Lirata is based in Naarm (Melbourne). We acknowledge the Boon Wurrung, Bunurong and Wurundjeri peoples as the Traditional Owners/Custodians of these lands and waters, and we acknowledge the Traditional Owners/Custodians of all the lands and waters throughout Australia on which our work takes place. We pay our respects to their Elders past, present and emerging, and acknowledge that sovereignty was never ceded. Always was, always will be First Nations land.
About 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.

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 social justice goals.
- Achieve greater sustainability.
- Adopt more ethical and empowering approaches.

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
By social justice, we mean...

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

Our Work

RESEARCH AND EVALUATION

**Evaluation**
Gather the insights you need to manage programs and services, improve your work, make key decisions, and advocate for change.

**Impact measurement**
Identify the key outcomes and impacts that you are working towards, and assess how effective your work is in achieving them.

**Data systems & reporting**
Capture the data you need to manage your projects and services, and analyse the key insights using custom reports and dashboards.

**Research & development**
Generate knowledge that will guide you, as you develop evidence-based pathways toward social impact.

STRENGTHENING PEOPLE & ORGANISATIONS

**Design & review**
Design best-practice models for positive social outcomes, and review your work and your organisation to increase your effectiveness.

**Strategic & operational planning**
Define your objectives, develop effective strategies to pursue them, and manage implementation to achieve results.

**Organisational & sector development**
Strengthen your foundations by building the policies, systems, culture and connections to enable long-term sustainability and impact.

**Training & mentoring**
Build the knowledge, skills and confidence to make your best contribution to outcomes for your organisation and your community.
In 2021 the Board have been acutely aware of the continuing challenges of the global pandemic. As a Board we are proud to grow and support the work Lirata does across a range of organisations that are committed to social justice and improving the lives and opportunities of disadvantaged communities.

An important achievement for Lirata this year has been the development of our Reconciliation Working Group and Reconciliation Strategy to strengthen and support our engagement with Aboriginal and Torres Strait Islander communities and to do our part for systemic change and to support First Nations self-determination. We are also excited to share the launch of Lirata’s new website that provides the wider community with opportunities to understand Lirata’s work.

Throughout the last year Lirata has worked extensively on expansion and the strengthening of our governance and sustainability. This saw the recruitment of additional staff and Directors to place Lirata in good stead for our future and making our value of social impact a reality.

The Board would like to personally send thanks to all our staff and management at Lirata as well as all the organisations we have partnered and worked with this year.

Tonya Planigale
Board Co-chair

Justin Welfare
Board Co-chair
2020–21 was a difficult year for people everywhere. Many of our staff and Board members are based in Naarm (Melbourne), and over the course of 18 months endured “the world’s toughest COVID-19 lockdown”. Pandemic restrictions were key to saving many thousands of lives, but created widespread economic hardship, isolation and mental health impacts. As a society, we have a big task ahead of us to help people heal and to prevent further harm from worsening poverty and inequality.

Globally, the evidence of the damaging effects of climate change continued to mount, unfortunately more quickly than the political will to take effective action to avoid it. The number of refugees and other forcibly displaced people has trended sharply upwards since 2010, driven largely by the ongoing use of violence as a response to conflict and a tool for advancing elite interests. The Black Lives Matter movement highlighted the continuing effects of systemic racism, and in Australia the unaddressed issues surrounding First Nations Deaths in Custody remained in focus. Among these concerning trends, the work of social purpose organisations and grassroots movements is crucial to finding a path to a just and sustainable future.

2020–21 was also a time of change for Lirata internally. We closed our office in Collingwood; between lockdowns we co-worked from the beautiful surrounds of Our Community House in North Melbourne, and look forward to doing so again when circumstances allow.

In a small organisation, every staff member makes a huge difference. We were sad to farewell two treasured team members, Lachlan Preston and Celia Clapp, and will greatly miss their wisdom, collegiality and hard work. It is wonderful that Celia has been able to continue on our Board as Deputy Chair. We were excited to welcome Steph Lim, Mark Yin and Athar Shafaei to our team; each has made a notable contribution to our organisation. Emma Pritchard also joined us as an Associate, sharing with us her superpowers in research and evaluation.

We implemented major changes in our structure this year. We separated governance and management roles, and welcomed three fabulous new Directors: Dharsh Sabanathan, Jessica Williamson and Justin Welfare. Each brings new perspectives, experience and energy to the development of our organisation. Operationally, we strengthened the role of Senior Consultants, providing a more sustainable leadership model for the future.
The high point of the year was the launch of our Reconciliation Strategy, which explains what we will do to support the aspirations of Australia’s First Nations Peoples, and to decolonise our own organisation and ways of working. We thank our First Nations colleagues Jillian Marsh, Justin Welfare, Karen Milward and Melissa Nursey-Bray for their leadership and input to this process.

Other highlights of a very busy year included the launch of our online training programs; new evaluation partnerships with the Centre for Resilient and Inclusive Societies and Hope Street Youth & Family Services; and our expanding capacity building partnerships with organisations including Juno, Council to Homeless Persons, Barwon Community Legal Service, Domestic Violence Resource Centre Victoria, and others.

Lirata’s job is to magnify the efforts of the many organisations and individuals working for positive social change. Our relationships with our partner organisations are at the heart of our change strategy. We thank every one of our project partners for their passion, insight and commitment to creating a better world for all.

Mark Planigale
Chief Executive Officer
Lirata sees diversity, inclusion and equity as central elements of social justice. We believe that diversity needs to be celebrated and valued, not used as a basis for oppression. But celebrating diversity is not enough. To move toward a safer and more just future, we will need to find effective ways to achieve equity. This will involve transforming the social systems of prejudice, discrimination and power that stratify our societies and keep people divided from each other.

Lirata’s Diversity and Inclusion Working Group evolved in 2019, out of the passion of several Lirata staff for this area of work. As we considered how to strengthen inclusion and equity in the world, we realised we needed to start with ourselves as individuals and as an organisation. This is a core part of moving towards our vision.

This Working Group supports and resources the Lirata team to build our understanding of, and develop responses to diversity, inclusion, privilege, and marginalisation. Building on our own process of learning within Lirata, the Diversity and Inclusion Working Group also develops approaches, resources and tools that other organisations can use to advance diversity, inclusion and equity in their work.

The Working Group meets regularly, and between meetings the group members design and coordinate team learning activities for Lirata’s staff. Some activities are developed and facilitated internally, while others are led by external facilitators. Activities have included:

- **Who are my people? – Looking at our ancestral lineages.**
- **Diversity and Inclusion – what direction are we heading?**
- **Exploring privilege**
- **Oppression, Movement building and our Relationships as activists – an externally facilitated workshop for Lirata employees, Associates and Board**
- **Exploring intersectionality**

We document, reflect on and review each activity. Over time, through this process, we will develop an intersectional inclusion toolkit that we will share with others.
Reconciliation Strategy

Lirata believes that First Nations Peoples have a fundamental right to self-determination and to social, political and economic inclusion. In Australia, there have been significant injustices against First Nations Peoples, lands and cultures since colonial invasion. We recognise the need to decolonise our organisation both structurally and relationally, and this starts with providing opportunities for staff to develop a better understanding of systemic white privilege.

To progress this work, during 2020–21 Lirata proudly developed and ratified its first Reconciliation Strategy (2021–2024). The strategy has a vision to contribute to positive and lasting change that supports the aspirations and self-determination of First Nations Peoples and Cultures across Australia.

Lirata’s Reconciliation Strategy aims to:
- Support First Nations community-led advocacy and self-determination
- Improve how Lirata works with First Nations people
- Build mutually beneficial partnerships with First Nations people and Organisations.

In the first year of our Strategy we will:
- Pay the Rent for our use of First Nations land
- Provide scholarship places to our training programs to First Nations people
- Review our policies and processes to better include and support First Nations staff and Board members within Lirata
- Audit suppliers and prioritise working with First Nations organisations where possible
- Provide Lirata staff with training and reflective practice opportunities on working well in First Nations contexts
- Talk with First Nations Organisations and leaders about preferred partnerships and what contributions Lirata could make to these
- Share the steps we are taking on our reconciliation journey with our project partners and networks

Our Reconciliation Strategy was developed collaboratively by Board members and staff from First Nations and other backgrounds, in consultation with external advisors. Our Reconciliation Working Group includes Board and staff, and will oversee the implementation and review of the Strategy over the next three years.

Jillian Marsh
Co-Chair, Reconciliation Working Group

Nich Rogers
Co-Chair, Reconciliation Working Group
Positive mental health and wellbeing is important to all of us. As well as contributing to a high quality of life, it is vital in supporting resilience and maintaining fulfilling relationships with others. In times of difficulty, such as in the midst of a pandemic, it’s even more important to consciously foster mental health and wellbeing.
The Queensland Mental Health Commission (QMHC) drives reform of the mental health and alcohol and other drugs systems in Queensland. QMHC encourages the use of evidence-based tools that promote positive mental health and wellbeing. Since 2016 QMHC has partnered with Implemental on the Wellbeing Capacity Building Project, which gives stakeholders across community, non-government and government sectors the awareness, knowledge and skills to increase the mental health and wellbeing of individuals and groups.

A key foundation for the Wellbeing Capacity Building Project is the Wheel of Wellbeing (WoW). WoW is a flexible framework that includes six universal themes that contribute to mental health and wellbeing: body, mind, spirit, people, place and planet. Training in the WoW is delivered in workshops and activities designed to engage, inform and encourage people to make changes in their lives which promote mental health and wellbeing.

In 2020, Lirata led the review of the Wellbeing Capacity Building Project in partnership with QMHC. Lirata’s team collected data via key stakeholder interviews, a WoW practitioner survey and a WoW postcard which gathered input from a wide range of participants in WoW activities. Lirata explored the implementation and effects of WoW in depth in six settings, ranging from regional wellbeing hubs to schools and government agencies, and developed three detailed case studies.

The review found that the Wellbeing Capacity Building Project has successfully engaged a diverse range of stakeholders, sectors and settings, through conducting many hundreds of WoW workshops and activities. These interventions increased awareness about positive mental health, supported engagement in wellbeing activities, and led to behaviour and practice change. Changes occurred at individual, organisational and systems levels, and were particularly strong within the education sector. Many participants shared their new WoW knowledge with colleagues, family or friends, either formally or informally. Along with the simple and adaptable nature of the framework, these ripple effects are a key strength of the model.

The capacity building approach has been successful. WoW concepts and practices have been transmitted widely, generating significant momentum for positive mental health and wellbeing activities among service providers, government agencies and the broader community. The project showcases the great outcomes that can be achieved through a well-designed, community-based capacity building model.
Lirata's Strategic Plan 2018-2022

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

Progress against Strategic Plan 2020-2021

In 2020-21 we...

- Collaborated with our partner agencies on 30 social justice consulting projects in Victoria, Tasmania, New South Wales, Queensland, Northern Territory and Western Australia
- Generated useful insights through 12 evaluations in sectors including education, housing and homelessness, family violence, leadership development and youth projects
- Assisted 2 organisations to develop high-profile strategies to better meet community needs
- Strengthened our data systems to better monitor and evaluate our consultancy work
- Built team skills through our Data Analysis Community of Practice and regular learning and development sessions

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

In 2020-21 we...

- Built Monitoring & Evaluation skills through our practical training, offered to people working in social purpose roles across Australia; initial courses were booked out
- Strengthened organisational Monitoring and Evaluation systems through capacity building and mentoring for 7 organisations in the family violence, homelessness, child and family and other sectors
- Supported the development of managers and leaders through specialist advice, training and mentoring with 2 organisations
- Developed and piloted our 360 Degree Performance Review process, designed for social purpose organisations
- Shared a range of information resources
### 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

#### In 2020–21 we...

- Advocated in support of First Nations self-determination and inclusion and to address systemic racism, including advocating to change the date of Australia Day
- Wrote a submission supporting National Indigenous Voice proposals and asking governments to implement the actions in the Uluru Statement from the Heart
- Advocated in support of the Raise the Rate campaign, to fix Australia’s social security safety net so that it keeps people out of poverty
- Advocated against reductions in funding to homelessness services

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#### 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

#### In 2020–21 we...

- Strengthened our team connection through regular check-ins, working groups, supervision and use of collaboration platforms
- Developed our Reconciliation Strategy
- Moved forward our internal Diversity & Inclusion process
- Expanding our Board through appointment of 3 new Directors, and developed a range of governance policies and processes
- Reviewed and strengthened the role of our Senior Consultants in supervision and project management
- Increased our financial reserves and reduced our debts
- Developed our new website to clearly communicate our focus and work (new site launched in August 2021)
- Developed a number of key policies
Project Highlight

Evaluation of Young Initiators Project

Centre for Multicultural Youth | 2019–2020
Project team: Celia Clapp, Karen Rosauer, Trini Espinosa Abascal, Mark Yin

The Centre for Multicultural Youth (CMY) works to ensure that young people from migrant and refugee backgrounds have every opportunity to succeed. CMY’s Young Initiators project aimed to support the active citizenship of young Victorians, promoting awareness of their rights and responsibilities and empowering them to lead projects across the state.

Fostering active citizenship
Running over two years, Young Initiators engaged over 300 diverse young Victorians. The project explored values-based leadership using the Victorian Values Statements as a springboard. In 2019, 20 intensive leadership workshops were delivered across Victoria, generating eight youth-led projects. A conference had been planned in 2020 for participants to present the outcomes of their projects; due to COVID-19 restrictions, this was replaced by the Reflect social media campaign.

Lirata was commissioned to evaluate the implementation and impact of Young Initiators over its two years of delivery. The consulting team analysed program data, observed activities, and conducted a participant survey, focus groups and interviews.

The team also supported CMY staff to build their evaluation knowledge and skills. The evaluation, like the Young Initiators project itself, adapted to fit the changing context.

The evaluation demonstrated that the program was successfully implemented in both years of delivery. In 2019, the intensive workshops achieved positive short-term outcomes for participants, and effectively laid the groundwork for medium-term outcomes through subsequent youth-led projects. These projects included video campaigns, a photography and art exhibition, as well as the planning for a facilitated walking discussion around Lake Wendouree to informally discuss youth mental health.

The evaluation identified key elements of the project design that supported positive outcomes, including the connection between leadership and values, two-way learning through workshops, and the place-based engagement approach.

In 2020, the evaluation found that Young Initiators responded rapidly to the demands of COVID-19 and supported young people effectively in this transition. Despite the challenges of the pandemic, the project continued to engage young people in relation to leadership and active citizenship, developing their creativity and communication in a challenging time while also remaining attentive to their needs.
# Lirata's active projects 2020–21

## RESEARCH AND EVALUATION

<table>
<thead>
<tr>
<th>Project Description</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<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 Mentoring Program and Peer Advisory Group</strong></td>
<td>Process and outcomes evaluation of an early intervention program that provides mentoring for women involved in the justice system.</td>
</tr>
<tr>
<td><strong>Evaluation of The Geelong Project</strong></td>
<td>Independent evaluation of the implementation and impact of a collective impact model of early intervention supporting young people at risk in the Barwon Area.</td>
</tr>
<tr>
<td><strong>Evaluation of Young Initiators Program</strong></td>
<td>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.</td>
</tr>
<tr>
<td><strong>Responsive Evaluation Assistance – various projects</strong></td>
<td>Assistance with developing Theories of Change, MEL Frameworks, and with data collection, analysis, and reporting across a range of projects.</td>
</tr>
<tr>
<td><strong>Impact Research: TFA's contribution to leadership progression and school improvements</strong></td>
<td>Mixed methods research into Teach for Australia's contribution to educational leadership pathways and changes in educational practice, policy and programs.</td>
</tr>
<tr>
<td><strong>Development of Monitoring and Evaluation for Youth Housing Initiative</strong></td>
<td>Development of MEL infrastructure for an innovative model creating new pathways for young people to exit homelessness.</td>
</tr>
<tr>
<td>Evaluation Title</td>
<td>Organization</td>
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<tr>
<td>---------------------------------------------------------------------</td>
<td>----------------------------------------</td>
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<tr>
<td>Out of Home Care</td>
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<tr>
<td>Domestic Violence Resource Centre Victoria</td>
<td></td>
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<tr>
<td>Evaluation of Free From Violence Workforce Development Capability</td>
<td>Domestic Violence Resource Centre</td>
</tr>
<tr>
<td>Building Project</td>
<td></td>
</tr>
<tr>
<td>Evaluation of Aged Care Standards Resources</td>
<td>Victorian Healthcare Association</td>
</tr>
<tr>
<td>Daily Support Team Evaluation</td>
<td>Launch Housing</td>
</tr>
<tr>
<td>Evaluation of Centre for Resilient and Inclusive Societies</td>
<td>Centre for Resilient and Inclusive</td>
</tr>
<tr>
<td>Societies</td>
<td>Societies</td>
</tr>
<tr>
<td>Support for Evaluation Capacity Building</td>
<td>Lort Smith</td>
</tr>
<tr>
<td>Collaborative Evaluation of the Fast Track Workforce Development</td>
<td>Domestic Violence Resource Centre</td>
</tr>
<tr>
<td>Program</td>
<td></td>
</tr>
<tr>
<td>Evaluation Capacity Building</td>
<td>Council to Homeless Persons</td>
</tr>
</tbody>
</table>
### Evaluation of Pet Therapy Program

<table>
<thead>
<tr>
<th>Lort Smith</th>
<th>Mar 2021 – ongoing</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Development of a project evaluation framework and data collection tools capturing the experiences of and benefits for young people, staff and volunteers in the Pet Therapy program.</strong></td>
<td></td>
</tr>
</tbody>
</table>

### Support for Outcomes Measurement

<table>
<thead>
<tr>
<th>Barwon Community Legal Service</th>
<th>Apr 2021 – ongoing</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Provision of training for staff, development of an organisational Theory of Change and M&amp;E Framework and review of data collection tools to assist Barwon CLS to evaluate its impact.</strong></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Victorian Council of Social Service</th>
<th>Apr 2021 – ongoing</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Occasional support to the lead consultant (Elaine Hendrick Consulting) in the delivery of the VCOSS Bushfire Recovery Outcomes Project.</strong></td>
<td></td>
</tr>
</tbody>
</table>

### Outcome Framework Advice

<table>
<thead>
<tr>
<th>Hope Street</th>
<th>May 2021 – ongoing</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Process, impact and economic evaluation of a flagship youth refuge and mobile outreach support program in Melbourne's Western suburbs.</strong></td>
<td></td>
</tr>
</tbody>
</table>

### Evaluation of the First Response Youth Service

<table>
<thead>
<tr>
<th>Berry Street Victoria</th>
<th>May 2021 – ongoing</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Tailored support to develop the M&amp;E approach for a project that provides a flexible residential and community-based model of support to victim-survivors of family violence, including children.</strong></td>
<td></td>
</tr>
</tbody>
</table>

### MEL Support for the Preston Project

<table>
<thead>
<tr>
<th>Domestic Violence Resource Centre Victoria</th>
<th>Jun 2021 – ongoing</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Development of and assistance to implement an integrated MEL framework for DVRCV's State-wide Workforce Development Program.</strong></td>
<td></td>
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</tbody>
</table>

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**Co-working at Our Community House**
<table>
<thead>
<tr>
<th>Project Title</th>
<th>Organisation/Location</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Change Management and HR Support</td>
<td>WEstjustice</td>
<td>Development of a change management plan, executive coaching and mentoring, management training, and 360 Degree performance reviews for senior staff.</td>
</tr>
<tr>
<td>Strategic Planning and Development of Theory of Change</td>
<td>Domestic Violence Victoria</td>
<td>Assistance to newly merged Family Violence peak body to develop a strategic plan and organisation-wide Theory of Change.</td>
</tr>
<tr>
<td>Development of Family Violence Property Strategy</td>
<td>The Salvation Army</td>
<td>Development of a National Property Strategy and accompanying New South Wales Action Plan to expand safe housing options for those experiencing or at risk of family violence.</td>
</tr>
<tr>
<td>HR Advice and Assistance</td>
<td>Launch Housing</td>
<td>Provision of advice and assistance in the development of a leadership and capability development strategy.</td>
</tr>
<tr>
<td>Complaints and Feedback System Review</td>
<td>Common Equity Housing Limited</td>
<td>Review of systems for managing and responding to feedback and complaints to ensure that feedback is actioned promptly and appropriately.</td>
</tr>
</tbody>
</table>

**Total Projects:** 7
Family violence is the leading cause of housing insecurity and homelessness in Australia, particularly for women and children. The Salvation Army supports thousands of people experiencing family violence across Australia each year, through its Family Violence Services (FVS) stream.

Safe housing for victim-survivors of family violence
An important component of FVS’s work is to provide safe crisis accommodation, transitional housing and longer-term housing. This housing supports diverse clients including single people and families, a wide range of culturally diverse groups, people with a range of gender identities and sexual orientations, older people, and both victim-survivors and perpetrators. Services are provided across the prevention to recovery continuum. Providing safe, secure and fit-for-purpose housing is an important foundational step allowing victim-survivors to address other needs and work toward their goals and aspirations.

The Salvation Army recently developed an evidence-based Model of Care for its Family Violence Services. This Model identified the need to develop, diversify and modernise its property portfolio, to better meet diverse client needs and to move away from congregate accommodation toward other options which support improved outcomes.

Lirata worked closely with senior FVS managers and other key stakeholders across Australia to develop a National Family Violence Property Strategy, and an accompanying New South Wales Action Plan. The Strategy provides a robust conceptual framework and roadmap for achieving FVS’s goal of providing high quality, fit-for-purpose housing for all clients accessing FVS services, aligned with the best practice Model of Care. The NSW Action Plan will assist to operationalise the Strategy; further state and territory action plans will be developed over time.

The project methods included reviews of literature and policy, in depth consultations, and data analysis on client needs, property availability and suitability. These activities assisted to clarify government directions and funding opportunities, identify diverse client needs, and assess current and future demand for services. Key enablers and barriers for property development, at systemic and operational levels, were also considered.

Implementation of the FVS National Property Strategy and accompanying NSW Action Plan will improve the quality and quantity of housing available to diverse groups of victim-survivors. The safety and stability offered by this housing will support people to recover from experiences of family violence and to richly participate in their communities.

The strategy and action plan will guide The Salvation Army’s work to house people experiencing family violence across Australia.
Project data

**NUMBER OF CONSULTING PROJECTS**

<table>
<thead>
<tr>
<th>Year</th>
<th>Total active projects</th>
<th>New projects</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013-14</td>
<td>6</td>
<td>3</td>
</tr>
<tr>
<td>2014-15</td>
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<tr>
<td>2015-16</td>
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<td>2017-18</td>
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<tr>
<td>2018-19</td>
<td>26</td>
<td>16</td>
</tr>
<tr>
<td>2019-20</td>
<td>23</td>
<td>13</td>
</tr>
<tr>
<td>2020-21</td>
<td>30</td>
<td>14</td>
</tr>
</tbody>
</table>

**PROJECTS BY SIZE (2020–21)**

- **Small (< $25k):** 40% 
- **Medium (< $80k):** 33% 
- **Large (< $300k):** 17% 
- **Micro (< $5k):** 10%

Total active projects: 30
New projects: 14
**PROJECTS BY SECTOR**

Some projects work across multiple sectors

- Family violence: 10
- Housing & homelessness: 8
- Child, youth & family: 7
- Justice & legal: 4
- Community development: 3
- Education & training: 2
- Aged care: 1
- Alcohol & other drug: 1
- Mental health: 1
- Primary health: 1
- Other sectors: 3

**PROJECTS BY POPULATION GROUP**

Some projects work across multiple population groups

- General: 12
- Women: 10
- Young people: 8
- Migrants & refugees: 1
- Elderly people: 1
- First Nations people: 1
Lirata's staff in 2020–21

We thank all of our staff for their passion, tireless work and amazing expertise, which enable us to make a difference in the world.

EMPLOYED WITH LIRATA

Dr. Athar Shafei
Research Officer

Celia Clapp
Director of Consulting Services

Karen Rosauer
Consultant

Kate Randall
Senior Consultant

Lachlan Preston
Administration Coordinator/Consultant

Dr. Leandna Read
Senior Consultant

Mark Planigale
Chief Executive Officer

Mark Yin
Research Officer

Nich Rogers
Senior Consultant

Pam Kennedy
Senior Consultant

Steph Lim
Administration Coordinator

Lirata would also like to thank our volunteer marketing consultants Cindy Qiao and Lucy Davidson, volunteer graphic designer Sean Emami, and volunteer web developer Mark Brydon.

ASSOCIATES ACTIVE ON LIRATA PROJECTS

Lirata has a wide network of Associates – expert consultants, advisors, trainers, project managers and data analysts who add specialist knowledge to our project teams.
Lirata Ltd is a not-for-profit Company Limited by Guarantee. In the 2020–21 year, Lirata Ltd was not registered as a Charity with the Australian Charities and Not-for-profits Commission. Lirata’s Board met seven times during 2020–21.

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 30/06/2021 is $60.00.

<table>
<thead>
<tr>
<th>Board member</th>
<th>Date appointed</th>
<th>Experience</th>
<th>Board meetings attended</th>
</tr>
</thead>
<tbody>
<tr>
<td>Celia Clapp Board Deputy Chair</td>
<td>1/9/2016</td>
<td>Celia has extensive experience as a practitioner, manager, trainer and consultant in human services, with particular expertise in the Child, Youth and Family Services sector.</td>
<td>7</td>
</tr>
<tr>
<td>Dr. Dharshika Sabanathan Board member</td>
<td>27/11/2020</td>
<td>Dharsh is a senior executive leading the change enablement function for Australia’s largest bank’s technology transformation, with strong consulting and corporate sector experience.</td>
<td>2</td>
</tr>
<tr>
<td>(on leave of absence from 1 June 2021)</td>
<td></td>
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</tr>
<tr>
<td>Jessica Williamson Board member</td>
<td>27/11/2020</td>
<td>Jess is a human rights lawyer, and CEO and co-founder of an award-winning immigration law firm with an in-house social enterprise delivering low bono legal services to key migrant groups.</td>
<td>5</td>
</tr>
<tr>
<td>Justin Welfare Board Co-Chair</td>
<td>27/11/2020</td>
<td>Justin is a quality and compliance focused professional with expertise in the health, education and community sectors. Justin is also an Independent Director with the Queensland Indigenous Family Violence Service.</td>
<td>5</td>
</tr>
<tr>
<td>Mark Planigale Board member, Company Secretary</td>
<td>1/9/2016</td>
<td>Mark is Lirata’s CEO and has consulted extensively in the health, human services and education sectors since 2010. Mark has a strong background in advocacy, capacity building, research and IT.</td>
<td>7</td>
</tr>
<tr>
<td>Professor Tonya Planigale Board Co-Chair</td>
<td>1/9/2016</td>
<td>Tonya’s academic career has spanned over 25 years. She is Professor of Linguistics and Deputy Head of School (Coursework) in La Trobe University’s School of Humanities and Social Sciences.</td>
<td>6</td>
</tr>
</tbody>
</table>
Acknowledgements

Making meaningful gains in social justice is always a collaborative effort. We are proud to partner with and learn from many dedicated and inspiring people and organisations as we pursue positive change.

### PARTNER ORGANISATIONS AND COMMUNITIES

<table>
<thead>
<tr>
<th>Agnes Waters Primary School</th>
<th>Lort Smith</th>
</tr>
</thead>
<tbody>
<tr>
<td>Australian Evaluation Society</td>
<td>Melbourne City Mission</td>
</tr>
<tr>
<td>Australian Multicultural Foundation</td>
<td>Mill Park Secondary College, VIC</td>
</tr>
<tr>
<td>Barwon Child, Youth &amp; Family</td>
<td>Mountain Creek State School</td>
</tr>
<tr>
<td>Barwon Community Legal Service</td>
<td>Newcomb Secondary College</td>
</tr>
<tr>
<td>Berry Street Victoria</td>
<td>North Geelong Secondary College</td>
</tr>
<tr>
<td>Central Highlands Regional Mental Health and Wellbeing Hub</td>
<td>Northern Bay College</td>
</tr>
<tr>
<td>Centre for Multicultural Program Evaluation</td>
<td>Queensland Department of Education</td>
</tr>
<tr>
<td>Centre for Multicultural Youth</td>
<td>Queensland Mental Health Commission</td>
</tr>
<tr>
<td>Centre for Resilient and Inclusive Societies</td>
<td>RAND Australia</td>
</tr>
<tr>
<td>City of Greater Geelong</td>
<td>Redlands City Council</td>
</tr>
<tr>
<td>City of Melbourne</td>
<td>Resilience Research Centre—Dalhousie University (Canada)</td>
</tr>
<tr>
<td>Common Equity Housing Limited</td>
<td>Southern River College, Gosnells WA</td>
</tr>
<tr>
<td>Council to Homeless Persons</td>
<td>St Joseph's Catholic College, Katherine NT</td>
</tr>
<tr>
<td>Deakin University</td>
<td>Tasmanian Community Fund</td>
</tr>
<tr>
<td>Domestic Violence Victoria</td>
<td>Teach for Australia</td>
</tr>
<tr>
<td>Domestic Violence Resource Centre Victoria</td>
<td>The Salvation Army</td>
</tr>
<tr>
<td>Eagleby Family Centre</td>
<td>Upstream Australia</td>
</tr>
<tr>
<td>Geelong High School</td>
<td>Victoria University</td>
</tr>
<tr>
<td>Gemfields</td>
<td>Victorian Aboriginal Child Care Agency</td>
</tr>
<tr>
<td>Grovedale College</td>
<td>Victorian Council of Social Service</td>
</tr>
<tr>
<td>Hope St Youth and Family Services Inc.</td>
<td>Victorian Department of Education and Training</td>
</tr>
<tr>
<td>Horsham Secondary College, VIC</td>
<td>Victorian Department of Health and Human Services</td>
</tr>
<tr>
<td>Implemental</td>
<td>Victorian Department of Premier and Cabinet</td>
</tr>
<tr>
<td>Institute for Strategic Dialogue (UK)</td>
<td>Victorian Healthcare Association</td>
</tr>
<tr>
<td>Juno</td>
<td>Western Heights College</td>
</tr>
<tr>
<td>Lara Secondary College</td>
<td>Western Sydney University</td>
</tr>
<tr>
<td>Launch Housing</td>
<td>WEstjustice</td>
</tr>
<tr>
<td>Logan and Southern Morton Bay Islands Regional Mental Health and Wellbeing Hub</td>
<td>Women and Mentoring Ltd</td>
</tr>
</tbody>
</table>

### CORPORATE SUPPORTERS AND ADVISORS

<table>
<thead>
<tr>
<th>Collins &amp; Co</th>
<th>Social Impact Hub</th>
</tr>
</thead>
<tbody>
<tr>
<td>Karen Milward Consulting</td>
<td>Topmark Bookkeeping</td>
</tr>
<tr>
<td>Lil Engine</td>
<td>Web Prophets</td>
</tr>
<tr>
<td>Mazars Accountants</td>
<td></td>
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</tbody>
</table>
Financials

**INCOME 2020-21**

- **Other income** 32%
- **Training fees** 1%
- **Consulting fees** 67%
- **Interest** <1%

**EXPENDITURE 2020-2021**

- **Staff salaries & on-costs** 88%
- **Marketing & communications** 1%
- **Subcontractor fees** 2%
- **Professional services** 3%
- **Utilities & office costs** 5%
- **Travel expenses** <1%
- **Assets & equipment** <1%
- **Interest** <1%
Financials

CONSULTING INCOME BY SERVICE TYPE 2020-21

- Organisational & sector development: 3%
- Strategic & operational planning: 12%
- Design & review: 14%
- Research & development: 7%
- Impact measurement: <1%
- Training & mentoring: 2%
- Evaluation: 61%

CONSULTING INCOME BY COMMISSIONING REGION 2020–21

- Victoria: 81%
- Queensland: 13%
- New South Wales: 6%
Financials

TOTAL REVENUE BY YEAR

Profit and Loss Summary

<table>
<thead>
<tr>
<th></th>
<th>2021 ($)</th>
<th>2020 ($)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Income</td>
<td>677,178</td>
<td>604,356</td>
</tr>
<tr>
<td>Expenditure</td>
<td>577,485</td>
<td>487,552</td>
</tr>
<tr>
<td>Net operating profit before tax</td>
<td>99,693</td>
<td>116,804</td>
</tr>
</tbody>
</table>

Balance Sheet Summary

<table>
<thead>
<tr>
<th></th>
<th>2021 ($)</th>
<th>2020 ($)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total assets</td>
<td>253,533</td>
<td>187,315</td>
</tr>
<tr>
<td>Total liabilities</td>
<td>102,527</td>
<td>120,032</td>
</tr>
<tr>
<td>Net assets</td>
<td>151,006</td>
<td>67,283</td>
</tr>
<tr>
<td>Issued capital</td>
<td>10</td>
<td>10</td>
</tr>
<tr>
<td>Retained earnings</td>
<td>150,996</td>
<td>67,273</td>
</tr>
<tr>
<td>Total equity</td>
<td>151,006</td>
<td>67,283</td>
</tr>
</tbody>
</table>