Annual Report
Lirata Ltd
2021/22

Building capacity for social justice
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 charities and social purpose 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. 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 and others to assist them to:

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

Our 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.

Our purpose

Lirata is a social justice multiplier. Through consulting and capacity building, we strengthen the ability of organisations with a charitable or social purpose to achieve socially just outcomes for communities.

Our values

- Integrity
- Learning
- Community & collaboration
- Positive effective change
By social justice, we mean:

- 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:** 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

**360 degree performance reviews:** Develop capable leaders and managers through honest, constructive feedback on strengths and opportunities for improvement
Message from the Board

As a Board we are proud to direct and support the great work Lirata does with organisations that are committed to social justice and improving the lives and opportunities of disadvantaged communities. While the impacts of the global pandemic remain, the work of Lirata continues and has evolved in line with the changed circumstances affecting us all, including the rapidly increasing number of natural disasters related to climate change, global economic uncertainty, and continued political and social unrest.

An important achievement for Lirata this year was the development of our 2022-27 Strategic Plan. This plan lays out our direction to achieve Lirata’s 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.

We will focus on four strategic priorities over the next five years to meet our vision: financial sustainability, staff sustainability and workforce development, social justice consulting and capacity building and investing in new directions. We would like to thank all those who contributed to the development of this plan and look forward to working with our team and partners to realise our strategic objectives.

The Board continued to expand and strengthen our governance capability and sustainability, including recruiting three additional Directors (Jia Xie, Nicole Bluett-Boyd and Lily Habib) and reforming our reporting practices. We farewelled our founding Chair, Tonya Stebbins in 2022 and thank her for her contribution and strategic inputs into Lirata during her five years as a Director.

Special thanks to our CEO, Mark Planigale, and all Lirata’s staff who have worked at, or over, capacity to meet the increasing demand for our services throughout the year, and to all the organisations that we have partnered and worked with.

We look forward to working with you all in the year ahead, promoting socially just outcomes for our communities.
<table>
<thead>
<tr>
<th>Strategic priority 1: Financial sustainability</th>
<th>Strategic priority 2: Staff sustainability &amp; workforce development</th>
<th>Strategic priority 3: Social justice consulting &amp; capacity building</th>
<th>Strategic priority 4: New directions</th>
</tr>
</thead>
<tbody>
<tr>
<td>We will strengthen our financial models, systems and income streams to ensure Lirata’s financial sustainability and financial resilience</td>
<td>We will strengthen our structure, processes and team to ensure a sustainable workforce capable of leading Lirata’s growth into the future</td>
<td>We will consolidate the core strengths of Lirata’s current consulting and capacity building social enterprise, to assist our partner organisations to achieve social justice goals</td>
<td>We will pursue new, diversified opportunities for growth and development that will strengthen our capacity to achieve social justice outcomes</td>
</tr>
</tbody>
</table>

**Objectives:**

1. Develop and implement a sustainable pricing and quoting model for our consultancy services
2. Strengthen our financial management system, including risk management and budgeting
3. Implement a corporate fundraising program

**Objectives:**

1. Revise our staffing structure to meet the future needs of our organisation
2. Improve our systems for planning, allocation and monitoring of workload
3. Strengthen our systems and processes for staff learning and development
4. Maximise staff wellbeing, personal role sustainability and staff retention

**Objectives:**

1. Identify and consolidate our key areas of strength in consultancy and capacity building, building an optimal portfolio of social justice projects
2. Expand and deliver consultancy services in our key strength areas to social purpose organisations, to enable the achievement of social justice outcomes
3. Expand and deliver training and mentoring programs to build the capability of people working towards social justice

**Objectives:**

1. Develop a corporate consulting arm to generate revenues that can support low bono/pro bono consultancy to social purpose organisations
2. Revise our organisational structure to better manage our charitable activities and future corporate consultancy activities
3. Contribute to positive social and environmental outcomes in relation to climate change
CEO report: Renewing our focus

Lirata’s journey began in 2010, with the establishment of a consultancy practice supporting health and human services organisations to better achieve their social purpose goals. Over the intervening years, we have incorporated as a not-for-profit organisation and greatly expanded our capacity, reach and partnerships. We now work with hundreds of stakeholders each year across Australia and beyond, supporting a wide range of social justice initiatives.

Over the twelve years since our consultancy was established, there have been many changes. Within Australia and beyond, social justice indicators show a mix of positives (increasing recognition of the rights of First Nations people, increasing inclusion for some communities) and negatives (weakening of democratic processes, accelerating climate change, continuing militarism and economic exploitation). The need for Lirata and similar organisations to support and expand social justice initiatives remains as great as ever.

Strengthened focus

In this context, Lirata took the opportunity in 2021/22 to thoroughly review our focus and strategic directions. Through work led by Kate Randall, our team contributed to the development of a model of the enablers and barriers to successful social justice initiatives. Alex Gruenewald then led us through the process of revising our Theory of Change, identifying how our work can most effectively contribute to strengthening the enablers and reducing the barriers to positive change.

Board and staff worked together to develop our Strategic Plan 2022-27, a defining document for our organisation which provides a new level of focus and clarity in our work. The plan is informed by the realisation that to make a meaningful difference to social purpose outcomes over the long term, we need to ensure our sustainability as an organisation. This means strengthening our core social enterprise, our workforce and role sustainability for staff, and the financial model underpinning our consultancy services. Development of this plan represents an exciting and foundational step towards a strong future for Lirata’s work. It asks us to rise to the challenge, as we strive to make these changes with limited resources, in a rapidly changing world.

Mark Planigale
Chief Executive Officer

Key achievements

After a subdued year in 2020/21 due to COVID-19, in 2021/22 our consultancy work rebounded. Our team was very busy delivering projects of all sizes. Notable examples include our partnership work with City of Greater Geelong, building Monitoring, Evaluation and Learning (MEL) skills and developing Theories of Change for Health and Wellbeing priorities; our state-wide evaluation of Refugee Education and Support Initiatives for Victoria’s Department of Education and Training; our collaboration with the Victorian Responsible Gambling Foundation and the Australian Vietnamese Women’s Association to evaluate gambling harm prevention initiatives for Vietnamese women; and our work with The Salvation Army, developing a National Strategy and a set of State and Territory Action Plans to strengthen housing options for vulnerable young people.

We continued to develop our capacity building stream, delivering MEL training online with high participant satisfaction. We launched our 360 Degree Performance Review program for social purpose organisations, and were delighted to deliver our first batch of 360 Degree reviews for WEstjustice. We made gains in our external communications, via our new website and stronger advocacy-focused social media presence. We were also pleased to achieve certification as a social enterprise with Social Traders, recognising that social purpose outcomes are the core focus of our consultancy and capacity building.

Internally, we maintained a focus on supporting and developing staff as we navigated pandemic disruption, illness, and the highs and lows of project work. We strengthened our competency self-reflection tool and supervision processes. We boosted capacity in our Administration Coordinator role, and were excited to welcome three new staff, Martin Goldzieher, Alex Gruenewald and Maria Murray, each of whom made important contributions to our team and our work. We look forward to another year of learning and collaboration for social justice!
Lirata’s Theory of Change explains how our work directly contributes to outcomes within our sphere of influence, and ultimately contributes to our intended impact.
Reconciliation update

Reconciliation is integral to Lirata’s vision and our work. We are committed to an inclusive workplace culture, and to ensuring that our work supports practical action to address the ongoing injustices of colonisation in Australia.

Our reconciliation work is overseen by our Reconciliation Working Group, which includes Board members and staff from First Nations and other backgrounds. 2021/22 was our first year implementing our Reconciliation Strategy. We made good progress on:

- Using our media platforms to amplify First Nations voices
- Setting aside 1% of income to Pay the Rent for use of First Nations land
- Participating in training and reflection on First Nations cultural safety
- Providing training scholarship places for First Nations people
- Seeking First Nations involvement and advice on consultancy projects and our training programs
- Completing a supplier audit and including First Nations suppliers in our procurement processes.

We have many areas for further work. We are at the early stages of building partnerships with First Nations organisations and this will be a focus in 2022/23. We need to review and improve our policies and protocols, consider how we can better recruit and support First Nations staff and Board members, and further strengthen our processes for learning and reflection on cultural safety.

Lirata thanks all the members of the Working Group for their hard work. We especially thank Justin Welfare and Dr. Jillian Marsh for their patient and insightful guidance, and Nich Rogers for coordinating Working Group processes.

We look forward to continuing to learn from and work alongside First Nations people and Organisations in coming years.

Equity, Diversity & Inclusion update

Equity, diversity and inclusion are central elements of social justice. We believe that diversity needs to be celebrated and valued. To achieve a safer and more just world we need to transform the social systems of prejudice, discrimination and power that stratify our societies and keep people divided and excluded.

Our Equity, Diversity & Inclusion (EDI) Working Group leads and coordinates our work in this area. A huge thank you to all of our staff who have contributed so much to the group’s work this year, including Karen Rosauer, Pam Kennedy, Steph Lim, Maria Murray, Dr. Athar Shafaei, and Mark Planigale.

This year we began developing a Strategy to guide our equity and inclusion work. The Strategy builds on our process of exploring our own attitudes, beliefs and behaviours relating to diversity in all its forms. Through this we strengthened our understanding of how diversity, power and privilege influence our work and impact on our staff, people from other organisations, and the broader community.

The Strategy complements the individual lens with a focus on organisations and the broader community. We aspire for organisations to prioritise and embed culture, systems and practices that enable each person to bring their authentic self to work, confident that they are safe, respected and valued. At societal level, we aim to strengthen our allyship, to better amplify the voices of people experiencing disadvantage and discrimination, and more skilfully collaborate with a wide range of people to bring about structural change.

We look forward to finalising the Strategy and are excited to bring it to life!

We were sad this year to farewell our Working Group Chair Karen Rosauer. Karen’s insightful leadership helped us focus on (re-)claiming our own heritages and sharing them with others, to forge a path for building equity among diverse people. Through this, Karen helped deepen our connectedness as a team, as a foundation for working towards a more equitable world. The publication of Karen’s article Doing inclusion well: My experiences as a Jewish woman at Lirata was a highlight of our year.
Monitoring, Evaluation and Learning (MEL) is vital in primary prevention work, providing evidence to understand what works, for whom, and why. Strong MEL processes enable community voices to be heard, supporting improvement of programs and initiatives.

During 2019-21, HealthWest Partnership led a project to assess and strengthen MEL capacity in Melbourne’s west, in partnership with the Western Region Primary Prevention Taskforce, Department of Health and Cultivating Change. Lirata and HealthWest then undertook a Learning Enquiry to identify how to further develop primary prevention MEL capacity. Lirata led systems mapping, focus groups, interviews and a survey, gathering the views of key system stakeholders.

Key findings of the Enquiry include:
- The need for greater focus on evaluation and learning to develop a nuanced understanding of outcomes for diverse communities
- The need to work at system, organisation and practitioner levels
- The important role of agencies with system stewardship and planning roles in building capacity alongside sector partners
- The value of specialist evaluation capacity builders in supporting change.

The report offers recommendations for MEL capacity building to support better community outcomes.

The Geelong Project (TGP) is a place-based model which uses population screening to identify young people in need, and offers youth-focused, family-centred casework to those at risk of disengaging from education, becoming homeless and/or experiencing poor mental health. The model has an early intervention focus and aims to enable students to remain housed, engaged with education, connected with natural supports, and to manage and resolve issues that may lead to crisis.

TGP has been developed in Barwon since 2010 by community partners including local schools, Barwon Child Youth and Family, Upstream Australia, Geelong Region Local Learning and Employment Network, and others. In 2019 TGP expanded to four new schools. The Victorian Department of Education and Training (DET) managed the expansion funding and commissioned Lirata to independently evaluate the expansion.

Lirata conducted interviews and focus groups with a wide range of stakeholders; surveyed participants and education providers; and analysed data on service delivery and outcomes. The evaluation found that the expansion was successful, and identified positive outcomes, guided by collective impact principles.

The evaluation assisted DET to strengthen its understanding of TGP, and provided evidence to inform further development of the model.
Seniors Rights Victoria | 2022  
Project Lead: Pam Kennedy  
Team: Maria Murray, Dr. Martin Goldzieher, Mark Planigale

Seniors Rights Victoria (SRV) is a Victorian state-wide specialist Community Legal Centre that focuses on elder abuse and older persons’ rights. SRV’s Helpline provides free and confidential information, support and referrals for older people calling about their own experience of abuse; and for family, friends or professionals calling about an older person who may be experiencing abuse.

The Helpline plays a key role in improving outcomes for older people at risk of abuse. In 2021 SRV commissioned Lirata to review the Helpline, to ensure it was meeting its objectives and to identify ways to further strengthen access, engagement and service delivery.

Lirata analysed program documents and Helpline data; interviewed Helpline users; and spoke with SRV staff and management, funder representatives, other Helpline providers, and strategic partners.

Review findings highlighted many strengths of the Helpline, including the skills and expertise of staff, and the ability to facilitate positive outcomes for callers through referrals and support. The review also provided recommendations for strengthening engagement, partnerships, resourcing and data collection to enable the Helpline to continue providing a high quality, sustainable response to community needs.

The Emerging Community Leaders (ECL) program was an initiative of the Tasmanian Community Fund (TCF) which aimed to foster the development of the next generation of community sector leaders in Tasmania. Emerging Community Leaders commenced in February 2017 and supported participants to develop and improve applied skills in governance, finance, leadership, management, communication, and project management, and to equip them with the capability and capacity to positively contribute to their sector and the community.

The program was delivered in partnership with SRA Corporate Change, through residential workshops and community-based projects. ECL engaged diverse cohorts of participants across metropolitan, regional and rural Tasmania, in 2017, 2018, 2019, and 2020-21.

Lirata was the evaluation partner for ECL, assessing outcomes for participants, organisations and the broader community. The evaluation was designed around Kirkpatrick’s four-level framework for evaluating training programs. The methodology included a literature and document review, observation of selected program activities, surveys of participants and organisations, interviews with key stakeholders, and case study development.

The evaluation found ECL to be a high-quality program delivering valuable outcomes for participants and the broader Tasmanian community. The program effectively increased participants’ knowledge, and participants actively applied their learning in professional and community contexts to achieve positive results for their communities.
Lirata’s active projects 2021/22

Research and Evaluation

<table>
<thead>
<tr>
<th>Project Description</th>
<th>Funding Body</th>
<th>Duration</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Evaluation of Emerging Community Leaders Program</td>
<td>Tasmanian Community Fund</td>
<td>Jul 2017 – Nov 2021</td>
<td>Impact evaluation over 5 years of a leadership development program for the community sector in Tasmania.</td>
</tr>
<tr>
<td>Responsive Evaluation Assistance – various projects</td>
<td>Safe and Equal</td>
<td>Sep 2019 – ongoing</td>
<td>Assistance with developing Theories of Change and MEL Frameworks, and with data collection, analysis, and reporting across a range of projects.</td>
</tr>
<tr>
<td>Impact Research: Contribution to School Improvements</td>
<td>Teach for Australia</td>
<td>Nov 2019 – ongoing</td>
<td>Mixed methods research into Teach for Australia’s contribution to school improvements and achievements.</td>
</tr>
<tr>
<td>MEL Systems for Youth Housing Initiative</td>
<td>Melbourne City Mission</td>
<td>Nov 2019 – Nov 2021</td>
<td>Development of MEL infrastructure for an innovative model creating new pathways for young people to exit homelessness.</td>
</tr>
<tr>
<td>Evaluation of Centre for Resilient and Inclusive Societies</td>
<td>Centre for Resilient and Inclusive Societies</td>
<td>Aug 2020 – ongoing</td>
<td>MEL design and collaborative evaluation of CRIS’ work and impact over three years.</td>
</tr>
<tr>
<td>Evaluation of Fast Track Workforce Development Program</td>
<td>Safe and Equal</td>
<td>Dec 2020 – ongoing</td>
<td>Collaborative design, planning and implementation of an evaluation of a program building capacity to prevent and respond to violence against women.</td>
</tr>
<tr>
<td>Evaluation Capacity Building</td>
<td>Council to Homeless Persons</td>
<td>Feb 2021 – ongoing</td>
<td>Development of Theories of Change, MEL framework and data tools enabling CHP to better measure its work and impact.</td>
</tr>
<tr>
<td>Outcome Framework Advice</td>
<td>Victorian Council of Social Service</td>
<td>Apr 2021 – Jun 2022</td>
<td>Advice to lead consultant (Elaine Hendrick Consulting) in the delivery of the VCOSS Bushfire Recovery Outcomes Project.</td>
</tr>
</tbody>
</table>

Total active consulting projects by year

- 2017-18: 24
- 2018-19: 26
- 2019-20: 23
- 2020-21: 30
- 2021-22: 35

Projects by size 2021/22

- Micro: < $5K
- Small: < $25K
- Medium: < $80K
- Large: < $300K

- Micro: 2
- Small: 11
- Medium: 13
- Large: 9
### Projects by sector 2021/22

<table>
<thead>
<tr>
<th>Sector</th>
<th>Project Description</th>
<th>Start Date</th>
<th>End Date</th>
<th>Relevant Services/Programs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Family violence</td>
<td>Support for Outcomes Measurement</td>
<td>Barwon Community Legal Service</td>
<td>Apr 2021 – ongoing</td>
<td>Development of Theory of Change, MEL Framework and data tools, plus staff training to assist Barwon CLS to evaluate its impact.</td>
</tr>
<tr>
<td>Child, youth &amp; family</td>
<td>Evaluation of the First Response Youth Service</td>
<td>Hope Street</td>
<td>May 2021 – Jul 2022</td>
<td>Process, impact and economic evaluation of a flagship youth refuge and mobile outreach support program in Melbourne’s west.</td>
</tr>
<tr>
<td>Justice &amp; legal</td>
<td>MEL Support for the Preston Project</td>
<td>Berry Street Victoria</td>
<td>May 2021 – ongoing</td>
<td>MEL design for a project providing residential and community-based support to victim-survivors of family violence.</td>
</tr>
<tr>
<td>Prevention of violence</td>
<td>Integrated MEL for Prevention Programs</td>
<td>Safe and Equal</td>
<td>Jun 2021 – Jun 2022</td>
<td>Development of and assistance to implement an integrated MEL framework for the work of the Primary Prevention Unit.</td>
</tr>
<tr>
<td>Education &amp; training</td>
<td>Review of WAM Program Data Collection</td>
<td>Women and Mentoring</td>
<td>Sep 2021 – Nov 2021</td>
<td>Review of data collection fields, tools and systems to strengthen monitoring and outcomes evaluation.</td>
</tr>
<tr>
<td>Mental health</td>
<td>Legal Needs Analysis</td>
<td>Barwon Community Legal Service</td>
<td>Sep 2021 – Mar 2022</td>
<td>Analysis of community legal need indicators to identify trends and recommendations for service development.</td>
</tr>
<tr>
<td>Other sectors</td>
<td>Evaluation of Gambling Harm Prevention for Vietnamese Women</td>
<td>Victorian Responsible Gambling Foundation</td>
<td>Nov 2021 – ongoing</td>
<td>Evaluation of gambling harm prevention program using a collaborative action research model in partnership with Vietnamese community members.</td>
</tr>
<tr>
<td></td>
<td>Evaluation of Hume Early Years Family Violence Project</td>
<td>Berry Street Victoria</td>
<td>Mar 2022 – ongoing</td>
<td>Small-scale evaluation of a partnership project strengthening service system responses to family violence in City of Hume.</td>
</tr>
<tr>
<td></td>
<td>Theories of Change for Health &amp; Wellbeing Priorities</td>
<td>City of Greater Geelong</td>
<td>May 2022 – ongoing</td>
<td>Development of Theories of Change for five Health &amp; Wellbeing Priorities included in Council’s Our Community Plan.</td>
</tr>
</tbody>
</table>

Some projects work across multiple sectors.
## Strengthening People and Organisations

<table>
<thead>
<tr>
<th>Project</th>
<th>Organisation</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Wellbeing Capacity Building Review</strong></td>
<td>Queensland Mental Health Commission</td>
<td>Review of Wellbeing Capacity Building Project across a diverse range of settings, and development of communications assets to share findings.</td>
</tr>
<tr>
<td><strong>Change Management, HR Support and 360 Degree Reviews</strong></td>
<td>WEstjustice</td>
<td>Development of a change management plan, executive coaching and mentoring, management training, and 360 Degree Performance Reviews for management team.</td>
</tr>
<tr>
<td><strong>Development of Family Violence Property Strategy</strong></td>
<td>The Salvation Army</td>
<td>Development of a National Property Strategy and State/Territory actions plans to expand safe housing for those experiencing or at risk of family violence.</td>
</tr>
<tr>
<td><strong>MEL Training and Support – Youth Development</strong></td>
<td>City of Greater Geelong</td>
<td>Provision of training in Program Logic, Theory of Change and MEL Frameworks for Geelong Youth Development Team.</td>
</tr>
<tr>
<td><strong>Development of Youth Property Strategy</strong></td>
<td>The Salvation Army</td>
<td>Development of a National Property Strategy and State/Territory actions plans to expand housing options for young people.</td>
</tr>
<tr>
<td><strong>Review of Organisational Policy</strong></td>
<td>Four Wheel Drive Victoria</td>
<td>Review of governance and operational policy and procedure.</td>
</tr>
<tr>
<td><strong>Development of Student Wellbeing Model</strong></td>
<td>TAFE Gippsland</td>
<td>Development of a tiered support model for student wellbeing and guidelines for responding to high-risk issues.</td>
</tr>
<tr>
<td><strong>Review of Elder Abuse Helpline</strong></td>
<td>Seniors Rights Victoria</td>
<td>Strategic review of state-wide helpline, identifying strengths and opportunities for improvement in service model.</td>
</tr>
<tr>
<td><strong>Review of Remote Volunteering Process &amp; Allowances</strong></td>
<td>Australian Volunteers International</td>
<td>Review of guidance documents, procedures and allowances for volunteers providing international support while working from home.</td>
</tr>
</tbody>
</table>

### Projects by population group 2021/22

<table>
<thead>
<tr>
<th>Population Group</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>General</td>
<td>13</td>
</tr>
<tr>
<td>Women</td>
<td>12</td>
</tr>
<tr>
<td>Youth</td>
<td>8</td>
</tr>
<tr>
<td>CALD &amp; refugees</td>
<td>2</td>
</tr>
<tr>
<td>Elderly</td>
<td>1</td>
</tr>
<tr>
<td>First Nations</td>
<td>1</td>
</tr>
</tbody>
</table>

Some projects work across multiple or intersecting population groups.
**Lirata’s staff in 2021/22**

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 Shafaei, Research Officer
- Alex Gruenewald, Consultant (Evaluation Specialist)
- Karen Rosauer, Consultant
- Kate Randall, Senior Consultant (Portfolio Lead – Research & Evaluation)
- Dr. Leannda Read, Senior Consultant
- Maria Murray, Consultant (Organisational Development Specialist)
- Mark Planigale, Chief Executive Officer
- Mark Yin, Research Officer
- Dr. Martin Goldzieher, Research Officer
- Nich Rogers, Senior Consultant
- Pam Kennedy, Senior Consultant
- Steph Lim, Administration & Projects Coordinator
- Maria Murray, Consultant (Organisational Development Specialist)

**Associates active on Lirata projects in 2021/22**

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

- Catharine Hydon
- Dr. Dorothy Bottrell
- Emma Pritchard
- Eva Sarr
- Dr. Jillian Marsh
- Linda McCrorey
- Quynh-Du Ton-That

**Volunteers**

We would also like to thank our volunteer graphic designer Sean Emami, and volunteer web developer Mark Brydon, for their outstanding and generous assistance.
Lirata’s Board and legal structure

Lirata’s Board met eight times during 2021/22. Our founding Board Chair, Professor Tonya Planigale, stepped down from the Board in April 2022. We thank Tonya for her dedicated and skilful leadership of the organisation over the past six years.

Lirata Ltd is a not-for-profit Company Limited by Guarantee. Lirata Ltd is not currently a registered Charity, but will seek Charity registration in 2022/23.

Lirata Ltd has only one class of Members. As at 30/6/2022, Lirata had seven 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 30/06/2022 is $70.00.

Celia Clapp
Board Deputy Chair
Appointed: 1/9/2016
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.

Dr. Dharshika Sabanathan
Board member
Appointed: 27/11/2020
Dharshika is a Principal in Deloitte’s Risk Advisory practice, with experience in leading multinational transformations in response to digital, cultural and regulatory change.

Jessica Williamson
Board member
Appointed: 27/11/2020
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.

Jia Xie
Board member
Appointed: 29/11/2021
Jia is a financial analyst and risk management and compliance expert with experience in the aged care, disability and community housing sectors.

Justin Welfare
Board Co-Chair
Appointed: 27/11/2020
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.

Lilian Habib
Board member
Appointed: 29/11/2021
Lily Habib has extensive experience in the renewable energy sector, and expertise in strategic planning, business development and growth, risk, financial and change management.

Dr. Nicole Bluett-Boyd
Board member
Appointed: 29/11/2021
Nicole is a criminologist with an extensive research and consultancy background in gender-based violence, First Nations justice, and criminal justice processes.

Professor Tonya Planigale
Board Co-Chair
Appointed: 1/9/2016
Tonya’s academic career has spanned over 25 years. She is a senior academic staff member in La Trobe University’s School of Humanities and Social Sciences.

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.

Dr. Dharshika Sabanathan
Board member
Appointed: 27/11/2020
Dharshika is a Principal in Deloitte’s Risk Advisory practice, with experience in leading multinational transformations in response to digital, cultural and regulatory change.

Jessica Williamson
Board member
Appointed: 27/11/2020
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.

Jia Xie
Board member
Appointed: 29/11/2021
Jia is a financial analyst and risk management and compliance expert with experience in the aged care, disability and community housing sectors.

Justin Welfare
Board Co-Chair
Appointed: 27/11/2020
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.

Lilian Habib
Board member
Appointed: 29/11/2021
Lily Habib has extensive experience in the renewable energy sector, and expertise in strategic planning, business development and growth, risk, financial and change management.

Dr. Nicole Bluett-Boyd
Board member
Appointed: 29/11/2021
Nicole is a criminologist with an extensive research and consultancy background in gender-based violence, First Nations justice, and criminal justice processes.

Professor Tonya Planigale
Board Co-Chair
Appointed: 1/9/2016
Tonya’s academic career has spanned over 25 years. She is a senior academic staff member in La Trobe University’s School of Humanities and Social Sciences.
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 & communities

- Australian Institute of Health and Welfare
- Australian Multicultural Foundation
- Australian Vietnamese Women’s Association
- Australian Volunteers International
- Barwon Child, Youth & Family
- Barwon Community Legal Service
- Berry Street Victoria
- Catholic Education Commission of Victoria
- Centre for Multicultural Youth
- Centre for Resilient and Inclusive Societies
- City of Greater Geelong
- City of Melton
- Council to Homeless Persons
- Cultivating Change
- Deakin University
- Department of Health
- Family Safety Victoria
- Foundation House
- Four Wheel Drive Victoria
- Geelong High School, VIC
- Grovedale College, VIC
- HealthWest Partnership
- Hope Street Youth and Family Services
- Horsham Secondary College, VIC
- Independent Schools Victoria
- Institute for Strategic Dialogue (UK)
- Juno
- Lara Secondary College, VIC
- Lort Smith
- Melbourne City Mission
- Mill Park Secondary College, VIC
- Newcomb Secondary College, VIC
- North Geelong Secondary College, VIC
- Northern Bay College, VIC
- Our Watch
- Professor David MacKenzie
- Queensland Mental Health Commission
- RAND Australia
- Resilience Research Centre—Dalhousie University (Canada)
- Safe and Equal / Domestic Violence Victoria / Domestic Violence Resource Centre Victoria
- Safe Steps Family Violence Response Centre
- Seniors Rights Victoria
- Southern River College, WA
- SRA Corporate Change
- St Joseph’s Catholic College, NT
- TAFE Gippsland
- Tasmanian Community Fund
- Teach for Australia
- The Ian Potter Foundation
- The Salvation Army
- Upstream Australia
- Victoria University
- Victorian Aboriginal Child Care Agency
- Victorian Council of Social Service
- Victorian Department of Education and Training
- Victorian Department of Families, Fairness and Housing
- Victorian Department of Health & Human Services
- Victorian Responsible Gambling Foundation
- Western Heights College, VIC
- Western Region Primary Prevention Taskforce
- Western Sydney University
- WEstjustice
- Women and Mentoring

Corporate supporters & advisors

- Baker & McKenzie
- Collins & Co
- Commonground Training Resources Inc.
- Justice Connect
- Karen Milward Consulting
- Language Loop
- Lucy Davidson
- Mazars Accountants
- Plexity
- Polaron Language Services
- Social Impact Measurement Network of Australia
- Social Traders
- Topmark Bookkeeping
Financials

Profit and loss summary

<table>
<thead>
<tr>
<th></th>
<th>2022 ($)</th>
<th>2021 ($)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Income</td>
<td>809,506</td>
<td>677,178</td>
</tr>
<tr>
<td>Expenditure</td>
<td>790,666</td>
<td>577,485</td>
</tr>
<tr>
<td>Net operating profit before tax</td>
<td>18,840</td>
<td>99,693</td>
</tr>
</tbody>
</table>

Balance sheet summary

<table>
<thead>
<tr>
<th></th>
<th>2022 ($)</th>
<th>2021 ($)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total assets</td>
<td>321,636</td>
<td>253,533</td>
</tr>
<tr>
<td>Total liabilities</td>
<td>159,684</td>
<td>102,527</td>
</tr>
<tr>
<td>Net assets</td>
<td>161,842</td>
<td>151,006</td>
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<tr>
<td>Issued capital</td>
<td>10</td>
<td>10</td>
</tr>
<tr>
<td>Retained earnings</td>
<td>161,832</td>
<td>150,996</td>
</tr>
<tr>
<td>Total equity</td>
<td>161,842</td>
<td>151,006</td>
</tr>
</tbody>
</table>

Income 2021/22

- Consulting fees: 98%
- Reimbursement for incidentals: 0.4%
- Interest: 0.01%
- Other income: 0.02%

Expenditure 2021/22

- Staff salaries & on-costs: 84%
- Utilities & office costs: 3%
- Professional services: 2%
- Marketing & communications: 0.4%
- Assets & equipment: 0.4%
- Other: 0.2%
- Subcontractor fees: 10%
- Other: 1.6%

Consulting income by service type 2021/22

- Evaluation: 64%
- Research & development: 6%
- Data systems & reporting: 0.4%
- Strategic & operational planning: 12%
- Design & review: 10%
- Organisational & sector development: 7%
- Training & mentoring: 0.2%

Consulting income by region 2021/22

- Victoria: 83%
- New South Wales: 12%
- Tasmania: 3%
- Queensland: 2%
- Other: 0.2%