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.

Lirata Ltd  ABN 90 614 584 057  PO Box 726, Macleod VIC 3085 Australia
Phone: 03 9457 2547  Email: contactus@lirata.com  Web: lirata.com

Cover photo by RossFindon on Unsplash
Introducing 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.
What is social justice?

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.

Our Work

Research & Evaluation

**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.

Strengthening people & organisations

**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.

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

**Organisational & sector 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.

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

Stretch2Engage Evaluation

Queensland Mental Health Commission
2018-2020
Project Lead: Nich Rogers

Rethinking service engagement in mental health and AOD
An exciting new approach to more truly co-designed services is underway in Queensland. The Stretch2Engage Framework (www.qmhc.qld.gov.au/engage-enable/lived-experience-led-reform/stretch2engage) aims to build organisational capacity to better engage with people who use services, and their families and supporters, in the design, evaluation and improvement of programs and services.

The Framework was developed through extensive consultation and represents a substantial progression from standard consumer participation models. Stretch2Engage places the responsibility for engagement clearly with organisations, rather than with people who use their services.

During 2019 the Queensland Mental Health Commission (QMHC) oversaw a pilot of the Stretch2Engage Framework in seven organisations across diverse settings including clinical and community based mental health, and alcohol and other drug services. The Stretch2Engage Pilot asked – What would it take to better include and empower service users in design, delivery and evaluation of the services they use? This is a challenging question: it asks organisations to create new ways of meaningfully engaging service users, and then make important cultural and process changes to embed this, sharing power for these decisions with service users.

Using a developmental evaluation approach and action research methods, Lirata led the evaluation of the pilot, working closely with QMHC, Queensland Alliance for Mental Health, Queensland Network of Alcohol and Other Drug Agencies, Enlightened Consultants, and the seven pilot organisations throughout the project. A variety of methods were used including surveys, interviews and focus groups, collection of Significant Change Stories, and cross organisation workshops. Analysis compared pilot sites at baseline and follow up across six key evaluation domains. The evaluation included a strong economic as well as outcomes component.

The evaluation demonstrated important early successes for participating pilot organisations. We identified increased engagement opportunities and other organisational capacity building developments, including cultural, practice and process changes. The Framework has the potential for wide use across the health, community services and education sectors.

The pilot and evaluation have provided impetus for further embedding of the Stretch2Engage Framework. The Theory of Change and sector evaluation toolkit developed during the project will also be valuable to guide and monitor future implementation.
Learning from COVID-19

2019-20 has not been the year that many of us were expecting. The emergence and rapid spread of the COVID-19 pandemic has impacted people in every country in the world, with profound human, social and economic costs. Our thoughts are with all those affected, whether it is through health impacts, loss of loved ones, isolation, poverty, family violence, political instability or other reasons.

The pandemic has had severe impacts on groups who were already vulnerable or marginalised, including the elderly, people in insecure employment, people with existing health and mental health conditions, women, and displaced persons. With the significant shift to online interaction, the pandemic has also highlighted the persistence of the ‘digital divide’.

Dealing with emerging epidemics is a regular part of life for people in some areas of the world, but for many Australians the pandemic came as a shock. COVID-19 has challenged assumptions about human control over the natural world, continual economic growth, and the ability of wealthy communities to pursue their own interests independent of others’ needs. The pandemic, and our reactions to it, have highlighted some of the best and worst of human nature. Responses from government have been mixed, but it has been particularly heartening to see communities coming together to provide mutual aid and support at a grassroots level.

There is still a long road ahead of us to control the virus, and to find a positive path towards a healthy and equitable future. The choices that we make as a society during the recovery from the pandemic will have a major impact on issues ranging from poverty to climate change, social cohesion and human rights. There are powerful political and economic alliances pushing for a return to the ‘business as normal’ of widening economic inequality and environmental degradation. However, there are also many voices calling for new directions.

Despite its strong negative impacts, the pandemic has opened up new insights and new possibilities. It has highlighted the brittleness of current social and economic structures based on patriarchy, white privilege and neoliberal economics. As we emerge from the pandemic, seizing the opportunity to do things differently, on many levels, will be important in moving towards a more resilient and inclusive society.

Lirata’s work for social justice

Lirata’s work is strongly aligned with the movement towards a socially just and environmentally sustainable recovery from COVID-19.

Supporting Indigenous voices and aspirations is both a responsibility for us as an organisation, and an area of work through which we learn a great deal. In 2019-20 we partnered with Indigenous organisations on two significant evaluations: the Role Models and Leaders Australia Girls Academy Program which supports young Indigenous women in schools across much of Australia, and
VACCA’s Return to Country Program for Young People in Out of Home Care (now temporarily on hold due to the pandemic). We also continued our work to develop community-controlled software platforms for managing cultural heritage, and commenced work on our Reconciliation Strategy.

**Supporting initiatives that prevent and respond to violence** is also a key area of focus for us. In 2019-20 we began a substantial partnership with Domestic Violence Resource Centre Victoria which has involved assistance with Monitoring, Evaluation and Learning (MEL) across a range of programs and projects, notably Partners in Prevention and Free from Violence. We are also proud to support Women’s Information Support and Housing in the North (WISHIN) as they develop and implement their own version of the EMPath model, building women’s safety, wellbeing and economic security.

**Social inclusion** is a critical plank in building a just and resilient society. In 2019-20 the Stretch2Engage Evaluation, completed in conjunction with Queensland Mental Health Commission and other partners, enabled us to support new directions in the inclusion of service users in program design, evaluation and improvement. Our partnership with Centre for Multicultural Youth to evaluate their Young Initiators Program focused on inclusion of young people from diverse cultural backgrounds. Other projects emphasising inclusion and wellbeing for young people were The Geelong Project Evaluation; our work with Regional Development Victoria to create The Barwon Blueprint; and our MEL support for Melbourne City Mission’s Youth Housing Initiative.

**Focusing on impact** is key to our work, and that of our partners. In 2019-20 we were proud to collaborate with Council to Homeless Persons to consult with the Specialist Homelessness Sector and formulate fit-for-purpose outcome measurement approaches for the sector. The consultation report is now available at: https://chp.org.au/wp-content/uploads/2020/09/CHP-Sector-Outcomes-Evaluation-Consultation-Report.pdf

**Our organisation’s development**

Despite its challenges, 2019-20 has been a positive year of consolidation and development for Lirata as an organisation. The move to remote working provided the impetus we needed to strengthen our staff communication and support processes, resulting in our team now feeling more connected than ever. We were also very excited to be able to implement an Administration Coordinator position, which has increased both the efficiency and professionalism of our administrative processes.

We also adjusted the financial model for our work in some important ways. Combined with a solid core team and a growing portfolio of consultancy partners, this has led to a strong financial result for the year, which has enabled us to pay off debt and build a base for investment in future initiatives.

We look forward with excitement to the next stages of Lirata’s development, as we continue our core work of supporting the many organisations and individuals working for positive change.

Mark Planigale (they/them)
Chief Executive Officer
Project Highlight

WEstjustice Change Management Support

WEstjustice
2020
Project Lead: Pam Kennedy

Building capability to achieve impact
WEstjustice operates across a large catchment area with a diverse community. Their work helps people to deal with a broad range of everyday legal problems including consumer disputes, credit and debt, family law and family violence, fines, motor vehicle accidents, tenancy and more. WEstjustice also undertakes community legal education, law reform and advocacy.

In late 2019, WEstjustice developed new plans for Impact and Strategy and began work to re-align their structure to better meet their purpose. Work had already commenced towards implementing this new structure when WEstjustice recognised the need for additional support for their Executive team to manage the change process. Front of mind was the need to enable a smooth transition and to ensure that staff and stakeholders were well informed and supported through the change process.

Over a five-month period, Lirata worked with WEstjustice’s CEO and Executive team to support structural changes, and embed sound change management practice for the future.

Lirata consulted with senior staff to co-develop a comprehensive change management plan, and assisted its implementation through executive coaching and mentoring. This helped to strengthen the capabilities of organisational leaders to manage the restructure in ways which supported a positive experience of change for staff. Lirata also assisted in identifying ways in which new strategy and impact work could be integrated with elements of the restructure.

To assist in embedding the new organisational structure and systems, Lirata undertook a range of other capability building activities. Lirata guided and supported improvements to work planning for individual staff, developed options a new staff experience survey and supported the leadership in identifying ways to monitor, guide and model a stronger organisational culture. To support best practice in change management, Lirata also developed documentation and guidelines for managing WEstjustice’s future change initiatives.

WEstjustice’s strengthened structure and revitalised strategy provide the foundations for the organisation to achieve even stronger positive outcomes for the community in the years ahead.
**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
- Build capacity for planning, monitoring and evaluation in the community sector
- Develop and share 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 2019-2020**

### In 2019-2020 we...

- Undertook 23 consulting projects across Victoria, Western Australia, Northern Territory, Queensland and Tasmania
- Led evaluations of nine innovative programs and projects
- Commenced projects with eight new partner organisations who we had not previously provided consultancy to
- Improved our consultancy cost model and consolidated our staffing to move to a more sustainable financial base for our social enterprise
- Invested in new software and other tools to improve data collection and analysis
- Navigated through the disruption caused by COVID-19 and moved to online delivery of most consulting services in order to progress our projects

- In partnership with Regional Development Victoria, undertook sector development in the Child, Youth and Family Services Sector
- In partnership with Council to Homeless Persons, consulted with the Specialist Homelessness Sector to develop a fit-for-purpose approach to outcome measurement in the sector
- Provided training in Program Logic, Theory of Change, and development of Monitoring & Evaluation Frameworks
- Continued work on developing cultural heritage software platforms in partnership with Indigenous communities
- Commenced development of processes and tools to support inclusion using an intersectional framework
- Developed and shared online resources on topics including flexible learning, service engagement, Theory of Change, Evaluation Needs Assessment, diversity and inclusion, and business continuity planning
## Lirata's Strategic Plan 2018-2021

### Strategic Objective 3: Create space for social justice

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.

Key strategies:
- Increase public perceptions of the importance of social justice
- Advocate on current political and social issues which affect the success of social justice efforts
- Develop and pilot alternatives to damaging social structures, processes and ideologies

### Strategic Objective 4: Build a vibrant, sustainable organisation

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.

Key strategies:
- Continue to build a great team and culture by attracting and nurturing the best people
- Evolve our operational and governance structure to grow our capacity
- Strengthen our financial position and infrastructure
- Build our supporter base through clear, engaging marketing and communications
- Develop fit-for-purpose policies and corporate systems to support our work and future growth

## Progress against Strategic Plan 2019-2020

### In 2019-2020 we...

- Expanded our social media presence with a focus on highlighting key social justice issues
- Advocated to government and the community on selected issues including Indigenous self-determination, poverty, the need for greater investment in social housing, and LGBTIQA+ rights
- Commenced development of our Reconciliation Strategy
- Developed and shared our view of the strategies needed to support a just and sustainable recovery from COVID-19

- Established an Administration Coordinator role which has assisted us to move forward with our internal development work
- Expanded our volunteer base
- Skilled up our team through accessing in-house and external professional development, and established an internal Data Analysis Community of Practice
- Implemented new processes for team connection and communication as we transitioned to remote working arrangements due to the pandemic
- Strengthened internal procedures across HR, finance, IT, project management and other areas
- Continued development of our new website and marketing materials
Project Highlight

M & E for MCM’s Youth Housing Initiative

Melbourne City Mission
2019–current
Project Lead: Kate Randall

Building evidence for better outcomes
When young people become homeless due to structural factors such as poverty, family breakdown, or justice issues, they face significant challenges in accessing housing. Very little private rental housing is affordable for young people, and young people may lack skills and experience needed for independent living. They are often carrying significant trauma from their past. The evidence is clear that becoming and remaining homelessness has long-lasting negative outcomes for young people.

The current specialist homelessness system is designed for adults and often cannot fully meet young people’s unique needs. Young people need more than a crisis response – they need support to maintain housing, overcome trauma, develop life skills, foster aspirations and pursue independence.

Melbourne City Mission (MCM) supports many young people experiencing disadvantage and homelessness. MCM’s staff identified the need for a new model that more effectively and sustainably supports young people on a pathway out of homelessness. In response, MCM researched and developed the Youth Housing Initiative (YHI), designed around three key pillars – housing, therapeutic support, and case management and living skills support.

MCM recognised early in the program design process that robust Monitoring and Evaluation (M&E) would be essential to support effective learning, to measure success in the YHI pilot, and to maximise the chances of securing continued funding or scaling up the model.

Lirata worked with the YHI team to develop a Theory of Change, Program Logic and key elements of an M&E Framework. This process tested assumptions about how the model would work, and identified changes that could support better achievement of outcomes. Involving the whole YHI team throughout the process helped to nurture a deep and shared understanding of all components of the model and its intended outcomes.

The Theory of Change and Program Logic are now supporting MCM’s communication and fundraising strategies for the YHI pilot. Robust collection of monitoring data from commencement of the pilot will reduce the risk of data gaps, and enable effective oversight in the crucial early months of implementation.

Lirata and MCM are continuing their M&E partnership in 2020-21 as the YHI pilot gets under way. Lirata is assisting with the development of monitoring data collection tools and processes, and integration with the new Client Relationship Management database. We look forward to continuing to support MCM in rolling out this innovative and much-needed Youth Housing Initiative.

"Young people need more than a crisis response – they need support to maintain housing, overcome trauma, develop life skills, foster aspirations and pursue independence."
# Active Projects 2019-2020

‘Ongoing’ in dates indicates that projects were still active at 30 June 2020.

## Research and evaluation

| Sector Capacity Building: Outcome Measurement | Council to Homeless Persons | Building capacity and developing shared approaches to fit-for-purpose outcome measurement within the Specialist Homelessness Sector in Victoria. |
| Evaluation of Emerging Community Leaders Program | Tasmanian Community Fund | Impact evaluation over 5 years of a leadership development program for the community sector in Tasmania. |
| Evaluation of Stretch2Engage Framework Pilot in Mental Health and Alcohol and Other Drug (AOD) Services | Queensland Mental Health Commission | Developmental evaluation of a pilot which aimed 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 | 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 of Mentoring Program and Peer Advisory Group | Women and Mentoring - WAM Limited | Process and outcomes evaluation of an early intervention program that provides mentoring for women involved in the justice system. |
| Building evaluation capacity | Council to Homeless Persons | Development of a set of Theories of Change and a Monitoring & Evaluation Framework for Victoria’s homelessness peak. |
| Evaluation of Young Initiators Program | Centre for Multicultural Youth | 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. |
### Responsive Evaluation Assistance – various projects

- **Domestic Violence Resource Centre, Victoria**  
  **Sep 2019 – ongoing**  
  Assistance with developing Theories of Change, MEL Frameworks, and with data collection, analysis, and reporting across a range of projects.

- **Teach for Australia**  
  **Nov 2019 – ongoing**  
  Mixed methods research into Teach for Australia’s contribution to educational leadership pathways and changes in educational practice, policy and programs.

- **Melbourne City Mission**  
  **Nov 2019 – ongoing**  
  Development of MEL infrastructure for an innovative model creating new pathways for young people to exit homelessness.

- **Victorian Aboriginal Child Care Agency**  
  **Jan 2020 – ongoing**  
  Evaluation of the benefits of a pilot project facilitating Returns to Country for children and young people living in out of home care in Melbourne.

- **Regional Development Victoria**  
  **Feb 2020 – June 2020**  
  Strategic research and stakeholder engagement to identify system reforms to better meet the needs of children, young people and their families through an integrated Continuum of Support across the Barwon area.

- **Domestic Violence Resource Centre, Victoria**  
  **Feb 2020 - ongoing**  
  Evaluation of the longer-term outcomes of a key initiative building capacity and capability across workforces involved in prevention of violence against women.

- **Domestic Violence Resource Centre, Victoria**  
  **Feb 2020 - ongoing**  
  Evaluation of a project which aims to strengthen systems and infrastructure that support efforts to prevent family violence and violence against women.

### Impact Research:

- **Impact Research: TFA’s contribution to leadership progression and school improvements**  
  **Teach for Australia**  
  **Nov 2019 – ongoing**  
  Development of Theories of Change, MEL Frameworks, and with data collection, analysis, and reporting across a range of projects.

### Development of Monitoring and Evaluation for Youth Housing Initiative

- **Development of Monitoring and Evaluation for Youth Housing Initiative**  
  **Melbourne City Mission**  
  **Nov 2019 – ongoing**  
  Development of MEL infrastructure for an innovative model creating new pathways for young people to exit homelessness.

### Evaluation of Return to Country for Children and Young People in Out of Home Care

- **Evaluation of Return to Country for Children and Young People in Out of Home Care**  
  **Victorian Aboriginal Child Care Agency**  
  **Jan 2020 – ongoing**  
  Evaluation of the benefits of a pilot project facilitating Returns to Country for children and young people living in out of home care in Melbourne.

### The Barwon Blueprint: System mapping and system reform

- **The Barwon Blueprint: System mapping and system reform**  
  **Regional Development Victoria**  
  **Feb 2020 – June 2020**  
  Strategic research and stakeholder engagement to identify system reforms to better meet the needs of children, young people and their families through an integrated Continuum of Support across the Barwon area.

### Evaluation of Partners in Prevention Program

- **Evaluation of Partners in Prevention Program**  
  **Domestic Violence Resource Centre, Victoria**  
  **Feb 2020 - ongoing**  
  Evaluation of the longer-term outcomes of a key initiative building capacity and capability across workforces involved in prevention of violence against women.

### Evaluation of Free From Violence Workforce Development Capability Building Project (Phase 2)

- **Evaluation of Free From Violence Workforce Development Capability Building Project (Phase 2)**  
  **Domestic Violence Resource Centre, Victoria**  
  **Feb 2020 - ongoing**  
  Evaluation of a project which aims to strengthen systems and infrastructure that support efforts to prevent family violence and violence against women.

### Evaluation of Aged Care Standards Resources

- **Evaluation of Aged Care Standards Resources**  
  **Victorian Healthcare Association**  
  **March 2020- ongoing**  
  Evaluation of the utility of resources produced to support the introduction of new national Standards for Aged Care, and of the effectiveness of their distribution.

### Daily Support Team Evaluation

- **Daily Support Team Evaluation**  
  **Launch Housing**  
  **June 2020 - ongoing**  
  Completion of the third annual evaluation of a project providing effective responses to people sleeping rough in the Melbourne CBD.
<table>
<thead>
<tr>
<th>Project Description</th>
<th>Key Details</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Limba content management platform</strong></td>
<td>Development of an online, community managed platform to support language programs in Aboriginal communities across Victoria.</td>
</tr>
<tr>
<td><strong>Business Systems Improvement</strong></td>
<td>Review of multiple corporate system areas for a homelessness and child and family services provider, and support to strengthen planning, information management and client record systems.</td>
</tr>
<tr>
<td><strong>Training and Mentoring in Program Logic, Project Management and Evaluation</strong></td>
<td>Development and delivery of tailored training for a health promotion team on Program Logic, Theory of Change, MEL Frameworks and Project Management, including mentoring as staff implemented new areas of learning.</td>
</tr>
<tr>
<td><strong>Wellbeing Capacity Building Project Review</strong></td>
<td>Review of a project using the Wheel of Wellbeing to build awareness and skills in mental health and wellbeing across community, non-government and government sectors in Queensland.</td>
</tr>
<tr>
<td><strong>Executive Coaching and Change Management Support</strong></td>
<td>Coaching and support to WEstjustice’s senior leadership team to assist effective implementation of a new organisational structure, strategic plan and impact areas plan.</td>
</tr>
</tbody>
</table>
Project Highlight

The Barwon Blueprint

Regional Development Victoria
2020
Project Lead: Nich Rogers

Systems reform in child, youth and family services
During early 2020 Lirata worked in collaboration with local stakeholders to develop the guiding framework for the Barwon Blueprint, a bold systems reform initiative in Victoria’s Barwon Area. The initiative recognised that despite significant investments to support vulnerable groups in the region, key indicators of disadvantage persist.

Effectively coordinating services to support vulnerable groups is a growing concern for governments and service providers. In the absence of strategic systems reform the costs of healthcare mount, while vulnerable people continue to fall through the cracks.

Regional Development Victoria, through the Barwon Regional Partnership, commissioned Lirata to help bring together a vision for how government and services could work better together to improve health, education and inclusion for vulnerable young people and families in the Barwon Area. The Blueprint asks government, health and community services, local business and the community to work differently in order to provide more efficient, effective and coordinated service responses.

Lirata completed service mapping of universal and targeted programs for all people 0-24 years. This provided a picture of available services across the Barwon Area and allowed identification of key gaps across age groups, outcome domains, and local government areas. Lirata then consulted with key stakeholders to develop the Barwon Blueprint document. The Blueprint articulates how government could commission and plan services differently, and how service providers could work in greater collaboration to achieve mutually agreed outcomes. The role of workforce, evidence, local business and the broader community is also considered. The Blueprint includes a Theory of Change which describes how improved outcomes for young people and families can be achieved by:

1. Developing more effective ways of working together to achieve collective impact; and
2. Implementing more effective policies programs and interventions.

Previous consultation data, contemporary research on social health determinants, current government reform directions, and a continuum of support model were important inputs.

The Barwon Blueprint and associated research provide a vital foundation for the next stage of systems reform work in the Barwon Area. This foundation will enable conversations with government, health and community services and the wider community about how to ‘turn the curve’ on outcomes for vulnerable young people and families in the region.

"The Barwon Blueprint and associated research provide a vital foundation for the next stage of systems reform work in the Barwon Area."
### Project Data

#### Number of Consulting Projects

<table>
<thead>
<tr>
<th>Year</th>
<th>New projects</th>
<th>Total active projects</th>
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<tbody>
<tr>
<td>2010–11</td>
<td>5</td>
<td>2</td>
</tr>
<tr>
<td>2011–12</td>
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<td>23</td>
</tr>
<tr>
<td>2019–20</td>
<td>23</td>
<td>20</td>
</tr>
</tbody>
</table>

#### Projects by size (2019–20)

- **Small (< $25k)**: 39.1%
- **Medium (< $80k)**: 34.8%
- **Large (< $300k)**: 26.1%
Projects by sector

Some projects work across multiple sectors

- Child, Youth & Family
- Housing & homelessness
- Education & training
- Family violence
- Community development
- Primary health
- Mental health
- Justice & legal
- Alcohol & other drug
- Employment
- Aged care
- Early years
- Culture & arts

Projects by population group

Some projects work across multiple population groups

- General
- Youth
- Women
- Indigenous
- Children & families
- CALD & refugees
- Elderly
- Socio-economic disadvantage
Our Staff

Employees

Celia Clapp  
Director of Consulting Services

Karen Rosauer  
Consultant

Kate Randall  
Consultant (Evaluation Specialist)

Lachlan Preston  
Administration Coordinator

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

Volunteers

Mark Yin  
Research Officer

Sean Emami  
Graphic Designer

Lirata would also like to thank volunteer graphic designer Emanuel Miraj and volunteer web developer Mark Brydon for their expert assistance.

Associates active in 2019-20

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

Nick Johns  
Dr. Jillian Marsh  
Dr. Dorothy Bottrell  
Rachael Pallenberg  
Anne Leonard
Acknowledgements

Lirata’s work occurs in partnership with many people, organisations and communities. Making meaningful gains in social justice is always a collaborative effort. We are proud to work alongside and learn from many dedicated and inspiring people as we pursue positive change.

Partner organisations and communities

We thank community members and the management and staff of the organisations we have worked with during 2019-20.

<table>
<thead>
<tr>
<th>Anchor Inc.</th>
<th>North Geelong Secondary College</th>
</tr>
</thead>
<tbody>
<tr>
<td>Barwon Child, Youth &amp; Family</td>
<td>Northern Bay College</td>
</tr>
<tr>
<td>Belmont Private Hospital</td>
<td>Palmerston Secondary College</td>
</tr>
<tr>
<td>Boon Wurrung Community</td>
<td>Queensland Alliance for Mental Health</td>
</tr>
<tr>
<td>Broome Senior High School</td>
<td>Queensland Injectors Health Network (QuIHN)</td>
</tr>
<tr>
<td>Bundaberg North State High School</td>
<td>Queensland Mental Health Commission</td>
</tr>
<tr>
<td>Centre for Multicultural Youth</td>
<td>Queensland Network of Alcohol and Other Drug Agencies</td>
</tr>
<tr>
<td>City of Melbourne</td>
<td>Regional Development Victoria</td>
</tr>
<tr>
<td>Council to Homeless Persons</td>
<td>Role Models and Leaders Australia</td>
</tr>
<tr>
<td>DPV Health</td>
<td>Sunrise Way</td>
</tr>
<tr>
<td>Darling Downs Hospital and Health Service</td>
<td>Tasmanian Community Fund</td>
</tr>
<tr>
<td>Derby District High School</td>
<td>Taungurung Community</td>
</tr>
<tr>
<td>Domestic Violence Resource Centre Victoria</td>
<td>Teach for Australia</td>
</tr>
<tr>
<td>Enlightened Consultants</td>
<td>Toowoomba Clubhouse</td>
</tr>
<tr>
<td>Geelong Community</td>
<td>Upstream Australia</td>
</tr>
<tr>
<td>Geelong High School</td>
<td>Urangan State High School</td>
</tr>
<tr>
<td>Geelong Region Local Learning &amp; Employment Network</td>
<td>Victorian Aboriginal Child Care Agency</td>
</tr>
<tr>
<td></td>
<td>Victorian Aboriginal Corporation for Languages</td>
</tr>
<tr>
<td></td>
<td>Victorian Department of Education and Training</td>
</tr>
<tr>
<td></td>
<td>Victorian Department of Health &amp; Human Services</td>
</tr>
<tr>
<td></td>
<td>Victorian Department of Premier and Cabinet</td>
</tr>
<tr>
<td></td>
<td>Victorian Healthcare Association</td>
</tr>
<tr>
<td></td>
<td>WEStjustice</td>
</tr>
<tr>
<td></td>
<td>Wadi Wadi Community</td>
</tr>
<tr>
<td></td>
<td>Web Prophets</td>
</tr>
<tr>
<td></td>
<td>Western Heights College</td>
</tr>
<tr>
<td></td>
<td>Women and Mentoring Ltd</td>
</tr>
<tr>
<td></td>
<td>Women’s Information, Support and Housing in the North</td>
</tr>
</tbody>
</table>
We thank and acknowledge our employees during 2019-20: Celia, Karen, Kate, Lachlan, Leannda, Mark, Nich, Pam and Trini. Your big hearts, strong spirits and sharp minds are what enables us to make a difference in the world, and what makes this organisation a great place to work!

Thanks also to Mark Yin who has generously provided us with his research and graphic design skills through a volunteer Research Officer position.

Special thanks to Mark Brydon and Sean Emami for their tireless efforts as we redesign our website from the ground up.

We thank our Associates Anne, Dorothy, Jillian, Nick and Rachael whose expert contribution to our project teams in 2019-20 lifted our work to the next level.

We thank Tonya Planigale for her vital role on the Board as we continue to strengthen our governance and strategy.

We greatly appreciate the expert advice and support provided by Ken Dean and Lucas Ryan in relation to organisational governance and management.

Last but not least, we thank Mazars Accountants, Topmark Bookkeeping, Collins & Co, Peter Vickers Insurance and Norton Rose Fulbright for their consistent and high-quality advice and services to keep our organisation functioning.
During the 2019-20 year, Lirata had three Directors: Celia Mary Clapp, Mark Ivan Cerin Planigale and Tonya Nicole Stebbins Planigale.

Seven meetings of the full Board were held during the 2019-20 year. In addition, the two Executive Directors (Celia Clapp and Mark Planigale) met 18 times.

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 (2019-2020)</th>
<th>Board meetings attended (2019-2020)</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>7</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Celia has extensive experience as a practitioner, manager, trainer and consultant in human services. Her track record of work in and around the community sector spans over 30 years. Celia has particular expertise in the Child, Youth and Family Services sector.</td>
<td></td>
<td></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>7</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>7</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Tonya’s academic career has spanned over 25 years. She is an Associate Professor of Linguistics and holds 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 2019-20 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 30/06/2020 is $30.00.
Financials

**Lirata 2019-20 Expenditure**

- Staff salaries & on-costs: 77.7%
- Utilities & office costs: 8.5%
- Subcontractor fees: 4.9%
- Professional services: 3.8%
- Travel expenses: 3.3%
- Other project costs: 1.1%
- Marketing & Communications: <1%
- Other: <1%

**Lirata 2019-20 Income**

- Professional fees (Research & Evaluation): 84%
- Professional fees (Strengthening People & Organisations): 8%
- Reimbursement for incidentals: 3%
- Other income: 5%
- Interest: <1%
- Other income: 5%
Financials

**Lirata 2019-20 Consulting income by activity type**

- Evaluation design & delivery: 65.7%
- Research & development: 19.4%
- Organisational & sector development: 4.8%
- Impact measurement: 4.3%
- Design & review: 2.7%
- Training & mentoring: 1.7%
- Data systems & reporting: 1.4%
- Impact measurement: 4.3%
- Design & review: 2.7%
- Training & mentoring: 1.7%
- Data systems & reporting: 1.4%

**Lirata 2019-20 Consulting income by commissioning region**

- Victoria: 73%
- Queensland: 12%
- Western Australia: 11%
- Tasmania: 4%
### Financials

#### Total revenue by year

<table>
<thead>
<tr>
<th>Year</th>
<th>Total Revenue ($)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016-17</td>
<td>$190,258</td>
</tr>
<tr>
<td>2017-18</td>
<td>$511,917</td>
</tr>
<tr>
<td>2018-19</td>
<td>$461,772</td>
</tr>
<tr>
<td>2019-20</td>
<td>$604,356</td>
</tr>
</tbody>
</table>

#### Profit and loss summary

<table>
<thead>
<tr>
<th></th>
<th>2020 ($)</th>
<th>2019 ($)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Income</td>
<td>604,356</td>
<td>461,772</td>
</tr>
<tr>
<td>Expenditure</td>
<td>487,552</td>
<td>487,910</td>
</tr>
<tr>
<td>Net operating profit (loss) before tax</td>
<td>116,804</td>
<td>(26,138)</td>
</tr>
</tbody>
</table>

#### Balance sheet summary

<table>
<thead>
<tr>
<th></th>
<th>2020 ($)</th>
<th>2019 ($)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total assets</td>
<td>187,315</td>
<td>78,523</td>
</tr>
<tr>
<td>Total liabilities</td>
<td>120,032</td>
<td>119,243</td>
</tr>
<tr>
<td>Net assets (liabilities)</td>
<td>67,283</td>
<td>(40,720)</td>
</tr>
<tr>
<td>Issued capital</td>
<td>10</td>
<td>10</td>
</tr>
<tr>
<td>Reissued earnings (accumulated losses)</td>
<td>67,273</td>
<td>(40,730)</td>
</tr>
<tr>
<td>Total equity (deficit)</td>
<td>67,283</td>
<td>(40,720)</td>
</tr>
</tbody>
</table>