

Lirata Ltd

Annual Report 2017-18



lirata

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Lirata's office is located in Naarm (Melbourne), on the lands of the Kulin Nations. We acknowledge the Wurundjeri people as the Traditional Owners of these lands and waters, and pay our respects to their Elders past, present and emerging.

We acknowledge the Traditional Owners of all the lands and waters throughout Australia on which our work takes place. We pay our respects to their Elders and acknowledge that sovereignty was never ceded.

WHAT IS LIRATA?

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

| | |
|---------|--|
| Vision | A socially just world in which power, resources and opportunities are shared equitably, all people are fully valued and included, and people live sustainably and free from violence, abuse and exploitation |
| Purpose | To advance social justice by strengthening the enablers and reducing the barriers to positive social change |
| Values | <p>Integrity</p> <p>Learning</p> <p>Collaboration and community</p> <p>Positive effective change</p> |

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

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

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

*We are constantly growing, developing and exploring new possibilities.
We invite you to work with us to help build a better world.*

LIRATA'S STRATEGIC PLAN 2018-2021

Strategic Objective 1: Strengthen social justice initiatives

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

Key strategies

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

Strategic Objective 2: Build capacity for positive change

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

Key strategies

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

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

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



Evaluation

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



Impact measurement

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



Data systems & reporting

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



Research & development

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



Training & mentoring

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



Strategic & operational planning

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



Organisational & program review

We help organisations understand the strengths and weaknesses of their systems, structures, programs and partnerships, and develop clear recommendations to strengthen them. Our staff are expert in a wide range of quality frameworks.



Organisational development

We support organisations to strengthen policies, processes and systems. We assist in resolving conflict and managing change. We build alliances and integration at sector level.

2017-18: GROWTH AND CONSOLIDATION

2017-18 was a year of consolidation for Lirata.

Preceding years had seen rapid growth and change for us, as we evolved from a single practitioner micro consultancy, to a team of three, and then made the decision to move to a not-for-profit company structure that would provide a basis for a long-term suite of work to advance social justice. Lirata Ltd, the new not-for-profit Company Limited by Guarantee, was formally established on 1 September 2016, with Celia Clapp, Mark Planigale and Tonya Stebbins Planigale as the Directors.

The period through to the end of the 2016-17 financial year was focused on putting in place the basic operational systems needed for the new organisation, and commencing several significant new projects. Two new employees (Fran Demetriou and Karen Rosauer) joined the organisation in that year.

New projects

In 2017-18, with our core infrastructure in place, we looked outwards to find opportunities to contribute to social justice efforts within Victoria and interstate. We started many new projects, notably:

| | |
|-------------------------------------|---|
| Evaluations | <ul style="list-style-type: none"> • Evaluation of Oakwood School • Evaluation of Emerging Community Leaders Program (Tasmanian Community Fund) • Yalka Loitjba Evaluation (Kaiela Institute) • Evaluation of Workforce Mutuality Standards Pilot (HealthWest) |
| Reviews | <ul style="list-style-type: none"> • Review of Strive Transition to Work Program (Inner Melbourne VET Cluster) • Review of HealthWest Partnership (HealthWest) • Business Systems Improvement (Anchor Inc) • Review of Adult Homelessness Services (Melbourne City Mission) |
| Strategic Planning | <ul style="list-style-type: none"> • Development of Barwon Housing and Homelessness Strategy (Victorian DHHS and key local service providers) • Strategic Planning – Outer Northern Refugee Health Network (Whittlesea Primary Care Partnership) |
| Data Systems & Reporting | <ul style="list-style-type: none"> • Tenancy Assistance and Advocacy Program Reporting Platform (Peninsula CLC) |

Lirata also undertook significant work on developing community sector capacity in evaluation and impact measurement during the 2017-18 year. We completed two high profile projects in this area during the year:

- **Community Legal Sector Outcomes Measurement and Evaluation Capacity Building Project** – the Victorian CLC Sector Outcomes Measurement Framework was developed by Lirata CEO Mark Planigale in collaboration with the Federation of CLCs (Vic) and with widespread sector consultation. The Framework was released in late 2017 and was well received by the sector and by researchers. The project also provided hands-on evaluation capacity building support to eight

organisations. The framework is available at:

https://www.fclc.org.au/outcomes_measurement_framework

- Development of a **Position Paper on Outcome Measurement in the Specialist Homelessness Service Sector** in Victoria. In collaboration with Council to Homeless Persons, Lirata developed a position paper to help prepare the sector for moves towards a stronger focus on outcome measurement. The position paper was released in the first half of 2018 and has been the basis for further sector consultation and development. The position paper is available at: <https://chp.org.au/services/capacity-building/>

We also provided capacity building support to a range of organisations including Inner Melbourne Community Legal, Sands Australia, and Salvation Army Crossroads.

Internal development

Our new projects led to a major increase in workload across our team, and in October-November 2017 we welcomed two experienced new members of staff to our team as Senior Consultants: Nich Rogers and Leannda Read. Nich and Leannda brought outstanding expertise across multiple sectors including Mental Health, Alcohol & Other Drugs, Youth services, Homelessness, Education and Disability services.

Nich and Leannda made their presence felt with their contribution to the projects above, and to the maturing of our thinking and approaches as an organisation.

Internally, 2017-18 was a year of continued development. We continued to establish ourselves in our office in Collingwood, which we had moved into in February 2017. In late 2017 to early 2018 we developed our first Strategic Plan, along with our Values Statement. These key documents helped articulate our identity as an organisation and set a common direction for the future.

We also did substantial work on strengthening our project management systems, tools and templates.

Our major challenges for the year related to managing the peaks and troughs of workload across our portfolio of work, and managing our financial sustainability. As a small organisation committed to making consultancy accessible to not-for-profit organisations, we operate on lean margins and tight budgets. In the first half of 2018 we reviewed our costing structure with pro bono assistance from consultant Anthony Draffin, and revised our charge out rates to ensure that we were budgeting projects on a sustainable basis. We also identified several other improvements to our financial management systems, including introducing a time tracking system.

On a positive note, revenue was well up from the previous financial year, and we ended the year in a substantially stronger financial position than we had started.

We look forward to continuing our development as we implement the first year of our new strategic plan.



Mark

Mark Planigale
Chief Executive Officer

ACTIVE PROJECTS 2017-18

'Ongoing' in dates indicates that projects were still active at 30 June 2018.

| PROJECT | PERSONNEL | DETAILS |
|---|--|--|
| <p>Development of Supportive Housing Outcomes Framework, Data Collection System and Analysis of Supported Tenant Outcomes</p> <p>Common Ground Tasmania (CGT) / Salvation Army Housing Feb 2012 – Oct 2017</p> | <p>Mark Planigale Fran Demetriou Karen Rosauer</p> | <p>Detailed analysis of outcomes for formerly homeless tenants of supportive housing program, across a range of domains including housing, physical and mental health, social and economic participation, substance use, safety and involvement with the corrections and acute care systems. Lirata originally established the outcomes framework and associated data collection process in consultation with CGT in 2012-13, and reviewed the operation of the framework in 2015. Lirata completed annual rounds of detailed analysis and reporting of the outcomes data in 2016 and 2017, and in 2016 responded to the Tasmanian Auditor General's review of CGT's performance.</p> |
| <p>Community Legal Sector Outcomes Measurement and Evaluation Capacity Building Project</p> <p>Federation of Community Legal Centres Victoria Apr 2016 – Dec 2017</p> | <p>Mark Planigale Nadu Dove Elaine Hendrick</p> | <p>This major project auspiced by the peak body for the Community Legal sector in Victoria included two main strands: development of a sector-wide outcomes framework using a robust consultative methodology, and in-depth evaluation capacity building (ECB) with 8 participating organisations. The ECB methodology included development of a community of practice, provision of training, development of information resources and templates, development of Theory of Change and Monitoring and Evaluation (M&E) Frameworks with each participating organisation, mentoring as organisations piloted new M&E processes, and production of pilot outcomes reports aligned with the sector-wide framework.</p> |
| <p>Limba content management platform</p> <p>Victorian Aboriginal Corporation for Languages (VACL) Jan 2017 – ongoing</p> | <p>Tonya Stebbins Mark Planigale</p> | <p>A partnership project of VACL, Lirata and Web Prophets, <i>Limba</i> will provide an online, community managed platform for content sharing and curation to support language programs in Aboriginal communities across Victoria. Lirata is contributing expertise in project management, user requirements gathering, specification development, oversight of software development, and user and functional testing.</p> |
| <p>Evaluation of Short Notice Accreditation Assessment Project</p> <p>Queensland Health / Australian Commission on Safety and Quality in Health Care Feb 2017 – ongoing</p> | <p>Celia Clapp Fran Demetriou Pam Kennedy Christine Dean Leannda Read Mark Planigale</p> | <p>Evaluation of a pilot of an innovative accreditation assessment model across two Hospital and Health Services (HHS), comprising 13 hospitals plus associated community health services, mental health and other programs. Focus on assessing effectiveness, efficiency, cost and feasibility of pilot model compared to standard assessment model. Design included pre- and post- data collection at pilot sites and a control site. Methodology included large scale surveys of HHS staff, surveys of accreditation personnel, interviews and workshops, plus analysis of supplementary data sets including quality of care data. Time frame around 18 months.</p> |
| <p>Outcomes Masterclass</p> <p>National Association of Community Legal Centres Jul – Aug 2017</p> | <p>Mark Planigale</p> | <p>Delivery of a masterclass on outcome measurement for representatives of Community Legal Centres from across Australia, as part of the 2017 National CLCs Conference.</p> |

| PROJECT | PERSONNEL | DETAILS |
|---|---|---|
| Review of Strive Transition to Work Program Inner Melbourne VET Cluster Jul – Sep 2017 | Celia Clapp Pam Kennedy Mark Planigale | Consultative review of partnership arrangements and program performance for consortium delivering a transition To Work program for young people in Melbourne’s inner and western catchments. Provide recommendations and change management advice on governance and operations. Methodology included staff and stakeholder interviews, staff survey, review of program documentation and operational data. |
| Sector Capacity Building: Outcome Measurement Council to Homeless Persons Jul 2017 – ongoing | Mark Planigale Leannda Read Trini Abascal | Partnership with CHP to build capacity and develop shared perspectives within the Specialist Homelessness Sector (SHS) on outcome-based approaches and outcome measurement. This is a priority action within the sector’s Industry Transition Plan 2018-22. Stage 1 (2017-18) involved development of a position paper on outcome measurement via a Literature Review, stakeholder consultations, drafting and expert sense check. |
| Evaluation of Oakwood School Oakwood School Jul 2017 – ongoing | Karen Rosauer Nick Johns Dorothy Bottrell Fran Demetriou Mark Planigale Leannda Read | Process and impact evaluation of a school focused on re-engaging with young people who have become disengaged from the education system, and putting them on a positive pathway to the future. Evaluation designed around a case study approach to build a rich picture of the outcomes the school achieves and the way it achieves them. Methodology included interviews and focus groups with a range of stakeholders (staff, leadership, young people, parents, partner agencies), surveys, campus visits and classroom observations, and extensive analysis of school datasets. |
| Evaluation of Emerging Community Leaders Program Tasmanian Community Fund Jul 2017 – ongoing | Celia Clapp Fran Demetriou Mark Planigale Pam Kennedy | Evaluation over 5 years of an annually delivered leadership development program targeted to the community sector in Tasmania. Strong impact evaluation focus with investigation of outcomes for participants, organisations and the broader community. Methodology includes literature review, pre- and post- surveys of participants, organisational surveys, interviews, observation and a cross-year participant focus group. |
| Evaluation of Elder Abuse Project Casey Cardinia Community Legal Service Sep – Nov 2017 | Karen Rosauer Mark Planigale | Assistance with brief evaluation of project providing direct legal assistance and Community Legal Education regarding elder abuse. Methodology included review of service data, client feedback data and key informant interviews. |
| TAAP Reporting Platform Peninsula Community Legal Centre Sep 2017 – Apr 2018 | Mark Planigale | Upgrade of data collection and reporting systems for Tenancy Assistance and Advocacy Program, including expansion of data set to include key program monitoring data, revision of data collection tools, and development of custom data collation and reporting tool to provide day-to-day program analytics. |
| Strategic Planning Inner Melbourne VET Cluster Oct 2017 – Jan 2018 | Celia Clapp Vivienne Cunningham-Smith Mark Planigale | Redevelopment of strategic plan for education and employment services provider. Outcomes-focused methodology identifying intended participant, organisational and population outcomes, and key strategies and actions to achieve these, along with guidance on measurement of progress. Strong focus on changes in funding and policy environment. |

| PROJECT | PERSONNEL | DETAILS |
|--|---|--|
| Review of HealthWest Partnership HealthWest Partnership Oct 2017 – Mar 2018 | Celia Clapp Linda McCrorey Mark Planigale Fran Demetriou | Review of partnership approach and stakeholder engagement for HealthWest Partnership, one of 28 primary care partnerships in Victoria. Focus on reviewing member engagement and involvement, governance processes, activities and strategic focus, to identify strengths and areas for further development. Methodology included review of documents and existing datasets, a member survey, interviews and focus groups with a range of stakeholders. |
| Development of Barwon Housing and Homelessness Strategy Victorian Department of Health and Human Services (Barwon Area) and key local service providers Oct 2017 – May 2018 | Nich Rogers Julia Canty Mark Planigale | Development of a Regional Housing and Homelessness Strategy to identify and prioritise needs and service responses across the catchment. Includes a focus on the Aboriginal community, people experiencing family violence, young people, and people with disabilities among others. Strong consideration of reform agendas across multiple sectors, and linkages with regional partnerships and strategies. Methodology included stakeholder consultations, data analysis, review of key frameworks, and a series of strategic planning sessions. |
| Theory of Change Development Inner Melbourne Community Legal Dec 2017 – Apr 2018 | Fran Demetriou Mark Planigale | Development of organisational Theory of Change for community legal assistance provider, covering direct client services, Community Legal Education, advocacy and law reform, and organisational development. Methodology included document review, staff and Board workshop, collaborative drafting and incorporation of consumer input. |
| Yalka Loitjba Evaluation Kaiela Institute Dec 2017 – May 2018 | Mark Planigale Tanya Hough Emma Murphy | Evaluation of Aboriginal language revitalisation program in regional Victoria, auspiced by an Aboriginal community-controlled organisation based in Shepparton. Strong focus on understanding the activities of the program, outcomes for participants and the Aboriginal community, and effects on the broader community in the region. Methodology co-designed with Kaiela and included review of service data, documentation of program approach and activities, in-depth interviews and conversations with a range of people connected with the program. |
| Operational Planning Advice Sands Australia Feb – Mar 2018 | Nich Rogers Leannda Read Mark Planigale | Provision of guidance on inaugural national operational planning process for a national organisation in the process of completing a merger of affiliated state and territory-based entities. Provide advice on planning processes, planning tools and broader change management strategies. |
| Case Management Training The Salvation Army Crossroads Mar 2018 | Nich Rogers | Provision of case management training to service delivery staff, incorporating coaching principles and delivered within a reflective practice approach. Subcontract from Tanya Hough. |

| PROJECT | PERSONNEL | DETAILS |
|---|---|---|
| Family Law Reform Commission Submission Court Network Apr – Jun 2018 | Celia Clapp Fran Demetriou | Development of content for Court Network submission in response to Australian Law Reform Commission review of Family Law System. Methodology included focus group and interviews with staff and networkers. |
| Business Systems Improvement Anchor Inc. Apr 2018 – ongoing | Pam Kennedy Mark Planigale Leанда Read Celia Clapp Anne Leonard Rachael Pallenberg | Review of multiple corporate system areas for a homelessness and child and family services provider. Scope of review includes planning, workforce and HR, finance, information management, physical resource management, risk management, communications and advocacy, service delivery operations, relationship management, and quality management and business improvement. Focused system development in planning, information management and workforce systems. |
| Review of Adult Homelessness Services Melbourne City Mission May 2018 – ongoing | Celia Clapp Fran Demetriou Nich Rogers Karen Rosauer Mark Planigale | Review of several related programs providing homelessness support and transitional housing to singles and families in Melbourne’s west. Focus on client profile and targeting, service delivery methodology, program structure and effectiveness, and strategic positioning. Methodology included staff survey, interviews, focus groups and extensive analysis of client and service data. |
| Strategic Planning – Outer Northern Refugee Health Network Hume Whittlesea Primary Care Partnership May 2018 – ongoing | Nich Rogers Mark Planigale Fran Demetriou | Development of three-year strategic plan for Outer Northern Refugee Health Network. Methodology included surveys of service providers and community members, review of data on demographic and health profile and service needs of refugees and people seeking asylum, document review, and strategic planning sessions with network members and reference group. |
| Lazarus Centre Strategic Planning Lazarus Centre, Geelong Jun 2018 – ongoing | Nich Rogers | Facilitation of Vision, Mission and Values session and Strategic Planning process for a small community service organisation. |
| Evaluation of Workforce Mutuality Standards Pilot HealthWest Partnership Jun 2018 – ongoing | Leанда Read Mark Planigale Celia Clapp | Evaluation of the pilot of a new set of Standards aimed at improving the responsiveness of service provider organisations to the diversity of their communities. Focus on extent to which Standards are fit for purpose, self-assessment is feasible, Standards are effective in improving diversity responsiveness; also identification of considerations in future management and promotion of the Standards. |

STAFF

Employees

During the 2017-18 year, Lirata had six core consulting staff.



Celia Clapp
Director Consulting Services



Fran Demetriou
Evaluator



Karen Rosauer
Consultant



Dr. Leanda Read
Senior Consultant



Mark Planigale
Chief Executive Officer



Nich Rogers
Senior Consultant

Associates

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

The following Associates worked with us on projects during the 2017-18 year:

- Christine Dean
- Dr. Dorothy Bottrell
- Elaine Hendrick
- Emma Murphy
- Julia Canty
- Linda McCrorey
- Nick Johns
- Pam Kennedy
- Tanya Hough
- Vivienne Cunningham-Smith

ACKNOWLEDGEMENTS

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

We thank all those who we have worked with in 2017-18.

Partner organisations

We thank the management and staff of all the organisations that we have worked with this year, for their insight, commitment and collaboration.

Anchor Inc.

Australian Commission on Safety and Quality in Health Care

Barwon Child, Youth & Family

Bethany Community Support

Casey Cardinia Community Legal Service

Central Highlands Community Legal Centre

Council to Homeless Persons

Court Network

Federation of Community Legal Centres Victoria

Flemington Kensington Community Legal Centre

HealthWest Partnership

Hume Whittlesea Primary Care Partnership

Inner Melbourne Community Legal

Inner Melbourne VET Cluster

Kaiela Institute

Lazarus Centre

Melbourne City Mission

Metro South Hospital & Health Service

National Association of Community Legal Centres

Oakwood School

Peninsula Community Legal Centre

Queensland Health

Salvation Army Housing

SalvoConnect Barwon

Sands Australia

Social Security Rights Victoria

Springvale Monash Legal Service

Tasmanian Community Fund

The Salvation Army Crossroads

Victorian Aboriginal Corporation for Languages

Victorian Department of Health and Human Services

Wide Bay Hospital & Health Service

Staff and corporate supporters

We thank and acknowledge our employees: *Celia, Fran, Karen, Leannda, Mark and Nich*, who have worked so hard to move our organisation forward and create great outcomes from our projects.

We thank our Associates *Christine, Dorothy, Elaine, Emma, Julia, Linda, Nick, Pam, Tanya and Vivienne*, who made the difference between good and great project teams in 2017-18.

We thank *Tonya*, our third Director, who has provided essential input and guidance to our developing organisation.

We thank *Anthony Draffin* who provided vital pro bono support to assist us to revise the financial model for our consulting services.

We thank *Mazars Accountants, Topmark Bookkeeping* and *RCT Legal* for their consistent and high quality advice and services to keep our organisation functioning.

BOARD ACTIVITY

During the 2017-18 year, Lirata had three Directors: Celia Mary Clapp, Mark Ivan Cerin Planigale and Tonya Nicole Stebbins Planigale.

The Directors met 16 times during the 2017-18 year. Four meetings were of the full Board. Twelve meetings were of the two Executive Directors (Celia Clapp and Mark Planigale).

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

| Director | Date appointed | Qualifications and experience | Responsibilities | Meetings attended 2017-18 |
|------------------------|----------------|---|--|---------------------------|
| Celia Clapp | 1/9/2016 | Bachelor of Behavioural Science; Post Graduate Diploma in Applied Child Psychology; Bachelor of Education (Counselling) 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. | Director of Consulting Services | 16 |
| Mark Planigale | 1/9/2016 | Bachelor of Arts (Honours); Bachelor of Social Work; Graduate Diploma of Computer Science 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. | Chief Executive Officer Company Secretary | 16 |
| Tonya Planigale | 1/9/2016 | Bachelor of Arts (Honours); Doctor of Philosophy; Certificate IV in Training and Assessment Tonya's academic career has spanned over 25 years. She is an Associate Professor of Linguistics and in 2017-18 she held the position of Acting Director of Research, and Director of Teaching and Learning, Postgraduate Coursework in La Trobe University's School of Humanities and Social Sciences. | | 4 |

Corporate structure

Lirata Ltd is a not-for-profit Company Limited by Guarantee. In the 2017-18 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 30/6/2018 is \$30.00.

FINANCIAL STATEMENTS

Lirata Ltd's financial statement for 2017-18 were prepared by Mazar's Accountants and independently reviewed by Collins & Co. Excerpts are provided in this Annual Report.

PROFIT AND LOSS STATEMENT FOR THE YEAR ENDED 30 JUNE 2018

| | Note | 2018 \$ | 2017 \$ |
|--|------|----------------|-----------------|
| INCOME | | | |
| Interest received | | 173 | 39 |
| Other revenue | | 7,583 | 771 |
| Consulting income | | 504,161 | 189,448 |
| | | <u>511,917</u> | <u>190,258</u> |
| LESS EXPENDITURE | | | |
| Advertising | | 488 | 965 |
| Bookkeeping | | 4,605 | 1,950 |
| Bank charges | | 145 | 108 |
| Cleaning | | - | 5 |
| Conferences | | 579 | 373 |
| Depreciation - general pool | | 2,604 | 7,699 |
| Electricity | | 938 | 156 |
| Employees entitlement | | 11,557 | - |
| Entertainment expenses | | - | 83 |
| Filing fees | | 1,201 | 80 |
| Insurance- general | | 2,676 | 2,597 |
| Legal costs | | 1,200 | 1,200 |
| Minor equipment purchases | | 2,127 | - |
| Motor vehicle expenses | | 4,924 | - |
| Office expenses | | 1,765 | 2,708 |
| Postage | | 203 | 150 |
| Printing and stationery | | 969 | 1,319 |
| Professional accounting fees | | 4,000 | 1,700 |
| Rates and taxes | | 742 | 184 |
| Rent | | 9,619 | 4,108 |
| Repairs and maintenance | | 76 | 1,068 |
| Salaries and wages | | 272,773 | 136,606 |
| Staff training and welfare | | 43 | 60 |
| Software and computer expenses | | 4,707 | 4,076 |
| Subcontractors | | 132,344 | 33,988 |
| Superannuation contributions | | 25,776 | 12,838 |
| Telephone | | 2,934 | 1,616 |
| Travelling expenses | | 6,264 | 3,184 |
| Water | | 171 | 59 |
| Worker's insurance | | 688 | 327 |
| | | <u>496,118</u> | <u>219,207</u> |
| NET OPERATING PROFIT (LOSS) BEFORE INCOME TAX | | <u>15,799</u> | <u>(28,949)</u> |

**PROFIT AND LOSS STATEMENT
FOR THE YEAR ENDED 30 JUNE 2018**

| | Note | 2018 \$ | 2017 \$ |
|---|------|------------------------|------------------------|
| Income tax expense | | <u>1,442</u> | <u>-</u> |
| NET OPERATING PROFIT (LOSS) AFTER INCOME TAX | | 14,357 | (28,949) |
| Retained Profits (accumulated losses) at the beginning of the financial year | | <u>(28,949)</u> | <u>-</u> |
| TOTAL AVAILABLE FOR APPROPRIATION (DEFICIT) | | <u>(14,592)</u> | <u>(28,949)</u> |
| RETAINED PROFITS (ACCUMULATED LOSSES) AT THE END OF THE FINANCIAL YEAR | | <u><u>(14,592)</u></u> | <u><u>(28,949)</u></u> |

BALANCE SHEET
AS AT 30 JUNE 2018

| | Note | 2018 \$ | 2017 \$ |
|--|------|------------------------|------------------------|
| ASSETS | | | |
| CURRENT ASSETS | | | |
| Cash and cash equivalents | 2 | 57,579 | 50,296 |
| Trade and other receivables | 3 | 43,274 | 3,300 |
| TOTAL CURRENT ASSETS | | <u>100,853</u> | <u>53,596</u> |
| NON-CURRENT ASSETS | | | |
| Financial assets | 4 | 871 | 871 |
| TOTAL NON-CURRENT ASSETS | | <u>871</u> | <u>871</u> |
| TOTAL ASSETS | | <u><u>101,724</u></u> | <u><u>54,467</u></u> |
| LIABILITIES | | | |
| CURRENT LIABILITIES | | | |
| Trade and other payables | 6 | 40,534 | 23,231 |
| Current tax liabilities | 7 | 1,442 | - |
| Provisions | 8 | 67,574 | 53,691 |
| TOTAL CURRENT LIABILITIES | | <u>109,550</u> | <u>76,922</u> |
| NON-CURRENT LIABILITIES | | | |
| Trade and other payables | 6 | 6,756 | 6,484 |
| TOTAL NON-CURRENT LIABILITIES | | <u>6,756</u> | <u>6,484</u> |
| TOTAL LIABILITIES | | <u>116,306</u> | <u>83,406</u> |
| NET ASSETS (LIABILITIES) | | <u><u>(14,582)</u></u> | <u><u>(28,939)</u></u> |
| EQUITY | | | |
| Issued capital | 9 | 10 | 10 |
| Retained earnings (accumulated losses) | | (14,592) | (28,949) |
| TOTAL EQUITY (DEFICIT) | | <u><u>(14,582)</u></u> | <u><u>(28,939)</u></u> |

