FOREWORD

Li-Ve Tasmania provides this report as a summary of our operational and financial performance during 2017–18.

Liviende Veranto trading as Li-Ve Tasmania is a not-for-profit company limited by guarantee and a registered charitable organisation.

We are registered as a Public Benevolent Institution under Section 78 of the Income Tax Assessment Act 1936.

The organisation’s significant portfolio of services includes: 19 supported independent living homes statewide, community access programs, services supporting people with dementia and acquired brain injury.

Further, Li-Ve Tasmania is developing ground-breaking research, education and resources in end-of-life care for people with life-limiting illness and disability in Tasmania.

Empowering people living with disability to live life their way has been at the heart of the Li-Ve Tasmania brand for more than 65 years.
From the CEO

WEATHERING THE STORM

The theme of this report is ‘aspire’, representing our lived commitment during the 2017–18 year to becoming a more focused, more streamlined organisation to ensure we achieve our goals.

The 2017–18 year has been anything but smooth sailing. However, the Li-Ve Tasmania team has met the challenging conditions head on. The living definition of ‘grace under pressure’, our organisation’s people have impressed and inspired me – showing me that when faced with uncertainty and obstacles, if we band together, we can weather the storm…and even turn the tide.

RESTRUCTURE

Being lean and focused

You’ve heard me talk and write about the impact of the NDIS on the disability services sector – and you know that the NDIS is here to stay. This is the new normal.

The NDIS means more choice and control for our participants. Li-Ve Tasmania is always and only about the people we support, so, we stand behind the scheme. We do this, even though it means big changes to the way we operate. Under the NDIS, we need to do more…with less. When you look at it that way, it’s not hard to see that something had to give.

So we can keep supporting our participants, we’ve had to make some tough financial decisions during the 2017–18 financial year. We considered – and reconsidered – every possible angle and every imaginable solution. Ultimately, the only way we could keep providing services to the people we support was to restructure the business, so we can operate more efficiently.

This means there have been job losses and other portfolios have absorbed the IT and Quality and Compliance functions.

The alternative was the very real likelihood of closing our doors. And where would this leave our participants?

The changes we made mean we can now keep supporting our participants.

However, we want to do more than simply survive in the NDIS environment. We want to thrive.

To do this, we need to concentrate on what’s most important – that is, our core business. To be very clear, our core business is supporting our participants.

Alison Haertel, and Paul and Deborah Byrne at the Mother’s Day Classic
While the restructure was a step in the right direction, a leaner organisational structure is not enough on its own to take us to where we need to be. It’s not enough to let us thrive.

So, we’ve started to look at other steps we can take to set the business up for the future.

There are two key things we are doing right now to improve the way we do business.

**Arrow-shaped leadership**

To lead Li-Ve Tasmania into a future where we thrive, we have made the leadership structure sharper – like an arrow.

As CEO, I’ll still spearhead the way forward.

Nicole Cumine and Rachel Jansen – the managers of our largest portfolios (Operations and HR, respectively) now form the executive team. And, while it is out of scope for the 2017-18 financial year, it is important to mention that we appointed a Chief Financial Officer in July 2018. This will pave the way to better quality business intelligence which is greatly needed as we continue to strive for a more commercially sustainable business model.

Supporting our executive is a new, eight-member leadership team.

This pointed approach to our organisational leadership will help us better deliver on our vision, mission and values – and achieve our organisational goals.

**Pointed projects**

In June, I pulled together a list of all the projects that are either planned or underway across the organisation. There were almost fifty. When we have too many projects, we spread ourselves too thinly and it’s hard to get any one project finished, let alone done well.

So, we have worked out the six projects which are most important for Li-Ve Tasmania – the ones that provide the most benefit for the organisation and the people we support, now and into the future.

The challenge for the new financial year will be for our portfolios to work together to complete these six projects. They’ll go at them hard and fast and thoroughly. They’ll be super-focused and ultra-targeted.
We won’t add a new project until we’ve completed something from the list. This way, we can channel all our resources and efforts into six big, meaningful wins for the organisation – and make a real difference for our participants.

Li-Ve Tasmania (including TABIS) launched a new website at www.livetasmnia.org

**KEY ACHIEVEMENTS**

**Website**

Li-Ve Tasmania (including TABIS) launched a new website at www.livetasmnia.org

The clean, bright, easy and friendly new site has accessibility in mind and the ability for us to make changes and updates quickly and easily in house.

**Projects**

Through our End-of-life project, Li-Ve Tasmania has developed high-calibre partnerships to further its commitment to people living with disability and those who support them at end-of-life and when they are bereaved. This work has been recognised via a number of awards.

Our TABIS division implemented a successful recreation program in Launceston, supported by the Launceston City Council, which helped young people participate in mainstream leisure and recreation activities.

Further, in a first-of-its-kind project, our TABIS division partnered with Australia’s leading experts (Australian Federal Police, Datacom, Commonwealth Bank and Microsoft) to help carers and educators learn how to recognise and manage risks online.

It is an exciting time for Li-Ve Tasmania to be at the helm of initiatives that reinforce our commitment to achieving equity of access and enhanced life opportunities and outcomes for the people we support.
TABIS

On 31 July, Li-Ve Tasmania joined forces with TABIS (Tasmanian Acquired Brain Injury Services Inc.), so Tasmania’s only dedicated service provider for people living with an acquired brain injury now operates as a division of Li-Ve Tasmania. TABIS continues to service its client base but can now access Li-Ve Tasmania’s resources, providing more security and opportunities.

Unfortunately, TABIS’ MAIB funding will not be renewed for the 2018–19 financial year, which has meant a change in services for TABIS.

NEW PREMISES

In February, Li-Ve Tasmania’s northern office and its TABIS division moved to a single location on the fourth floor of the Queen Victoria building at 11 High Street, Launceston. Our new location is light and airy, it has plenty of parking, and there’s plenty of room for everyone.

SPECIAL THANKS

Team members

It was with heavy hearts that we bid goodbye to each of our valued colleagues directly affected by the restructure. Ian Hopkins and Kathy Tauber, who gave a combined five decades to the organisation, will be deeply missed, as will Hannah Sun and Angela Gough.

I would like to make special mention of the contribution Deputy CEO, Janette Martin made to Li-Ve Tasmania during her time with us.

Janette demonstrated the highest integrity and was an example to everyone she engaged with. She was driven by a deep-seated commitment to the people she supported and her team over many years. Janette made an indelible imprint on the lives of hundreds (if not thousands) of people living with disability, their families and employees across two states and several decades. Her legacy within Li-Ve Tasmania endures.
Eastside Lutheran College

Li-Ve Tasmania is grateful to Eastside Lutheran College who have kindly allowed us to use their facilities for our meetings and functions, including the Acorn Branch, fundraisers. Special thanks to Principal, Ralph Zappart, and to his students who have donated their time to provide IT solutions for us.

Acorn Branch

I would like to extend a special thank you to the Acorn Branch, which has continued to provide fundraising and friendship for the people we support.

The Acorn Branch has championed Li-Ve Tasmania participants for over 35 years. This year was no exception. Staff and the people we support thoroughly enjoyed the annual Acorn Branch Christmas party. In addition, through events such as morning teas featuring barbershop singers and a radio play, the dedicated team raised around $8,000 for our participants. We deeply appreciate this group’s ongoing efforts, which have such a profound and positive impact on the Li-Ve Tasmania community.

We have allocated the funds from the Acorn Branch to enhancing the services and support that we provide for people living with disability. The money they raise for us makes a lasting and meaningful difference to the people we support.

CONGRATULATIONS

I am delighted that in the Queen’s birthday honours, Board member, Liz Swain was made a Member of the Order of Australia in recognition of her service to the mining industry and the community of Tasmania, and for being a role model for female engineers.

FAREWELL

It is with great regret that we farewelled seven members of the Li-Ve Tasmania community during the 2017–18 year. They will be sadly missed.

IN CLOSING

In many ways, the 2017–18 financial year has been a rough one. However, looking back on our lives, it’s always the struggles that make us who we are – and it’s no different for an organisation.

This year, I have been heartened to learn three key things from the people who make up Li-Ve Tasmania. Firstly, our team has the grit to persevere through even the most gruelling challenges – and that is something to be proud of. Secondly, our people demonstrate empathy in spades, even when they have to make tough decisions – treating people with dignity, respect and honesty even when they have to deliver bad news. Finally, we have the right people on board. I know this because, this year, they have performed a special kind of alchemy – not turning lead into gold but rather transforming challenges into opportunities.

Thanks to our people and their mature, rational and pragmatic approach to adversity, I am certain that this year – perhaps one of our most challenging yet – is already paving the way to our greatest successes. I look forward to celebrating them in the near future.

Paul Byrne
Chief Executive Officer
2017–18 highlights

NEW
- Website
- Extranet
- Li-Ving well stakeholder newsletter
- Support coordinator

PROJECTS
- End-of-life and bereavement project
- Successful recreation program in Launceston
- First-of-its-kind online safety project
- Support for siblings of children

SHIFTED
- Li-Ve Tasmania joined forces with TABIS
- We undertook an organisational restructure
- Our northern office (including TABIS) moved to new premises
- Changed funding arrangements for vehicle fleet and staff
- All group homes now transitioned to the NDIS
Li-Ve Tasmania joined forces with TABIS

» Undertook an organisational restructuring
» Our northern office (including TABIS) moved to new premises
» Changed funding arrangements for vehicle fleet and staff credentials
» All group homes now transitioned to the

Peter Harvey Employee Excellence Program was re-launched
» Two new Firsthand videos added

» Li-Ve Fuller program gaining momentum
» Volume, quality and size of participant plans
» Staff climate survey response rate
» Facebook followers
» Employee news engagement

Alf Archer: Sharyn Sutton and Darell Sweeney; David Hahndorf; Sandra Palmer
Strategic plan

‘WHAT GOT US HERE WON’T GET US THERE!’

PURPOSE
Empowering you to live life your way

VISION
A world free from labels

VALUES
» Authentic – Bringing all of yourself to our work
» Infectiously positive – Showing a sense of what’s possible to every person and situation. Being passionate
» Spirit of togetherness – Creating a sense of belonging to the Li-Ve Tasmania family
» Resourceful – Striving for excellence in an ever-changing world. Leaders in excellence
» Respectful – Encouraging and valuing everyone’s uniqueness

GOALS
1. Reputation based on person-centred thinking
2. Commercially sustainable business model
3. Values based growth
4. Innovation in systems and models of service
5. Workforce capability

Rachael Swindon
## FINANCIAL SUMMARY

### Revenue and expenditure

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<td>Total revenue and other income</td>
<td>20,503,715</td>
<td>18,454,855</td>
<td>15,771,362</td>
<td>9,771,643</td>
<td>9,084,113</td>
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<tr>
<td>Total expenditure</td>
<td>19,677,908</td>
<td>18,835,748</td>
<td>15,550,808</td>
<td>9,419,836</td>
<td>8,744,066</td>
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<td>Operating surplus/(deficit)</td>
<td>946,061</td>
<td>-361,166</td>
<td>220,554</td>
<td>351,804</td>
<td>340,045</td>
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### Assets and liabilities

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<tr>
<td>Total assets</td>
<td>8,148,158</td>
<td>7,210,314</td>
<td>7,691,404</td>
<td>6,178,648</td>
<td>5,585,986</td>
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<td>Total liabilities</td>
<td>3,074,648</td>
<td>3,147,595</td>
<td>3,267,519</td>
<td>2,046,451</td>
<td>1,597,070</td>
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<td>Net assets</td>
<td>5,073,510</td>
<td>4,062,719</td>
<td>4,423,886</td>
<td>4,132,197</td>
<td>3,988,916</td>
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### Cash flows

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<tr>
<td>Net cash from operating activities</td>
<td>648,135</td>
<td>-630,280</td>
<td>-551,213</td>
<td>924,202</td>
<td>574,618</td>
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<td>Net cash from investing activities</td>
<td>-68,109</td>
<td>-196,029</td>
<td>-793,221</td>
<td>-125,018</td>
<td>-411,500</td>
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<td>Net cash from (used in) financing activities</td>
<td>-259,189</td>
<td>-126,102</td>
<td>180,714</td>
<td>-168,372</td>
<td>67,168</td>
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<tr>
<td>Cash and cash equivalents at 30 June</td>
<td>3,272,208</td>
<td>2,750,664</td>
<td>3,703,348</td>
<td>2,817,930</td>
<td>2,187,118</td>
</tr>
</tbody>
</table>
Our Senior Leadership Team and Portfolio Managers

Paul Byrne – CEO

Qualifications: FAICD

Experience: over 30 years’ experience in the disability sector, Paul has a keen interest in the enhancement of organisational culture and the application of business systems, particularly as they interface with services provided under the National Disability Insurance Scheme (NDIS), to people living with disability. Paul’s roles within the National Disability Service (NDS):

» Director and Vice President NDS Board
» Chair, National Committee on Workforce
» Member National Audit & Risk Committee
» Member National Communications Committee
» Chair Tasmanian Division.

Janette Martin – Deputy CEO

Qualifications: Ass Dip Arts (Welfare Studies) Monash, Lead Auditor

Experience: over 25 years’ experience in the labour market and disability sectors in both Victoria and Tasmania. Former member of the State Executive of National Disability Services Tasmanian Division.

Previously the CEO of Liviende Incorporated, Janette became the Deputy CEO of Li-Ve Tasmania when the two organisations merged in November 2015.

Rachel Jansen – Manager – Human Resources

Qualifications: Bachelor of Arts, Bachelor of Commerce, MBA and CAHRI

Experience: Rachel has operated her own business and worked in both the public and private sectors in positions including: HR Support, HR consultancy, business development and divisional management for a local recruitment firm.

Rachel joined Li-Ve Tasmania in February 2009 in this statewide role. She leads a team in proactively supporting Li-Ve Tasmania’s people to achieve the organisation’s strategic goals within a legal and industrial relations context.

Nicole Cumine – Operations Manager

Experience: Nicole has over 12 years of management experience, gained mainly in the finance and mining sectors both in Australia and overseas.

Nicole joined Li-Ve Tasmania as Deputy Operations Manager in August 2013 and transitioned to the role of Operations Manager in February 2014.

Nicole has a passion for the people we support and has relished the opportunity to apply her knowledge and skills to the disability sector. She has a strong network in the sector and a keen focus on change management.
IAN HOPKINS – MANAGER - IT & WHS (until May)

Qualifications: Cert III – Disability, Cert IV – IT

Experience: Ian started work with Li-Ve Tasmania as a Disability Support Worker in June 1993 and has filled numerous positions in the organisation since then, including Team Leader, Oakdale Lodge, Coordinator – Ageing in Place, Manager – Projects and IT and Manager – Veranto Seniors Lifestyle Options.

KATHY TAUBER – MANAGER – QUALITY AND COMPLIANCE (until May)

Qualifications: Diploma Disability Services Management, Diploma Human Resources, Diploma Business Management, Cert IV Lead Auditing

Experience: in the course of her 25 years with Li-Ve Tasmania, Kathy has held the positions of Disability Support Worker, Coordinator – Oakdale Lodge and Coordinator – Oakdale Youth Services and ABI, and Manager – Human Resources.

NATALIE ROSE – MANAGER – ADVOCACY AND ENGAGEMENT

Qualifications: Bachelor of Social Work, Grad Cert Management

Experience: Natalie has worked within the disability sector, locally and internationally. She has also worked in aged care, mental health and housing, and has experience in case management, advocacy and policy development.

Working statewide and reporting to the CEO, Natalie is responsible for new participant intake, person-centred practices, ensuring the people we support and their families are involved with service delivery, and internal advocacy.

JENNIFER MCKENZIE – MANAGER – MARKETING AND COMMUNICATIONS

Qualifications: BA (Creative Arts), Cert IV Small Business Management, CPM

Experience: a strategic marketing and communications specialist, Jenn has enjoyed 18 years of broad-ranging experience in areas as diverse as women’s health, motoring, tourism and tax.

New to the disability sector, Jenn is motivated by the opportunity to make a positive difference for the people we support.

ANNA HOLLIDAY – MANAGER – PROJECTS (from February)

Experience: Anna has a diverse and extensive background in the disability industry spanning over 20 years. Her roles have included service design and innovation, operational management and delivery of quality services in a range of settings and across government and non-government spheres.

Anna is passionate, energetic and highly committed to strengthening communities to be responsive to the needs and wishes of people living with disability.
TOTAL EMPLOYEES

313 TOTAL EMPLOYEES

17.8% STAFF TURNOVER

YEARS OF SERVICE

<5
189

5–9
71

10–14
33

15–19
10

>25
5

CORE TRAINING UNDERTAKEN

First aid
84

Manual handling
55

Medication
73

Fire safety
60

Food safety
37

Client specific
56

Specialised
20
EMPLOYMENT TYPE

- 172 full-time equivalent
- 160 part-time
- 117 casual
- 27 full-time

AGE

- 127 25–44
- 80 45–54
- 84 55+
- 22 15–24

QUALIFICATIONS OBTAINED

- Certificate IV in Leadership & Management: 12
- Certificate III in Individualised Support: 1
- Certificate IV in Disability: 1

GENDER

- Male: 33%
- Female: 67%
The people we support

HIGHLIGHTS

These are just some of the highlights we supported our participants to enjoy in the 2017–18 financial year.

People we support enjoyed holidays to a range of locations, both in Tasmania and on the mainland. They also undertook day trips, activities and other outings.

» Cleve Mitchell took a trip up the east coast to visit his aunt – he hadn’t seen her for many years.

» Peter Harvey attended the Tigers annual ball with Aman. He also opened the sailing season with the Commodore of the fleet!

» Matthew Hoori and Janelle Triffitt attended the WWE Extravaganza in Melbourne.

» Peter Stephenson spent three weeks in Coffs Harbour catching up with family.

» Tom Woodward gained his learner driver’s license.

» Many participants contributed to our research on online bullying, harassment, scams and fraud.

» Eight participants contributed to important social research around their experiences relating to mortality, death, end of life and bereavement.

» Alf Archer co-presented with Anna Holliday at the ASID Conference in November 2017 on the topic of ‘disability, grief and bereavement’.

» Caroline Reid received the Charles Mansfield Certificate of Achievement for ‘outstanding accomplishments and achievements’ from her workplace, Blue Line laundry. The award acknowledged her exceptional attendance record and the way she conducted herself.

We would especially like to acknowledge the quiet achievers – those who undertook classes, training and fitness sessions; people who made an effort to join programs, socialise and visit or email family; those who gardened – growing vegies and cooking with them; those who maintained healthy diets; and those who spring cleaned and redecorated. The results of small steps over a long time, really shine through.

JAN LINCOLN

For a number of years, Jan worked at the Hamilton Landfill and Transfer Station. This experience has fuelled her interest in recycling and, to this end, she really enjoys shopping for odds and ends to re-use, upcycle and reinvent. Jan’s also a keen gardener, volunteering at the Derwent Valley community garden each week. Combining her passions for shopping, recycling and gardening, Jan now grows succulents and sell from The Cottage.

Jan Lincoln; Graeme English
GRAEME ENGLISH

Graeme, a long-term resident of Oakdale Lodge, is an avid Hawthorn supporter. He often goes up north to watch the Hawks play but couldn’t get there this year. Instead, he watched North Melbourne play West Coast at Blundstone Arena. Graeme has recently purchased season tickets to watch the Hurricanes play their matches at Blundstone Arena. He’s looking forward to that!

Graeme and his best mate Rodney go to church every Sunday at Wesley Uniting Church. They also do ‘secret men’s business’ most Fridays, which entails going out for lunch together.

Each Wednesday, Graeme attends a computer course. He likes attending ‘Eating with Friends’ at Pittwater Community Centre and helps maintain the garden there. Graeme also regularly volunteers as a dog walker at the Dogs Home of Tasmania and helps out in the Cambridge Primary School canteen every Thursday morning.

Graeme has retired from full time paid work but as you can see, he has not retired from life!
FAST FACTS: PEOPLE WE SUPPORT

NUMBER 2014 TO 2018

**BY GENDER**

191 MALES
112 FEMALES

**IN NDIS**

2014
5 Veranto
1 Liviende

2015
23 Veranto
2 Liviende

2016
47 Liviende Veranto

2017
91 Li-Ve Tasmania

2018
156 Li-Ve Tasmania
26 Lampton Ave,
Derwent Park,
PO Box 1003,
Moonah TAS 7009
P 03 6227 5400
F 03 6227 5454
Level 4 11 High St,
Launceston
P 03 6325 5900
F 03 6331 3522
E hello@livetasmania.org
W livetasmania.org
ABN: 72 867 597 283
ACN:055 928 562

Patrick Rosevear by Dominic Anastasio