funding to 2014/15.

Principle 8

Remunerate fairly and responsibly

Lifeline's National Board Members are volunteers. This personal sacrifice is an important part of the culture of Lifeline. However, we believe that out of pocket expenses incurred in the service of Lifeline and the community should be compensated.

The Board Governance Committee, in addition to oversight of staff remuneration policies and practices, also has responsibility for director expenses. Expenses mainly consist of travel for meetings and accommodation.

| Reimbursements to 13 Lifeline Directors during 2011/12 Financial Year | | |
|---|------------------------|---------------------|
| No. | Name | Total Expense |
| 1 | Ms Julie Aganoff | \$ 1,287.90 |
| 2 | Mr Richard Bialkowski | \$ 1,432.80 |
| 3 | Mr John Brogden | \$ 1,353.65 |
| 4 | Dr Robyn Clough | \$ 1,184.67 |
| 5 | Ms Annie Corlett | \$ 2,469.30 |
| 6 | Mr Greg Field | \$ 968.93 |
| 7 | Mr Graham Flower | \$ 5,263.84 |
| 8 | Mr Robert Gilkes | \$ 3,423.25 |
| 9 | Mr Brett Goodridge | \$ 7,318.91 |
| 10 | Mr Allan Gray | \$ 5,440.69 |
| 11 | Mr Geoffrey McClelland | \$ 2,926.14 |
| 12 | Ms Jill Napier | \$ 2,226.79 |
| 13 | Mr Geoffrey Robinson | \$ 400.90 |
| | | \$ 35,697.77 |

Fair Pay

Part of our drive to sustain our services into the future includes ensuring we attract and keep quality people. In 2011/12, to assist in delivering this important part of our Strategic Framework, Lifeline's National Office comprehensively reviewed and benchmarked every position and salary within the organisation, with the help of *The Hay Group*. Following this major undertaking a new and comprehensive grading system was introduced.

Regulatory environment

Registered Training Organisation

Lifeline is committed to quality services and this requires quality training. As part of ensuring this, Lifeline is a registered training organisation (RTO). Therefore, we must ensure we comply with the conditions of our registration as described within the National Vocational Education and Training Regulator Act 2011, The Vocational Education & Training (VET) Quality Framework and those imposed by the Australian Skills Quality Authority (ASQA).

Fundraising Regulatory Environment

Lifeline is endorsed as a Deductible Gift Recipient (DGR) and adheres to all ATO 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.

Our Members

Our Members are the owners, and vehicles for the delivery of, our crisis support and suicide prevention services.

A list of Lifeline's Member Organisations and the 42 accredited Centres they own and operate is provided in the table below. Further information on each of the Members is available at lifeline.org.au

| | Member Organisation | Centre(s) owned and operated |
|------------|--|---|
| ACT | Lifeline Canberra Inc | Canberra |
| NSW | Lifeline Broken Hill Inc | Broken Hill |
| | Lifeline Central West Inc | Central West NSW |
| | Lifeline Harbour to Hawkesbury Inc | Harbour to Hawkesbury |
| | Erac Inc | Albury Wodonga |
| | Lifeline Northern Beaches Inc | Northern Beaches |
| | Lifeline North West NSW Inc | North West NSW |
| | The Uniting Church in Australia Property Trust (NSW) represented by Uniting Care NSW.ACT | Central Coast, Macarthur, Mid Coast, Newcastle & Hunter, North Coast, Northern Rivers, South Coast, Sydney & Sutherland, Western Sydney |
| | NT | Lifeline Central Australia Inc |
| | Crisis Line Inc | Top End |
| QLD | The Uniting Church in Australia Property Trust (Q.) Trading as Uniting Care Community | Brisbane, Far North Queensland, Bundaberg, Central Queensland, Fraser District, Gold Coast, Greater Sunshine Coast, Caboolture, Ipswich & West Moreton, Mackay-Whitsunday, North Queensland |
| | Lifeline Darling Downs & South West Queensland Ltd. | Darling Downs and SW Queensland |
| SA | Uniting Care Wesley Adelaide | Adelaide |
| | Lifeline Central (SA/NT) Inc | Country to Coast SA |
| | Lifeline South East (SA) Inc | South East SA |
| TAS | Lifeline Tasmania Inc | Hobart, North West Tasmania |
| VIC | The Uniting Church in Australia (VIC.TAS) Property Trust | Ballarat |
| | Wesley Mission Victoria | Melbourne |
| | Lifeline Central Vic & Mallee Inc | Central Vic & Mallee |
| | Lifeline Geelong Barwon Region Inc | Geelong Barwon Region |
| | Lifeline Gippsland Inc | Gippsland |
| | Lifeline South West Vic Inc | South West Vic |
| WA | Living Stone Foundation Inc | Western Australia |

Our National Board

Independent Assurance

- External auditors
- Independent legal or other professional advice

National Board

The Board delegates

- Specific responsibilities to the Committees and management via the Board Charter.
- Specific authority to the CEO, who delegates authority to specific members of the Leadership Team.

and retains

- Responsibility for a range of matters including providing strategic direction, CEO succession and appointment, budget setting and monitoring, and strategic risk management.

Delegation

Board Committees

Accountability

Chief Executive Officer

Audit & Risk

Oversees all matters concerning:

- Integrity of financial statements and reporting systems.
- External auditor's qualifications, performance, independence and fees.
- Oversight and performance of the internal audit function.
- Compliance with financial reporting and regulatory requirement.
- Risk appetite, risk policy and risk management framework.



Our Board recognises the need to be flexible. From time to time the Board may form other Committees, or request directors to undertake specific extra duties.

For example, during the year, the Board formed a temporary Nominations Committee to provide oversight of the recruitment process for a new director. The Board also annually reviews its Committee structure and this year decided to disband the Service Performance Committee as its functions were largely operational in nature.

Governance

Oversees all matters concerning:

- Corporate governance (including Board meetings, governance and ethics matters, and Member engagement).
- Nominations (including annual evaluation of Board performance and skills mix/needs).
- Executive remuneration.

Funding & Sustainability

Oversees all matters concerning:

- Fundraising strategy and policy.
- Government relations strategy and policy.
- Sustainability strategy and policy.
- Branding and reputation of Lifeline.
- Internal and external communications.

our national board members



Graham Flower

B Arts; Advanced Dip Marketing; GAICD

Board Chair

Graham was elected to the National Board in November 2009. Previously, he was a board member of Lifeline Hobart, joining in 2004 and elected President in 2005. He brings a breadth and depth of practical experience from marketing, business development and training in blue-chip and international businesses from the manufacturing and service sectors. For the past ten years, Graham has been a consultant specialising in employee communication and engagement, leadership development and organisational change. He is delighted to be involved with Lifeline and takes constant inspiration from the dedication and skills shown by both employees and volunteers.



Richard Bialkowski

B Bus (HR Mgt); M Bus (Gen Mgt); Grad Dip Applied Corp Governance

Deputy Chair and Governance Committee Chair

Richard was elected to the National Board in November 2007 and serves as the Chair of the Governance and Remuneration Committee. He has been a director of Lifeline Canberra from 2001 to 2009 and was the board chair from 2004 to 2008. Richard has extensive senior executive and governance experience in community based, not for profit organisations both in Canberra and at a national level, and holds undergraduate and postgraduate qualifications in business management and corporate governance. Richard continues to be actively involved with Lifeline Canberra and the broader community services sector and he recently took up the position of CEO of Home Help Service ACT.



Julie Aganoff

M Health Science; Post Grad Dip Psychology (Hons); BA (Psychology); B Bus (Communications); Dip Community Sector Management

Julie was on the National Board from July 2010 to November 2011 and is currently the Director of Client Service Development for Lifeline Community Care Queensland. She is a registered psychologist and supervisor with degrees in business and psychology as well as a Master of Health Science. Julie has over 30 years of experience in community service with not for profit organisations and government. She has been involved with Lifeline Brisbane since 1983.



John Brogden

M Public Affairs; MAICD

John was on the National Board from 2009 until November 2011 and is the CEO of the Financial Services Council, formerly the Investment & Financial Services Association of Australia (IFSA), which is the peak body representing Australia's retail and wholesale funds management, superannuation and life insurance industries. John was also appointed to the Sydney Ports Corporation Board in 2010. In 2006, John was appointed CEO of Manchester Unity, which he successfully merged with HCF in 2008. From 2006 to 2009, he was the chairman of Abacus Australian Mutuals, the body representing Australia's 130 credit unions and building societies. John was the Member for Pittwater in the NSW Parliament from 1996 to 2005 and in 2002, he was elected Leader of the Opposition—the youngest person ever to hold the role. He is the National Patron of Lifeline and a Patron of Sailability Pittwater, Bilgola Surf Lifesaving Club and Avalon Beach Surf Lifesaving Club. He is also a member of Furlough House retirement village committee and the Advisory Committee to the Faculty of Arts and Social Sciences at the University of Technology in Sydney.



Robyn Clough

PhD (Gender Studies)

Robyn was elected to the Board in November 2011. She was a director on the Board of Lifeline Canberra from 2005 to 2011 and Board President from 2009. Robyn also worked as a volunteer Telephone Crisis Supporter for five years.

Robyn has extensive experience in research and project development across the public, community and private sectors. She commenced her research career with the completion of a PhD in 2002 and has worked across a diverse range of research areas including social housing, public sector governance, mental health, and police anti-corruption. Since January 2011 Robyn has worked as the Manager, Public Policy and Thought Leadership, with the Australian Institute of Management NSW & ACT.



Annie Corlett

BEc, MAICD

Annie joined the National Board in November 2011. She is currently Deputy President of the University of Sydney Alumni Council, the University's peak alumni body, where she is also a member of the Executive Committee and Chairs its Regulatory Taskforce. Annie is also Deputy Chair of the External Advisory Committee for the Dept. of Government and International Relations at the University of Sydney.

Annie has had extensive business experience. For much of the 1980s she was an executive director of two publicly listed mining companies. She has also had a long time involvement in supporting various groups in the not-for-profit sector. Annie has been an accredited Lifeline Telephone Crisis Supporter and is currently a Facilitator and 'Supervisor on Call' for Lifeline.

Annie is also a Volunteer Court Supporter/Counsellor for the Homicide Victims Support Group (NSW) and volunteers on the Support Line for this Group.



Brett Goodridge

Tertiary studies in business, finance and administration; MAICD

Funding and Sustainability Committee Chair

Brett joined the National Board in 2010 and is currently the CEO of Perth based law firm Allion Legal. He is the deputy chair for Lifeline WA and has over 40 years of commercial experience at senior management levels in both the private and public sectors. His areas of expertise include financial, legal and accounting professional services industries and his career has been characterised by a requirement for 'organisational change and restructure' requiring strategic thinking and planning to ensure the long term sustainability and profitability of organisations.



Allan Gray

BSc (Forestry); Dip Forestry; M Forest Resources

Audit and Risk Committee Chair to 5 November 2011

Allan re-joined the National Board in 2010. He has been involved with Lifeline South East South Australia for the past seven years as a member of the board, and he became the chair in 2005. Before retirement, Allan was a senior manager with Forestry South Australia and has a degree, diploma and masters in the areas of science and forestry. He was the deputy chair of the Limestone Coast Area Consultative Committee and brings experience in corporate governance, policy development and strategic development to the National Board.



Greg Field

BA (Hons); FAIM; FCPA; FCA; MAICD

Audit and Risk Committee Chair from 5 November 2011

Greg Field joined the Board in August 2010 and is currently the general manager ACT and head of public policy and advocacy at the Australian Institute of Management NSW & ACT. His previous roles include managing partner of Ernst & Young's Canberra Office, chief finance and chief information officer of Austrade, and partner at PricewaterhouseCoopers. He has been a council member at both local and national level in a variety of organisations, including the Australian Institute of International Affairs, Institute of Chartered Accountants in Australia, CPA Australia and the Institute of Public Administration Australia.



Bob Gilkes

Bob joined the Board in November 2011 and has been Executive Director of UnitingCare Community since June 2010. UnitingCare Community is one of Queensland's largest community service providers offering Lifeline services, child and family care, counselling, disability support and social inclusion programs across Queensland. It employs 2,500 people and is supported by 5,500 volunteers. Bob came to UnitingCare Community with over 28 years' experience in the disability, aged care and community sector. Bob's previous roles include Director of Organisational Development and Regional Director for Blue Care. He 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.



Geoff McClellan

BEc; LLB

Geoff joined the Board in November 2011. He is a Senior Litigation Partner at one of Australia's largest law firms, Freehills, where he was Chairman and Senior Partner for six and a half years. Geoff is widely recognised as one of Australia's leading commercial litigators and has extensive experience advising major public companies across a broad range of significant strategic issues. He brings to the Board, from both his professional practice and the leadership of a major law firm, extensive experience in matters of corporate governance, strategy and organisational change. Geoff is a director of the Australia Centre for International Commercial Arbitration and a member of the Chairman's Council of the ACO.



Jill Napier

BA (Social Psychology); Post Grad Dip Administration

Jill joined the National Board in December 2010. She works with UnitingCare NSW ACT in the role of Community Services Consultant. Jill has over twenty years of experience and training in management and consulting in community services within Australia and in international development. Jill has worked in senior management roles with metropolitan and regional local governments, in State and Commonwealth government agencies and UnitingCare's Children Young People and Families. Jill worked for approximately 10 years as a consultant in service development and planning, and in organisational change and capacity building in international development in the Solomon Islands, East Timor and Afghanistan. Jill was previously a board member of Relationships Australia (NSW) and currently represents UnitingCare on the board of Churches Housing Inc.



Geoffrey Robinson

Geoff joined the National Board in November 2008. He has extensive experience in senior positions in the public sector and in leading teams involved in service delivery. In particular, Geoff has led the delivery of telephony assistance to clients in multiple sites across Australia. Through his involvement in these roles, Geoff has gained a broad understanding of service delivery models for meeting the needs of different client segments. He also has significant experience in corporate governance and was instrumental in setting up the national Tax Practitioners Board. Geoff is currently a deputy commissioner of taxation leading a major organisational change process in the enterprise solutions and technology area.



National Office

The role of the National Office is to implement the organisation's Strategic Framework, as voted by the National Board and Members. We achieve this through the management of Lifeline's national services, including quality assurance, maintenance of service standards, and use of the brand. We also undertake the accreditation of Centres and the operation of a national call network to support our national crisis support services.

We also work diligently to pursue funding and partnerships to support the existing services, while fostering the development and implementation of new innovative services in the areas of crisis support, mental health support and suicide prevention, both nationally and locally.

We are also responsible for managing the Lifeline brand and marketing Lifeline and its services around the country.

The National Office is led by our Leadership Team who work to provide a clear, coherent direction for our services, managing risk and harnessing the passion and commitment of staff and supporters. They consistently work towards our shared aim of turning our vision of an Australia free of suicide into a reality.

our people
& partners

National Leadership Team

Dr Maggie Jamieson

BA.MPH; PhD; MAICD

Chief Executive Officer (To June 2012)

Dr Maggie Jamieson started with Lifeline in January 2011. Prior to joining Lifeline, Maggie was Acting Chief Executive of Greater Southern Area Health service, having been the Director of Clinical Operations and Director of Population Health, Planning and Performance. During her seven years in NSW Health, Maggie held conjoint and adjunct appointments with the University of New England and University of Sydney (Rural Health). More recently she has been appointed Adjunct Professor in Public Health at the University of Canberra. She has also recently been appointed to both the Australian Suicide Prevention Advisory Committee and eMental Health Advisory Committee.

Jane Hayden

BCom; CPA; GAICD

Chief Executive Officer (From June 2012)

Director, Service Support And Development

Jane began working with Lifeline in 2010. Her role includes policy, practice and information support for Centres, management nationally for the 13 11 14 service, including the 13 11 14 Improvements Program, the Online Crisis Support Chat service and the Lifeline Information Service. Jane has 20 years of experience in business and IT consulting with the Australian Government. She is a qualified accountant, a member of the Australian Society of Certified Practising Accountants and a graduate of the Australian Institute of Company Directors. She is currently undertaking an MBA and serves on several not-for-profit boards.

Angus Clelland

BEc, BSc, GradDip ACG, MBA, MDefStud,
ACIS, GAICD, MACS CP

Company Secretary & Director, Governance, Risk & Compliance

Angus began working for Lifeline in January 2008. He is responsible for corporate governance, risk, compliance and legal services for Lifeline nationally, and is also the company secretary working closely with the National Board and the Members.

Prior to joining Lifeline, Angus worked as a management consultant with technology organisations to improve governance, security and project management practices. He also worked for the Australian Government in a variety of executive roles in security, international policy and corporate fields. Angus is a chartered secretary and member of both Chartered Secretaries Australia (CSA) and the Institute of Chartered Secretaries and Administrators (ICSA). He is also a member and graduate of the Australian Institute of Company Directors and a certified professional member of the Australian Computer Society.

Sajid Hassan

M. Engg (Systems Engineering); B Engg
(Computer & Information); Enterprise Architect

Chief Information Officer

Sajid joined Lifeline in February 2008 and has been Chief Information Officer since February 2012. His team is responsible for delivering technology support for Lifeline's national telephone crisis support service delivered from 50+ locations across Australia. In addition his team provides technology support for Lifeline's web based services to the public including website, public information services and online crisis support services. With over 50 publications to his name, Sajid has over 12 years of industry experience and he is a certified Enterprise Architect practitioner. Sajid has Bachelors of Engineering (Computer) and Masters in Engineering (System) from The Australian National University. He is a professional member of Australian Institute of Company Directors, Australian Computer Society, Australian Institute of Project Managers and Engineers Australia.

Brendan Maher

BA (Communication)

Director, Sustainability

Brendan has been with Lifeline for five years and has been a member of Lifeline's Leadership Team since December 2009. Brendan and his team are responsible for generating sustainable income opportunities for Lifeline's national operations and members. This includes Lifeline's community fundraising activities, corporate relations program and retail support functions.

Brendan has a Communications degree and joined Lifeline with over 10 years strategic communications and marketing experience. Brendan is a national ambassador for White Ribbon Day—the international day for the elimination of violence against women and regularly speaks for this cause.

Helen Quiggin

BA (Accounting); CA

Chief Finance Officer

Helen began working for Lifeline in 2010. The Finance, Business Support and Human Resources team she manages is responsible for the delivery of financial and payroll services, budget development, financial policy advice and reporting. Helen was previously a Senior Accountant in a chartered accounting practice providing taxation and superannuation advice. Prior to that role, she performed a variety of financial and budget development roles in various public sector agencies. Helen is a qualified accountant and a member of the Institute of Chartered Accountants in Australia.

Joe Roff MA

(Oxon); BAppFin; DipFS

Director, Workforce Development (To June 2012)

Joe began working with Lifeline in June 2010. As a registered training organisation, Lifeline has extensive learning and development programs. Joe's team managed these programs along with other corporate functions, such as human resources, workplace health and safety, and complaints management. Prior to arriving at Lifeline, Joe attended Oxford University where he read Politics, Philosophy and Economics. Following this stint overseas, Joe returned to Australia and worked as a consultant in Organisational Capacity before joining Lifeline. Joe sits on a number of boards including the ACT Brumbies and the Marist Foundation.

Chris Wagner

BComms (Hons I), MPRIA, MAIM

Director, Communications and Government Relations

Chris has worked with Lifeline for over four years. His team is responsible for managing the Lifeline brand and the strategic communications, media, PR, marketing, internal communications and government advocacy efforts for the organisation. Chris has a first class honours degree in communications and over a decade of experience in the communication sector, working in ministerial offices, government departments and for a number of not for profit and corporate organisations. He has a background in matters of mental health, criminal and civil justice, national security and emergency management, as well as grassroots community liaison, amongst others. Chris is also a White Ribbon Ambassador and a spokesman for the campaign.

Amanda Wheeler

BPE DipEd

Centre Development Adviser

Amanda assumed the role of Centre Development Adviser in January 2012. She came to the position having served as CEO of Lifeline WA for over four years. She is responsible for the provision of strategic service development support, organisational and governance guidance to Lifeline Members and Centres throughout Australia. As part of the National Office Leadership Team, Amanda has a key role in supporting the CEO to implement Lifeline's Strategic Framework. Prior to her Lifeline journey, Amanda operated a change management consultancy and held CEO and Executive roles in community services, health care, tertiary education and elite sport. She has served on the Ministerial Council of Suicide Prevention (WA), as a Trustee of MercyCare Inc and held directorships with WA Netball, WA Institute of Sport and the Edmund Rice Centre for Social Justice.

Alan Woodward

Dip Arts (Communications); B Bus (Public Admin);
M Policy Studies

Executive Director, Lifeline Foundation For Suicide Prevention

Alan began working for Lifeline over 10 years ago and has responsibility for Lifeline's new Foundation for Suicide Prevention that was set up earlier this year. Through the Foundation, Alan will work with academic and clinical experts to build the evidence base for Lifeline services, best practices and workable techniques around suicide prevention. Prior to this role, Alan managed Lifeline's social policy advocacy, including the Lifeline submissions to the Senate Inquiry for Suicide Prevention and liaison with external stakeholder organisations. He also led the revision of Lifeline's Suicide Prevention Strategy. Alan has overseen evaluation projects for Lifeline's crisis support, suicide prevention and education/training programs. He is the President of the Australasian Evaluation Society and Secretary of Suicide Prevention Australia.

Our Staff

At Lifeline, we recognise that the delivery of our Strategic Framework, and the realisation of our vision and purpose, relies on the dedication and commitment of our staff. Nationally, Lifeline has around 1,000 staff operating from over 60 locations. The majority of these employees work in one of our 42 Centres, and report to their Member Organisations. Lifeline's National Office directly employs 48 FTE staff based at in Canberra.

Retention

With change comes uncertainty, and with this often comes a higher staff turnover. Our staff turnover rate at National Office was 47% in 2011/12, slightly higher than 2010/11. This level of turnover can be attributed to restructuring in some areas with a focus on a need to redesign roles and teams to align with our refocused Strategic Framework, in addition to tighter budget constraints resulting in the reduction of some areas. While the turnover of staff has increased, satisfaction and engagement levels have continued to be high, which reflects our focus on benefits, recognition and improvements in performance management.

Employee satisfaction

Lifeline recognises the importance of continuously reviewing practices which impact on its employees and ensuring that the culture is engaging, positive and stimulating. We conduct an annual Climate Survey to gauge levels of satisfaction from employees.

The 2011 Climate Survey reveals high levels of employee engagement: 86% of employees are proud to work for Lifeline; 72% are frequently motivated to make a greater effort than they need to in their jobs; and 65% responded that their work gives them a sense of personal enjoyment—that it is more than just a job.

These responses demonstrate engagement in addition to high levels of employee commitment to their work and to Lifeline. Other key areas that increased employee satisfaction were work life balance strategies; professional development opportunities; challenging work; and recognition for work well done.

Professional development

By consistently improving the skill level of our staff, we can help ensure the ongoing and continuous improvement of our services overall. During 2011/12 employees at National Office have taken part in a range of professional developmental opportunities, with a marked increase in participation and a clear diversity of opportunities undertaken. Early in 2012, over 23% of employees secured government funding to pursue Diplomas in areas such as business administration, project management, and management. Other employees have also pursued tertiary education in similar areas from certificate to postgraduate levels. In addition to formal education, employees have participated in mentoring and coaching programs, training courses, workshops and conferences.

Work Health and Safety policy

The promotion of emotional wellbeing is one of our strategic foundations. A vital part of emotional wellbeing is physical wellbeing. For this reason, work health and safety is very important to Lifeline. In line with this, we undertook a national audit of Work Health and Safety practices and policies in 2011/12. National Office is now working to address the findings from the audit, including the development of a National Work Health and Safety Policy. This is anticipated to be implemented across Lifeline during 2012/13.

The areas and types of services employees are engaged in:

- Service Support 29.75 FTE 63%
- Fundraising and advocacy 10.56 FTE 22%
- Administration 7.19 FTE 15%

Our volunteers

Lifeline's crisis support and suicide prevention services are made possible due to the passion and dedication of our 11,000 volunteers, in locations right across Australia. These tireless volunteers, located in metro and regional areas, are managed locally by our Centres. The total contribution they make to our operations, from delivering and managing our services, to working in our shops or in fundraising activities, is enormous.

Our volunteers undertake a number of fulfilling roles including provision of our crisis support services, retail support, warehouse support, training facilitators, in-shift support, board members and assessors.

Over 3,000 are telephone volunteers who contribute over 500,000 hours to Lifeline's 13 11 14 service each year, representing a dollar equivalent of around \$17 million in productivity, or an additional 270 full time positions. 140,000 hours in training was also undertaken by these volunteers last year, in an effort to continuously improve the consistency and quality of our service delivery.

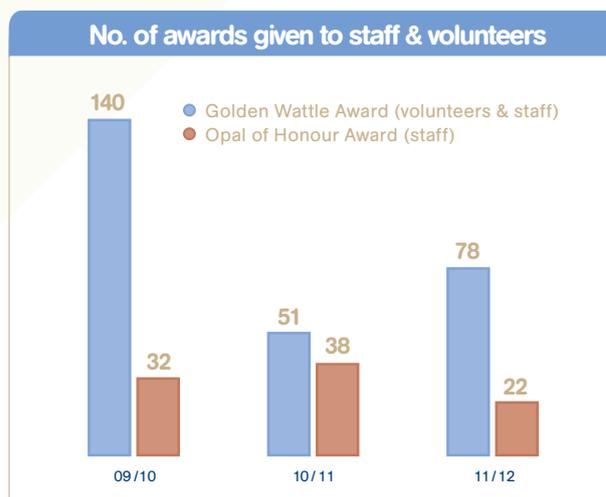
According to two thirds (64%) of our volunteers, the most important thing they get out of volunteering with Lifeline is the contribution they make to the community and the opportunity they have to help others.

We are currently developing a national Workforce Management System that will enable us to better manage our volunteers, and gain a better understanding of their contribution to Lifeline and to the community at large. In addition to this, we are working with our corporate partners on a corporate volunteering program for 2012 onwards.

Recognising the contribution of both staff and volunteers

Outside the charity sector, recognition for good work is often done through financial incentives. However, when the majority of people delivering your services are volunteers, and when the vast majority of funding is returned to service delivery, recognition through awards can be the only way to say 'thank you'. The Golden Wattle Award is presented to long serving staff and volunteers, who have given 15 years to Lifeline. Last year there were a total of 78 awards presented. Over the last three years, we have presented our volunteers and staff with 269 Golden Wattle Awards, equating to over 4,000 years of service to the community through Lifeline.

The Opal of Honour Award is presented to long serving volunteers or staff upon retirement following 20 or more years of service. Last year there were 22 awards presented. Over the last three years, we have presented our volunteers and staff with 92 Opal of Honour Awards.



We also recognise the enormous contribution our volunteers make to Lifeline and to the community through our national volunteering award. The Lifeline Outstanding Volunteer Achievement Award is an acknowledgement of the commitment of volunteers who go above and beyond the call of duty for Lifeline. Last year, five finalists and the winner, Lynda O'Reilly, were recognised for their unwavering commitment to Lifeline and the community.

Our sector partners and stakeholders

Working with partners is central to our cause and the delivery of our vision and purpose. The programs we work to implement together with our partners can increase the awareness of suicide prevention in the community, help us become more sustainable, and assist us in having a greater impact and ultimately, help people to help themselves. We seek partnerships based on shared values and objectives, and mutual accountability, respect and trust. Our partners include community based organisations, associations, superannuation funds, non-government organisations, academic institutions, government agencies and private companies.

Joint Community Crisis Support

Lifeline operates alongside other crisis oriented services and helplines in Australia and enjoys a constructive relationship with these organisations. They include Crisis Support Services (Mensline, Suicide Line, Suicide Call Back), Kids HelpLine and the Salvation Army. Last year, activities aimed at sharing de-identified data on service activity were explored with our stakeholders so we could establish a 'sector wide' perspective on the profile and issues surrounding callers to national helplines.

Lifeline hosts the Helplines Special Interest Group within the International Association for Suicide Prevention, which brings together helplines from many continents, including Europe, UK, Asia and the North America, to exchange experience and best practice guidelines. Lifeline also participates in the Emotional Support Alliance—an international helplines association—and in the advocacy of the role of helplines before the World Health Organisation.

In responding to Australians in crisis, Lifeline works with both federal and state governments to help deliver our purpose of supporting people in crisis and creating suicide safe communities.

Advocacy in Suicide prevention

As part of bringing our vision to life, we recognise the need to work with like-minded suicide prevention organisations to influence and advocate for change. Lifeline is a Member of the national peak association Suicide Prevention Australia and has maintained a collaborative relationship with other suicide prevention services and organisations. The advocacy that this sector has achieved through the Senate Inquiry into Suicide in Australia has been far reaching and the Federal Government's package Taking Action to Tackle Suicide has been broadly welcomed.

Lifeline also continues to work with state and territory governments through local Centres and the national Lifeline Foundation for Suicide Prevention, to maintain our presence and support for an evidence-based community response to suicide prevention.

Our awareness work in the suicide prevention area is primarily undertaken through our campaigns and through our in partnership with Suicide Prevention Australia and Mindframe.

Participation in the Mental health sector

Lifeline actively participates in the eMental Health sector in Australia, covering services delivered by telephone and online media. Lifeline strives to promote emotional wellbeing and build community capacity by serving the community as a pathfinder to mental health services. We work with our industry partners and people in the mental health sector, who regularly refer their clients to Lifeline for additional support and services.

To assist communities in building resilience we work with companies such as Prime Super and MLC Community Foundation to create useful and popular self-help resources.

Lifeline also enjoys cooperative working relationships with organisations in this sector, notably the Inspire Foundation (reachout!), headspace, Swinburne eTherapy Centre, Black Dog Institute, University of New South Wales, Centre for Mental Health Research at ANU, Queensland University of Technology and SANE Australia.

Speaking on Crisis Support and Suicide Prevention

As part of our commitment to engage with our sector, and advocate for crisis support and suicide prevention, the Lifeline Foundation hosted two Roundtables for audiences of policy makers, industry and sector stakeholders, in June 2012, with guest experts from UK providing insights on research and policy direction overseas.

Dr Stella Clark, Medical Director, Primary Care, Clinical Lead for Mental Health, from NHS Fife, in Scotland, spoke on how an overall system or model for telehealth can contribute to positive outcomes for individuals; the Roundtable discussion explored the part that crisis support can play within an overall model for telehealth.

Professor Rory O'Connor, from the University of Stirling Centre for Health and Behavioural Change, spoke about recent research on the Integrated Motivational-Volitional Model (IMV) theory for suicide prevention—and the experiences in Scotland in the development and evaluation of the national Choose Life strategy.

In addition, the Lifeline Foundation has presented at the following:

- Edward Koch Foundation Suicide Prevention Conference—online crisis chat.
- Australasian Evaluation Society Conference—case for matching evaluation methods to complexity of suicide prevention.
- AstraZeneca Forum—Is Suicide Preventable—place of risk assessment and crisis intervention.
- Servier Rural GPs Conference—Community disaster recovery—lessons learned in Queensland.
- SOCAP Crisis and Consumer Response Conference—responding to customers in crisis.
- National Australia Bank Corporate Social Responsibility Forum—prevalence of mental health issues in Australian society.

These presentations have helped ensure that crisis intervention and community based suicide prevention programs remain engaged in the professional discourse in Australia.

The Lifeline Foundation also contributed to policy forums, reinforcing Lifeline's capabilities to bring expertise to policy issues and sector wide activities. Lifeline has been represented at the following:

- Mental Health Commission consultations on scorecards for mental health and suicide prevention.
- Hunter Institute for Mental Health consultations on NSW Guidelines for community awareness on suicide prevention.
- University of Melbourne—consultations on Suicide Hotspot Guidelines.
- University of Melbourne—consultations on development of headspace schools support program.
- The Salvation Army—third national postvention conference: participation in program development and policy advocacy surrounding this conference.

our strategic priorities

Sustain our Services

We will become financially viable and sustainable over the long term

Without true sustainability Lifeline will no longer be able to provide vital lifesaving services to the people of Australia. This is why the sustainability of our services is an identified strategic priority for our organisation. Lifeline aims to achieve sustainability over the long term through a range of initiatives, including:

- Increasing non-government and state government support.
- Exploring other sources of funding such as social venture capital opportunities and national fundraising, and address retail opportunities.
- Reviewing governance of current fundraising territories to ensure Lifeline can maximise revenue opportunities.
- Developing a retail strategy that refines the business challenges and increases business skills in this area.
- Assist Centres to improve business operations with the aim of increasing revenue for their operations.
- Promote knowledge transfer and facilitate the development of improved businesses.
- Ensuring Centres are able to develop their own business plans, showing revenue projections, reflecting economies of scale and opportunities in their region (including joint ventures).
- Encouraging all Centres to have a Standard Chart of Accounts by 2012/13.

Government Funding 2006 to 2012

Lifeline has historically received government funding from a range of sources both Federal and State. The primary funding to sustain the National Office functions relating to our crisis support programs has been through the Council of Australian Governments (COAG) Agreement. This Agreement was entered into in 2006 to cover the period 2006–2011. It was then extended to also cover 2011/12. During this six year period Lifeline received \$29million through COAG.

Lifeline also received other Federal Government financial support from the Department of Health and Ageing between 2007 and 2011 for telecommunications support (\$8.2million); between 2009 and 2011 for research and evaluation of the 13 11 14 telephone crisis support service (\$0.2million); during 2010/11 for the hotspots emergency telephones at Gap Park in Sydney (\$0.3million); and recurrent funding under the Community Sector Support Scheme, an annual program providing support for policy improvements in community programs (\$0.2m per annum). In future years the CSSS program will be within the Health System Capacity Development Fund and Lifeline will submit annual proposals to participate.

| Application of Commonwealth Government Grants for Crisis Support Services 2006 to 2012 | \$million |
|--|-------------|
| Telephony and related infrastructure and services | 19.8 |
| Recruitment and supervision of Telephone Crisis Supporters | 11.2 |
| Centre Support, policy development, quality assurance and reporting | 2.5 |
| Evaluation of service effectiveness | 2.1 |
| Information services | 1.3 |
| Organisational sustainability | 0.7 |
| Emergency phones at hotspots | 0.6 |
| Trial of Online Crisis Support | 0.4 |
| Victorian Bushfire Emergency Response | 0.1 |
| TOTAL | 38.6 |

COAG Funding to 2015

Lifeline has negotiated a new three year COAG agreement for the period 2012 to 2015 that totals \$25.3million. This agreement provides funds under three government programs:

- Taking Action to Tackle Suicide (boosting capacity of crisis lines) (\$16.9million).
- Telephone counselling, self-help and web-based support programs (\$6.2million).
- National Mental Health Program (\$2.2million).

These funds will be used to support the continued delivery of the 13 11 14 telephone crisis support service, web-based self-help and referral programs, scoping service reform options, increasing crisis line calls answered, deliver & promote the suicide hotspots crisis line service, and deliver a paid overnight service.

DV-alert funding

Lifeline also receives funding from the Commonwealth Department of Families, Housing, Community Services and Indigenous Affairs for the DV-alert program, running from 2011 to 2013, providing educational services aimed at reducing violence against women (\$2.5m per annum). Lifeline has been invited to submit a proposal to extend this program for a further 2 years to 2015.

State Government Funding

State Government support for Lifeline has previously been limited to specific projects, for example the NSW Mental Health Interface Scoping Project in 2009/10, however in 2011/12 Lifeline commenced a four year funding agreement with the NSW Government which provides \$2million per annum in direct financial support to NSW Centres providing the 13 11 14 crisis support telephone service. These funds are to assist with the recruitment, training and supervision of volunteers.

The NSW Government also administers the Charitable Goods Transport Program which is now coordinated through Lifeline on behalf of the NSW Centres. In 2011/12 over \$58,000 was provided to assist Centres with costs associated with the freight of second hand goods.

Further, 2011/12 also saw the commencement of a four year funding agreement with the Victorian State Government. The agreement provides \$125,000 per annum of which \$75,000 is provided to the Victorian Centres to support telephone crisis support volunteers and the remaining \$50,000 is provided to Lifeline to support the paid overnight service.

Other Government Funding

It should be noted that State and Local Government support to individual Lifeline Centres is reported separately by the recipient Centres and is not covered by this Annual Report.

Community Fundraising and Corporate Relations

Lifeline's National Office oversees three key areas focussed on sustaining our services. They are Community Fundraising, Corporate Relations and Retail Support. Through these areas of activity, we work to strengthen our relationships with donors and corporate partners, provide meaningful opportunities for community and corporate engagement and help the Lifeline network improve local business outcomes while building our capacity to engage in meaningful local fundraising.

Centre Support and Capacity Building

Lifeline's National Office supports our network of 42 Centres with a range of services, including:

- Directing donation enquiries to local Centres via a national 1800 number and our website lifeline.org.au
- Facilitating the donation of physical goods to Lifeline's network of retail outlets.
- Managing and supporting community fundraising events that support both national and local services.
- Managing corporate partnerships and the facilitation of local engagements and volunteering opportunities.
- A Retail Support Manager who works to assist with improvements, advice and growth of the retail enterprise that supports local service delivery.

Lifeline's Regular Giving Program

The acquisition of ongoing regular funding sources for Lifeline is an important pathway to sustainability. Lifeline has focussed considerable energy in 2011/12 on building and operating a successful donor acquisition program. The objective of the program is to achieve a balanced mix of revenue sources, which will ultimately provide net sustainable income.

We continue to focus on individual giving and the growth of a committed donor base. The number of regular donors (those giving a regular monthly gift either by credit card or from their bank account) has grown more than 300% in the last financial year from 239 to 863 donors.

Our strategy continues to invest in three main acquisition channels—face to face (street fundraising), telemarketing and direct mail. Our broad supporter base of donors has expanded to over 10,000.

Community Fundraising

In a similar way to our volunteer workforce, Lifeline feels strongly about the facilitation of grass roots Community Fundraising initiatives. These community lead initiatives connect well with Lifeline's culture and support our foundation of building community capacity as well as sustaining our services. National Office continues to facilitate enquiries and support individuals or groups who raise funds on Lifeline's behalf. Lifeline was the beneficiary of a number of community initiated events in 2011/12, including:

The Black Dog Ride for Lifeline

Lifeline was the beneficiary of a series of motorcycle rides in April to raise funds and awareness for depression and suicide prevention www.blackdogride.com.au

Lifeline's Fearless Leaders Challenge 19–29 April, 2012

Rugby great Joe Roff and Lifeline's National Board Chair Graham Flower accompanied nine others on the Kokoda Track in April to raise over \$100,000 for Lifeline. The party trekked for nine days and stood on Brigade hill on Anzac day. It was the first time Lifeline embarked on a large 'challenge' based fundraising event and it was a great success. We aim to build on the experiences gained from this campaign and develop future challenge events.

2011 Stress Down Day Campaign

Lifeline's Stress Down Day Campaign successfully raised over \$100,000 in its fourth year. The campaign has become a positive and integral part of Lifeline's fundraising and awareness raising efforts.

Following a strategic review in 2011 a decision was taken to localise the event and place a greater emphasis on wellbeing and health promotion. The overarching proposition of Stress Down Day is for people to "Get involved, have fun, stress less and feel better".

Work was done to reduce the overheads of the campaign, greatly helping the overall profitability of the event. We found the public's attitude for the campaign remained strong with over 1,000 organisations taking part on 22 July. We were also grateful for corporate support given to us by Martin and Pleasance (Bach Rescue Remedy) and Bupa. Bach Rescue Remedy provided several thousand pairs of slippers which have become an iconic part of the campaign.

Corporate Support

The business sector in Australia is fast recognising the very real benefits of supporting a charity like Lifeline. As part of our corporate engagement strategy, Lifeline was pleased to secure the extension of our valued partnership with the MLC Community Foundation. This support enabled Lifeline to implement our national online Crisis Support Chat service, as a new permanent service from 8pm–Midnight, seven days a week.

Lifeline is also grateful for the ongoing support of Prime Super, who has been the key sponsor of Lifeline's Information Service since 2006. Prime Super's support provides funding for the development and distribution of self-help resources, including enhancements to online resource development, helping to ensure we provide community information services, as stipulated in our Strategic Framework.

In addition, we continue to partner with Stacks of Snacks, which donate a royalty to Lifeline from every piece of chocolate they sell. These funds continue to be used to support national services, such as our 24 hour telephone crisis support service–13 11 14, and our Online Crisis Support Chat service.

Since 2002, Lifeline has partnered with the MTAA on The *readthesigns* program. *readthesigns* is a joint initiative between the Motor Trades Association of Australia Superannuation Fund (MTAA Super) and Lifeline. It is aimed at promoting help-seeking and suicide prevention behaviours. The program comprises a communications campaign, awareness sessions for apprentices and self-help resources, all assisting us to build community capacity.

In 2011/12, we also established new corporate relationships with Servier Australia, Emeco and the QBE Foundation.

The Servier Foundation has generously funded a three year research project through the Lifeline Foundation for Suicide Prevention. The research will investigate improved pathways for people with complex needs, many of whom have mental illness, are suicidal, and in contact with crisis support services such as Lifeline's 13 11 14 crisis line.

Finally, Emeco and the QBE Foundation have financially contributed to Lifeline's Saving Lives Overnight program, which is greatly improving Lifeline's capacity to answer calls from Australians in crisis between the hours of 10pm to 6am.

Lifeline Business Luncheons

As part of our commitment to engage with the corporate sector, we continue to work hard, with the assistance of our national Patron, John Brogden, to facilitate high profile fundraising lunches, both on a large and small scale, as an opportunity to engage with supporters and the business community as a whole.

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 over 250 retail outlets across the country, selling a range of donated goods. Retail activity provides almost 80% of Centre income, supporting their core or ongoing operations.

Lifeline's national Retail Support function continues to support sustainability in this area. This includes developing opportunities to source product, managing partnerships with corporate supporters and government, and facilitating shared knowledge within the network.

In October 2011, Lifeline's Business Managers Forum in Western Australia brought together Lifeline's Business Managers from across Australia to share best practice and leverage their collective knowledge to improve our business.

our strategic priorities

Influence and Advocate

We will work in tandem and partnership with academia, the media, other agencies in the sector, government 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 it maintains a high level of engagement on suicide prevention. Only through this approach, can we hope to bring our vision of an Australia free of suicide to life. Lifeline's National Patron, John Brogden, was the principal driver of our government relations in 2011/12. In particular, the Patron's ongoing work with the states continued to strengthen the connection between Centres and their local governments. Every state government now provides a significant financial contribution to our Centres with the exception of South Australia, which continues to lag behind.

The year was highlighted by a significant fundraising event, hosted by the Patron, featuring Victorian Premier Ted Baillieu. Additionally, the Patron was instrumental in Lifeline being granted an additional \$1m from the Federal Government to assist with Lifeline's Saving Lives Overnight initiative.

In 2011/12 Lifeline built on its reputation as Australia's primary community based suicide prevention service provider. Positioning Lifeline as a bipartisan friend of federal policy makers saw a measurable increase in interactions with Minister's and Shadow Minister's Offices plus spokespeople for the minor parties and the independents.

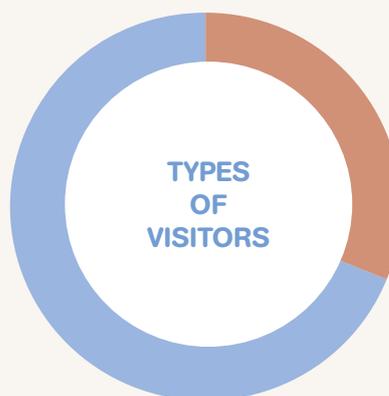
National website

As a major source of community information, an important service identified in our Strategic Framework, Lifeline's national website is a very important digital platform for our organisation. Through diligent work, our website continues to retain a Google page ranking of eight. This is a world class ranking for a charity website. With 591,917 visits to the site between July 2011 and June 2012 (31% returning visits), Lifeline's website continues to be a major information platform for help-seekers in Australia. 2011/12 saw 2.3 million page visits throughout the year. Lifeline's website acts as a point of contact for many people in crisis providing them with information and pathways to our other local and national crisis support services.

2011/12 Website stats

Visits: 591,917

Page views = 2,334,327

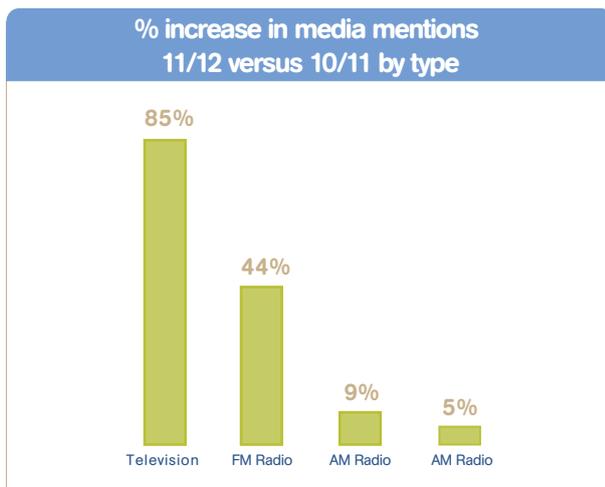


- New visitor (69%); 407,352 visits
- Returning visitor (31%); 184,565 visits

- Visits in 2011/12 increased by 30.55%
- 591,917 (2011/12) vs 453,387 (2010/11)
- 91.39% new visitors (343,517) came via google

Media

- Media activity is a major referral pathway for our services. In 2011/12:
- There was a 6% increase in all media coverage for Lifeline, with over 13,100 mentions nationwide.
- A focus this year was to reach a larger audience—a 31% increase in the total audience was the result.
- A secondary focus was to increase Lifeline awareness within younger demographics by growing our television and FM radio mentions. The result was:



- Supporting the younger audience focus, we aimed to increase our use of social media—the result was 62% growth in Twitter followers to 4,153 and 44% growth in Facebook friends to 8,628.
- More than 465 media enquiries were received by National Office, compared with 455 in 2010/11.
- A strategy was to increase the direct engagement of local media with centres—the result was a 28% decrease in local media enquiries received by the National Office.
- 28 national media releases were issued, down from 44 in 2010/11.

Social Media

We understand the growing importance of social media as a way to influence and advocate while focusing on and promoting our services. We continually investigate opportunities to engage with our supporters and the public through this medium.

Our digital leadership is further supported by continued growth of our social media channels including Facebook, Twitter and YouTube. Activity in social media has grown exponentially in 2011/12, significantly increasing Lifeline's reach and interaction with an online audience to promote service and brand awareness.

In particular, social media is an impactful and cost effective channel to promote Lifeline's online Crisis Support Chat service and online resources available through the national website lifeline.org.au.

| | 2009/10 | 2010/11 | 2011/12 |
|-------------------------------|---------|---------|---------|
| Facebook fans | 3,100 | 6,022 | 8,628 |
| Video views on YouTube | 11,100 | 46,717 | 13,310 |
| Twitter followers | 600 | 2,575 | 4,153 |

Out of the Shadows

In September 2011, timed to coincide with World Suicide Prevention Day, Lifeline launched a brand new campaign called Out of the Shadows and into the Light. The annual event is designed to provide the broader community with an opportunity to;

- Unite with a shared commitment to the prevention of suicide.
- Raise awareness for suicide prevention.
- Acknowledge those lost and bereaved by suicide, and;
- Encourage help-seeking.

The event directly aligns with our Strategic Framework and our vision of an Australia free of suicide. In its first year, 19 walks were organised across Australia with thousands of people participating.



Lifeline's Youth Brand exposed at the Big Day Out

Young Australians are particularly at risk to suicide. Recent Lifeline call data analysis revealed that suicide intervention by Lifeline volunteers is the highest among young Australians using our services.

In response, Lifeline developed a specific youth brand, UpBeat, designed to help young people engage with help-seeking and with our suicide prevention services. Aligning with our vision and purpose, Lifeline has built an ongoing relationship with the Big Day Out festival giving us an opportunity to engage a large youth audience.

UpBeat is about promoting wellbeing and help seeking to this youth audience, and Lifeline's presence at the Big Day Out was the perfect platform to help put Lifeline top of mind.

This year, Lifeline participated in the Big Day Out by giving out over 5000 UpBeat help-seeking wallet cards to festival participants.

Taboo lunch

In November, Lifeline hosted a lunch event at Parliament House in Canberra, called Taboo or not Taboo. The event saw a panel of journalists and experts discuss the community's taboos, including suicide prevention and crisis support. Hosted by award winning journalist Hugh Riminton, the panel consisted of Joe Roff, Jessica Rowe, Professor Beverley Rafael, Chris Uhlmann and Lifeline's National Patron John Brogden. The event brought together an audience of corporate sponsors, politicians and sector representatives and saw a vigorous, open and at times frank discussion on topics like suicide, depression and homosexuality.

The event aimed to ensure Lifeline's Brand was associated with breaking down taboos and advocating for change in our community, as per our strategic priority of influencing and advocating for change.

Lifeline looks at our Brand and Market Position

How the community engages with Lifeline is dictated by their knowledge of what we do and how we do it. Understanding this is fundamental to the delivery of our Strategic Framework. To better understand our position in the market, and to ensure we are providing the right messages to the right people, Lifeline embarked on a significant piece of market research in early 2012. With the aim of better understand the public's perception of Lifeline and our services, we worked with ORIMA Research to ascertain what Australians thought about the charity sector, mental health and wellbeing, and Lifeline itself.

The research helped us realise that our messages to the community are confusing, and there was a distinct disconnect between our well-known brand and our role in the community. The ground breaking research will be used in the 2012/13 financial year to review and rewrite our brand and communications story, to ensure we reach more people in crisis.

our strategic priorities

Measuring our Impact

We will improve the data and knowledge base that informs our work, as well as build our own expertise and capability.

Lifeline Foundation for Suicide Prevention

Building intellectual capital to prevent suicide

In June 2011, Lifeline announced the creation of the Lifeline Foundation for Suicide Prevention aimed at building knowledge about how to reduce lives lost to suicide in Australia. The establishment of the Lifeline Foundation for Suicide Prevention occurred during the 2011/12 year, and marked a very real and tangible way for the organisation to collect and apply research evidence on suicide prevention to our services.

In November 2011, the Expert Advisory Group for the Foundation met for the first time. This Group is chaired by Professor Beverley Raphael and includes 11 members with significant backgrounds in research and clinical service provision in the fields of psychiatry, psychology and public health.

Research Activities

Undertaking research helps Lifeline ensure that our role supports our purpose, it helps us influence public debate and assists us in measuring our impact, all strategic priorities for our organisation. Major research projects undertaken by the Lifeline Foundation for Suicide Prevention this year have included:

Research on Continuing Callers to Crisis Services

This major research project is being funded by Servier. The project will extend over three years, with the research team led by Professor Jane Pirkis of the University of Melbourne's School of Population Health.

- This research will, for the first time, investigate the profile of continuing callers to crisis services using scientific research methods.
- Using the profile, the research will consider the clinical model and standards required for effective responses across a range of possible mental health disorders and behavioural traits. The connection points between crisis services and professional health services will also be examined, aimed at assisting callers in crisis towards appropriate longer term care.

Evaluation of Fast Track Training Trial–Lifeline Crisis Support

The Lifeline Foundation is working with Lifeline's service program managers to examine the effectiveness of an alternative approach to recruiting and training Crisis Supporters—an intensive 'fast track' training program for crisis workers, instead of the existing 12–16 week training period.

- This evaluation will generate evidence to inform future decisions regarding the recruitment and training of Crisis Supporters for Lifeline, with the aim of getting more Crisis Supporters in the network, boosting our capacity to assist Australians in need.

Online Crisis Support

Knowledge about online crisis chat is being generated for the first time in Australia, thanks to Lifeline's Online Crisis Support Chat service. This research and evaluation helped inform Lifeline's decision to make this innovative and important new service a permanent help-seeking pathway for the Australian community.

- Evaluation findings showed the target group was reached through this service—including around a third of contacts who would not seek help from other services. High satisfaction and a reduction in crisis feelings frequently occurred for the contacts to this service.
- Improvements in service delivery processes and supervision/support for online Crisis Supporters have been identified from the trial. These include increased hours and levels of supervision, and attention to shift operations.

Suicide Hotspots–Crisis Intervention

A major platform of Lifeline's work on community based suicide prevention, and a major part of delivering our vision and purpose is our work on fixing suicide hotspots. These are iconic areas used by the community to take their own lives and can include monuments, national environmental features and infrastructure. Lifeline is working with the community to make these iconic locations suicide safe.

The evaluation of special crisis phones and related signage to promote help seeking at hotspots is a vital part of this work. This evaluation has created strong evidence in Australia on the benefits of hotspot crisis intervention techniques.

- The evaluation findings showed the promotion of help seeking to people in crisis had been effective, with a significant increase in police interventions for safety occurring—referrals often coming from Lifeline.

- Improvements to the special crisis phones have been made, especially regarding the signage and their presentation to the community as well as the operating protocols between Lifeline, police and council. There has also been a new number established for hotspots to specifically attract callers from mobile phones, while allowing Lifeline to identify the call as coming from a suicide hotspot.

Rail Suicide Prevention

This research project was undertaken as a partnership between the national rail industry TrackSafe Foundation and the Lifeline Foundation, with assistance from the Australian Institute of Suicide Research and Prevention.

- The research report highlights crisis intervention, community education on help seeking and hotspot management as key components of action in rail suicide prevention.

Social Benefit Bonds–Feasibility Study

Using pro bono professional expertise from National Australia Bank, NAB, a feasibility study was conducted into the use of Social Benefit Bonds to finance suicide prevention programs.

- The findings suggest that, where programs can establish clear measures and generate data that shows their efficacy, there is potential for a Social Benefit Bond mechanism.

GP Guide on Patients at Risk of Personal Crisis

In partnership with Servier, a Guide has been developed in consultation with GPs and health promotion advisors to describe the nature of personal crisis, and provide information to GPs and general practice staff on Lifeline and other crisis services.

- Initial feedback from GPs and general practice staff has been positive; the Lifeline iPhone App for Service Finder has been especially featured in the promotion—further positioning online and new technologies in crisis support.

Evaluation of DV-alert Program

The Lifeline Foundation is working with Lifeline service program managers to scope and commission an external, independent evaluation of this major program for Lifeline and the Commonwealth Government.

- The Foundation is working on formative evaluation from the program inception to inform continual improvement.
- The evaluation methodology includes evaluation of the behavioural impact of this awareness raising and skills program. This methodology may be suitable for application to other Lifeline suicide prevention education programs.

Research Projects–Student Studies

The Foundation is involved in the development, conduct and utilisation of several student research projects that have been initiated by others, but are also relevant to Lifeline’s interests.

Some of these projects have been initiated within Lifeline, including:

- University of Wollongong–study into the wellbeing of Lifeline telephone crisis supporters, to identify predisposition to mental health issues, and experiences of impact of crisis support work on personal wellbeing
- Deakin University–study into “Barriers to addressing suicide ideation in telephone counselling situations”.

Research Collaborations

Research work often involves collaborative work between researchers and the future ‘end users’ of research findings. This is part of our strategic drive to build on community education and capacity. Lifeline is always keen to promote collaborative research relationships.

Lifeline Centres– Staff and Volunteers

The Lifeline Foundation for Suicide Prevention is able to support research work being undertaken within Lifeline Centres by advising on research methods suitable for the crisis support and suicide prevention context, and by facilitating researchers and students access to existing published research and knowledge.

Several research projects that are being undertaken by staff and volunteers in Lifeline Centres are being supported in this way by the Lifeline Foundation.

The Lifeline Foundation will assist in the dissemination of research findings throughout Lifeline Centres.

Young and Well Co-operative Research Centre

The Lifeline Foundation for Suicide Prevention is the partner representative for Lifeline for the Young and Well Co-operative Research Centre. This CRC has been formed with 72 partner organisations. A program of research across three streams associated with the mental health, safety and well being of young people is being implemented.

The Lifeline Foundation is a member of the review group for one specific project relevant to Lifeline–the trial of an online ‘linkage service’ by Inspire Foundation that will aid young people help seeking and navigation of service systems.

Australian College of Applied Psychology

The Lifeline Foundation for Suicide Prevention has established a protocol with the Australian College for Applied Psychology to be listed as an industry partner for post graduate student research projects. These initiatives match our strategic need to help educate other agencies and professional groups.



Lifeline is committed to reaching out to those in crisis – offering an immediate response when difficulties seem overwhelming. Through Lifeline's national 13 11 14 service, Lifeline talks to 1250 callers each day with around 50 calls from people at imminent risk of suicide.

Lifeline recently launched its Suicide Prevention and professional experts to build the evidence base for its services, ensuring evidence based practice and workable techniques around suicide prevention.



The Servier Foundation has generously funded a three year research project with Lifeline's Suicide Prevention team. This will investigate improved ways to help people with complex mental health issues such as...

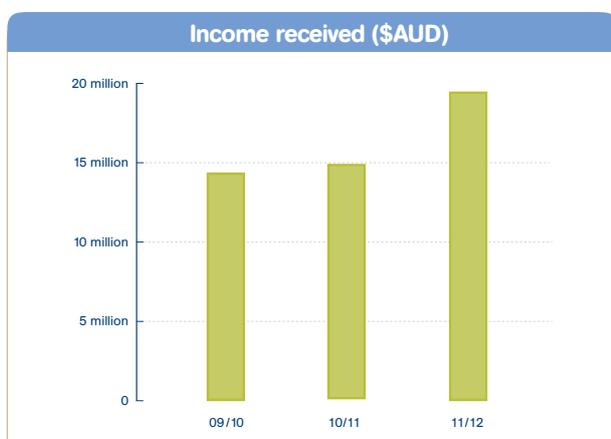
Mental health information and resources

Lifeline provides a range of tool kits and fact sheets focussing on various mental health concerns including stress, panic attacks, financial pressures, depression, violence, gambling, and suicide bereavement. These resources are available in soft or hard copies via the Lifeline website at lifeline.org.au

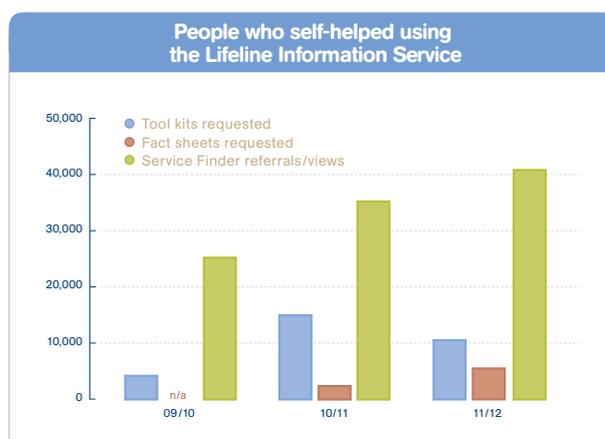
assisting patients with emotional stress or at risk of crisis

our three year performance

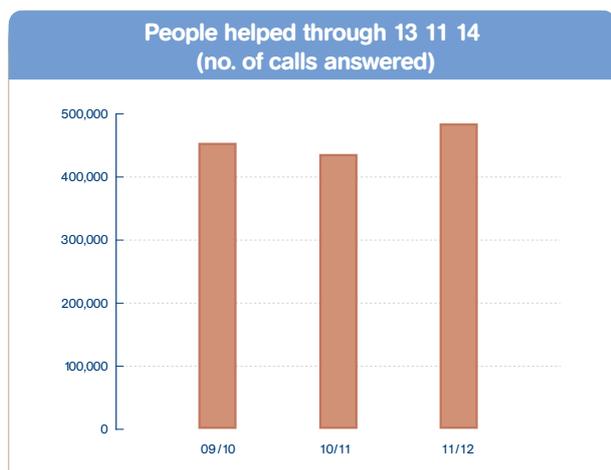
Income Received



People who self-helped



People helped



Service improvements during 2011/12, along with the commencement of specific programs to meet overnight demand enabled an 11% increase in calls answered this year. Demand for the 13 11 14 service continues to increase, however, we expect the number of calls answered to once again significantly increase next financial year as further system improvements are made and the Saving Lives Overnight program is expanded.

The Lifeline Information Service consists of an online Mental Health Resource Centre, self-help tool kits and factsheets, and our Service Finder, which is a pathway service that assists help-seekers in accessing local mental health services. Reporting on the service began in 2010 when this service was enhanced as part of the redevelopment of the Lifeline website.

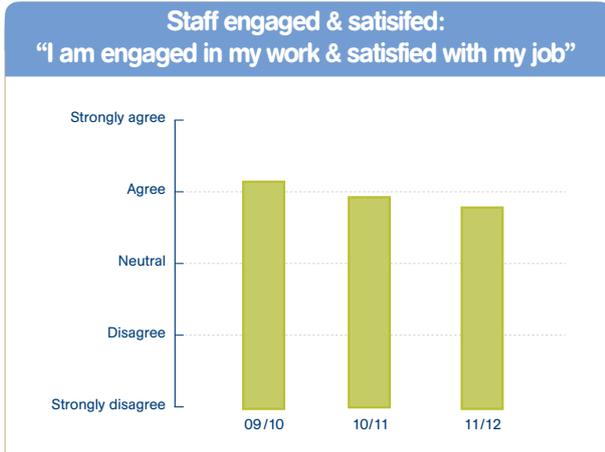
Staff employed

Staff employed directly by Lifeline at National Office:

| | 2009/10 | 2010/11 | 2011/12 |
|----------|---------|---------|---------|
| FTE | 50 | 47 | 48 |
| Turnover | 18% | 44% | 47% |

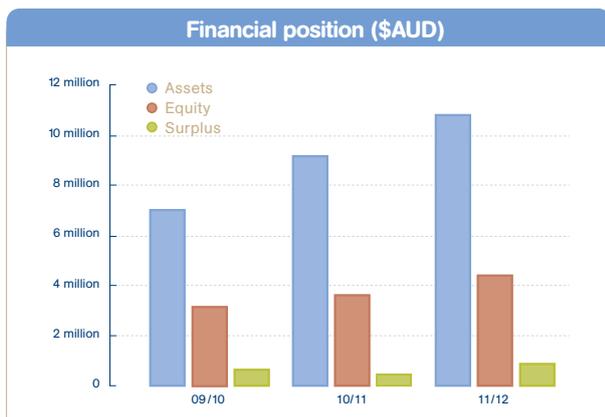
At 30 June 2012, the National Office had 38 ongoing employees and 10 non-ongoing employees required for specific projects.

Staff engaged and satisfied



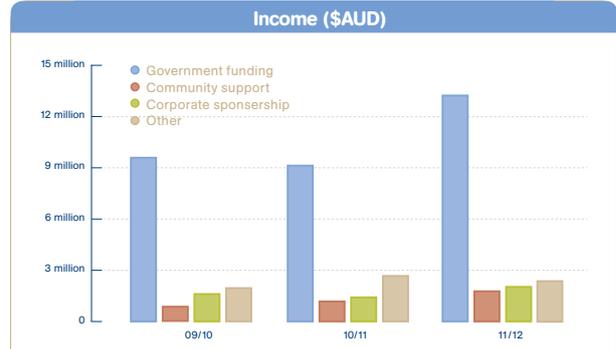
More information on how we're tracking financially

Financial position

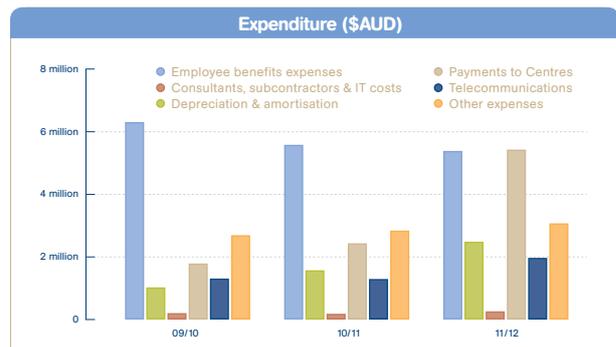


Our financial position has improved steadily over the last three years with surpluses totalling \$2.6m. Building our reserves is an important part of our sustainability, especially in the event of future funding shortfalls. Our net equity position has improved from \$3.6m to \$4.4m (from \$1.8m five years ago) and our liquidity has also significantly improved.

Income and Expenditure



Our increased effort on all avenues of fundraising and looking to longer term sustainability can be seen across the last three years. Government funding has totalled \$31.9m during this time, with the 2011/12 increase mostly owing to newly funded programs and NSW Government support for 13 11 14. Income from all sources has increased by 44% since 2008/09, while income from community support has increased by 96% and from corporate sponsorship by 90% over that same period.



Expenditure has increased by 47% since 2008/09. The bulk of this increase has been in payments to Centres, reflecting funds received from State Governments as well as payments to deliver service activities such as paid overnight telephone crisis support (Saving Lives Overnight). Telecommunications and consultant costs increased this year as a number of service infrastructure improvements were introduced, while employee costs decreased by 4%.

Three year financial results at a glance

| | 2009/10 | 2010/11 | 2011/12 |
|-----------------------|---------------------|---------------------|---------------------|
| Income | | | |
| Government Funding | \$9,582,522 | \$9,123,087 | \$13,227,628 |
| Community Support | \$836,498 | \$1,170,374 | \$1,764,927 |
| Corporate sponsorship | \$1,603,067 | \$1,406,503 | \$2,022,579 |
| Other | \$1,950,162 | \$2,660,820 | \$2,380,215 |
| Total revenue | \$13,972,249 | \$14,360,784 | \$19,395,349 |

| | | | |
|---|---------------------|---------------------|---------------------|
| Use of funds | | | |
| 13 11 14 service | \$5,101,654 | \$6,447,392 | \$8,788,447 |
| Online Chat service | – | \$466,847 | \$938,743 |
| Helplines–DVSA, CIH, Gap Park, eheadspace | \$2,379,414 | \$1,158,144 | \$985,719 |
| Other services, community engagement & evaluation | \$1,390,991 | \$968,813 | \$2,331,069 |
| LivingWorks | \$516,873 | \$444,441 | – |
| Governance and accreditation | \$465,860 | \$545,568 | \$731,053 |
| Lifeline Foundation | – | – | \$280,838 |
| Fundraising and promotion | \$2,394,342 | \$2,548,579 | \$3,088,480 |
| Administration | \$1,087,817 | \$1,331,774 | \$1,466,341 |
| Total Expenditure | \$13,336,951 | \$13,911,558 | \$18,610,690 |
| Surplus | \$635,298 | \$449,226 | \$784,659 |
| Percentage of revenue spent by Lifeline on service support | 74% | 72% | 76% |



our financial summary

Highlights

Sustaining our services is a significant strategic challenge for Lifeline. Our activity in this area is focused on a fine balance between building on our important crisis support and suicide prevention services, while also future proofing these services, by building our reserves.

Our operating surplus was \$0.785million for the year ending 30 June 2012 which has resulted in our retained earnings increasing to \$4.39million.

Revenue has increased by 35% or over \$5million reflecting increased government funding, fundraising activities and corporate sponsorships for our services.

Funds received from all sources other than Government grants totalled \$6.7million which is an increase of 79% compared to the previous year.

Government grants increased by \$4.1million reflecting the expansion of the Domestic Violence Alert program (+\$1.4million), the NSW Department of Health grants for the 13 11 14 crisis service (+\$2million) and Federal Government grants (+\$1.5million). These increases were partially offset by the cessation of Lifeline's involvement in the Domestic Violence and Sexual Assault Helpline (-\$0.7million).

Revenue from the sale of services and merchandise declined which reflected the cessation of our role as the LivingWorks program administrator in Australia.

Expenses continued to be closely scrutinised, particularly meeting and travel costs. This was achieved through the effective use of alternate mechanisms such as teleconferencing and web based conferencing. Staffing costs were reduced further in 2011/12 as a result of vacancies arising.

Increased use was made of consultants and contractors, particularly in relation to fundraising activities to acquire regular donors, as well as for the development of new systems to improve effectiveness, reporting and the capture of information regarding our services.

Payments to Lifeline Centres increased by 123% reflecting the transfer of the NSW Government grants to NSW Centres and usage of Centre expertise on behalf of National Office under sub-contractual arrangements for contracted services in areas such as our Saving Lives Overnight program, provision of Online Crisis Support Chat supporters as well as for the delivery of training programs. Payments also continued, although at a reduced level, to all Centres to support recruitment and supervision of volunteers.

Government funding agreements

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

- COAG telephone counselling, self-help and web-based support programs—**\$8.5m**
- Domestic Violence Response Training—**\$3m**
- NSW Department of Health Grants—**\$2m**
- Health System Capacity Development Fund—**\$0.2m**
- Victorian Government grant—**\$0.05m**
- NSW Charitable Goods Transport Program—**\$0.04m**

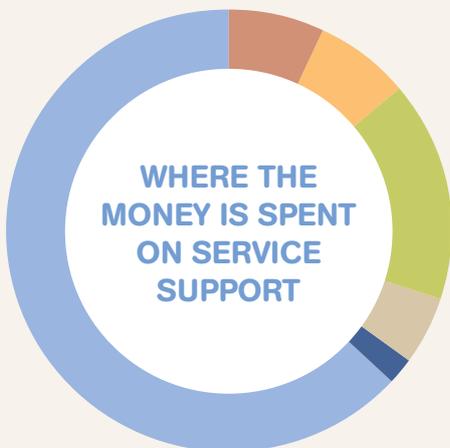
Snapshot



- Government grants (68%)
- Corporate support (11%)
- Community support (9%)
- Other income (12%)



- Service support (76%)
- Fundraising and promotion (16%)
- Administration (8%)



- 13 11 14 service (62%)
- Online Chat service (7%)
- Helplines - DVSA, CIH, Gap Park, eheadspace (7%)
- Other services, community engagement & evaluation (17%)
- Governance and accreditation (5%)
- Lifeline Foundation (2%)





financial report

for the year ending
30 June 2012

 Lifeline

ABN: 84 081 031 263

LIFELINE AUSTRALIA

ABN: 84 081 031 263

DIRECTORS' REPORT

Your directors present this report on the company for the financial year ended 30 June 2012.

DIRECTORS

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

| | |
|------------------------|-----------------------|
| Ms Julie Aganoff | Mr Richard Bialkowski |
| Mr John Brogden | Dr Robyn Clough |
| Ms Annie Corlett | Mr Greg Field |
| Mr Graham Flower | Mr Robert Gilkes |
| Mr Brett Goodridge | Mr Allan Gray |
| Mr Geoffrey McClelland | Ms Jillian Napier |
| Mr Geoffrey Robinson | |

INFORMATION ON DIRECTORS

Ms Julie Aganoff
(Director from – 16/7/2010 to 05/11/2011)

Director qualifications: M Health Science; Post Grad Dip Psychology (Hons); B Arts (Psychology); B Bus (Communications); Dip Community Sector Management

Experience: Director of Client Service Development for Uniting Care Community Queensland. She is a registered psychologist and supervisor and has over 30 years of experience in community service with not for profit organisations and government. Involved with Lifeline Brisbane since 1983.

Mr John Brogden
(Director from 28/11/2009 to 05/11/2011)

Director qualifications: MPA; MAICD

Experience: CEO of the Financial Services Council (FSC), Director Sydney Ports Corporation Ltd and NIA Pty Ltd and Chairman Furlough House Retirement Village. From 1996 - 2005 John was the Member for Pittwater in the NSW Parliament and was Leader of the Opposition 2002 - 2005.

Ms Annie Corlett
(Director since 05/11/2011)

Director qualifications: BEc Sydney, MAICD.

Experience: Extensive business experience as Company Secretary and Executive Director of publicly listed mining companies. Represents the Business School on the University of Sydney Alumni Council where she is currently the Deputy President. A member of the External Advisory Committee for the Dept. of Government and International Relations at the University of Sydney. An accredited Lifeline Telephone Crisis Supporter, Facilitator and In-Shift Supervisor.

Mr Richard Bialkowski
(Director since 1/7/2008)

Director qualifications: B Bus (HR Mgt); M Bus (Gen Mgt); Grad Dip Applied Corp Governance

Experience: Has extensive senior executive and governance experience in community based, not for profit organisations both in Canberra and at a national level. Former board member and chair of Lifeline Canberra.

Dr Robyn Clough
(Director since 05/11/2011)

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

Experience: Former Board Chair of Lifeline Canberra and director for six years. Currently, Manager, Public Policy and Thought Leadership, Australian Institute of Management NSW & ACT. Previous roles include Principal Researcher with the Australian Senate and research positions in the academic and not-for-profit sectors.

LIFELINE AUSTRALIA
ABN: 84 081 031 263

DIRECTORS' REPORT

Mr Greg Field
(Director since 16/8/2010)

Director qualifications: BA (Hons); FAIM; FCPA; MAICD

Experience: General Manager Public Policy and Thought Leadership and ACT General Manager at the Australian Institute of Management NSW & ACT. Previous roles include Managing Partner of Ernst & Young's Canberra Office, Chief Finance and Information Officer of Austrade, and Partner at PricewaterhouseCoopers.

Mr Robert Gilkes
(Director since – 05/11/2011)

Experience: Executive Director of UnitingCare Communities. 28 years of experience in the disability, aged care and community services sector. 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 Allan Gray
(Director since 6/11/2010)

Director qualifications: BSc (Forestry); Dip Forestry; M Forest Resources

Experience: Retired. Current Board Chair of Lifeline South East South Australia. Previous experience as senior manager of Forestry SA. Experience in corporate governance, policy and strategic development.

Ms Jillian Napier
(Director since – 6/12/2010)

Director qualifications: BA (Social Psychology); Post Grad Dip Administration

Experience: Over twenty years experience and training in management and consulting in community services within Australia and in international development. She has worked in senior management roles with metropolitan and regional local governments, in State and Commonwealth government agencies and the community sector.

Mr Graham Flower
Board Chair
(Director since – 28/11/2009)

Director qualifications: BA (Hons), Oxon; Advanced Dip Marketing; GAICD

Experience: Principal Hexagon Consulting. Has international business experience in marketing, business development and training. Consulting experience in employee communication and engagement, leadership development and organisational change. Former Board member of Lifeline Hobart. Member of Lifeline Tasmania.

Mr Brett Goodridge
(Director since 6/11/2010)

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

Experience: 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: Over 30 experience as a commercial lawyer. Chairman of the board of major Australian Law firm for 6 years and board member for an additional 5 years. Board member Australian Centre for International Commercial Arbitration 3 years.

Mr Geoffrey Robinson
(Director since 29/11/2008)

Experience: Extensive experience in various executive roles in the public sector and executive leadership of multi-provider service delivery, ICT infrastructure and major enterprise projects. He also has extensive experience in corporate governance and was instrumental in setting up the national Tax Practitioners Board.

LIFELINE AUSTRALIA

ABN: 84 081 031 263

DIRECTORS' REPORT

BOARD and COMMITTEE MEMBERSHIP

Board Chair – Graham Flower

Board Deputy Chair – Richard Bialkowski

Audit and Risk Committee

Chair – Allan Gray (until 05/11/2011), Greg Field (from 05/11/2011),
Membership – Allan Gray (from 06/11/2010) Greg Field (from 16/8/2010), Jillian Napier (until 16/12/2011), Geoffrey Robinson (from 05/02/2009).

Governance and Remuneration Committee

Chair – Richard Bialkowski (from 05/11/2011),
Membership – Richard Bialkowski (30/09/2008), Graham Flower (from 9/2/2011), Robert Gilkes (from 16/12/2011), Geoffrey McClelland (from 16/12/2011).

Funding and Sustainability Committee

Chair – John Brogden (until 05/11/2011), Brett Goodridge (from 05/11/2011)
Membership – Julie Aganoff (until 05/11/2011), Richard Bialkowski (until 05/11/2011), John Brogden (from 29/04/2010), Robyn Clough (from 16/12/2011), Annie Corlett (from 16/12/2011), Brett Goodridge (from 25/2/2011).

Nominations Committee

Chair – Graham Flower (from 30/05/2012)
Membership – Graham Flower (from 30/05/2012), Robyn Clough (from 30/05/2012), Annie Corlett (from 30/05/2012), Robert Gilkes (from 30/05/2012).

MEMBERS

As at 30 June 2012 there were 23 members of Lifeline Australia (2011: 24). If the company was wound up, each member would be required to contribute \$2.

LIFELINE AUSTRALIA

ABN: 84 081 031 263

DIRECTORS' REPORT

Lifeline's Strategic Framework

| | | | | | |
|--|--|--|----------------------|---|--------------------|
| Our vision | An Australia free of suicide | | | | |
| 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 (enablers) | 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 |

PRINCIPAL ACTIVITIES AND ALIGNMENT WITH OBJECTIVES

Lifeline Australia is a company limited by guarantee with 23 Member organisations. Lifeline Australia accredits Member organisations to provide national Lifeline services, which are presently telephone counselling, suicide intervention 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 Services, 13 11 14 call statistics, occupational health & safety, statutory obligations, trade marks and human resource matters.

OPERATING RESULT

The net result of operations of Lifeline Australia for the year ended 30 June 2012 was an operating surplus of \$784,659 (2011: \$449,226).

LIFELINE AUSTRALIA
ABN: 84 081 031 263

DIRECTORS' REPORT

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 the 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 and hence there are no likely future developments in the company's operations.

ENVIRONMENTAL ISSUES

The company's operations are not regulated by any significant environmental regulation under a law of the Commonwealth or of a state or territory.

MEETINGS OF DIRECTORS

During the financial year, 9 meetings of directors were held. Attendance by each director was as follows:

| | Number eligible to attend | Number attended |
|-----------------------|---------------------------|-----------------|
| Ms Julie Aganoff | 4 | 3 |
| Mr Richard Bialkowski | 9 | 9 |
| Mr John Brogden | 4 | 3 |
| Dr Robyn Clough | 5 | 5 |
| Ms Annie Corlett | 5 | 5 |
| Mr Greg Field | 9 | 7 |
| Mr Graham Flower | 9 | 9 |
| Mr Robert Gilkes | 5 | 5 |
| Mr Brett Goodridge | 9 | 9 |
| Mr Allan Gray | 9 | 9 |
| Mr Geoffrey McClellan | 6 | 6 |
| Ms Jillian Napier | 9 | 8 |
| Mr Geoffrey Robinson | 9 | 9 |

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 with the exception of an indemnity agreement with Lifeline Canberra in relation to costs arising from a legal matter relating to an unwelcome caller.

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

LIFELINE AUSTRALIA
ABN: 84 081 031 263

DIRECTORS' REPORT

AUDITOR'S INDEPENDENCE DECLARATION

A copy of the auditor's independence declaration as required under section 307c of the *Corporations Act 2001* is set out after the independent audit report.

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



.....
Graham Flower
Director



.....
Greg Field
Director

Dated this 7th day of September 2012

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

1st Floor, 65-67 Constitution Avenue
Campbell ACT 2612

PO Box 27, Campbell ACT 2612

T +61 (0)2 6245 3300

F +61 (0)2 6230 6161

www.moorestephens.com.au

Report on the Financial Report

We have audited the accompanying financial report of Lifeline Australia (the company), which comprises the statement of financial position as at 30 June 2012, the statement of comprehensive income, statement of changes in equity and statement of cash flows for the period then ended, notes comprising a summary of significant accounting policies and other explanatory information, and the directors' declaration.

Directors' Responsibility for the Financial Report

The directors of the company are responsible for the preparation of the financial report that gives a true and fair view in accordance with Australian Accounting Standards and the Corporations Act 2001 and for such internal control as the directors determine is necessary to enable the preparation of the financial report that is free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express an opinion on the financial report based on our audit. We conducted our audit in accordance with Australian Auditing Standards. Those standards require that we comply with relevant ethical requirements relating to audit engagements and plan and perform the audit to obtain reasonable assurance about whether the financial report is free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial report. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the 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 financial report that gives a true and fair view 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. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the directors, as well as evaluating the overall presentation of the financial report.

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

Independence

In conducting our audit, we have complied with the independence requirements of the Corporations Act 2001. We confirm that the independence declaration required by the Corporations Act 2001, which has been given to the directors of Lifeline Australia, would be in the same terms if given to the directors as at the time of this auditor's report.

Opinion

In our opinion the financial report of Lifeline Australia is in accordance with the Corporations Act 2001, including:

- i. giving a true and fair view of the company's financial position as at 30 June 2012 and of its performance for the period ended on that date; and
- ii. complying with Australian Accounting Standards and the *Corporations Regulations 2001*.



Selina Stanford
Director
Moore Stephens

Dated at Canberra: 7 September 2012

1st Floor, 65-67 Constitution Avenue
Campbell ACT 2612

PO Box 27, Campbell ACT 2612

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**AUDITOR'S INDEPENDENCE DECLARATION UNDER SECTION 307C OF THE CORPORATIONS
ACT 2001 TO THE DIRECTORS OF LIFELINE AUSTRALIA**

I declare that, to the best of my knowledge and belief, during the year ended 30 June 2012 there have been:

1. no contraventions of the auditor independence requirements as set out in the *Corporations Act 2001* in relation to the audit; and
2. no contraventions of any applicable code of professional conduct in relation to the audit.



Selina Stanford
Director
Moore Stephens

Dated at Canberra: 31 August 2012

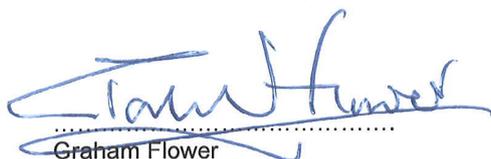
LIFELINE AUSTRALIA
ABN: 84 081 031 263

DIRECTORS' DECLARATION

The Directors of the Company declare that:

1. The financial statements and notes, are in accordance with the *Corporations Act 2001*
 - (a) Comply with Accounting Standards and the Corporations Regulations 2001; and
 - (b) Give a true and fair view of the financial position as at 30 June 2012 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.



.....
Graham Flower
Director



.....
Greg Field
Director

Dated this 7th day of September 2012

LIFELINE AUSTRALIA

ABN 84 081 031 263

STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR ENDED 30 JUNE 2012

| | Note | 2012 \$ | 2011 \$ |
|--|------|---------------------|---------------------|
| Revenue | 2 | 19,413,649 | 14,716,705 |
| Other income | 2 | <u>153</u> | <u>937</u> |
| | | 19,413,802 | 14,717,642 |
| | | | |
| Purchase of goods for resale | | <u>(18,453)</u> | <u>(356,858)</u> |
| Gross operating surplus for the year | | <u>19,395,349</u> | <u>14,360,784</u> |
| | | | |
| Employee benefits expenses | | (5,387,529) | (5,582,959) |
| Consultants, subcontractors & IT costs | | (2,488,002) | (1,573,630) |
| Depreciation and amortisation | 3 | (262,587) | (183,346) |
| Occupancy costs | | (323,899) | (315,579) |
| Marketing & communications | | (1,536,155) | (1,454,994) |
| Meeting & travel costs | | (687,629) | (524,107) |
| Other administrative costs | | (525,535) | (546,994) |
| Payments to Lifeline Centres | | (5,429,709) | (2,435,229) |
| Telecommunications | | <u>(1,969,645)</u> | <u>(1,294,720)</u> |
| | | <u>(18,610,690)</u> | <u>(13,911,558)</u> |
| | | | |
| Current year surplus before income tax | | 784,659 | 449,226 |
| Income tax expense | | <u>-</u> | <u>-</u> |
| Net current year surplus | | <u>784,659</u> | <u>449,226</u> |
| Other comprehensive income | | <u>-</u> | <u>-</u> |
| Total comprehensive income for the year | | <u>784,659</u> | <u>449,226</u> |

The accompanying notes form part of this financial report.

LIFELINE AUSTRALIA

ABN 84 081 031 263

STATEMENT OF FINANCIAL POSITION FOR THE YEAR ENDED 30 JUNE 2012

| | Note | 2012 \$ | 2011 \$ |
|--------------------------------------|-------|--------------------------|-------------------------|
| ASSETS | | | |
| CURRENT ASSETS | | | |
| Cash and cash equivalents | 4, 21 | 5,404,813 | 4,658,611 |
| Receivables | 5, 21 | 4,274,358 | 3,564,365 |
| Inventories | 6 | 7,341 | 9,550 |
| Other current assets | 7 | <u>263,444</u> | <u>152,566</u> |
| TOTAL CURRENT ASSETS | | <u>9,949,956</u> | <u>8,385,092</u> |
| NON CURRENT ASSETS | | | |
| Plant and equipment | 8 | <u>834,011</u> | <u>759,572</u> |
| TOTAL NON CURRENT ASSETS | | <u>834,011</u> | <u>759,572</u> |
| TOTAL ASSETS | | <u>10,783,967</u> | <u>9,144,664</u> |
| LIABILITIES | | | |
| CURRENT LIABILITIES | | | |
| Payables | 9, 21 | 1,571,602 | 1,217,565 |
| Unearned revenue | 11 | <u>4,667,089</u> | <u>4,180,599</u> |
| TOTAL CURRENT LIABILITIES | | <u>6,238,691</u> | <u>5,398,164</u> |
| NON-CURRENT LIABILITIES | | | |
| Provisions | 10 | <u>155,108</u> | <u>140,991</u> |
| TOTAL NON CURRENT LIABILITIES | | <u>155,108</u> | <u>140,991</u> |
| TOTAL LIABILITIES | | <u>6,393,799</u> | <u>5,539,155</u> |
| NET ASSETS | | <u>4,390,168</u> | <u>3,605,509</u> |
| EQUITY | | | |
| Retained Surplus | | <u>4,390,168</u> | <u>3,605,509</u> |
| TOTAL EQUITY | | <u>4,390,168</u> | <u>3,605,509</u> |

STATEMENT OF CHANGES IN EQUITY FOR THE YEAR ENDED 30 JUNE 2012

| | Retained Surplus | Retained Surplus |
|-----------------------------------|-------------------------|-------------------------|
| Balance at beginning of the year | 3,605,509 | 3,156,283 |
| Net surplus for the year | <u>784,659</u> | <u>449,226</u> |
| Balance at end of the year | <u>4,390,168</u> | <u>3,605,509</u> |

The accompanying notes form part of this financial report.

LIFELINE AUSTRALIA

ABN 84 081 031 263

| STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 30 JUNE 2012 | Note | 2012 \$ | 2011 \$ |
|--|-------|---------------------|---------------------|
| CASH FLOW FROM OPERATING ACTIVITIES | | | |
| Cash receipts from operations | | 18,129,027 | 12,503,828 |
| Donations received | | 1,764,927 | 1,170,374 |
| Interest received | | 380,613 | 261,696 |
| Merchandise sales | | 94,407 | 757,409 |
| Payments to suppliers and employees | | <u>(19,285,899)</u> | <u>(15,302,938)</u> |
| Net cash generated from/(used in) operating activities | 16(a) | <u>1,083,075</u> | <u>(609,631)</u> |
| CASH FLOW FROM INVESTING ACTIVITIES | | | |
| Payments for plant and equipment | | (337,026) | (320,378) |
| Proceeds from disposal of plant and equipment | | 153 | 937 |
| Net cash used in investing activities | | <u>(336,873)</u> | <u>(319,441)</u> |
| Net increase/(decrease) in cash held | | 746,202 | (929,072) |
| Cash and cash equivalents at beginning of the financial year | | 4,658,611 | 5,587,684 |
| Cash and cash equivalents at the end of the financial year | 4 | <u>5,404,813</u> | <u>4,658,611</u> |

The accompanying notes form part of this financial report.

LIFELINE AUSTRALIA

ABN 84 081 031 263

NOTES TO THE FINANCIAL REPORT FOR THE YEAR ENDED 30 JUNE 2012

1. STATEMENT OF SIGNIFICANT ACCOUNTING POLICIES

This general purpose financial report of Lifeline Australia (the Company) has been prepared in accordance with Accounting Standards, Australian Accounting Interpretations, other authoritative pronouncements of the Australian Accounting Standards Board, and the requirements of the Corporations Regulations 2001. The financial report has been prepared on an accruals basis and is based on historical costs.

The financial report covers Lifeline Australia as an individual entity. Lifeline Australia is a company limited by guarantee under the Corporations Act 2001.

Any new Accounting Standards that have been issued but are not yet effective at balance date have not been applied in the preparation of this financial report. The possible impacts of the initial application of these Accounting Standards have not been assessed.

The following is a summary of significant accounting policies adopted by the Board in the preparation of the financial report. The accounting policies have been consistently applied, unless otherwise stated.

(a) Plant and equipment

Plant and equipment items are recognised when their initial cost is greater than \$500 and are measured at cost, less (where applicable) accumulated depreciation and impairment losses.

The carrying amount of plant & equipment is reviewed annually to ensure it is not in excess of the recoverable amount from these assets.

The assets' residual values and useful lives are reviewed, and adjusted if appropriate, annually.

Where applicable, the initial cost of plant and equipment assets includes an estimate of the cost of dismantling and removing the item and restoring the site on which it is located. This is particularly relevant to property leases taken up by the Company where there exists an obligation to restore the property to its original condition on cessation of the lease. The estimated restoration costs are included in the value of the Company's office fittings and furniture, with a corresponding provision for 'makegood' recognised.

Depreciation

The depreciable amount of all plant and equipment assets is depreciated on a straight line basis over their useful lives commencing from the time the asset is held ready for use.

The depreciation rates used for each class of plant and equipment assets are:

| Class of plant and equipment asset | Depreciation Rate |
|---|--------------------------|
| Computers and software | 33.3% |
| Office equipment | 20% |
| Office fittings and furniture | 20% |

(b) Impairment

At each reporting date, the Company reviews the carrying values of its tangible and intangible assets to determine whether there is any indication that those assets have been impaired. If such an indication exists, the recoverable amount of the asset, being the higher of the asset's fair value less costs to sell and value in use, is compared to the asset's carrying value. As a not-for-profit entity, value in use, according to AASB 136 Impairment of Assets, is depreciated replacement cost. Any excess of the asset's carrying value over its recoverable amount is recognised in the statement of comprehensive income as an impairment loss.

LIFELINE AUSTRALIA

ABN 84 081 031 263

NOTES TO THE FINANCIAL REPORT FOR THE YEAR ENDED 30 JUNE 2012

1. STATEMENT OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

(c) Employee Benefits

Provision is made in respect of liabilities for employee benefits arising from services rendered by employees. Employee benefits expected to be settled within one year are measured at the amounts expected to be paid when the liability is settled, plus related on-costs. Employee benefits expected to be settled later than one year are measured at the present value of the estimated future cash outflows to be made for those benefits.

The liability for short-term employee benefits is classified as current payables. The liability for long-term employee benefits is classified as non-current provisions.

Contributions are made to employee superannuation funds and are recognised as expenses when incurred.

(d) Cash and cash equivalents

For the purposes of the Statement of Cash Flows, cash includes cash on hand and in at call deposits with banks or financial institutions.

(e) Income tax

Lifeline Australia is a public benevolent institution under section 50-5 of the Income Tax Assessment Act 1997 and is exempt from income tax.

(f) Fringe Benefits Tax

Lifeline Australia is eligible for FBT exemption where the total grossed-up value of certain benefits for each employee during the FBT year (1 April to 31 March) is no greater than \$30,000.

(g) Inventories

Inventories are measured at the lower of cost and net realisable value.

(h) Revenue recognition

Grants

Grants are recognised as revenue in the year received or receivable to the extent of expenditure during the year on the purpose of the grant. Grant monies that have been received or are receivable but have not been expended at balance date, including interest thereon where required under the terms of the grant, are recognised as unearned revenues.

Sponsorships

Funding for special purpose projects via sponsorship is recognised as revenue to the extent that the monies have been applied in accordance with the conditions of the funding. Funding for special purpose projects received prior to the year end but unexpended at that date are recognised in the financial report as unearned revenues.

Donations and bequests

Revenue from donations and bequests is recognised when the income is received.

Affiliation fees

Affiliation fee income covers the financial year and is recognised when the relevant invoices are raised.

Sales revenue

Sales revenue is recognised when the related merchandise or services have been provided and the income earned.

Resources received free-of-charge

Resources received free of charge are recognised as revenue when, and only when, a fair value can be reliably determined. They are recognised concurrently as an expense of the same amount.

(i) Comparative Figures

Comparative figures are adjusted to conform to changes in presentation for the current financial year.

LIFELINE AUSTRALIA

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NOTES TO THE FINANCIAL REPORT FOR THE YEAR ENDED 30 JUNE 2012

1. STATEMENT OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

(j) Critical Accounting Estimates and Judgements

The estimates and judgements incorporated into the financial report are based on historical knowledge and best available current information. Estimates assume a reasonable expectation of future events and are based on current trends and economic data, obtained both externally and within the Company.

Impairment

The Company assesses impairment at each reporting date by evaluating conditions specific to the Company that may lead to impairment of assets. Should an impairment indicator exist, the determination of the recoverable amount of the asset may require incorporation of a number of key estimates. No impairment indicators were present at 30 June 2012.

Employee Provision

Employee provisions include an estimation component in respect of long term employee benefits, measured as the present value of estimated future entitlements. In determining the present value management has applied the following judgements: probability of becoming legally entitled, future salary growth rate and long term bond rates.

(k) Goods and Services Tax

All revenues and expenses are measured net of the amount of Goods and Services Tax, except where the amount of Goods and Services Tax incurred is not recoverable from the Australian Taxation Office. In these circumstances the Goods and Services Tax is included in the expense amount. Receivables and payables are measured inclusive of goods and services tax.

Cash flows are included in the statement of cash flows on a gross basis. The GST component of cash flows arising from investing and financing activities which is recoverable from, or payable to, the Australian Taxation Office is classified as operating cash flows.

(l) Financial Instruments

Recognition

Financial instruments are initially measured at cost on trade date, which includes transaction costs, when the related contractual rights or obligations exist. Subsequent to initial recognition these instruments are measured as set out below.

Receivables

Receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market and are measured at amortised cost using the effective interest rate method.

Held to maturity investments

Where investments have fixed maturities, and it is the Company's intention to hold these investments to maturity, the investments are measured at amortised cost using the effective interest rate method.

Financial liabilities

Non-derivative financial liabilities are measured at amortised cost, comprising original debt less principal payments and amortisation.

(m) Leases

Lease payments for operating leases, where substantially all the risks and benefits remain with the lessor, are recognised as expenses in the periods in which they are incurred.

The Company has made an allowance for 'makegood' where required under property lease agreements (non-current provision).

LIFELINE AUSTRALIA

ABN 84 081 031 263

NOTES TO THE FINANCIAL REPORT FOR THE YEAR ENDED 30 JUNE 2012

| | 2012 \$ | 2011 \$ |
|--|-------------------|-------------------|
| Note 2: Revenue | | |
| <i>Operating activities:</i> | | |
| Grants | 13,227,628 | 9,123,087 |
| Corporate sponsorships | 2,022,579 | 1,406,503 |
| Donations and bequests | 1,764,927 | 1,170,374 |
| Sale of services | 717,804 | 551,774 |
| Sale of merchandise | 27,079 | 697,828 |
| Resources received free of charge - marketing & communications | 869,974 | 1,127,257 |
| | <u>18,629,991</u> | <u>14,076,823</u> |
| <i>Other revenue:</i> | | |
| Affiliation Fees | 383,890 | 359,200 |
| Interest | 380,613 | 261,696 |
| Other | 19,155 | 18,986 |
| | <u>783,658</u> | <u>639,882</u> |
| | <u>19,413,649</u> | <u>14,716,705</u> |
| <i>Other income:</i> | | |
| Net gain on disposal of Plant and equipment | 153 | 937 |
| | <u>153</u> | <u>937</u> |
| Note 3: Surplus From Ordinary Activities | | |
| <i>Net surplus has been determined after:</i> | | |
| <i>Depreciation and amortisation of plant and equipment:</i> | | |
| Computers and software | 211,184 | 131,908 |
| Office equipment | 2,841 | 2,774 |
| Office fittings and furniture | 48,562 | 48,664 |
| | <u>262,587</u> | <u>183,346</u> |
| Office rental charges | 229,828 | 223,134 |
| | <u>229,828</u> | <u>223,134</u> |
| <i>Remuneration of the auditor for:</i> | | |
| - auditing or reviewing the financial report | 19,900 | 17,200 |
| - other services | 9,450 | 7,250 |
| | <u>29,350</u> | <u>24,450</u> |
| Note 4: Cash and Cash Equivalents | | |
| Cash on hand | 200 | 201 |
| Cash at bank | 404,613 | 1,158,410 |
| Term deposits | 5,000,000 | 3,500,000 |
| | <u>5,404,813</u> | <u>4,658,611</u> |
| Note 5: Receivables - CURRENT | | |
| Trade debtors | 4,209,640 | 3,453,516 |
| Accrued income | 64,718 | 110,849 |
| | <u>4,274,358</u> | <u>3,564,365</u> |
| Note 6: Inventories - CURRENT | | |
| Merchandise for sale at cost | 7,341 | 9,550 |
| | <u>7,341</u> | <u>9,550</u> |

LIFELINE AUSTRALIA

ABN 84 081 031 263

NOTES TO THE FINANCIAL REPORT FOR THE YEAR ENDED 30 JUNE 2012

| | 2012 \$ | 2011 \$ |
|---|-----------------------|-----------------------|
| Note 7: Other Current Assets | | |
| Prepayments | <u>263,444</u> | <u>152,566</u> |
| Note 8: Plant and Equipment | | |
| Computers and software - at cost | 1,991,693 | 1,659,417 |
| Accumulated depreciation | <u>(1,375,044)</u> | <u>(1,163,861)</u> |
| | <u>616,649</u> | <u>495,556</u> |
| Office equipment – at cost | 31,784 | 29,785 |
| Accumulated depreciation | <u>(25,700)</u> | <u>(22,859)</u> |
| | <u>6,084</u> | <u>6,926</u> |
| Office fittings and furniture - at cost | 393,584 | 390,834 |
| Accumulated depreciation | <u>(182,306)</u> | <u>(133,744)</u> |
| | <u>211,278</u> | <u>257,090</u> |
| Total Plant and Equipment | <u><u>834,011</u></u> | <u><u>759,572</u></u> |

Movements in carrying amounts:

Movement in the carrying amounts for each class of plant and equipment between the beginning and the end of the current financial year:

| | Computers and software | Office equipment | Office fittings and furniture |
|----------------------------|---------------------------|---------------------|----------------------------------|
| | \$ | \$ | \$ |
| 2011 | | | |
| Opening balance at 1 July | 313,966 | 7,625 | 300,948 |
| Additions at cost | 313,498 | 2,075 | 4,805 |
| Disposals | - | - | - |
| Depreciation expense | <u>(131,908)</u> | <u>(2,774)</u> | <u>(48,663)</u> |
| Carrying amount at 30 June | <u><u>495,556</u></u> | <u><u>6,926</u></u> | <u><u>257,090</u></u> |
| 2012 | | | |
| Opening balance at 1 July | 495,556 | 6,926 | 257,090 |
| Additions at cost | 332,277 | 1,999 | 2,750 |
| Disposals | - | - | - |
| Depreciation expense | <u>(211,184)</u> | <u>(2,841)</u> | <u>(48,562)</u> |
| Carrying amount at 30 June | <u><u>616,649</u></u> | <u><u>6,084</u></u> | <u><u>211,278</u></u> |

LIFELINE AUSTRALIA

ABN 84 081 031 263

NOTES TO THE FINANCIAL REPORT FOR THE YEAR ENDED 30 JUNE 2012

2012 2011
\$ \$

Note 9: Payables - CURRENT

Unsecured liabilities:

| | | |
|--------------------------------|-----------|-----------|
| Creditors and accrued expenses | 974,793 | 529,250 |
| Employee benefits | 511,580 | 388,704 |
| Net GST payable | 85,229 | 299,611 |
| Total Payables | 1,571,602 | 1,217,565 |

a. Financial liabilities classified as trade and other payables

| | | |
|--|-----------|-----------|
| Accounts payable and other payables | | |
| - Current | 1,571,602 | 1,217,565 |
| - Non-current | - | - |
| | 1,571,602 | 1,217,565 |
| Less Current employee benefits | (511,580) | (388,704) |
| Financial liabilities as accounts payable and other payables | 1,060,022 | 828,861 |

b. Employee benefits

| | | |
|------------------------------|---------|---------|
| - Current | | |
| Annual leave | 297,682 | 221,294 |
| Long service leave | 54,287 | 51,982 |
| Other employee payables | 159,611 | 115,428 |
| | 511,580 | 388,704 |
| - Non-current | | |
| Long service leave provision | 66,753 | 55,624 |
| Total Employee benefits | 578,333 | 444,328 |

Note 10: Provisions - NON-CURRENT

| | | |
|--------------------|---------|---------|
| Makegood | 88,355 | 85,367 |
| Long service leave | 66,753 | 55,624 |
| Total Provisions | 155,108 | 140,991 |

Movements in Provision for makegood

| | | |
|--|--------|--------|
| Opening balance at 1 July 2011 | 85,367 | 83,480 |
| Additional provisions raised during the year | 2,988 | 1,887 |
| Balance at 30 June 2012 | 88,355 | 85,367 |

Note 11: Unearned Revenue - CURRENT

| | | |
|-------------------|-----------|-----------|
| Unexpended grants | 4,667,089 | 4,180,599 |
|-------------------|-----------|-----------|

LIFELINE AUSTRALIA

ABN 84 081 031 263

NOTES TO THE FINANCIAL REPORT FOR THE YEAR ENDED 30 JUNE 2012

2012
\$

2011
\$

Note 12: Key Management Personnel

(a) Details of Key Management Personnel

(i) Board of Directors

The names of persons who comprised the Board of Directors during the year ended 30 June 2012 are:

| | |
|------------------------|-----------------------|
| Ms Julie Aganoff | Mr Richard Bialkowski |
| Mr John Brogden | Dr Robyn Clough |
| Ms Annie Corlett | Mr Greg Field |
| Mr Graham Flower | Mr Robert Gilkes |
| Mr Brett Goodridge | Mr Allan Gray |
| Mr Geoffrey McClelland | Ms Jillian Napier |
| Mr Geoffrey Robinson | |

(ii) Executives during the year ended 30 June 2012 are:

| | |
|----------------------|--|
| Ms Jane Hayden | Chief Executive Officer (Acting) |
| Mr Angus Clelland | Director, Governance, Risk & Compliance |
| Mr Sajid Hassan | Chief Information Officer |
| Mr Brendan Maher | Director, Sustainability |
| Ms Helen Quiggin | Chief Finance Officer |
| Mr Chris Wagner | Director, Communications & Government Relations |
| Ms Amanda Wheeler | Centre Development Adviser |
| Mr Alan Woodward | Executive Director, Lifeline Foundation for Suicide Prevention |
| Dr Margaret Jamieson | Chief Executive Officer (Former) |
| Mr Chris Hardy | Chief Information Officer (Former) |
| Mr Joe Roff | Director, Workforce Development (Former) |

(b) Compensation of Key Management Personnel

| | | |
|------------------------------------|------------------|------------------|
| Directors remuneration | - | - |
| Short term benefits for Executives | 1,485,161 | 1,376,242 |
| | <u>1,485,161</u> | <u>1,376,242</u> |

No Director, or parties related to them, received any remuneration from the Company during the year other than that described at Note 13 or for reimbursement for expenses incurred.

LIFELINE AUSTRALIA

ABN 84 081 031 263

NOTES TO THE FINANCIAL REPORT FOR THE YEAR ENDED 30 JUNE 2012

Note 13: Related Parties

7 of the Directors holding office as Lifeline Australia Directors also held office or were employed by the following Lifeline Members:

| | |
|--------------------|---|
| Ms Julie Aganoff | Employee of Uniting Care Queensland which operates 11 Lifeline Centres in Queensland |
| Dr Robyn Clough | Member of Lifeline Canberra until 11 November 2011 |
| Mr Graham Flower | Member of Lifeline Hobart Inc. and Lifeline Tasmania |
| Mr Robert Gilkes | Executive Director of UnitingCare Community Queensland which operates 11 Lifeline Centres in Queensland |
| Mr Allan Gray | Director of Lifeline South East SA |
| Mr Brett Goodridge | Director of Living Stone Foundation Inc which operates Lifeline WA |
| Ms Jill Napier | Employee of Uniting Care NSW.ACT which oversees 9 Lifeline Centres in NSW |

The majority of transactions between Lifeline Australia and the above Members related to various agreements whereby Centres undertake service delivery operations on behalf of Lifeline Australia.

The NSW State Government provided financial assistance for distribution to NSW Members involved in delivering crisis telephone services. These payments were made in accordance with the distribution policy agreed by those Members.

In addition, some Members undertook particular service delivery elements on behalf of Lifeline Australia (eg paid overnight telephone crisis services and DVA alert training delivery). Such arrangements have been determined on the basis of assessments in response to requests for expression of interest in providing such services. All transactions with the Members have been conducted on normal commercial terms with the exception of Affiliation Fees which are determined by Lifeline Australia on an annual basis.

Note 14: Principal Activities

Lifeline Australia is a company limited by guarantee with 23 Member organisations (2011 - 24). Lifeline Australia accredits Member organisations to provide national Lifeline services, which are presently telephone counselling, suicide intervention 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.

Note 15: Contact Details

The registered office and principal place of business is at 24 Thesiger Court Deakin ACT.

LIFELINE AUSTRALIA

ABN 84 081 031 263

NOTES TO THE FINANCIAL REPORT FOR THE YEAR ENDED 30 JUNE 2012

| Note 16: Cash Flow Information | 2012 | 2011 |
|---|------------------|------------------|
| (a) Reconciliation of cashflow from operating activities | \$ | \$ |
| Net operating surplus | 784,659 | 449,226 |
| Non-cash flows in operating surplus: | | |
| Depreciation and amortisation expense | 262,587 | 183,346 |
| Net gain on disposal of plant and equipment | (153) | (937) |
| Changes in assets and liabilities: | | |
| (Increase) in receivables | (709,993) | (3,024,423) |
| (Increase)/decrease in inventories | 2,210 | 68,741 |
| (Increase)/decrease in other current assets | (110,878) | 17,416 |
| Increase/(decrease) in payables | 354,037 | (258,965) |
| Increase/(decrease) in provisions | 14,117 | (1,869) |
| Increase/(decrease) in unearned revenue | 486,489 | 1,957,834 |
| Net cash generated by operating activities | <u>1,083,075</u> | <u>(609,631)</u> |

(b) Unused bank overdraft facilities

The Company has a total credit card facility with a limit of \$150,000 with St George Bank. At balance date \$118,500 (2011: \$135,000) of this facility had been made available to the Company for credit cards used by 22 employees. \$29,545 (2011: \$24,891) of this facility had been used as at 30 June 2012.

Note 17: Commitments

Non-cancellable operating leases contracted for but not recognised in the financial report together with other contractual commitments.

Payable:

| | | |
|-------------------------|------------------|----------------|
| - not later than 1 year | 2,018,286 | 460,177 |
| - between 1 and 5 years | 1,677,464 | 12,009 |
| | <u>3,695,750</u> | <u>472,186</u> |

The commitments include:

- Contracts for the provision of telephone and data services comprising fixed charges as well as variable charges based on actual usage of the services. There are 2 contracts with different providers that expire in January 2014 and December 2014 respectively. Only the fixed components of the contracts have been included in the above.
- The photocopier leases which expire in November 2013.
- Contracts for the development of commercial proprietary software.
- Contracts for the provision of paid overnight telephone crisis services.

Note 18: Subsequent Events

The financial report was authorised for issue on the date of signing the Directors' Declaration and no subsequent events need to be disclosed.

Note 19: Economic Dependency

The future operations of Lifeline Australia in its current form are largely dependent upon funding from the Commonwealth Government. Planning and fundraising activities continue to reduce this dependency. Additional Commonwealth funding has been committed by the Government for the three years to 30 June 2015 to cover activities under the 'Taking Action to Tackle Suicide' program and the Telephone Counselling, Self-help and Web-based Support Programmes.

Note 20: Contingent Liabilities

The Landlord for the Deakin office required a bank guarantee to secure against the potential non-payment of rent. The bank guarantee as at 30 June 2012 was \$50,904 (2011: \$50,904). The bank guarantee is secured against the Company's cash assets at St George Bank.

As at 30 June 2012, there is no indication that this bank guarantee will need to be exercised.

LIFELINE AUSTRALIA

ABN 84 081 031 263

NOTES TO THE FINANCIAL REPORT FOR THE YEAR ENDED 30 JUNE 2012

Note 21: Financial Risk Management

(a) Financial Risk Management Policies

The Company's principal financial instruments comprise cash and cash equivalents, receivables and payables. These financial instruments arise from the operations of the Company.

The Company does not have any derivative instruments at 30 June 2012 (2011 - Nil).

It is, and has been throughout the period under review, the Company's policy that no trading in financial instruments shall be undertaken.

Financial Risk Exposures Management

The main risks arising from the Company's financial instruments are interest rate risk, liquidity risk and credit risk. The policies for managing each of these risks are summarised below.

Interest rate risk

The Company's exposure to market risk for changes in interest rates relates primarily to the Company's holdings of cash and cash equivalents.

The Company's policy to manage its interest rate risk is through regularly reviewing the interest rate being received on cash and cash equivalents and comparing this return to the market.

Credit risk

Credit risk arises from exposures to customers as well as through deposits with financial institutions. The Company's exposure to credit risk arises from possible default of the counter party, with a maximum exposure equal to the carrying amount of these instruments.

The Company has material credit risk exposure in relation to: - cash at bank with St George Bank and Macquarie Bank \$ 5,403,708 (2011 - \$4,653,041). The Company manages these credit risks by maintaining cash deposits with established financial institutions.

Receivables includes outstanding invoice with the Department of Health and Ageing which were collected in July 2012 (\$3,995,564).

Ageing of financial assets that were past due but not impaired:

| Financial Assets: | 31-60 days \$ | 61-90 days \$ | 91 days and over \$ | Total \$ |
|-------------------|---------------------|---------------------|---------------------------|-------------|
| Receivables 2012 | 34,252 | - | 955 | 35,207 |
| Receivables 2011 | 4,566 | 2,000 | - | 6,566 |

Liquidity risk

The Company has no external funding or facilities in place. The Company manages its cash balance to ensure that it has sufficient cash and cash equivalent holdings to meet all short, medium and long term requirements.

(b) Net Fair Values

The Board consider the carrying amount of financial assets and liabilities to approximate their net fair values.

**NOTES TO THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2012**

Note 21: Financial Risk Management (continued)

(c) Financial Instrument Composition and Maturity Analysis

| | Weighted average effective interest rate | | Variable interest rate | | Fixed interest rate, maturing within 1 year | | Non-interest bearing | | Total | |
|-----------------------------|--|------|------------------------|-----------|---|-----------|----------------------|-----------|-----------|-----------|
| | 2012 | 2011 | 2012 | 2011 | 2012 | 2011 | 2012 | 2011 | 2012 | 2011 |
| | % | % | \$ | \$ | \$ | \$ | \$ | \$ | \$ | \$ |
| Financial assets: | | | | | | | | | | |
| Cash at bank | 5.11 | 5.40 | 404,613 | 1,158,411 | 5,000,000 | 3,500,000 | - | - | 5,404,613 | 4,658,411 |
| Receivables | na | na | - | - | - | - | 4,274,358 | 3,564,365 | 4,274,358 | 3,564,365 |
| Total financial assets | | | 404,613 | 1,158,411 | 5,000,000 | 3,500,000 | 4,274,358 | 3,564,365 | 9,678,971 | 8,222,776 |
| Financial liabilities: | | | | | | | | | | |
| Payables | na | na | - | - | - | - | 1,060,022 | 828,861 | 1,060,022 | 828,861 |
| Total financial liabilities | | | - | - | - | - | 1,060,022 | 828,861 | 1,060,022 | 828,861 |

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.

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Volunteers

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John Dimond, finalist
Liela Ford, finalist
Prue Benson, finalist
Joan Horvitz, finalist
Margaret Whitchurch, finalist

How can you help?

Lifeline relies on community support to help fund vital services such as 24-hour telephone counselling, mental health awareness programs, the provision of self-help resources and suicide prevention programs.

There are many different ways you can contribute to Lifeline and support the Australian community:

- 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 the community with Lifeline, call us on 1800 800 768 or visit our website

www.lifeline.org.au



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