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Lirata’s office is located in Collingwood, Naarm (Melbourne), on the lands of the Kulin Nations. We acknowledge the Wurundjeri people as the Traditional Owners of these lands and waters, and pay our respects to their Elders past, present and emerging. We acknowledge the Traditional Owners of all the lands and waters throughout Australia on which our work takes place. We pay our respects to their Elders and acknowledge that sovereignty was never ceded.
What is Lirata?

Lirata Ltd is an independent not-for-profit organisation based in Naarm (Melbourne), Australia. We support the work of individuals and organisations who are responding to those in need. We work in partnership to develop constructive solutions to social issues.

Vision

A socially just world in which power, resources and opportunities are shared equitably, all people are fully valued and included, and people live sustainably and free from violence, abuse and exploitation

Purpose

To advance social justice by strengthening the enablers and reducing the barriers to positive social change

Values

Integrity
Learning
Collaboration and community
Positive effective change

We operate as a social enterprise, delivering our work through consultancy, capacity building and systems advocacy. Our history in the sectors in which we work spans three decades, and our consulting practice was established in 2010.

We specialise in the health, community services, education and development sectors, within Australia and internationally. We work with all tiers of government, service providers, peak bodies, advocacy organisations, socially engaged businesses and many others to assist them to:

- Become more effective in achieving their goals.
- Achieve greater sustainability.
- Adopt more ethical and empowering approaches.

We are constantly growing, developing and exploring new possibilities.
We invite you to work with us to help build a better world.
## LIRATA’S STRATEGIC PLAN 2018-2021

### Strategic Objective 1: Strengthen social justice initiatives

Through high quality values-based consultancy we will support individuals and organisations to overcome barriers and undertake more effective, ethical, sustainable social justice work

#### Key strategies

- Make high quality consultancy accessible to people engaged in social justice work
- Develop and implement a financially sound consultancy model
- Improve our consultancy methods, tools and expertise to provide more effective support
- Strengthen our profile and relationships across multiple sectors to enable collaborative work
- Proactively target assistance to promising social justice initiatives

### Strategic Objective 2: Build capacity for positive change

We will develop and share knowledge, skills, frameworks, tools and strategies for social justice, and build the capability and resilience of those working to address injustice

#### Key strategies

- Develop and deliver capacity building programs for selected sectors incl. NDIS, ACCOs
- Build capacity for planning, monitoring and evaluation in the community sector
- Develop and share information resources and tools
- Develop training programs which target capability gaps in social justice work
- Develop coaching and support programs for social justice leaders

## PROGRESS AGAINST STRATEGIC PLAN IN 2018-2019

### In 2018-19 we...

- Continued to undertake a wide variety of consulting projects, large and small, supporting organisations working towards social justice
- Implemented new tools for project planning, budgeting and time tracking
- Moved to use more cost-efficient methods in consulting projects, including increased use of in-house staff and of video conferencing
- Continued to develop our relationships with Aboriginal organisations and researchers, including several Lirata staff attending cultural safety training

- Developed a revised version of our Tenancy Assistance and Advocacy Program data tool, and offered it to providers
- Supported staff member Fran Demetriou to attend and present at the Australian Evaluation Society 2018 conference
- Continued our partnership with Council to Homeless Persons to build outcome measurement capacity in the Specialist Homelessness Sector
- Developed and piloted a new evaluation needs assessment framework and methodology
- Developed and shared a range of fact sheets and resources
<table>
<thead>
<tr>
<th>Strategic Objective 3: Create space for social justice</th>
<th>In 2018-19 we...</th>
</tr>
</thead>
<tbody>
<tr>
<td>Through strategic interventions in systems, processes and discourses, we will help to influence the social and political landscape so that social justice efforts can be more fruitful</td>
<td>• Continued to develop and communicate our philosophy as a social enterprise</td>
</tr>
<tr>
<td>• Increase public perceptions of the importance of social justice</td>
<td>• Developed a position statement about how we will work with Aboriginal communities and stakeholders</td>
</tr>
<tr>
<td>• Advocate on current political and social issues which affect the success of social justice efforts</td>
<td></td>
</tr>
<tr>
<td>• Develop and pilot alternatives to damaging social structures, processes and ideologies</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Strategic Objective 4: Build a vibrant, sustainable organisation</th>
<th>In 2018-19 we...</th>
</tr>
</thead>
<tbody>
<tr>
<td>We will continue to develop and strengthen Lirata’s people, culture, structures, systems and resources so that we can work effectively in an environment we enjoy</td>
<td>• Continued to work to diversify our team</td>
</tr>
<tr>
<td>• Continue to build a great team and culture by attracting and nurturing the best people</td>
<td>• Developed our processes for working with volunteers, and welcomed our first volunteer to our team</td>
</tr>
<tr>
<td>• Evolve our operational and governance structure to grow our capacity</td>
<td>• Relocated to a new office suitable for us in the medium term</td>
</tr>
<tr>
<td>• Strengthen our financial position and infrastructure</td>
<td>• Began to explore the potential for grant funding for proactive social justice projects</td>
</tr>
<tr>
<td>• Build our supporter base through clear, engaging marketing and communications</td>
<td>• Developed new communications materials and commenced work on a refresh of our website</td>
</tr>
<tr>
<td>• Develop fit-for-purpose policies and corporate systems to support our work and future growth</td>
<td></td>
</tr>
</tbody>
</table>
Lirata’s focus is on building capacity for social justice. To us, social justice means:

- The capacity for all people to live in safety and to be free from violence, abuse and exploitation
- The capacity for all people to have the best possible health and wellbeing within their families, communities and society
- The capacity for all people to be fully included in and to fully and responsibly participate in their communities and society
- Behaviours and policies that are in accord with human rights, including the absence of discrimination
- Recognition and celebration of the abilities, strengths and contributions of all groups within society
- Equitable distribution of power, resources and opportunities within society
- Respect for and sustainable stewardship of the natural environment, including non-human species.

WHAT IS SOCIAL JUSTICE?

OUR WORK

Evaluation
We undertake process, outcomes and value-for-money evaluation. We use participatory but rigorous approaches. We build evaluation capacity: Theory of Change, Monitoring Evaluation & Learning Frameworks, data collection tools, evaluation skills and learning cultures.

Impact measurement
We develop social impact measurement frameworks at program, organisation and sector level and support organisations to assess and communicate the value and effectiveness of their work.

Data systems & reporting
We build, configure and provide advice on data systems. We undertake specialist data analysis and assist with reporting including dashboard design.

Research & development
We undertake literature reviews, synthesis and new empirical research. We develop new frameworks and approaches for positive social change.

Training & mentoring
We provide formal and informal training and mentoring across a wide variety of fields, ranging from service delivery approaches to strategy development.

Strategic & operational planning
We work with organisations to define their intended impact and objectives, and to develop innovative and grounded strategies to achieve them.

Design & review
We partner to design new and innovative programs and models, and support our partners to pilot them. We help organisations understand the strengths and weaknesses of their strategies, programs and services, and develop clear recommendations to strengthen them.

Organisational development
We support organisations to strengthen policies, processes and systems. We assist in resolving conflict and managing change. We build alliances and integration at sector level.
2018-19 has been a challenging year for social justice on the global stage. Continuing trends observed over the past five years, we have seen conservative governments in power in key countries including our own, working to undo policies and structures that protect people and the environment. Populist movements are strong in many countries, pushing minority groups to the margins. Inequality has continued to worsen; by 2017, the richest 42 individuals globally owned as much wealth as the poorest 50% of humanity.

Environmental threats continue to grow, with climate change tracking in line with worst-case projections, and biodiversity loss accelerating. We live in a period when the basic social and environmental systems that sustain us are under threat.

In this context, Lirata has a role to play in supporting the many people and organisations around the world who are working towards social justice. We aim to nurture positive alternatives to the current policies and social trends that dehumanise and disenfranchise people.

We are still a young organisation – just three years into our current structure – and our resources are small. Our capacity to make a difference arises not from our scale, but from our ability to apply our skills and knowledge strategically to change the way that projects, programs and organisations work.

Our contribution

In 2018-19, we were able to contribute in this way to some important and innovative initiatives. A few examples from among the 26 projects that we worked on in this period:

- We partnered with the Queensland Mental Health Commission, Queensland Network of Alcohol and Other Drug Agencies, Queensland Mental Health Alliance and Enlightened Consultants to evaluate the pilot of the Stretch2Engage Framework (www.stretch2engage.com). Stretch2Engage helps organisations change their culture and their capacity so that they are better able to engage with people using services to design and re-design programs and systems. This has the potential to greatly improve the ways in which services are able to meet the needs of people with mental health or substance use issues.

- We collaborated with HeathWest Partnership to evaluate the pilot of the Workforce Mutuality Standards (healthwest.org.au/projects/workforce-mutuality). The Standards provide guidance to organisations in achieving a workforce that reflects the diversity of their community and is responsive to their needs. This is a broad and intersectional understanding of diversity. The Standards challenge organisations to increase the participation of people from diverse backgrounds in the delivery of health and community services, as well as improving the ways in which organisations meet the needs of their communities.

- We continued our partnership with the Victorian Aboriginal Corporation for Languages (vaclang.org.au) and Web Prophets to develop Limba – a digital library and learning platform for language and culture. Limba is online, open source software that will help people to connect more strongly with language and culture. Importantly, Limba is community controlled, meaning that each organisation or community decides what materials they keep in the library and who can access them. Limba will help support education programs about language and culture, for Aboriginal communities and many other culturally and linguistically diverse groups.
We assisted the Victorian Foundation for Survivors of Torture (www.foundationhouse.org.au) to review its Sector Development and Partnerships Team. This team develops and pilots a wide range of sector-leading approaches to better meet the needs of people of refugee backgrounds, and those seeking asylum. We were proud to be able to assist VFST to think through how best to position the work of this team for the future so that it is able to be both integrated and influential.

Each of these, and each of the other projects and organisations that we worked with this year, are helping to build the fabric of a just and sustainable society for the future.

Building partnerships across difference is a key feature of our work. Achieving social justice is not something that can occur through the work of any single group or part of society in isolation. We need broad-based alliances which can work together inclusively for change. We will keep pursuing opportunities to build these alliances and to develop the ‘social technologies’ (ways of working together) that can enable us to achieve collaborative impact.

Our development as an organisation

In 2018-19 we were pleased to welcome two new employees to our team. Senior Consultant Pam Kennedy was already well known to us from past collaborations and had worked with us as an Associate before joining our core staff. Pam’s great expertise in quality improvement, systems development and in the health sector saw her lead several important projects in her first six months of work with us. Research Officer and Data Analyst Dr. Trini Espinosa Abascal brought not only research expertise but business acumen and a strong cross-cultural perspective. Trini contributed to most of our major evaluation projects and played a key role in the development of the Limba software platform.

In June 2019 we also welcomed our first Lirata volunteer, Mark Brydon. Mark brought long experience and outstanding technical skills in web development. We quickly got him working on re-developing our website – the new site will be launched in 2020.

We were sad to farewell our Evaluator Fran Demetriou from our team in May 2019. Fran had joined Lirata Ltd early in our first year of operation under the new structure, and had played a pivotal role in developing our evaluation knowledge, tools and approaches. Fran was a key staff member who made a central contribution to many of our most significant projects over this period. Fran will be sorely missed and we wish her well for the future.

During 2018-19 we continued to work hard as a team to strengthen and refine our processes for communication and organisational administration. We moved to a new and more professional office in February 2019, and upgraded our use of several software systems to provide much better oversight and management of our work.

Consistent feedback from our staff has been that our organisational culture is one of our strongest and most positive features. We work hard, have fun, and achieve a high degree of respect and transparency in the way we work together. We’re keen to continue developing and sharing these ways of working and relating to each other – they are a key part of the foundations for a better world.

Our financial position continues to be challenging, with the two Executive Directors contributing very significant amounts of pro bono time to enable our projects and organisation to operate to a high standard. We have continued to explore options to revise our financial model, build other income streams, and
manage the risks inherent in consulting projects in the sectors in which we work. This is an ongoing journey as we seek sustainability for ourselves as well as the world.

We have a strong intent to move in future towards a greater ability to develop and lead proactive social justice projects, to complement the more externally driven portfolio of work arising from consulting projects. One of our key challenges for the next year is to develop the organisational structures, funding streams and relationships which will enable us to pursue this objective.

We’re excited about the possibilities that the future holds, for us and for social justice.

Mark Planigale
Chief Executive Officer
The disengagement of young people from education is a significant issue. The reasons that young people leave school are often multi-faceted, but include factors such as experiences of complex trauma, bullying, behavioural issues, debilitating anxiety and mental health issues. Evidence shows that disengagement from education is linked to long-term negative effects on young people’s wellbeing and life opportunities. Understanding what approaches work best to re-engage young people in education is therefore an important research goal.

In 2017-18, Lirata partnered with Oakwood School to explore these questions. Oakwood School (oakwoodschool.vic.edu.au) is a multi-campus Victorian government school which works with young people aged 10-18 who are vulnerable and who have become disengaged from mainstream education. The school’s overarching purpose is to re-engage young people in learning and set them on a positive pathway to their future. Oakwood School operates across 10 sites in Melbourne’s South and South-East and has substantial enrolments from the Aboriginal community in the region.

Using a collaborative approach, Lirata completed a comprehensive evaluation of Oakwood School’s model and operations. The methodology gathered and synthesised data from a wide range of sources including student, parent and external stakeholder surveys; interviews with students, staff and leadership; focus groups with staff, parents and school council; site visits including classroom observations and student led school tours; quantitative analysis of student intake, exit and pathways data, teacher assessments, student test data, and student strengths and difficulties questionnaires; and desktop review of school policies, documentation and student-led conference reports.

The evaluation rigorously assessed the school’s impact across four key areas: re-engagement with education; achievement in learning; building positive pathways to the future; and student wellbeing. In each area, there was strong evidence of positive outcomes. The evaluation also identified 6 areas of exemplary practice in Oakwood School’s model: trauma informed practice, the case management approach, the fostering of high quality relationships, the student intake and induction process, personalised learning, and staff professional learning and organisational reflection. The sophistication and comprehensiveness of Oakwood School’s implementation of these approaches offers useful lessons for mainstream and flexible learning providers alike.

In addition to articulating key elements of the school’s model, the evaluation provided a strong set of recommendations which the school has used to further strengthen its approach to learning and wellbeing for young people.
People of refugee backgrounds who arrive in Australia have often experienced extended periods of hardship. For those who have fled war, torture or trauma, arrival within the community in Australia can provide the welcome beginning of a new life. However, settlement is only the start of this journey. The ways in which people are welcomed and supported within their first three to five years after arrival can have a profound effect on their health, wellbeing and inclusion. Providing effective support and healthcare to new arrivals requires a whole-of-service-system response.

Recognising the need for collaboration and coordination, Melbourne’s Outer Northern Refugee Health Network (onrhn.org.au) was formed in 2015 and now has over 40 member organisations. The Network guides local system improvements to better meet the complex health and wellbeing needs of people from refugee backgrounds in the Hume and Whittlesea local government areas.

In 2018 Lirata assisted the Network to develop its inaugural strategic plan. The planning process commenced with a review of current policy directions, sector trends and catchment data. We assisted the Network to undertake two stakeholder surveys: one of people from refugee backgrounds, and one of service providers. Both surveys provided important insights into needs and priorities in the catchment. Lirata then facilitated a planning workshop with a diverse group of Network members to identify strategic priority areas and actions. We worked closely with the Network Coordinator and Reference Group to refine and finalise the plan, and to present it back to members.

The plan identifies four main priority areas: improving service access and navigation, building service system capacity, supporting social inclusion, and strengthening the Network. Agreeing on these priorities, and the activities associated with them, has helped to focus the work of the Network on the most effective ways to improve outcomes for refugees in Melbourne’s north.
Djirra (djirra.org.au) is an Aboriginal Community Controlled Organisation which provides holistic, culturally safe and specialist legal and non-legal support to Aboriginal women across Victoria. Djirra works to prevent and address family violence through community education, early intervention and prevention programs, and policy and advocacy work to improve Aboriginal women's access to justice, safety and equality.

In 2018, Lirata partnered with Djirra to undertake an Evaluation Needs Assessment within Djirra's Aboriginal Family Violence Legal Service. An Evaluation Needs Assessment enables us to identify the capacities and areas for development in Monitoring, Evaluation and Learning (MEL) within a team or organisation. Lirata developed an innovative needs assessment framework which assesses evaluation capacity through three lenses (individual capacity, team and organisational capacity, and MEL life cycle) and 11 domains.

Lirata then worked with Djirra to gather needs assessment data through a staff survey, desktop review of documents, mapping of reporting requirements and analysis of data system use. We conducted interviews and focus groups with staff of the Legal Service and other areas of Djirra, to understand information needs, people’s experiences of MEL and ideas about how it could work best within an Aboriginal Community Controlled context.

The needs assessment report provided a clear picture of strengths and areas for development across the evaluation capacity domains, plus a range of options for how Djirra to consider. We facilitated a collaborative findings workshop which further explored these themes and developed a clear plan of priority actions. Djirra has been able to implement key recommendations, leading to greatly improved data systems, and more efficient and meaningful data capture and reporting. Djirra is now proceeding with further actions including development of a Theory of Change and MEL framework. The needs assessment has provided an important baseline from which to measure success of evaluation capacity building work as it proceeds.
### ACTIVE PROJECTS 2018-19

*‘Ongoing’ in dates indicates that projects were still active at 30 June 2019*

#### Research and evaluation

<table>
<thead>
<tr>
<th>Project</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Financial Counselling Data System and Reporting Tools</strong></td>
<td>Assistance to develop and implement a new data collection framework and service delivery database and to improve data quality.</td>
</tr>
<tr>
<td><strong>Evaluation of Short Notice Accreditation Assessment Project</strong></td>
<td>Process, impact and cost effectiveness evaluation of a pilot of an innovative accreditation assessment model in the tertiary health sector.</td>
</tr>
<tr>
<td><strong>Evaluation of Oakwood School</strong></td>
<td>Process and impact evaluation of a school re-engaging with young people who have become disengaged from the education system.</td>
</tr>
<tr>
<td><strong>Sector Capacity Building: Outcome Measurement</strong></td>
<td>Building capacity and developing shared perspectives within the Specialist Homelessness Sector on outcome-based approaches and outcome measurement.</td>
</tr>
<tr>
<td><strong>Evaluation of Emerging Community Leaders Program</strong></td>
<td>Impact evaluation over 5 years of a leadership development program for the community sector in Tasmania.</td>
</tr>
<tr>
<td><strong>Evaluation of Workforce Mutuality Standards Pilot</strong></td>
<td>Process and outcomes evaluation of the pilot of a new set of Standards aiming to improve service provider responsiveness to community diversity.</td>
</tr>
</tbody>
</table>
Development of Outcome Measurement Framework

International Specialised Skills Institute
Aug – Nov 2018

Development of Outcome Measurement Framework and data collection tools for international Fellowship program.

Evaluation of Stretch2Engage Framework Pilot in Mental Health and Alcohol and other Drug (AOD) Services

Queensland Mental Health Commission
Aug 2018 – ongoing

Developmental evaluation of a pilot which aims to increase meaningful engagement of people with lived experience of mental illness and/or problematic AOD use, and their families, friends and supporters, in service design and evaluation.

Evaluation of Girls Academy Program

Role Models and Leaders Australia
Aug 2018 – ongoing

Relevance, impact and process evaluation of a program which aims to support Aboriginal and Torres Strait Islander girls to develop confidence, self-esteem and resilience, complete their education and create a successful future.

Evaluation needs assessment

Djirra
Sep – Dec 2018

Innovative needs assessment and action plan development, focused on evaluation capacity within Djirra’s Aboriginal Family Violence Legal Service.

Evaluation of Mentoring Program and Peer Advisory Group

Women and Mentoring – WAM Limited
Feb 2019 – ongoing

Process and outcomes evaluation of an early intervention program that provides mentoring for women involved in the justice system.

Evaluation of The Geelong Project

Victorian Department of Education and Training
Feb 2019 – ongoing

Independent evaluation of the implementation and impact of the expansion of a collective impact model of early intervention supporting young people at risk.

Building evaluation capacity

Council to Homeless Persons
Mar 2019 – ongoing

Development of a set of Theories of Change and a Monitoring & Evaluation Framework for a peak body.

Evaluation of Young Initiators Program

Centre for Multicultural Youth
Jun 2019 – ongoing

Evaluation of implementation and impact of a program supporting a diverse cohort of young Victorians to build connections, a sense of belonging, and a culture of active citizenship.
## Organisation and sector capacity building

<table>
<thead>
<tr>
<th>Project Title</th>
<th>Organisation</th>
<th>Duration</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategic Review of Service Model for The Open Door and Flagstaff Crisis Accommodation</td>
<td>The Salvation Army Adult Services</td>
<td>Oct 2016 – Jun 2017, May 2019 – ongoing</td>
<td>Strategic review, redevelopment and implementation advice for service models for a cluster of residential and support services for homeless men.</td>
</tr>
<tr>
<td>Limba content management platform</td>
<td>Victorian Aboriginal Corporation for Languages (VACL)</td>
<td>Jan 2017 – ongoing</td>
<td>Development of an online, community managed platform for content sharing and curation to support language programs in Aboriginal communities across Victoria.</td>
</tr>
<tr>
<td>Business Systems Improvement</td>
<td>Anchor Inc.</td>
<td>Apr 2018 – ongoing</td>
<td>Review of multiple corporate system areas for a homelessness and child and family services provider, and system development in planning, information management and workforce systems.</td>
</tr>
<tr>
<td>Review of Adult Homelessness Services</td>
<td>Melbourne City Mission</td>
<td>May 2018 – Aug 2018</td>
<td>Structure, process and positioning review of programs providing homelessness support and transitional housing to singles and families in Melbourne’s west.</td>
</tr>
<tr>
<td>Strategic Planning – Outer Northern Refugee Health Network</td>
<td>Hume Whittlesea Primary Care Partnership</td>
<td>May 2018 – Aug 2018</td>
<td>Participatory development of three-year strategic plan for a Refugee Health Network with a broad stakeholder group.</td>
</tr>
</tbody>
</table>
Outcome Measurement Training
Common Equity Housing Ltd
Aug 2018
Provision of training to CEHL Leadership Team on development of outcomes frameworks for social housing programs.

Tender Writing – Rough Sleeping Action Plan
The Salvation Army State Social Command
Aug – Sep 2018
Assistance with collaborative drafting of funding submission for provision of new homelessness support and housing services.

Assessment of business systems and processes
Love Your Sister Foundation/Bubble Enterprises
Oct 2018 – Mar 2019
Review of core business systems for an organisation raising funds to support cancer research and awareness.

Review of management systems, business processes and staffing structure
St Alfred’s Anglican Church, Blackburn North
Nov 2018 – May 2019
Review of management systems, business processes, policies, procedures and staff structures for a church with a growing congregation.

Review of Sector Development and Partnerships Team
Victorian Foundation for Survivors of Torture (Foundation House)
Nov 2018 – May 2019
Strategic review of structure, leadership model, capability and integration for a team undertaking innovative policy, capacity building and service development work for refugees and asylum seekers.

Development of place based governance model
Victorian Department of Health and Human Services (Barwon Area) and key local service providers
Jan – Mar 2019
Facilitation of stakeholder consultation process to develop a strategic governance structure across partner agencies within the homelessness service system in the Barwon Area.
## Projects by Sector 2018-19

Some projects work across multiple sectors

<table>
<thead>
<tr>
<th>Sector</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Housing &amp; Homelessness</td>
<td>9</td>
</tr>
<tr>
<td>Education &amp; Training</td>
<td>4</td>
</tr>
<tr>
<td>Child, Youth &amp; Family</td>
<td>3</td>
</tr>
<tr>
<td>Community Development</td>
<td>3</td>
</tr>
<tr>
<td>Health</td>
<td>3</td>
</tr>
<tr>
<td>Mental Health</td>
<td>2</td>
</tr>
<tr>
<td>Alcohol &amp; Other Drug</td>
<td>1</td>
</tr>
<tr>
<td>Employment</td>
<td>1</td>
</tr>
<tr>
<td>Faith based organisations</td>
<td>1</td>
</tr>
<tr>
<td>Family violence</td>
<td>1</td>
</tr>
<tr>
<td>Financial</td>
<td>1</td>
</tr>
<tr>
<td>Justice &amp; legal</td>
<td>1</td>
</tr>
<tr>
<td>Other sector</td>
<td>1</td>
</tr>
</tbody>
</table>

## Projects by Population Group 2018-19

Some projects work across multiple population groups

<table>
<thead>
<tr>
<th>Population Group</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>General</td>
<td>16</td>
</tr>
<tr>
<td>CALD &amp; Refugees</td>
<td>4</td>
</tr>
<tr>
<td>Youth</td>
<td>4</td>
</tr>
<tr>
<td>Indigenous</td>
<td>3</td>
</tr>
<tr>
<td>Women</td>
<td>3</td>
</tr>
<tr>
<td>Men</td>
<td>1</td>
</tr>
</tbody>
</table>
STAFF
Employees

During the 2018-19 year, Lirata had eight core consulting staff.

Celia Clapp
Director Consulting Services

Fran Demetriou
Evaluator

Karen Rosauer
Consultant

Dr. Leannda Read
Senior Consultant

Mark Planigale
Chief Executive Officer

Nich Rogers
Senior Consultant

Pam Kennedy
Senior Consultant

Dr. Trini Espinosa Abascal
Research Officer &
Data Analyst

Associates

Lirata has a wide network of Associates – expert consultants, advisors, trainers, project managers and data analysts who add specialist knowledge to our project teams.

The following Associates worked with us on projects during the 2018-19 year:

- Anne Leonard
- Christine Dean
- Dr. Dorothy Bottrell
- Dr. Jillian Marsh
- Nick Johns
ACKNOWLEDGEMENTS

Lirata’s work occurs in partnership with many people, organisations and communities. Making meaningful gains in social justice is always a collaborative effort, and we are proud to be part of the diverse and passionate network of people working in this area.

We thank all those who we have worked with in 2018-19.

Partner organisations

We thank the management and staff of all the organisations that we have worked with this year, for partnering with us to pursue social justice.

Anchors Inc.
Australian Commission on Safety and Quality in Health Care
Barwon Child, Youth & Family
Belmont Private Hospital
Bethany Community Support
Centre for Multicultural Youth
Common Equity Housing Ltd
Council to Homeless Persons
Darling Downs Hospital & Health Service
Department of Education and Training (Vic)
Department of Health and Human Services (Vic)
Department of Prime Minister and Cabinet
Djirra
Enlightened Consultants
Geelong Region Local Learning & Employment Network
Good Shepherd Australia New Zealand
HealthWest Partnership
Hume Whittlesea Primary Care Partnership
International Specialised Skills Institute
Karakan
Lazarus Centre
Love Your Sister Foundation
Melbourne City Mission
Metro South Hospital & Health Service

Service
Oakwood School
Queensland Alliance for Mental Health (QAMH)
Queensland Health
Queensland Mental Health Commission
Queensland Network of Alcohol and Other Drug Agencies (QNADA)
QuIHN
Role Models and Leaders Australia
SalvoConnect Barwon
St Alfred’s Anglican Church, Blackburn North
Sunrise Way
Tasmanian Community Fund
The Salvation Army Adult Services
The Salvation Army State Social Command
Toowoomba Clubhouse
Upstream Australia
Victorian Aboriginal Corporation for Languages
Victorian Foundation for Survivors of Torture (Foundation House)
Wide Bay Hospital & Health Service
Women and Mentoring
Staff and corporate supporters

We thank and acknowledge our employees during 2018-19: Celia, Fran, Karen, Leannanda, Mark, Nich, Pam and Trini, as well as Kate and Lachlan who joined us after 30 June. In a small organisation, each staff member has a big impact. We acknowledge the hard work and passion of all our staff and thank them for their amazing contribution to achieving our purpose.

A big thank you to Mark Brydon, our talented web development volunteer who kicked off our website refresh project during 2018-19, and to our other more recent volunteers Sean Emami and Emanuel Miraj who are assisting with graphic design.

We thank our Associates Anne, Christine, Dorothy, Jillian and Nick, who contributed their expert skills and knowledge to our project teams in 2018-19. We also thank all of our other Associates who step in when needed to add the secret sauce to our consulting projects.

We thank Tonya, our third Director, who has helped keep us on track through the highs and lows of developing a small organisation.

We thank Mazars Accountants, Topmark Bookkeeping, Collins & Co, Peter Vickers Insurance and RCT Legal for their consistent and high quality advice and services to keep our organisation functioning.
During the 2018-19 year, Lirata had three Directors: Celia Mary Clapp, Mark Ivan Cerin Planigale and Tonya Nicole Stebbins Planigale.

The Directors met 12 times during the 2018-19 year. Three meetings were of the full Board. Nine meetings were of the two Executive Directors (Celia Clapp and Mark Planigale).

The following table notes the qualifications, experience and responsibilities of the Directors.

<table>
<thead>
<tr>
<th>Director</th>
<th>Date appointed</th>
<th>Qualifications and experience</th>
<th>Responsibilities</th>
<th>Meetings attended 2018-19</th>
</tr>
</thead>
<tbody>
<tr>
<td>Celia Clapp</td>
<td>1/9/2016</td>
<td>Bachelor of Behavioural Science; Post Graduate Diploma in Applied Child Psychology; Bachelor of Education (Counselling)</td>
<td>Director of Consulting Services</td>
<td>12</td>
</tr>
<tr>
<td>Mark Planigale</td>
<td>1/9/2016</td>
<td>Bachelor of Arts (Honours); Bachelor of Social Work; Graduate Diploma of Computer Science</td>
<td>Chief Executive Officer</td>
<td>12</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Mark’s background in health and community services spans over 20 years. Mark has been consulting extensively in the health, human services and education sectors since 2010. Mark has a strong background in capacity building, research and IT.</td>
<td>Company Secretary</td>
<td></td>
</tr>
<tr>
<td>Tonya Planigale</td>
<td>1/9/2016</td>
<td>Bachelor of Arts (Honours); Doctor of Philosophy; Certificate IV in Training and Assessment</td>
<td></td>
<td>3</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Tonya’s academic career has spanned over 25 years. She is a Professor of Linguistics and in 2018-19 she held the position of Deputy Head of School (Coursework) in La Trobe University’s School of Humanities and Social Sciences.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Corporate structure

Lirata Ltd is a not-for-profit Company Limited by Guarantee. In the 2018-19 year, Lirata Ltd was not registered as a Charity with the Australian Charities and Not-for-profits Commission.

Lirata Ltd has only one class of Members. If the company is wound up, each Member is liable to contribute up to $10.00 towards debts, liabilities and expenses. The total amount that Members are liable to contribute as at 30 June 2019 is $30.00.
Lirata Ltd’s financial statement for 2018-19 were prepared by Mazars Accountants and independently reviewed by Collins & Co.

**LIRATA LTD 2018-19 EXPENDITURE**

- Staff salaries & on-costs: 77%
- Utilities & office costs: 7%
- Subcontractor fees: 6%
- Travel expenses: 5%
- Professional services: 3%
- Assets & equipment: 1%
- Marketing & communications: 1%

**LIRATA LTD 2018-19 INCOME**

- Consulting fees: 97.5%
- Other income: 2.4%
- Interest: 0.04%
LIRATA LTD 2018-19 CONSULTING INCOME BY ACTIVITY

- **Evaluation**: 58%
- **Design & review**: 11%
- **Impact measurement**: 9%
- **Data systems and reporting**: 8%
- **Organisation and sector development**: 7%
- **Evaluation capacity building**: 4%
- **Strategic and operational planning**: 3%
- **Training and mentoring**: 0.1%

Profit and loss summary

<table>
<thead>
<tr>
<th></th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Income</td>
<td>$461,772</td>
<td>$511,917</td>
</tr>
<tr>
<td>Expenditure</td>
<td>$487,910</td>
<td>$496,118</td>
</tr>
<tr>
<td>Net operating profit (loss) before tax</td>
<td>$(26,138)</td>
<td>$15,799</td>
</tr>
</tbody>
</table>

Balance sheet summary

<table>
<thead>
<tr>
<th></th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total assets</td>
<td>$78,523</td>
<td>$101,724</td>
</tr>
<tr>
<td>Total liabilities</td>
<td>$119,243</td>
<td>$116,306</td>
</tr>
<tr>
<td>Net assets (liabilities)</td>
<td>$(40,720)</td>
<td>$(14,582)</td>
</tr>
<tr>
<td>Issued capital</td>
<td>10</td>
<td>10</td>
</tr>
<tr>
<td>Retained earnings (accumulated losses)</td>
<td>$(40,730)</td>
<td>$(14,592)</td>
</tr>
<tr>
<td>Total equity (deficit)</td>
<td>$(40,720)</td>
<td>$(14,582)</td>
</tr>
</tbody>
</table>