



Annual report

2018–19

Foreword

Li-Ve Tasmania provides this report as a summary of its operational and financial performance during 2018–19.

Liviende Veranto, trading as Li-Ve Tasmania, is a not-for-profit company limited by guarantee and a registered charitable organisation. It is registered as a Public Benevolent Institution under Section 78 of the Income Tax Assessment Act 1936.

Li-Ve Tasmania supports participants of all ages. The organisation's significant portfolio of services includes: 19 houses including group homes¹, units and independent living units. (In July 2019, Li-Ve Tasmania completed the purchase of an additional home.) Li-Ve Tasmania also operates a large residential facility – Oakdale Lodge.

Other services include community access and day options programs, a school holiday program, and services supporting people with dementia and acquired brain injury. Further, Li-Ve Tasmania is developing ground-breaking research, education and resources in cyber-safety, and end-of-life care for people with life-limiting illness and disability, and those who support them.

Empowering people living with disability to live their best possible lives has been at the heart of the Li-Ve Tasmania brand for more than 65 years.

¹ At the end of the financial year, Li-Ve Tasmania was poised to finalise the purchase of an additional four-bedroom property in Launceston.

Contents

| | |
|--------------------------------------|----|
| From the CEO | 4 |
| From the Chair | 8 |
| Our services | 10 |
| Our history | 12 |
| 2018-19 highlights | 13 |
| Strategic plan | 14 |
| Financial summary | 15 |
| Participants and staff summary | 16 |
| Our community | 17 |
| Partners and supporters | 19 |
| Acorn Branch President's report | 20 |
| People we support | 21 |
| Our team | 26 |
| Portfolio reports | 28 |
| Treasurer's report | 35 |
| Corporate governance | 39 |
| Life members | 44 |
| Our Board | 45 |
| Staff statistics | 48 |
| Glossary | 51 |
| Annual Consolidated Financial Report | 53 |

From the CEO

CONVERGENCE

This year, Li-Ve Tasmania seized the opportunity to be the live case study for 20 CEOs participating in the Institute of Strategic Leadership's Leaders' program. The Li-Ve Tasmania Board and Executive embraced key points arising from this process, spring boarding from these to generate and implement a focused strategy that will boost Li Ve Tasmania's long-term sustainability and success. This marked a pivotal moment in Li-Ve Tasmania's long term trajectory.

However, a robust and innovative strategy alone is not sufficient to ensure viability and longevity.

Many organisations prioritise strategy and forget the importance of culture. At Li-Ve Tasmania, we value both, and understand that it's only where strategy and culture converge that progress and prosperity flourish.

For this reason, every stage of the strategic planning process has been informed by Li-Ve Tasmania's unique and enviable culture. This interplay between culture and strategy has allowed Li-Ve Tasmania to truly bring its values to life for the long-term benefit of our people.

STRATEGIC GOALS

The Institute of Strategic Leadership informed a review that helped Li-Ve Tasmania identify:

- six priority projects.
- a bold growth target to double in size over the next five years, to ensure ongoing viability.

While I acknowledge that significant expansion is vital to Li-Ve Tasmania's sustainability, I am also very clear that the organisation should not simply grow at all costs. Its reputation and responsibilities rely on far more than just a percentage increase – they depend upon what lies beneath the numbers. Growth is only meaningful and effective when strategy aligns with culture. Culture must ripple through each act of policy and every business decision.

For this reason, Li-Ve Tasmania's organisational values (see page 14) underpin its growth target. It is not enough for the organisation to grow 20% year-on-year. To be worthwhile, meaningful and sustainable, the evolution must be based on the organisations vision, purpose and values. For these reasons, I am dedicated to courageous values-based growth. The Board completely supports this.

SIX PROJECTS TO DELIVER OUR VALUES AND STRATEGIC OUTCOMES

The six priority projects the Board and Executive have committed to include:

1. Articulate the value proposition for our participants. This means asking: What is it that people want from Li-Ve Tasmania? And what does a valuable service look like to them?
2. Articulate the value proposition for our employees. This project aims to give Li-Ve Tasmania staff the values base and skills they need to make sure they are well-equipped to deliver person-centred support.
3. Build stable and scaleable IT infrastructure. This essential undertaking will vastly improve process efficiency and provide valid business critical data.
4. Apply LEAN principles. These principles will help the organisation move from the position mapped in our early-2019 systems review to a streamlined future iteration.
5. Improve data and business intelligence. The new IT system will form the basis of this project, enabling the Board and Executive to make more informed strategic choices.
6. Plan future housing needs and support Oakdale Lodge residents, families and staff with the transition to smaller, community-based accommodation. This is a project close to my heart and will be a journey over at least two years.

EXECUTIVE ACKNOWLEDGEMENT

My Executive team has been instrumental in devising and driving these projects. Human Resources Manager, Rachel Jansen and Operations Manager, Nicole Cumine have integrated values-based growth and LEAN thinking into their portfolio areas. Chief Finance Officer, Chris Oddie, who joined Li-Ve Tasmania in August, has brought valuable financial expertise to the organisation and is playing a key role in progressing the IT system project. Our newest Executive member, Strategic Development Manager, Stuart Nettlefold, joined us at the end of January 2019 and is working to mature our housing portfolio.

KEY ACHIEVEMENTS

More than you expect

To help Tasmanians recognise the Li-Ve Tasmania brand and the great work we do, the organisation launched the *More than you expect* marketing campaign in April 2019. The campaign features visuals highlighting the positive relationships between our support workers and participants.

It uses radio advertisements in the north and south of the state (with supporting bus backs, social media activity and other channels) to get the word out to potential participants about the kinds of quality person-centred supports we provide. It also tells recruitment candidates about our values-based recruitment and great working conditions.

The Holiday Zone

During 2018–2019, Li-Ve Tasmania further strengthened its school holiday program to deliver 'The Holiday Zone'. The Holiday Zone offers a range of highly interactive, fun, inclusion-focused activities for children living with disability. Plus, the program provides activities and peer support for the siblings of children living with disability.

The Holiday Zone program is funded with a grant from the Tascare Partnerships Program. It is run in Hobart and Launceston and operates collaboratively with a range of community groups that tutor/facilitate specialists programs. In particular, I would like to mention Southern Support School, Special Olympics Tasmania and Young Leaders of Tasmania (YLOT). YLOT supports The Holiday Zone, by providing school-aged buddies to support, mentor and befriend children living with disability. This helps participants access activities with peers their own age. It is a great opportunity for young people of all abilities to have fun and grow together.

During the financial year, the Holiday Zone provided 143 days of support for children living with disability and 59 days for siblings of children living with disability.

Further, Li-Ve Tasmania (funded by Tascare Society for Children Community Partnership Program) continued to deliver Sibworks. Sibworks (an initiative of Siblings Australia) is a comprehensive support program for the siblings of children with disability. The program received high praise from the children who attended, and their families, all of whom reinforced the value and need for peer-based support for the siblings group. The program aims to build resilience and capacity for young people who have a person with disability in their lives.

End-of-life project

Li-Ve Tasmania is collaborating with La Trobe University and the University of Tasmania to develop an evidence-based model for providing genuinely inclusive end-of-life care for people living with disability. Internally, the organisation is providing end-of-life training for a group of key staff and this training will be supported by identified 'champions'.

Cyber safety

Li-Ve Tasmania has continued its commitment to supporting people living with disability (and those who support them) to manage and minimise the risk of harassment, bullying and scams online.

An easy-read resource, developed with TABIS, ThinkUKnow, the Australian Federal Police and corporate support, was launched in Hobart in March.

Tasmanian Acquired Brain Injury Service (TABIS)

Transition to the NDIS can be challenging for people with an acquired brain injury (ABI) and for those who support them. The introduction of the ILC (Information, Linkages and Capacity Building) program under the NDIS brings its own challenges. The ILC is intended to meet the needs of people who are not eligible for an NDIS package, and I have a very real concern that, without it, many may 'slip through the cracks'.

TABIS has received transition funding until the end of November 2019. Beyond that time, the future of the service remains unclear.

THANKS

The value of the governance and social capital our directors bring to Li-Ve Tasmania cannot be underestimated. I thank Li-Ve Tasmania's Board for their dedication, guidance and diligence as custodians of the organisation. All directors willingly give enormous energy and expertise – and office holders provide a higher level of commitment still.

To Deputy Chair, Kellie Dean, Treasurer, Michael Irwin and Company Secretary, Hayden Moore, I extend my thanks. The role of Chair brings additional responsibility and an even greater time commitment. I sincerely thank Sue Leitch who donates significant time, passion and drive to her role as Chair of the Li-Ve Tasmania Board.

I also thank our leadership team, Beacon, under the guidance of inaugural Chair, Jennifer McKenzie, for its unfailing commitment to Li-Ve Tasmania, our staff and the people we support. I farewell former Executive Assistant, Alison Hall, who supported me over her seven years of loyal service. I thank my Executive Assistants, Alison Haertel and Steely Pretyman (who joined the team in November 2018) – I appreciate that our work is always undertaken with professionalism and good humour.

MORE THAN YOU EXPECT

Finally, I often make the point that, irrespective of our job titles within Li-Ve Tasmania, each day when we come to work, we directly influence people's lives. Our roles are critically important to the people we support, so we must acknowledge our positions of privilege and responsibility. Thank you to all staff across Li-Ve Tasmania – the people who turn our values into real life actions, convert our strategies into results and, ultimately – at the intersection of these two powerful drivers – deliver on our promise to provide 'more than you expect' for the people we support, both now and into the future.



Paul Byrne
Chief Executive Officer

From the Chair

Last year, I talked about our *Firsthand* videos. In 2018-19, this video series has continued to help us tell our participants' stories and showcase how we support them. The videos have proved invaluable in letting the broader community know about our team, our culture, and why we do things the way we do.

This year, I travelled to New Zealand with Chief Executive Officer, Paul Byrne, and Human Resources Manager, Rachel Jansen. The trip's purpose was to gain insight and intelligence from program participants at the Institute for Strategic Leadership. Four teams of high calibre leaders worked intensively on a case study about Li-Ve Tasmania, to provide strategic input and imagine possible futures.

The third *Firsthand* video, *Patrick's story* proved integral to the process. It enabled both our delegation and the program participants to envision and articulate potential outcomes for Li-Ve Tasmania that encompassed growth while remaining person-centred and in alignment with our values. The language of the video series has now entered Li-Ve Tasmania's vernacular – we now speak of how many 'Patricks' the organisation can support, as we work towards our growth targets.

Leveraging the insights drawn from the New Zealand consultation and our own strategic planning, the 2018–19 year has been one of consolidation, development, aspiration and action. With a clear focus on its organisational values, Li-Ve Tasmania has zeroed in on its strategic goals, pursuing key outcomes with vigour and tenacity. Front and centre is the organisation's commitment to expansion, which will ensure its sustainability, allow it to support more people in the Tasmanian community and deliver on its promise to provide 'more than you expect'.

To this end, Li-Ve Tasmania's Board, Executive and Beacon (the leadership team) are rolling out six major projects, each driven by the organisation's ongoing commitment to person-centred principles. In particular, creating a fit-for-purpose technological environment has involved a major investment. The suite of new information systems will allow us to respond effectively to the NDIS environment, achieve our strategic objectives and set Li-Ve Tasmania up for a prosperous future.

To further support these important projects, we have introduced two roles to the Executive. We welcome Chief Financial Officer, Chris Oddie and Strategic Development Manager, Stuart Nettlefold. The new Finance position has allowed us to build robust financial systems that better fit our needs, while the development role drives and supports the progress of major actions from our strategic plan.

As the Board positions for the new challenges next financial year will bring, housing is emerging as a significant business driver. For this reason, the organisation is adding to its existing skills, knowledge and networks in this space. Our plan is to create new partnerships across a range of industries to help take Li-Ve Tasmania's accommodation offerings to the next level.

Over the course of the 2018–19 year, Paul Byrne, the Executive team and Beacon, have continued to advance with innovation and determination to forge the best possible future for Li-Ve Tasmania. I would like to take this opportunity to thank this dedicated group for its enormous efforts. I would also like to acknowledge Steely Pretzman and Alison Haertel, our Executive Assistants, for their outstanding support to the CEO and Board.

This financial year, our Board farewelled Robert Hood. Robert originally joined the Liviende Board and transitioned to Li-Ve Tasmania's. I thank him for his many years of service.

The Board has welcomed three new Board members: Patrick Eadington, Tim Booker and Jennifer Dignam. These additions bring a diverse range of skills and expertise that are already benefiting Li-Ve Tasmania. Pleasingly, each new member has been quick to grasp the key issues and opportunities facing Li-Ve Tasmania, and they are already making significant impacts on the organisation.

The Board, as a whole, is working well to guide the organisation. In particular, I would like to acknowledge Deputy Chair, Kellie Dean; Governance and Culture (GCC) Committee Chair, Liz Swain; Treasurer and Finance, Audit and Risk Management (FA&RM) Committee Chair, Michael Irwin; Company Secretary, Hayden Moore; and Marketing and Communications Committee Chair, Phil Dewis. I would also like to acknowledge those Board members who volunteer as members of our subcommittees. Their ongoing engagement, knowledge and commitment has been vital to the Board's ongoing success. All our Board members have provided outstanding leadership for Li-Ve Tasmania and I am deeply grateful.

Lastly, I would like to express my deep thanks to our Acorn Branch. This band of dedicated supporters contributes to Li-Ve Tasmania with unrivalled compassion and creativity. Their events are well known and loved in the community, and their efforts allow us to go the extra mile for the people we support and their families. I thank the Acorns for their important and inspiring contributions over the 2018–19 year – not only in terms of valuable financial support, but also through the fun and friendship that they so unreservedly give.

It is an honour to be involved with an organisation that carries out its disability support work with such conviction, bravery and bigheartedness. I'm proud to be involved with Li-Ve Tasmania and I am excited to be part of its future.



Sue Leitch
Chair

Our services

WHAT WE OFFER

| | |
|----------------------------------|---|
| <p>NDIS</p> | <p>We offer NDIS services in people’s homes, in the community and at our own sites. Our supports are person-centred so we provide flexible, tailored support to achieve the best outcomes from NDIS plans.</p> |
| <p>HOUSING</p> | <ul style="list-style-type: none"> • Shared housing • Independent living units • Large residential (Oakdale Lodge) |
| <p>SUPPORTS</p> | <p>At Li-Ve Tasmania, we deliver more than you expect. We do what we promise. We don’t cut corners. We go the extra mile. We consistently deliver the best possible outcome, so that you can live your best possible life.</p> |
| <p>DAY OPTIONS</p> | <ul style="list-style-type: none"> • The Zone – day options for young people (Warrane) • The Cottage – day options for older adults (New Norfolk) • The Lodge day options program (Warrane) • The Holiday Zone – school holiday program for children with disability and their siblings (a range of venues, statewide) |
| <p>LIFESTYLE</p> | <p>We provide:</p> <ul style="list-style-type: none"> • in-home assistance • daily living and life skills development • support coordination • individual plans • specialised support models in: <ul style="list-style-type: none"> ○ dementia ○ acquired brain injury ○ end-of-life care ○ positive behaviour. |
| <p>TABIS</p> | <p>Tasmanian Acquired Brain Injury Services Inc. (TABIS), a division of Li-Ve Tasmania, makes sure people living with acquired brain injury have access to responsive and innovative support options. It promotes community access and fosters successful long-term participation and re-integration.</p> |
| <p>LI-VE FULLER GRANT</p> | <p>People working for any disability organisation in Tasmania who have a passion they would like to share with the people they support can apply for a Li-Ve Fuller grant of up to \$2,000.</p> |

NDIS SERVICES Li-Ve Tasmania is registered to provide the following support under the NDIS:

- Accommodation/tenancy
- Assist - life stage, transition
- Assist – personal activities
- Assist – travel/transport
- Daily tasks – shared living
- Development – life skills
- Group/centre activities
- Household tasks
- Participate community
- Personal activities high
- Specialised disability accommodation

Li-Ve Tasmania is registered with the Transport Accident Commission in Victoria to provide services.

WHERE WE ARE

Li-Ve Tasmania’s head office is located at 26 Lampton Avenue, Derwent Park, Tasmania and the northern office is located at Level 4, 11 High Street, Launceston.

SHARED HOUSING

Our shared housing is statewide:

North

- Trevallyn
- Youngtown
- Riverside
- Prospect
- Prospect Vale
- Newnham
- Legana

South

- Blackmans Bay
- Kingston
- Warrane
- Firthside
- Moonah
- Lenah Valley
- Glenorchy
- Lindisfarne

NDIS SERVICES

Our NDIS services are also statewide.

Our history

- 1952** Li-Ve Tasmania started as the Retarded Children's Welfare Association (RCWA). During the 1950s and 60s, the RCWA teed up employment and accommodation for young people living with intellectual disability.
- 1956** Yallambee Hostel opened to provide accommodation for out-of-town children receiving special education in Hobart.
- 1970** RCWA bought land at Warrane, where it founded Oakdale Lodge to provide accommodation for people working at the nearby sheltered workshop.
- 1991** NRSRG was formed in Launceston in response to the CIP. NRSRG was the first was the first community managed, CIP-funded, residential support service in Tasmania.
- 1992** RCWA wound up and separate, independently managed not-for-profit organisations were created. Oakdale Lodge Yalambee was set up to manage Yallambee and the Lodge. This later became Oakdale Services Tasmania.
- MID-90S** NRSRG restructured to align with contemporary business practices. The committee moved away from day-to-day tasks and adopted a governance operational model, focused on organisational viability, and strategic planning and direction. NRSRG further expanded its operations to Hobart, Tasmania.
- 2011** Oakdale Services Tasmania became Veranto – the change in identity reflecting a modern organisation, focused on people. NRSRG moved its head office to 7-9 Cameron Street, Launceston.
- 2014** NRSRG rebranded became Liviende, reflecting a more contemporary forward-focussing people organisation
- 2015** Veranto moved its head office to Lampton Avenue. Veranto merged with northern-based organisation Liviende to form Liviende Veranto
- 2016** Liviende Veranto launched its new service, The Zone. The organisation rebranded as Li-Ve Tasmania.
- 2017** Li-Ve Tasmania's End-of-life project was widely recognised. Li-Ve Tasmania took over Tasmanian Acquired Brain Injury Services Inc. (TABIS).
- 2018** Launceston staff (including TABIS) moved to their new address in High Street. Li-Ve Tasmania undertook a significant organisational restructure to create efficiencies needed under the NDIS.
- 2019** Tasmanian Council on Intellectual Disability (TCID) wound up.

2018-19 highlights

- Li-Ve Tasmania completed the transition to the NDIS and Continuity of Support funding streams for all participants.
- Oakdale Lodge moved to a transitional model of support under the NDIS.
- The organisation began a project to transform our IT systems to meet the needs of the changing market.
- We increased our staff to meet the needs of our growing participant base.
- Beacon, our leadership team was formed, Chaired by Manager – Marketing and Communications, Jennifer McKenzie.
- Li-Ve Tasmania established The Holiday Zone, school holiday program for children with disability and their siblings (for more information, see 'Key achievements on page 5).
- Li-Ve Tasmania exhibited its specialised knowledge, skills and community partnerships in relation to projects focused on:
 - the end of life and bereavement
 - cyber safety
 - support for siblings of children with disability.

RECOGNITION

- Board member and Chair, Sue Leitch completed her Masters of Ageing in 2019.
- Manager – Marketing and Communications, Jennifer McKenzie received a scholarship to participate in the Tasmanian Leaders Program.
- Jaime Foskett completed a Graduate Certificate in Commerce, this year.
- Anna Holliday consulted, spoke and represented Li-Ve Tasmania across a range of local and national forums.
- Anna also attained Masters Candidature at UTAS.
- Chris Oddie completed a strategic leadership course with the Institute of Strategic Leadership (ISL).

Strategic plan

PURPOSE

Empowering you to live life your way.

VISION

A world free from labels.

VALUES

Authentic

Bringing all of yourself to our work.

Spirit of togetherness

Creating a sense of belonging to the Li-Ve Tasmania family.

Infectiously positive

Showing a sense of what's possible to every person and situation. Being passionate.

Resourceful

Striving for excellence in an ever-changing world. Leaders in excellence.

Respectful

Encouraging and valuing everyone's uniqueness.

GOALS

- Reputation based on person-centred thinking
- Commercially sustainable business model
- Values-based growth
- Innovation in systems and models of service
- Workforce capability

STRATEGIC PRIORITIES 2019

1. Articulate value proposition for participants
2. Articulate value proposition for staff
3. Build stable and scalable IT Infrastructure (internal and mobile)
4. Apply LEAN principles – train, review, implement
5. Improve data and business Intelligence (on hold)
6. Complete Oakdale Lodge NDIS transition
7. Implement risk profile

Financial summary

| | 2018-19 | 2017-18 | 2016-17 | 2015-16 | 2014-15 |
|--|------------|------------|------------|------------|-----------|
| Revenue and expenditure | | | | | |
| Total revenue and other income | 23,429,560 | 20,623,969 | 18,454,855 | 15,771,362 | 9,771,643 |
| Total expenditure | 21,897,362 | 19,677,908 | 18,835,748 | 15,550,808 | 9,419,836 |
| Operating surplus/(deficit) | 1,532,198* | 946,061 | -361,166 | 220,554 | 351,804 |
| Assets and liabilities | | | | | |
| Total assets | 11,941,085 | 8,148,158 | 7,210,314 | 7,691,404 | 6,178,648 |
| Total liabilities | 4,639,184 | 3,074,648 | 3,147,595 | 3,267,519 | 2,046,451 |
| Net assets | 7,301,901 | 5,073,510 | 4,062,719 | 4,423,886 | 4,132,197 |
| Net cash from operating activities | 2,781,515 | 648,135 | -630,280 | -551,213 | 924,202 |
| Net cash from investing activities | -206,836 | -68,109 | -196,029 | -793,221 | -125,018 |
| Net cash from (used in) financing activities | 37,322 | -259,189 | -126,102 | 180,714 | -168,372 |
| Cash and cash equivalents at 30 June | 5,884,209 | 3,272,208 | 2,750,664 | 3,703,348 | 2,817,930 |

*Total comprehensive income 2018-19 is \$2,228,391 which includes a property revaluation gain of \$696,193.

Participants and staff summary

| | 2019 | 2018 | 2017 | 2016 |
|-----------------------------|------|------|------|------|
| Number of people we support | 337 | 303 | 206 | 170 |
| Number in NDIS | 191 | 156 | 91 | 47 |
| Number of employees | 379 | 313 | 322 | 306 |
| FTEs | 170 | 172 | 174 | 162 |

Our community

GIVING BACK

Li-Ve Tasmania staff and participants supported the community via the following events:

- Graeme English volunteers at Cambridge Primary School Canteen every Thursday.
- Scott Percival, Graeme English and Peter Harvey volunteer at the Hobart Dogs' Home. They walk some of the dogs, provide companionship and help with grooming. Scott also fundraises for the dogs' home.
- Tracey Percival-Ingram initiated bread tags for wheelchairs at the suggestion of a Lodge support worker. We have collection containers at the Lampton Avenue office, The Zone and Oakdale Lodge.
- Lodge and ABI (Acquired Brain Injury) participants and staff took part in Movember to raise funds for prostate cancer and men's health.
- The Lodge Day Options (TLDO) held the following events:
 - November 2018 – Bandana Day fundraiser
 - October 2018 – sourced donations to fill the Christmas boxes for Operation Christmas Child
 - March 2019 – TLDO made marshmallow Easter bunnies as a fundraiser for the Hobart Dogs' Home
 - June 2019 – Australia's Biggest Morning Tea fundraiser.
- Launceston also held an Australia's Biggest Morning Tea fundraiser.
- Staff in the Lampton Avenue office held a Cheese for Change morning tea in March 2019 to raise funds for White Ribbon Australia.
- Launceston staff took part in the Melanoma March to raise funds for the Melanoma Institute Australia.

Vale

On 16 July 2018, Lodge resident, Maria Griffiths died after a long illness. Maria had been with Li-Ve Tasmania for more than 20 years, spending the last five years living at Oakdale Lodge.

Long-term Oakdale Lodge resident Timothy Brickhill passed away suddenly on 30 July 2018. Tim had been living at Oakdale Lodge for 42 years and touched the lives of all who had the privilege of knowing him.

Benjamin Stephens passed away on 19 September 2018. Ben was a long-term resident of Nolan Crescent, housemate to David, Bianca and Peter and son of Nick and Margaret. Ben will be missed by his family, housemates and support workers.

Marlon Esguerra, who is one of Li-Ve Tasmania's team leaders at Oakdale Lodge, experienced the sudden loss of his wife Sandra Esguerra on 5 December 2018.

On 12 February 2019, long-term Oakdale Lodge resident, Elizabeth Gabriel unexpectedly passed away. Lizzie had lived at The Lodge for 38 years. Lizzie had a larger than life personality – cheeky, fiercely independent, loveable, boisterous and sometimes very stubborn. The Lodge is not the same without her.

John Morgan, long-term Li-Ve Tasmania participant, passed away on 25 April 2019. John had recently received a terminal diagnosis, however, his decline was faster than expected. John was supported to pass away without any pain, and with his sister Alison and dog Gizmo at his side.

ALSO...

In July 2019, Li-Ve Tasmania staff member, Hamish McHenry passed away. Hamish had worked broadly across the organisation and will be greatly missed by those that knew him.

Ian Jillet, one of Li-Ve Tasmania's life members passed away on 9 August 2019. Ian served on the Board of the Northern Residential Support Group and Liviende.

Partners and supporters

- Li-Ve Tasmania is very thankful for the kindness and generosity of the Acorn Branch, which has supported Li-Ve Tasmania for more than three decades. You can view the Acorn Branch President's report on the next page.
- Li-Ve Tasmania has received generous assistance to achieve better outcomes for our community via the End-of-life project. The following organisations have provided significant support:
 - La Trobe University Public Health Palliative Care Unit
 - University of Tasmania
 - Palliative Care Tasmania.
- This year, Li-Ve Tasmania supported people living with disability to better access their community through leisure and recreation activities (via the Holiday Zone) and when using the internet (via cyber safety projects). Li-Ve Tasmania received significant financial and in-kind assistance to carry out these undertakings and would like to acknowledge:
 - Brain Injury Association of Tasmania (BIAT)
 - Australian Federal Police (including 'Think U Know')
 - Westpac Bank
 - Monash University
 - Dr Kate Gould, clinical neuro-psychologist at *Thinkfully*
 - Tascare Society for Children, Community Partnerships Program
 - Southern Support School
 - Young Leaders of Tasmania
 - Special Olympics Tasmania
 - Siblings Australia.
- Jenny Fuller and Pam Bretz established the Li-Ve Fuller grant in memory of their sister, Margie. People working in the disability sector can use a Li-Ve Fuller grant of up to \$2,000 to learn something new, achieve a personal goal or master an existing skill. They just need to show how this will benefit people living with disability, both up front and in the longer term. Li-Ve Tasmania administers the grant.

Acorn Branch President's report

I am a very proud member of The Acorn Committee. This committee has put in a sterling effort in fundraising for Li-Ve Tasmania.

Thank you to all the men and women, their family and friends who have supported us this year. Thank you to the Eastside Lutheran School for the use of St Peter's Hall. This has let us comfortably hold our morning teas.

We were able to successfully raise over \$8,000 by hosting three amazing morning teas, accompanied by a very elegant radio play and the fun and frivolity of The Black Cherries Ensemble and *The Best of The Croons*.

Additionally, we partnered with The Puzzle People of Richmond to host a sausage sizzle, Devonshire tea and cake stall, while participants proceeded with their Puzzle Challenge.

Our 'footy themed' casserole lunch was well received by the residents of The Lodge and, of course, the Christmas Party, at which The Daystar Duo performed was enjoyed by everyone, as always.

Two very informative guest speakers attended our branch meetings. Christopher Ashe from Parkinson's Tasmania and dietician Ngaire Hobbins. Ngaire enlightened us on how to 'eat to cheat aging' and how to have a healthy brain.

Our contribution to Li-Ve Tasmania has supported refurbishing Unit 1 at Tolosa Street and Unit 3 in the Independent Living Units at the Lodge.

We also funded a fire pit for a home at Lindisfarne, and a vanity unit and puzzles for the younger people attending The Zone.

The Acorn Committee looks forward to continuing our work next year.



Bronwyn Brown
President

People we support

FAST FACTS

NUMBER

| | 2019 | 2018 | 2017 | 2016 | 2015 |
|--------------|-----------------------|-----------------------|-----------------------|----------------------------|----------------|
| | 337 Li-Ve Tasmania | 303 Li-Ve Tasmania | 206 Li-Ve Tasmania | 170 Liviende Veranto | 121 Veranto |
| | | | | | 36 Liviende |
| TOTAL | 337 | 303 | 206 | 170 | 147 |

BY GENDER

| | |
|--------|-----|
| Male | 218 |
| Female | 119 |
| Other | 0 |

BY AGE

| | 0-10 | 11-20 | 21-30 | 31-40 | 41-50 | 51-60 | 61-70 | 71-80 | 81-90 |
|-------------------|------|-------|-------|-------|-------|-------|-------|-------|-------|
| 2016 | 5 | 23 | 34 | 13 | 28 | 29 | 31 | 6 | 1 |
| 2017 | 6 | 36 | 41 | 19 | 28 | 34 | 32 | 9 | 1 |
| 2018 (6-79 years) | 6 | 34 | 60 | 31 | 61 | 50 | 49 | 12 | 0 |
| 2019 | 42 | 67 | 49 | 26 | 42 | 47 | 52 | 12 | 0 |

PEOPLE WE SUPPORT – HIGHLIGHTS

These are just some of the activities we supported our participants to enjoy in the 2018–19 financial year.

TRAVEL

People we support enjoyed holidays to a range of locations, both in Tasmania and on the mainland.

Peter Dunkley, Graeme English, Maree Watt, Sandra Palmer, Caroline Reid, David Handorf, Hartmuth Pallavacini, Peter Harvey and Rodney Howe all travelled to Launceston from 15 to 20 October for a Lodge holiday.

Many people took time out to travel the state. Cleve Mitchell went to Swansea to see family; Rohan Naughton loved watching the *Spirit of Tasmania* dock in Devonport; John Geeves enjoyed vacations to Bruny Island and Bicheno. Simon Clifford attended his sister's wedding at Entally House.

Melbourne was also a popular destination – Julie Reeves took off for a shopping holiday, as did Maree Watt; Janelle Triffitt watched her favourite WWE wrestlers at the MCG.

Robyn Green completed her long-time goal of travelling on the Indian Pacific railway from Adelaide to Sydney. Andrew Mayo also visited Adelaide where he caught up with family.

David Handorf travelled on an aeroplane for the first time to reach his Gold Coast holiday destination.

SPORT

One of the main events each year for many of the people we support is the March weekend V8 supercar racing at Symmons Plains. This weekend is open to all to attend if they are interested in V8 car racing. Holden fans set up on one side of the hill and Ford fans sit on the other – all with flags flying. Some of the enthusiasts include Geoff Forsyth, David Handorf and Rohan Naughton.

Peter Harvey attends all the Kingborough Tigers home games and attended the Tigers Annual Ball. Peter continues to sail on his boat, the *Peter Harvey*.

Nikolas Ioannou participated in the Special Olympics Bowling Championships.

Sandra Palmer regularly attends Special Olympics events. She especially enjoys carpet bowls.

Even though Peter Stephenson just turned 75, he tried to attend every sporting event at Blundstone Arena.

Cottage participants enjoy weekly Boccia competitions at Goodwood community house.

WORK

Many of the people we support continued with both paid and volunteer employment, this year.

David Handorf and Rohan Naughton continue to work at Oak Industries. Maree Watt works at Plane Tree Studio, five days a week.

Dan Jacob successfully completed the Edge radio course and had his first one-hour live show. Dan is now looking forward to having a fortnightly show.

Alf Archer has presented on cyber safety and the end-of-life.

Stuart Maughan spoke to students and staff at an NDS event, about living with a disability and his preferred methods of support.

Darrell Sweeney is fostering recycling by using paper from the office that had previously gone into landfill for his craft.

Cottage participants enjoy weekly volunteering at the local community garden, growing vegies for the community. They also help the Human Resources team at Lampton Avenue by attending new staff inductions.

ACTIVITIES AND OUTINGS

Our participants have enjoyed a range of activities and outings.

Andrew Mayo enjoyed riding the double-decker bus around Hobart.

Nikolas Ioannou, Sandra Palmer and Peter Stephenson attended the Speak Out conference.

Cleve Mitchell remains a strong supporter of the Royal Flying Doctor Service. He visits Hobart Airport regularly to check on the sniffer dogs.

Gracia Vlaming is a keen member of a band. She has also taken a lot of photos in the past year and will prepare an exhibition within the next 12 months.

Participants at The Cottage have enjoyed monthly visits with their friends at Glengrey House; weekly visits to three Men's Sheds around the Hobart suburbs; monthly lunch catch ups with the members of the Derwent Valley Community House; and they also pay fortnightly visits to Henden Wyse Farm, including feeding and tending to goats, sheep, cows, chickens and dog, plus doing a pony program.

A highlight for participants was the North Melbourne Football Club visit to The Zone. Our new friends at North Melbourne Football Club teamed up with Li-Ve Tasmania participants for an evening working bee to spruce up The Zone.

BIG WINS

Naomi conquered her fear of public spaces and can now participate in activities that she never would have been able to when she started at The Zone.

Regan Graham moved into his own home.

Troy has become much more confident around people to the point where he bumps fists with friends and support staff.

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, make a big difference.

PEOPLE WE SUPPORT – FEATURED

LOUISE NISBET

Louise has been a Li-Ve Tasmania participant since 2015. Louise has chosen ‘a wonderful group of ladies’ to support her and her cat, Tulip, each day.

In July this year, Louise needed brain surgery in Melbourne. Louise discussed the situation with Laura, one of her long-term support staff. Laura offered to support Louise through the process.

Louise and Laura had to stay in Melbourne for seven days but also had the opportunity of two days free to enjoy some leisure activities. When two women are in a big city, what do they do? In Louise’s words, they ‘shopped till they dropped’, having a great time at the Vic Markets and one of the massive shopping centres.

On returning home Louise contacted her Coordinator to give some feedback and said that if she hadn’t had complete faith in Laura, she would have potentially not undertaken the trip. Louise said Laura was her ‘rock’ and gave her the confidence to follow through with the journey. She said that at all times she felt safe and that she didn’t need to worry about a thing – she was in good hands!

‘Laura made the whole week go smoothly and took exceptional care of me,’ Louise said.

Fortunately, the procedure went well and Louise returned home to her fur baby ‘Tulip’ in good health, for which we are all grateful!

RICHARD BYRAN

Richard enjoyed a two-night vacation to Ben Lomond, revelling in the mountain location and good weather. Richard’s family had a ski lodge there for decades, and Richard had spent a lot of time there when he was little.

During the trip, Richard took ski lessons (he hadn’t skied or been on the tow for about 10 years) and spent a day and a half on the slopes. During their walks around Ben Lomond, he and his family saw wombats and wallabies.

Richard spent quality time with his mother and extended family (uncles, aunties and family friends – a total of 13 people). He hadn’t seen some of these people for many years, so he really loved socialising with them. He and his family played cards, sang songs and shared meals. Richard loved preparing food and hot drinks, always ensuring no one had an empty cup.

He and his family absolutely loved the trip!

DEBBIE PRETYMAN

Li-Ve Tasmania has supported Debbie Pretyman since 1992 when she left Willow Court and moved to Launceston. She currently lives in Prospect with three other people.

Debbie is a Hawks football fan and often attends games at Aurora Stadium in all her Hawks gear to support her favourite team.

Debbie enjoys music, dancing, drawing, animals, children, socialising, going to the theatre to see live shows. She especially loves the ballet. She is a member of a band that performs live recitals. Her favourite music is ABBA.

Two years ago Debbie's estranged sister located Debbie via the Office of the Public Guardian and, since then, Debbie has met her sisters Marian, Carol, Elizabeth and Rosemary. From that initial lunch where they all met at Deb's home, the Pretyman sisters have enjoyed many catch-ups. It is a wonderful story of a family united and the love demonstrated by all is wonderful to see.

JANET KRUSHKA

Prior to having a stroke, Jan worked as a commercial cook and a disability support worker. Jan officially opened the first share house for Abbeyfield at Huonville.

Jan found herself needing more support and visited Oakdale Lodge. Jan liked the atmosphere of the Lodge and decided to move in.

Since living at Oakdale Lodge, staff have supported and encouraged Jan on the health and wellbeing campaign that she is, rightly, very proud of. Jan's mobility and independence are vastly improving. Jan has also been appreciative of the financial guidance offered to her from management and is now feeling empowered about her own destiny and life in general.

ANDREA GONZALEZ

Andrea has been attending The Zone for over three years. Andrea enjoys the social side and loves having some 'girly time', for example, having her nails painted, getting hair braided and receiving facials. She's loves cooking, and getting out and about. Her favourite thing to do is to have a cup of tea with her friends.

Andrea has a fitness plan in place where she goes swimming every week.

Recently Andrea and her friend Kate moved in together and created a positive social space for themselves.

MATT HOORI

Passionate artist, Matt won an international competition to create the logo for the World Down Syndrome Congress 2022. Matt travelled to Canberra to receive a certificate of congratulations from Governor General Sir Peter Cosgrove.

Our team

EXECUTIVE TEAM AND PORTFOLIO MANAGERS

PAUL BYRNE – CHIEF EXECUTIVE OFFICER

Qualifications: Fellow of the Australian Institute of Company Directors

Experience: over 40 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.

RACHEL JANSEN – MANAGER – HUMAN RESOURCES

Qualifications: Bachelor of Arts, Bachelor of Commerce, Masters of Business Administration and Certified professional member of the Australian Human Resources Institute

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

Rachel joined Li-Ve Tasmania in February 2009. She leads a statewide team in proactively supporting Li-Ve Tasmania's people to achieve the organisation's strategic goals. Rachel is particularly passionate about the need for HR to be a strategic lever and enjoys purposefully challenging the status quo.

NICOLE CUMINE – OPERATIONS MANAGER

Experience: Nicole has over 15 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.

CHRIS ODDIE – CHIEF FINANCIAL OFFICER

Qualifications: BCom, Grad Dip Applied Finance and Investment, Fellow Chartered Accountants Australia and New Zealand

Experience: Chris is a Chartered Accountant with over 28 years' experience across public practice, professional services, business advisory and Senior Executive Roles in large public listed companies (Logistics and Agribusiness).

Chris has extensive experience with commercial investment issues with a focus on business improvement strategy and business growth. Chris joined Li-Ve Tasmania in July 2018 and brings valuable high level of experience in business process improvement, technology enablement, financial analysis, mergers and acquisitions and financial management.

STUART NETTLEFOLD – STRATEGIC DEVELOPMENT MANAGER

Qualifications: Diploma Hospitality Management, Masters of Business Administration and Graduate of the Australian Institute of Company Directors (GAICD).

Experience: Stuart has held a range of senior executive roles in the wine sector and visitor economy, responsible for establishing many strategic relationships and building significant economic benefit for Tasmania. With wide experience serving on numerous boards, he brings strong corporate governance expertise with commercial acumen, business initiative, influencing ability and a drive to produce results.

Stuart has embraced the community sector and is focused on the strategic ways Li-Ve Tasmania can grow sustainably while continuing to deliver exceptional service to the people it supports.

NATALIE ROSE – MANAGER – ENGAGEMENT

Qualifications: Bachelor of Social Work, Graduate Certificate Management

Experience: Natalie has worked within the disability sector, locally and internationally. Working statewide and reporting to the CEO, Natalie is responsible for new participant intake, service design and innovation, business growth opportunities, and coordination of supports.

JENNIFER MCKENZIE – MANAGER – MARKETING AND COMMUNICATIONS

Qualifications: Bachelor of Arts, Cert IV Small Business Management, Certified Practising Marketer

Experience: a strategic marketing and communications specialist, Jenn has enjoyed two decades of broad-ranging experience in areas as diverse as women's health, motoring, tourism and tax. Jenn is motivated by the opportunity to make a positive difference for the people we support.

ANNA HOLLIDAY – MANAGER – PROJECTS

Qualifications: Bachelor of Arts, Post graduate studies in Acquired Brain Injury, current Masters (Medical Science) student

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.

ANTHONY OZOLS – MANAGER – POSITIVE BEHAVIOUR SUPPORT

Qualifications: Diploma Community Services, IABA Trained

Experience: Anthony has worked in the Disability Sector for almost two decades. He has a strong interest in Positive Behaviour Support and works closely with Allied Health Professionals to create and implement Support plans for individuals.

Portfolio reports

HUMAN RESOURCES

As dealing with change becomes a regular activity, leading it becomes a skill to hone, an internal capacity to master. ~ Arnaud Henneville

For the Human Resources (HR) team, 2018–19 has been a year of strategic refinement, operational efficiency in an ever-changing landscape, and quality and safeguarding readiness. Early in the year, we developed a new HR strategy to support our strategic values-based growth plan, and confirmed our core purpose of 'bringing the best out of our people'.

We made a commitment to:

- foster a work environment where people can make informed decisions
- support and equip managers and supervisors to lead their people
- be innovative and creative in finding new approaches and solutions – challenging the status quo
- adjusting our approach to each situation – being flexible, agile and versatile
- focus on the employee experience and how we can help make this as enjoyable, meaningful and fulfilling as possible
- challenge ourselves to add value in everything we do – and avoid all/any unnecessary or unproductive requirements of people.

The HR team are continually adapting to keep pace with our new operating environment while keeping up-to-date with new and emerging trends in HR that could benefit Li-Ve Tasmania and its people.

We started our journey in the development of a new HR management system, focusing on the recruitment and on-boarding modules. This system now forms a part of the IT transformation across the business and continues as an exciting improvement to our employee experience.

2018–19 also saw the development of the organisation's *Wellbeing and Safety Strategy*, designed to ensure wellbeing is at the heart of everything we do. This year we have focused on the first year's priorities of building the foundations across systems, frameworks and resources; capability and training; and communications and engagement.

Our staff climate survey generated an overwhelmingly positive response with an impressive employee net promotor score (eNPS) of 48.13%. It also flagged some areas where we can improve. Pleasingly, 93% of respondents would recommended Li-Ve Tasmania to a friend as a place to work, and 92% stated that Li-Ve Tasmania is a leader among disability service providers. With our continued growth in staff numbers and the associated demands, these results are a testament to Li-Ve Tasmania and the values it upholds.

Thank you to a committed and resourceful HR team, working in the spirit of togetherness to bring the best out of our people.

~ Rachel Jansen

OPERATIONS

This year we have seen the completion of our transition from state-based funding to the NDIS and Continuity of Support programs. The largest and most challenging transition site was Oakdale Lodge with a complete change to our service delivery model. The change, however, has delivered a great outcome for our participants with higher support ratios implemented to better support individuals with their daily living tasks and the pursuit of their goals.

Sadly, this financial year has also seen the announcement of Li-Ve Tasmania's intention to close Oakdale Lodge. This is due to market and legislative changes. It will likely occur in 2021. While we will all be sad to say goodbye to The Lodge, we are now embarking on the exciting project of working with participants and families to transition everyone to their preferred living arrangements. Li-Ve Tasmania remains 100% committed to continuing to support all residents of Oakdale Lodge into the future.

We are excited to be purchasing a new group home for the Launceston region. The property is due to settle early in the new financial year. This is an exciting new opportunity for Li-Ve Tasmania and we are working with other key stakeholders to deliver more new housing statewide.

We have continued to refine and introduce new systems and practices to meet our obligations under both funding frameworks which has been challenging in a constantly changing environment. This work will carry on in the next financial year with a continued strategic focus on ensuring our systems are maximising our efficiency.

My special thanks go to each member of the Operations team for their commitment and passion for the organisation and their ongoing dedication to the people we support.

~ Nicole Cumine

STRATEGIC DEVELOPMENT

A key goal in Li-Ve Tasmania's strategic plan is to generate values-based growth.

As a result, a new role was created to focus on the organisation's strategic development, with a particular focus on sustainable and financial growth. This role ensures participants' needs are being met and Li-Ve Tasmania prospers in the future.

Emphasis over the six months to 30 June has been on how Li-Ve Tasmania can harness the NDIS to provide better outcomes, particularly around housing models, so they work better for participants.

Another key part of this is the overall Oakdale Lodge transition. Progressing the project has involved broad consultation with the State Government, local governments, community housing providers and developers.

Li-Ve Tasmania is also actively seeking ways to grow its business through expansion and a more diversified operating model.

~ Stuart Nettlefold

ENGAGEMENT

The Engagement team, have worked tirelessly and with great energy to meet our strategic growth ambitions, this year. Engagement was particularly focused on increasing the number of people we support and our market share in Tasmania. This is important not only for financial growth but also to allow us to provide quality, genuine person-centred support to more Tasmanians living with disability.

As a result of these efforts, Li-Ve Tasmania saw a huge growth in new participants in Launceston. I congratulate the northern team, and in particular Pam Collins, Engagement Coordinator, who have taken the lead in driving this growth.

The Engagement team also assumed the management of the organisation's accommodation vacancies. The closure of the Gateway at the end of June has changed the way advertise and manage our accommodation vacancies. Engagement has worked closely with Operations, Marketing and Communications, and the Strategic Development Manager to develop a housing and vacancy strategy.

The Holiday Zone launch in October and its expansion in January broadened the scope for Li-Ve Tasmania to support children living with disability, creating additional opportunities to strengthen families and build our valued community partnerships (for more information about our partners, see page 18).

Engagement also saw the establishment of a new Coordinator of Support position which provides service diversification for Li-Ve Tasmania and another opportunity for growth.

Engagement enquiries for people seeking support continue to increase. Word-of-mouth is our strongest marketing channel. The growth of our business relies on far more than just Engagement's undertakings and I would like to particularly thank the portfolios of Marketing and Communications, Human Resources, Projects and Operations. My gratitude extends to management and frontline staff for ensuring we are providing an exceptional service. Without every part of the Li-Ve Tasmania team working together to provide excellent customer service, our business couldn't grow.

~ Natalie Rose

POSITIVE BEHAVIOUR SUPPORT

The 2018–19 year provided the opportunity for a renewed focus on staff education around the nature, principles and benefits of positive behaviour support (PBS). Manager, Anthony Ozols addressed team meetings across the organisation to outline this behaviour management framework.

Feedback from these sessions was extremely positive with a number of staff reporting their enhanced understanding of functional factors that may perpetuate individuals' challenging behaviour. Team members also reflected on the value of positive behaviour support processes in developing strategies to respond quickly and appropriately to early signs of behaviour.

Planned outcomes from the staff education included:

- using a PBS lens to enhance staff empathy and understanding when managing behaviours of concern, leading to better support
- skill development for the people we support (for example, improved communication through the creation of functionally equivalent behaviours)
- greater integration of the PBS framework across Li-Ve Tasmania, in line with organisational values, to improve the organisation's person-centred culture.

While much of the PBS educational impact has been reported anecdotally, the reduction in Li-Ve Tasmania's worker's compensation premium provides a measurable indication of success.

As well as undertaking extensive staff education sessions, the Positive Behaviour Support portfolio has continued to document and analyse behavioural incidents. Working with coordinators and teams, the portfolio has generated comprehensive strategies for incident reduction by providing more targeted and tailored supports for participants.

Additionally, Positive Behaviour Support has continued to build on its relationships with behaviour specialists to cultivate a best practice approach and provide the best possible solutions for Li-Ve Tasmania staff and the people they support.

The later months of the financial year saw a focus on preparing for the Quality and Safeguarding Framework, which will see the NDIS Commission provide an oversight of behaviour management strategies that include restrictive practices, amongst other key functions.

~Anthony Ozols

PROJECTS

END-OF-LIFE AND BEREAVEMENT

Li-Ve Tasmania's commitment to improving the experiences and opportunities for people with disability and those who support them at end-of-life and when they are bereaved has strengthened, this year. In addition to its internal investment in maintaining services at an industry-leader level, Li-Ve Tasmania is highly committed to collaborating with like-minded industry leaders to achieve enhanced outcomes for people with disability at the end of life. It does this by:

- contributing its own practice-based wisdom to evidence-based research
- providing quality education to people living with disability (and those who support them) regarding the end of life and bereavement,
- developing evidence-based resources in end of life care for people with life-limiting illness and disability.

It has delivered workshops and presentations at numerous state and national conferences; actively participated in industry events (such as, expos and awareness raising events); participated in focus groups, research collaborations, and industry consultations; and contributed to a broad range of consultation sessions supporting local and national enhancements to the palliative care and disability service sectors.

In 2019, Li-Ve Tasmania enjoys a secure local and national profile as a leader in the field of disability and care at the end of life. It represents the voice of disability and shares its practice-based wisdom as a member of the Tasmania Bereavement Care Advisory, Partners in Palliative Care Tasmania and specific disability and palliative care sector forums.

Within the Tasmanian community, Li-Ve Tasmania currently leads a range of initiatives focused on enhancing end-of-life care and bereavement outcomes for people with disability. These come under the banner of the *Li-Ve Ability* program, comprising:

- recognition and value for the voice of lived experience - people with disability focus
- strengthening informal support networks - a families and carers focus
- building capacity and capability in our community - a disability and community sector focus.

CYBER PROJECT

Li-Ve Tasmania has continued its commitment to ensuring the safety of people with cognitive and/or intellectual impairment while online. Throughout 2018–19 Li-Ve Tasmania has focused on two primary project areas within the cyber safety program:

- **People with disability and those who support them**

During March 2019, Li-Ve Tasmania (incorporating Tasmanian Acquired Brain Injury Service) with the Australian Federal Police (ThinkUKnow) and Tasmania Police successfully launched an Australian first – an ‘easy read’ resource for online safety. The launch resulted in local and national media coverage with an estimated reach on the day of 260,000 people.

Throughout the ‘Stay Safe’ campaign, Li-Ve Tasmania has scheduled ThinkUKnow sessions with AFP to support disability sector staff and carers to understand how to identify and minimise the risks associated with online experience for the people they support.

Li-Ve Tasmania have also co-designed (with people with disability and lived experience of online bullying, harassment, cybercrime) an in-person oral presentation package/consultancy service to be used for adults with disability. This product is now a discrete business line for Li-Ve Tasmania, employing people with disability to co-present and share their lived experience, and the impact their experiences have had across their lives.

- **For therapists and clinicians of people with ABI**

Li-Ve Tasmania is collaborating with industry leading researchers at Monash University and Dr Kate Gould (clinical neuropsychologist) to conduct research to determine successful intervention support strategies for people living with acquired brain injury who are implicated in online cybercrime. Titled ‘CyberABillity’ this project focuses on strategies to ensure people understand how to use the internet safely.

During 2018/19 the research team (including Li-Ve Tasmania) delivered workshops across Victoria and Tasmania. It is anticipated that the research results will be available mid-2020.

OTHER PROJECTS

In addition to the End-of-life and bereavement and Cyber Safety projects, this portfolio has also managed a diverse range of additional projects, this financial year, including: investigating opportunities for business development, generic disability awareness education, and grant management.

A selection of these activities include:

- The Holiday Zone – throughout 2018–19 Li-Ve Tasmania continued to work with Tascare Society for Children in designing and delivering exciting, engaging and diverse range of activities in the community for children living with disability and their siblings (for more information, see ‘Key achievements’ on page 5).
- TABIS service sustainability plan – contribution towards future pathways for TABIS
- PEERLINK program: Design, development and delivery of a pilot peer support project for carers of people with acquired brain injury. Auspiced by the Brain Injury Association of Tasmania and delivered in partnership with Li-Ve Tasmania (TABIS), this program was funded by the Tasmanian Community Fund.
- Tasmanian Correctional Health Services Project: Li-Ve Tasmania collaborated with the Brain Injury Association of Tasmania to conduct qualitative research at Risdon Prison regarding the knowledge and awareness of brain injury amongst inmates at this site.
- Spruce up The Zone: a partnership project with North Melbourne Football Club where players from the club worked alongside The Zone participants to give the physical environment a lift.

~ Anna Holiday

MARKETING AND COMMUNICATIONS

A welcome addition to the Marketing and Communications portfolio in the role of Marketing Coordinator is Heather Watt. The extra resource has meant more capacity to implement strategic initiatives.

In April, in line with organisational growth targets, the Marketing and Communications portfolio launched the More than you expect campaign. This campaign took a statewide, multi-channel approach to both participant lead generation and staff recruitment, and represented Li-Ve Tasmania’s first foray into radio advertising. Supporting the radio ads and monthly radio interviews were bus backs, social and other digital elements designed to work together to build brand recognition and produce web traffic to a landing page geared towards generating enquiries.

In the 10 weeks to June 30 over 550 30-second radio ads ran, equally divided between north and south; recruitment and engagement. Three radio interviews took place with Hobart staff and participants joining the 7HOfm Breakfast team. These were supported by social media. This combination led to measurable spikes in online activity (for example, job applications and Facebook engagement). By the end of the financial year, there were already over 800 unique visits to the campaign landing pages. Campaign Facebook posts generated high engagement including positive comments and shares. A standout was the post featuring participant Lochie, which had reached over 4,000 people by 30 June.

Marketing and Communications’ focus on social media has paid off. During the financial year, page likes increased by 40% to 1,335. A third of all 43 posts reached over 1,000 people (two of these reached more than 5,000 people). Importantly, this social media engagement began to translate measurably to actions (such as, Holiday Zone signups).

Supporting and promoting the Holiday Zone has been a major initiative for marketing, from producing printed collateral to developing a web presence, including an online enrolment form.

Other focus areas included the organisation's housing strategy including the production of a high-end video for the new Hammond Court property; and Human Resources support, particularly in the recruitment and wellbeing spaces, and in promoting the annual climate survey. Further, Marketing has continued to promote the Li-Ve Fuller grant (which disbursed \$6,480) and to attend events such as the statewide Gearing Up Disability Expos, Beyond the School Gate functions and college careers expos.

Marketing and communications also managed segmented communications suites around organisational changes, including The Lodge transition.

Li-Ve Tasmania continued to build on media relationships and maintained a presence in both the *Mercury* and *The Examiner* through both advertising and editorial, including half a dozen articles featuring people we support.

In the newsletter space, 47% of email recipients opened Li-Ve Tasmania Employee news (a further 24% of staff opened it via SMS, however, there may be overlap between these lists). Li-Ving well, our stakeholder newsletter continued to be distributed quarterly.

Marketing and Communications has enjoyed a year of expansion, gaining traction in the campaign, broadcast media and social media spaces. With extra resource, the portfolio has been able to better track its outcomes. The team looks forward to next year's IT rollout when the implementation of a CRM will take its data to a new level.

~ Jennifer McKenzie

FINANCE

Since my appointment in August 2018, the Finance team has gone through substantial change. As our business environment continues to evolve, up-to-date data, analysis and advice are more important than they have ever been, across the whole business.

So, the Finance team is now operating a 'finance partner' model across the organisation with the aim of adding value and being the trusted advisor for decision-making. This has been a significant change, both for members of the finance team and for staff in other areas of Li-Ve Tasmania. I would like to acknowledge all members of the Finance team for their support, adaptability and commitment over the last 12 months.

I am proud to report that Li-Ve Tasmania has produced a strong surplus for the 2018–19 year. With ongoing process improvements and system upgrades, the organisation is well placed to continue progress to our strategic goals.

Finally, a thank you to our CEO Paul Byrne for his support, and to my fellow Executive team members for our collaborative efforts in 2018–19.

~Chris Oddie

Treasurer's report

OVERVIEW

This year has seen the hard work undertaken by the Board and the Executive produce a strong result. The current focus is to continue to invest in the staff and infrastructure to develop a robust and sustainable operating capability that will enable Li-Ve Tasmania to continue to deliver person-centred services and to grow.

After an in-depth review, the finance team, led by Chief Finance Officer (CFO), Chris Oddie, is focused on implementing a new core IT business platform that will meet future operational, administrative and reporting requirements. This is a significant project in terms of money, time and resource commitment. However, it is essential to drive further operational improvement in a challenging NDIS environment. Further, the growing workforce also imposes complex management requirements, especially in the following areas:

- human resources
- wellbeing, and workplace health and safety
- rostering
- payroll
- the new quality and safeguarding requirements.

The new Oracle NetSuite IT platform will provide the sound foundation required for future stability. It will support growth without any significant further investment.

The Executive team led by Paul Byrne, has been diligent in developing a new risk management framework that will help Li-Ve Tasmania better understand the existing and emerging risks it is exposed to and will allow the organisation to be proactive about monitoring and managing these.

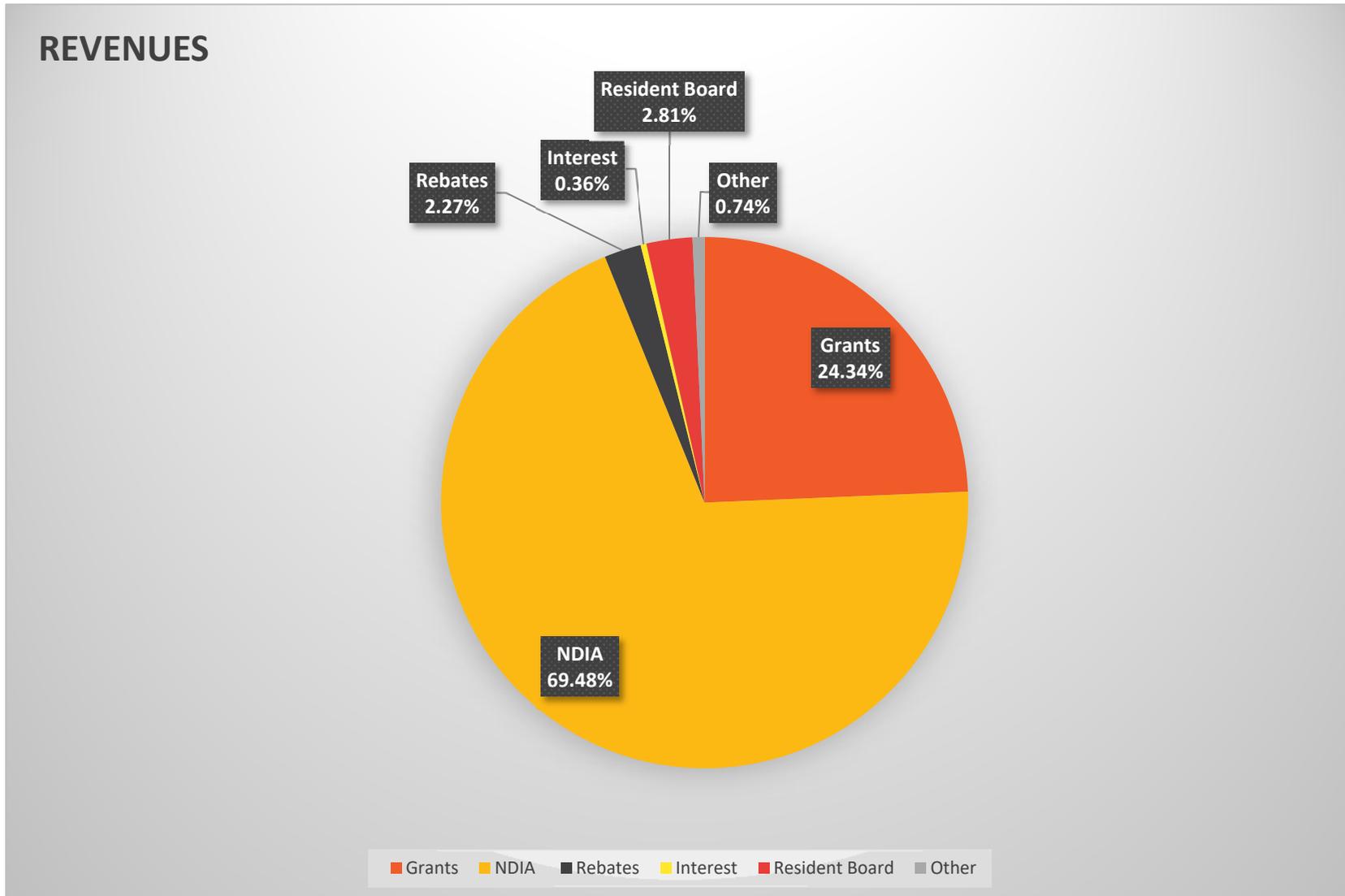
THE FINANCIAL RESULTS

| | 30 June 2018 | 30 June 2019 | % increase |
|------------|---------------------|---------------------|-------------------|
| Net assets | \$5,073,510 | \$7,301,901 | 43.9% |
| Surplus | \$946,061 | \$2,228,391 | 135.5% |

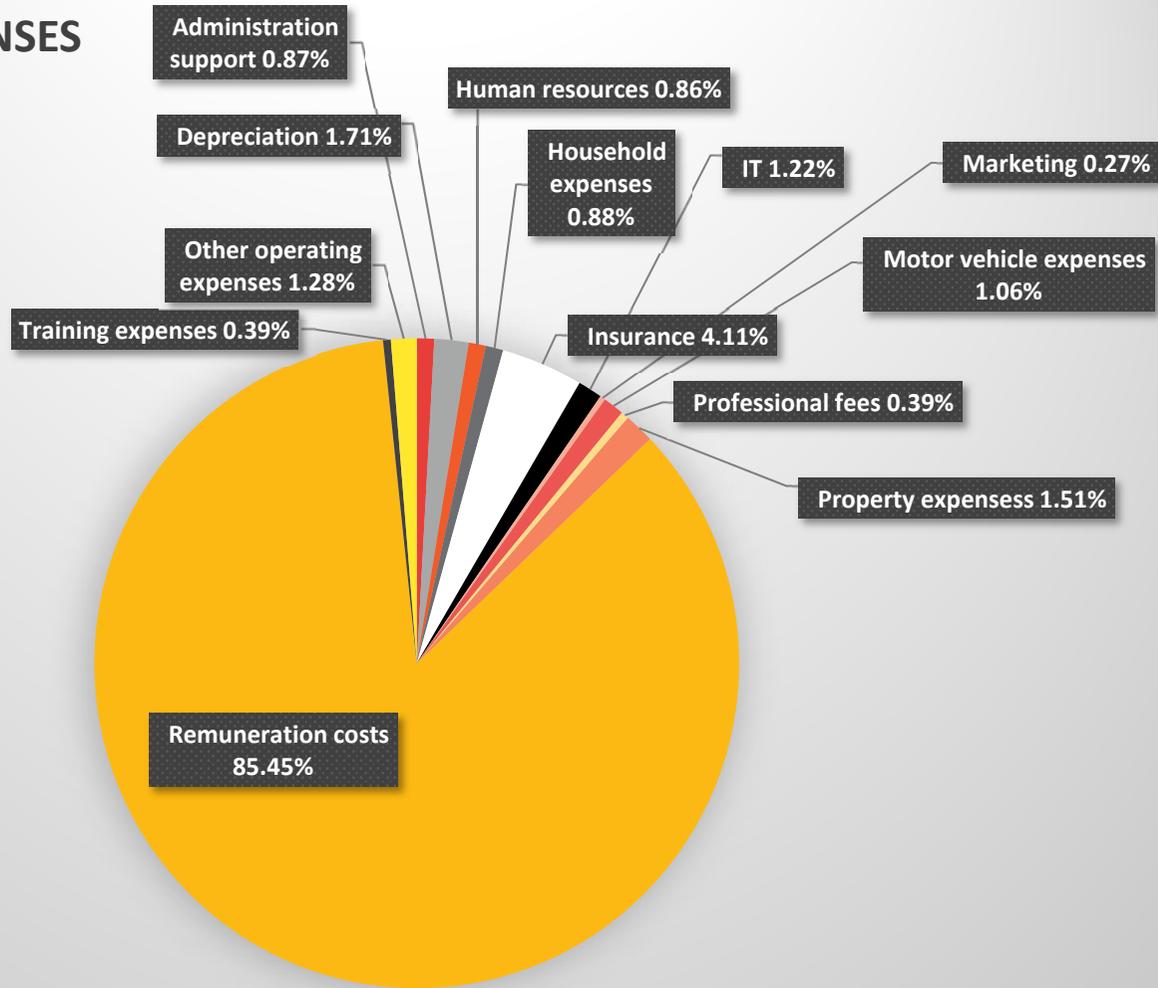
The underlying basis for improvement in the reported results has come from:

- increased revenues from the NDIA, driven by
 - growth in the dollar value of plans
 - increased participant numbers
 - the transition of participants living at The Lodge
- effective overhead costs control.

The following charts depict the 2019 revenue and expense splits.



OPERATING EXPENSES



- Administration support ■ Depreciation ■ Human resources ■ Household expenses ■ Insurance
- IT ■ Marketing ■ Motor vehicle expenses ■ Professional fees ■ Property expenses
- Remuneration costs ■ Training expenses ■ Other operating expenses

AUDIT

We continue to engage KPMG to provide our auditing services.

RISK MANAGEMENT

The new risk management framework has substantially improved the organisation's understanding of its risk exposure, mitigation and management. This will help minimise the size and likelihood of a risk event.

The next stage of this project is to embed the risk management framework into the operational environment and educate all staff about the benefits of using the framework for them, the clients and Li-Ve Tasmania as a whole.

GOVERNANCE

Since joining the Board, and the Finance Audit and Risk Management Committee, I can unequivocally say that I am impressed by the way the Executive and the Directors continue to develop and gel as a team. They constantly strive to reduce risk while delivering better outcomes for Li-Ve Tasmania. On this journey, the more progress the organisation makes, the more potential improvements we identify. We can then leverage these opportunities for the benefit of the Li-Ve Tasmania community.

EVENTS SUBSEQUENT TO REPORTING DATE

There were no subsequent events to report.

I would like to thank to Paul Byrne and my fellow Finance, Audit and Risk Management Committee members for their commitment and contributions over the past 12 months. I would also like to make special mention of Hayden Moore who has decided to leave our Board and FA&RM Committee to spend quality time with his wife and young children. His contribution has been significant, strategically insightful and has been appreciated by all Board and FA&RM members.



Michael Irwin
Treasurer

Corporate governance

Li-Ve Tasmania is a strong advocate for good corporate governance and we are committed to the principles of transparency, accountability and integrity for the benefit of our members, the people we support, our employees and all other stakeholders.

In adopting governance practices, Li-Ve Tasmania takes into consideration a number of best practice guidelines and principles, including:

- minimum standards required by Australian Charities and Not-for-Profits Commission (ACNC) for registered charities (of which Li-Ve Tasmania is one)
- Good Principles and Guidance for Non-for-Profit Organisations issued by the Australian Institute of Company Directors (AICD)
- ASX Corporate Governance Council's principles and recommendations.

For the purposes of this report, we summarise our governance practices by using the principle headings adopted by the AICD.

ROLES AND RESPONSIBILITIES

The Li-Ve Tasmania Board of directors is responsible for the organisation's overall performance in achieving its objectives and legal obligations.

Operating under a Board Charter, the key responsibilities for our Board are:

- reviewing and approving corporate strategies, the annual budget and financial plans;
- overseeing and monitoring organisational performance and the achievement of Li-Ve Tasmania's strategic goals and objectives;
- liaising with Li-Ve Tasmania's external auditor;
- appointing and assessing the performance of the Chief Executive Officer and overseeing succession plans for the senior executive team;
- enhancing and protecting the reputation of Li-Ve Tasmania;
- reviewing and overseeing systems of risk Senior Leadership and internal control, and legal compliance,
- overseeing the processes for identifying significant risks facing Li-Ve Tasmania and that appropriate and adequate control, monitoring and reporting mechanisms are in place; and
- reporting to, and communicating with, members.

The CEO, Paul Byrne is responsible for the general management and leadership of Li-Ve Tasmania, including day-to-day operations. Paul is accountable to the Board for the achievement of stated objectives and is responsible for reporting to the Board monthly, as well as keeping directors informed of key matters.

The Delegations policy is a document which sets out the matters and financial expenditure limits reserved for the Board, CEO and other Li-Ve Tasmania employees.

The Board delegates responsibility to a number of Board committees to assist in carrying out its responsibilities, to ensure effective performance in specific areas. Directors sit on Board committees and report to the whole Board periodically.

The Board committees include:

- Finance, audit and risk management
- Governance and culture
- Marketing and communications.

FINANCE, AUDIT AND RISK MANAGEMENT (FA&RM)

The role of the FA&RM Committee is to advise the Board in matters relating to risk management, audit, fiscal stability and the long-term economic sustainability of the organisation.

This includes assisting the Board in the company's governance and exercising due care, diligence and skill in reporting financial information.

The committee will advise the Board in regard to applicable laws, regulations, policies, standards, guidelines and best practice.

Membership

- Michael Irwin (Chair)
- Sue Leitch (ex-officio)
- Kellie Dean
- Hayden Moore
- Tim Booker
- Kate Taylor
- Paul Byrne
- Chris Oddie

GOVERNANCE AND CULTURE (GCC)

The Li-Ve Tasmania Board of directors appoints the GCC to help oversee governance. The committee does not have executive powers but has been established to provide specific advice to the Board in accordance with its terms of reference.

The purpose of the GCC is to support the Board to fulfil all legal, ethical, and functional responsibilities through:

- effective governance policy
- recruitment strategies
- training programs
- monitoring Board activities
- evaluating Board members' performance
- other tasks as directed by the Board.

Membership

- Elizabeth Swain (Chair)
- Sue Leitch (ex-officio)
- Kellie Dean
- Patrick Eadington
- Jennifer Dignam
- Jenny Goulding
- Paul Byrne
- Rachel Jansen

MARKETING AND COMMUNICATIONS (MCC)

The MCC advises the Board in relation to:

- communication, marketing and corporate identity matters
- developing and maintaining of policies and initiatives to support
 - effective communication
 - Li-Ve Tasmania 's public profile
 - a clearly defined corporate identity

Membership

- Phil Dewis (Chair)
- Sue Leitch (ex-officio)
- Jennifer Dignam
- Paul Byrne
- Stuart Nettlefold
- Jennifer McKenzie

Other Li-Ve Tasmania employees also attend Board committee meetings, providing insight and information to directors on matters subject to discussion and approval.

BOARD COMPOSITION

The Li-Ve Tasmania Board is made up of a group of individuals with a mix of skills, knowledge and experience. Directors come from diverse professions and industries, and they all share the Li-Ve Tasmania values.

Periodically, the Board undertakes an externally facilitated evaluation and performance review, including a skills assessment, to confirm the current range of skills and highlight where gaps may lie. This ensures the Li-Ve Tasmania Board possesses the right skill set for the organisation to support its strategic direction, challenges and opportunities.

Directors are appointed to the Board based on their skills, experience and cultural fit. New directors undergo an induction to ensure they have the information they need to contribute positively to Board deliberations.

The Li-Ve Tasmania Board is currently made up of nine directors, including a Chair and Deputy Chair. Director appointment and re-election processes are governed by the organisation's constitution, and directors are elected at the annual general meeting. We consider all our directors to be independent.

PURPOSE AND STRATEGY

The Li-Ve Tasmania Board is responsible for considering and approving the organisation's strategic direction and plans, as well as its vision, purpose and values.

Facilitated by an external consultant, the Board undertakes an annual strategic planning day together with the CEO and senior leadership team. This ensures a balance of views and insight, while also providing an opportunity to enhance relationships between directors and senior leadership team and articulate our different roles within the organisation.

In August 2018, we confirmed our strategy to reflect the current environment and future challenges.

The Board supports the Executive team in its delivery of the strategic direction and plans, and monitors performance against objectives.

RECOGNITION AND RISK MANAGEMENT

Reviewing and monitoring risk is a critical function of any Board and the Li-Ve Tasmania Board has a sound process for risk management. Managing risk ensures that our organisation is able to do what it needs to do, is financially robust, provides a safe and enjoyable place to work, and is able to provide the appropriate level of care to the people we support.

We maintain a risk register, which the Board regularly reviews and reports on.

Quality assurance is also an important function within Li-Ve Tasmania and ensures that our organisation complies with necessary policies and procedures.

ORGANISATIONAL PERFORMANCE

When agreeing our strategic direction and plans, the Li-Ve Tasmania Board and senior leadership team also determine and agree goals to measure success (including financial and non-financial).

These goals and objectives are reported on monthly to the Board. The CEO is also accountable to the Board for achieving these goals and objectives at his annual performance evaluation.

BOARD EFFECTIVENESS

The structure of the Li-Ve Tasmania Board, role of Board committees, as well as contemporary and best practice board administration and meeting practices, assist in the operation of an effective Board.

As noted, the use of committees allows the Board to effectively carry out its responsibilities in specific areas and provide recommendations to the Board for decision. Members of committees are most often skilled in the particular area of responsibility, facilitating constructive discussions and decision making.

The committees operate under a charter and annual schedule of work, and report to their fellow directors at each Board meeting.

We recognise the importance of and value of efficient and quality board administration practices, including appropriate form agendas, minutes, Board papers and reports. We further recognise and deal with conflicts of interest and encourage open, relevant and respectful discussions.

The Board undertakes a formal evaluation each year, which is facilitated by an external consultant. We take active steps in improving our performance and governance practices. (See also the previous page.)

Professional development for directors is also actively encouraged and supported. In March 2019, Sue Leitch, Kellie Dean, Elizabeth Swain and Paul Byrne attended the Australian Institute of Company Directors' Governance Summit. Michael Irwin attended the AICD Governing to Protect Vulnerable People session.

INTEGRITY AND ACCOUNTABILITY

The Li-Ve Tasmania Board receives timely and quality information to enable it to effectively review and monitor financial performance and progress against objectives, and make informed decisions. Directors drive the structure and content of this information, in consultation with management.

Our financial reports are audited by an external auditor each year. KPMG undertakes the audit, meeting with and reporting to members of the FA&RM committee, and the Board.

ORGANISATION BUILDING

The Li-Ve Tasmania Board operates in the best interests of the organisation, our members, employees and the people we support. In addition to serving our director duties at law, we are passionate and believe in our vision and purpose.

We ensure we have the appropriate range of skills, capacity and resourcing, as well as capability across the organisation. We also provide support and counsel to the CEO and his team, where we can. This is necessary to ensure Li-Ve Tasmania is in the right position to achieve its objectives and deliver on its vision and purpose.

CULTURE AND ETHICS

Li-Ve Tasmania has a culture which is inclusive, values driven, supportive and passionate about supporting people living with a disability. This culture exists across the Board, Executive, Beacon (our leadership team) and employees.

Our person-centred approach is at the core of everything we do – our support operations and policies, decision-making and how we engage and communicate.

We have a well-defined code of conduct and deal appropriately with conflicts of interest.

ENGAGEMENT

Li-Ve Tasmania's stakeholders include directors, employees, members, people we support and their families, volunteers, suppliers, unions, government and its agencies, and the broader community.

We actively and positively engage with all our stakeholders and value the quality reputation Li-Ve Tasmania has gained from this engagement.

The annual general meeting is a great forum for interaction with our members and it's a popular event in our calendar. The Board enjoys this contact and the opportunity to communicate our achievements.

Life members

- Tony Kingston
- Gwen Kingston
- Cyril Cosslett
- Rob Allen
- Ian Eadie
- Geoff Harper
- Arthur Jones
- Joan Leverett
- Don Mitchell
- Shirley Palmer
- Margaret Roberts
- Anne-Marie Stranger
- Barbara Tait
- Tom Watt
- Maureen McDonald
- Naida Jillet
- Ian Jillet (dec August 2019)

Our Board

SUE LEITCH – CHAIR from AGM 2016

Elected: 3 November 2014 to Company Secretary and Deputy Chair until 2015 AGM

Committee membership: Finance, audit and risk management, Governance and culture, Marketing and communications

Qualifications: Masters of Ageing, Bachelor of Pharmacy, GAICD

Background: Over 35 years' experience in both community pharmacy and industry support, and ageing policy and advocacy.

Sue is the Chief Executive Officer of the Council on Ageing – Tasmania (COTA).

LIZ SWAIN – DIRECTOR from 4 December 2015

Appointed: 4 December 2015

Elected: 31 October 2016

Committee membership: Chair Governance and Culture

Qualifications: Primary Metallurgy Diploma, Applied Science Diploma, Advanced Management Diploma, Graduate Diploma in Management, Diploma in Frontline Leadership, Master's Degree in Business Administration, GAICD

Background: Over 43 years in a range of engineering, technical, research and development, training and management roles in operations, engineering and maintenance with Rio Tinto.

Liz was chair of Liviende and successfully led the merge with Veranto, after a decade with Liviende. Liz has retired from full time work, but is active in non-executive Director roles both nationally and within Tasmania

KELLIE DEAN – DEPUTY CHAIR from 29 October 2018

Elected: 4 December 2015 – and appointed Deputy Chairperson October 2018

Committee membership: Finance, Audit and Risk Management, Governance and Culture

Qualifications: Bachelor of Arts, Bachelor of Laws, Graduate Diploma in Applied Corporate Governance.

Background: Kellie is a legal and governance executive with broad range of experience across corporate governance, legal and compliance, risk, strategic planning and human resources.

Kellie is currently Director, Student Wellbeing and Culture at the University of Tasmania.

MICHAEL IRWIN – TREASURER from 12 July 2017

Appointed: 22 March 2017

Elected: 30 October 2018

Committee membership: Chair Finance, Audit and Risk Management

Qualifications: Bachelor of Commerce, CPA, GAICD

Background: Michael is an accountant with an extensive career as a Trustee, Director and senior executive in the superannuation industry. He possesses excellent knowledge and experience in relation to managing in a dynamic highly regulated and constantly changing environment.

Michael is currently a Project Manager.

PHIL DEWIS – DIRECTOR

Elected: 3 November 2014

Committee membership: Chair Marketing and Communications

Background: Extensive background in sales/marketing, business development and senior management. Phil is the National Sales Manager with Workforce Health Assessors.

PATRICK EADINGTON – DIRECTOR

Appointed: 28 November 2018

Committee membership: Governance and Culture

Qualifications:

Background: An extraordinary Li-Ve Tasmania participant, Patrick Eadington places a high priority on being involved and giving back to the community he lives in. Patrick designed a tool called the Disability awareness and resource training program and used this to raise community awareness about issues affecting the lives of people with disability. Patrick has a wealth of experience in the disability sector. He has been a member of the Hobart City and Glenorchy City Councils' advisory committees, a Board member of Arts Action disability arts organisation and is a current director of Advocacy Tasmania. Patrick was a member of PDAC (Premier's Disability Advisory Council) from 2011 to 2017 and represented PDAC in the NDIS Transitional Reference Group.

JENNIFER DIGNAM – DIRECTOR

Appointed: 29 October 2018

Committee membership: Governance and culture, Marketing and communications

Qualifications:

Background: Jennifer has over 30 years' experience in organisational change, organisational design and development, learning and human resources. She has worked in senior management roles in both private enterprise and the public sector. Jennifer's work has spanned projects in strategy development, coaching, training, recruitment, learning materials development, performance management, change and integration, researching complex issues, assessing systems and providing innovative solutions. Jennifer has worked throughout Australia, Singapore, Indonesia, Thailand and with Asian and Pacific countries.

TIM BOOKER – DIRECTOR

Appointed: 29 October 2018

Committee membership: Finance, audit and risk management

Qualifications: MAICD, MBA (in progress).

Background: Tim has experience and networks in a range of business stages - from co-founding a software start-up, to senior business management specialising in agricultural investment management. Tim's approach is strategic and results driven and his successes are based in strong commercial and financial acumen. He is a Director of Mornington Park Developments (Waste Management), as well a Management Consultant at Deloitte, and holds various commercial and community based roles, including ownership of several businesses.

HAYDEN MOORE – COMPANY SECRETARY from 29 October 2018

Appointed: 22 March 2017

Elected: 30 October 2017

Committee membership: Finance, Audit and Risk Management

Qualifications: Bachelor of Commerce, Bachelor of Science, Graduate Diploma CA, Graduate Certificate in Financial Analysis

Background: Extensive experience in business strategy and financial governance. He has worked for organisations in highly regulated operating and financial environments, focusing on compliance, corporate governance and risk management. Hayden is currently the Regulatory and Policy Manager for Aurora Energy.

DIRECTOR MOVEMENTS

RETIRED – SASKIA HOBBS – DIRECTOR (from 3 November 2014 to 3 September 2018)

Elected: 3 November 2014

Committee membership: Finance, Audit and Risk Management, Marketing and Communications

Qualifications: Bachelor of Arts (Economics/Management majors), Graduate Diploma (International Relations), Masters (Human Resource Management), CAHRI, FAICD

Background: Saskia is a human resources professional driven by a desire to enable people to achieve their potential. With a successful career working in and across a number of industries and sectors, Saskia has successfully helped organisations transform their human resource operations and improve employee engagement and business performance. She is currently employed as the Organisational Development Advisor for the Catholic Education Office.

RETIRED ROBERT HOOD – DIRECTOR (from 4 December 2015 to 28 November 2018)

Appointed: 4 December 2015

Elected: 31 October 2016

Committee membership: Governance and Culture, Marketing and Communications, Person Centred Policy Review

Background: Extensive knowledge in the Grocery and Allied Trades Industry in Tasmania, working in territory and sales management for Kelloggs, Kraft and Reckitt and Colman.

Robert is retired

Staff statistics

The number of active employees as at 30 June 2019 was 379 – an increase of 66 employees from 30 June 2018, indicating 21% growth in employee numbers.

Sixty-seven employees exited during the year - 40 casual employees and 27 permanent employees (28.3% of casual workforce, 13.2% of permanent workforce). The previous year, there were 53 exits (24% of casual workforce and 0.75% of permanent workforce).

Our staff retention rate was 88.5%.

Our turnover rate was 19.4% (up from 17.8% last year).

NUMBER OF STAFF

| | 2018-19 | 2017-18 | 2016-17 |
|-----------|---------|---------|---------|
| CASUAL | 28.3% | 24% | 10.9% |
| PERMANENT | 13.2% | 0.75% | 3.7% |

EMPLOYMENT TYPE

| | 2018-19 | 2017-18 | 2016-17 |
|--------|---------|---------|---------|
| CASUAL | 166 | 117 | 135 |
| PPT | 178 | 169 | 160 |
| FT | 35 | 27 | 27 |
| FTE | 170 | 172 | 174 |

GENDER

| | 2018-19 | 2017-18 |
|--------|---------|---------|
| MALE | 32% | 33% |
| FEMALE | 68% | 67% |
| OTHER | 0.00 | 0.00 |

AGE

| | 2018-19 | 2017-18 |
|-------------|---------|---------|
| 15-24 years | 27 | 22 |
| 25-44 years | 167 | 127 |
| 45-54 years | 89 | 80 |
| 55+ years | 96 | 84 |

There was an increase across all age groups, this year.

The most notable change to these figures against last year's is the increase in the 25-44 year cohort.

This is a reflection of what participants are requesting.

YEARS OF SERVICE

| | 2018-19 | 2017-18 |
|-------------|---------|---------|
| <5 Years | 239 | 189 |
| 5-9 Years | 81 | 71 |
| 10-14 Years | 36 | 33 |
| 15-19 Years | 14 | 10 |
| 20-24 Years | 5 | 5 |
| >25 Years | 4 | 5 |

TRAINING

Core training

First aid = 109

Medication = 194

Manual handling = 38

Fire safety = 109

Food safety = 3

Additional training

Client specific training (Complex care plan training) = 48

Paid attendance at conferences, forums, workshops, specialised training = 79

QUALIFICATION ENROLMENTS

Certificate III Individual Support 2

Certificate IV in Disability 3

Diploma of Leadership and Management 1

QUALIFICATION COMPLETIONS

Certificate III Individual Support 1

We hosted 13 workplace students statewide.

YEARS OF SERVICE MILESTONES

- 5 years = 32
- 10 years = 9
- 15 years = 4
- 30 years = 1

30 years

Paul Byrne

15 years

Sonya Fisher

Lonnie Fitch

Sharon Newton

Melissa-Jane Moore

10 years

Amanda Armstrong

Rory Jones

Tanya Petrie

Bonita Morgan

Rachel Jansen

Christopher Eddy

Nicholas Linturn

Danielle Murfet

Sarah Robins

5 years

Belinda Crossin

Katherine Tainsh

Cara Palme

Laura Dart

Marlon Esguerra

Casey-Lea Johnson

Justin Burrage

Lyn Crosswell

Nicole Cumine

Kellie Evans

Amelia Dunbabin

Betty Boarder

Stephen Pottinger

Monica Finlayson

Mostyn Young

Ellie Lucas

Denita Tullo

Nikayla Rushton

Kathryn Garth

Kellie Caynes

Catherine Godfrey

Paul Dolzan

Michele Raines

Sharlene Delphine

Alison Haertel

Charmaine Tennant

Steven Kellett

Shannen Strong

James Coombs

Krystal Oates

Malachi Cloak de Paul

Janine White

Glossary

| | |
|--|--|
| Acquired brain injury (ABI) | Brain damage that occurs after birth, caused by trauma including but not limited to strokes, viral disease or injury. |
| Community access (CA) | Supported community access programs |
| CoS | Continuity of Support – Federal program for people over the age of 65. |
| Group homes | There are 19 group homes statewide. Each is a typical suburban home accommodating three or four people. |
| Independent living unit (ILU) | Three units below the Oakdale Lodge facility, housing those who want to live independently but with support available. |
| MAIB | Motor Accidents Insurance Board |
| National Disability Insurance Agency (NDIA) | The Federal Government agency created to administer the NDIS. |
| National Disability Insurance Scheme (NDIS) | The National Disability Insurance Scheme (NDIS) is the new way of providing disability support. The NDIS will provide all Australians under the age of 65 who have a permanent and significant disability with the reasonable and necessary supports they need to enjoy an ordinary life. |
| Person-centred thinking (PCT) | A set of values, skills and tools placing the person at the centre. It is used to get to know someone, what they find important and what they want out of life. |
| Oakdale Lodge (The Lodge) | Based at Warrane, The Lodge is home to 34 Li-Ve Tasmania residents each enjoying a separate bedroom and sharing common areas. |
| RCWA | Retarded Children’s Welfare Association (RCWA) Later called the Retarded Citizen’s Welfare Association, the RCWA was the founding organisation of modern-day Liviende Veranto. It was instrumental in Tasmania in establishing work and living opportunities for people with intellectual disabilities. Dissolved in 1992, the RCWA reinvented itself as the Tasmanian Council for the Intellectually Disabled (TCID). |

| | |
|-------------------------|--|
| TABIS | Tasmanian Acquired Brain Injury Services Inc. |
| UTAS | University of Tasmania |
| The Cottage | A day support program based at The Cottage in New Norfolk for senior people we support. |
| The Holiday Zone | The Holiday Zone offers a range of highly interactive, fun, inclusion-focused activities for children living with disability and their siblings. |
| The Zone | A day support program specifically tailored for young people. |



Liviende Veranto Ltd

Trading as

Li-Ve Tasmania

ABN 72 867 597 283

Annual Consolidated Financial Report
30 June 2019

Contents

| | Page |
|---|-------------|
| Directors' report | 2 |
| Consolidated Statement of financial position | 7 |
| Consolidated Statement of profit or loss and other comprehensive income | 8 |
| Consolidated Statement of changes in equity | 9 |
| Consolidated Statement of cash flows | 10 |
| Notes to the financial statements | 11 |
| Directors' declaration | 24 |
| Independent auditor's report | 25 |
| Lead auditor's independence declaration | 28 |

Li-Ve Tasmania

Directors' report

For the year ended 30 June 2019

The Directors present their report, together with the financial report, on the consolidated entity (referred to hereafter as the 'Group') consisting of Liviende Veranto (referred to hereafter as the 'Company' or 'parent entity') and the entities it controlled at any time during the year ended 30 June 2019.

1. Directors

The directors of the Company at any time during or since the end of the financial year are:

| | | |
|--|--|--|
| Susan Leitch – Chairperson from 31/10/2016 B Pharm, GAICD, MoA Currently: Chief Executive – COTA Tas Formerly: Consultant Pharmacist for the Pharmacy Guild of Australia – Tasmanian Branch | Appointed 23/11/2009 | Elected 20/9/2010 |
| Kellie Dean – Deputy Chairperson from 29/10/2018 BA, BLaw, Grad Dip Applied Corp Governance Currently: Associate Director, Compliance - UTAS Formerly: Corporate Services Manager, Tas Racing | Appointed 21/9/2015 | Elected 3/12/2015 |
| Michael Irwin – Treasurer from 12/7/2017 BCom, CPA, GAICD Currently: Project Manager Formerly: Trustee, Director and Senior Executive roles in the financial services sector | Appointed 22/3/2017 | Elected 30/10/2017 |
| Hayden Moore BCom, BSc, GradDipCA, Graduate Certificate in Financial Analysis, University of Technology Sydney Currently: Strategic Initiative Delivery Manager Aurora Energy Formerly: Finance and Strategy roles | Appointed 22/3/2017 | Elected 30/10/2017 |
| Elizabeth Swain, AM Diplomas in Primary Metallurgy, Applied Science, Advanced Management, Frontline Leadership, Grad. Diploma in Management, Masters Business Admin, GAICD Currently: Company Director of several organisations Formerly: Employed by Rio Tinto (Bell Bay Aluminium) over 43 years in numerous Leadership, Technical and Management roles | Appointed 3/12/2015 (merged with Liviende Inc) | Elected 31/10/2016 |
| Phillip Dewis Tasmanian Leaders Program Currently: WHA National Sales Manager Formerly: Sales Manager Elite Appliances | Appointed 28/4/2014 | Elected 3/11/2014 |
| Saskia Hobbs BA(Econ –Mgt Majors), GDipIR, MHRM, CAHRI, MAICD Currently: Organisational Development Adviser – Catholic Education Office Formerly: Senior roles in various Government/Public sector/not-for-profit organisations | Appointed 28/4/2014 | Elected 3/11/2014 Resigned 29/10/2018 |
| Robert Hood Retired Formerly: Sales Management, Food and Grocery Industry | Appointed 3/12 2015 (merged with Liviende Inc) | Elected 31/10/2016 Retired 30/11/2018 |

Li-Ve Tasmania

Directors' report

For the year ended 30 June 2019

| | | |
|--|-------------------------|-----------------------|
| Patrick Eadington Currently: Advocacy TAS and Glenorchy Access Committee member Formerly: Prime Minister's Disability Advisement Council | Appointed 29/10/2018 | Elected 28/10/2018 |
| Tim Booker MBA Candidate, AICD Currently: Director - Strategic & Operations Consulting, Commercial Advisory Manager – Deloitte, Director - Mornington Park Developments Formerly: Various Senior Agribusiness Management roles | Appointed 29/01/2019 | |
| Jennifer Dignam Bachelor of Arts, Grad. Dip. Secretarial Studies, Master of Strategic HR Management, GAICD Currently: Director Formerly: Experience in Organisational Development, Learning, Human Resources and Business Transformation. | Appointed 29/01/2019 | |

The Directors present their report together with the financial report of Liviende Veranto (trading as Li-Ve Tasmania), for the financial year ending June 30 2019, and the auditor's report thereon.

2. Principal activities

The principal activities of the Company during the course of the financial year were providing:

- accommodation
- support
- community access
- individualised services for people with disabilities.

The nature of activities remained consistent throughout the period. The development of services for participants under the National Disability Insurance Scheme in both scope and geographic spread is the only issue for noting. NDIS participant numbers fluctuated, but showed a modest increase overall.

TABIS is an incorporated association with Li-Ve Tasmania as the sole member. TABIS focuses on the provision of services for people living with an acquired brain injury in Tasmania. The case management role undertaken by TABIS compliments the scope of services being provided by Li-Ve Tasmania.

Li-Ve Tasmania

Directors' report

For the year ended 30 June 2019

Values

The Company delivered and operated under the following core values in 2019:

- Authentic
- Spirit of togetherness
- Infectiously positive
- Resourceful
- Respectful

Our Company Goals in 2019 were to strive for:

- A reputation based on Person Centred Thinking
- A commercially sustainable business model
- Values based growth
- NDIS effective systems, processes and technology
- Workforce capability.

3. Review of operations and results of those operations

The net surplus/(deficit) of the organisation for the financial year amounted to: \$1,532,198 (2018: \$946,061).

4. Significant changes in the state of affairs

The Board is recruiting a Chief Executive Office to replace the incumbent who will retire at the end of March 2020. There were no other significant changes in the Company's state of affairs throughout the year.

In the opinion of the Directors, the state of affairs of the Company remain sound.

5. Members guarantee

The Company is limited by guarantee. If the Company is wound up, the Constitution states that each member is required to contribute a maximum of \$10 each towards any outstanding obligations of the Company. At 30 June 2019 the number of members was 48 Members and 15 Life Members. (2018: 66).

6. Events subsequent to reporting date

The company purchased property in Launceston, Tasmania on 12th July 2019. The total cost of the asset was \$575,000. The purpose of the acquisition is aligned with the Company's strategic growth plan and will provide a modern four bedroom group home for additional participants living in the North.

7. Likely developments

Li-Ve Tasmania will focus on business development through values-based growth. A clear focus will be on expansion of services, potentially into regions not previously targeted by Li-Ve Tasmania. Operationally efficient systems and practices will ensure the organisation achieves a commercially sustainable business model through:

- Innovation
- Integrity
- Respect
- quality

Li-Ve Tasmania

Directors' report

For the year ended 30 June 2019

8. Meetings of Directors

During the financial year, 11 meetings of directors and 9 sub-committees meetings were held. Attendances by each director during the year were as follows.

The Person Centred Policy Review Committee, which is a committee of the CEO, did not meet during the year as it was not required. Attendances by each director during the year were as follows

| BOARD MEETINGS | | |
|-------------------|---|-----------------|
| Director | Eligible to attend | Number attended |
| Susan Leitch | 11 | 10 |
| Elizabeth Swain | 11 | 9 |
| Kellie Dean | 11 | 10 |
| Michael Irwin | 11 | 10 |
| Phillip Dewis | 11 | 8 |
| Robert Hood | 4 | 3 |
| Hayden Moore | 11 | 11 |
| Saskia Hobbs | 3 | 2 |
| Patrick Eadington | 8 | 7 |
| Tim Booker | 6 | 6 |
| Jennifer Dignam | 6 | 5 |
| | (due to leave of absence and resignation) | |

| Director | GOVERNANCE & CULTURE COMMITTEE | | FINANCE, AUDIT & RISK MANAGEMENT COMMITTEE | | MARKETING & COMMUNICATIONS COMMITTEE | |
|-------------------|--------------------------------|-----------------|--|-----------------|--------------------------------------|-----------------|
| | Eligible to attend | Number attended | Eligible to attend | Number attended | Eligible to attend | Number attended |
| Susan Leitch | 4 | 3 | 4 | 3 | 1 | 1 |
| Elizabeth Swain | 4 | 4 | | | | |
| Kellie Dean | 4 | 4 | 4 | 2 | | |
| Michael Irwin | | | 4 | 4 | | |
| Phil Dewis | | | | | 1 | 1 |
| Saskia Hobbs | | | 2 | 2 | | |
| Robert Hood | 1 | 1 | | | | |
| Hayden Moore | | | 4 | 3 | | |
| Patrick Eadington | 3 | 3 | | | | |
| Tim Booker | | | 2 | 2 | | |
| Jennifer Dignam | 2 | 2 | | | | |

Li-Ve Tasmania

Directors' report

For the year ended 30 June 2019

Lead auditor's independence declaration

The Lead auditor's independence declaration is set out on page 28 and forms part of the directors' report for the financial year ended 30 June 2019.

This report is made out in accordance with a resolution of the directors:



Susan Leitch
Chairperson



Hayden Moore
Director / Company Secretary

Dated this 30th day of September 2019

Li-Ve Tasmania

Consolidated Statement of financial position

As at 30 June 2019

In dollars

Assets

| | Note | 2019 | 2018 |
|------------------------------|-------------|-------------|-------------|
| Cash and cash equivalents | 5 | 5,884,209 | 3,272,208 |
| Trade and other receivables | 6 | 2,089,815 | 1,479,644 |
| Prepayments and other assets | | 233,528 | 242,635 |

Total current assets

| | | | |
|--|--|-----------|-----------|
| | | 8,207,552 | 4,994,487 |
|--|--|-----------|-----------|

Property, plant and equipment

Total non-current assets

| | | | |
|--|--|-----------|-----------|
| | | 3,733,533 | 3,153,671 |
|--|--|-----------|-----------|

Total assets

| | | | |
|--|--|------------|-----------|
| | | 11,941,085 | 8,148,158 |
|--|--|------------|-----------|

Liabilities

| | | | |
|--------------------------|---|-----------|-----------|
| Trade and other payables | 7 | 2,333,685 | 1,088,302 |
|--------------------------|---|-----------|-----------|

| | | | |
|----------------------|---|--------|--------|
| Loans and borrowings | 9 | 79,105 | 73,185 |
|----------------------|---|--------|--------|

| | | | |
|-------------------|----|-----------|-----------|
| Employee benefits | 10 | 1,674,925 | 1,568,992 |
|-------------------|----|-----------|-----------|

Total current liabilities

| | | | |
|--|--|-----------|-----------|
| | | 4,087,715 | 2,730,480 |
|--|--|-----------|-----------|

| | | | |
|----------------------|---|--------|--------|
| Loans and borrowings | 9 | 98,319 | 66,917 |
|----------------------|---|--------|--------|

| | | | |
|-------------------|----|---------|---------|
| Employee benefits | 10 | 453,150 | 277,251 |
|-------------------|----|---------|---------|

| | | | |
|--|--|---------|---------|
| | | 551,469 | 344,168 |
|--|--|---------|---------|

| | | | |
|--|--|-----------|-----------|
| | | 4,639,184 | 3,074,648 |
|--|--|-----------|-----------|

| | | | |
|--|--|-----------|-----------|
| | | 7,301,901 | 5,073,510 |
|--|--|-----------|-----------|

| | | | |
|--|--|-----------|-----------|
| | | 7,301,901 | 5,073,510 |
|--|--|-----------|-----------|

| | | | |
|--|--|-----------|-----------|
| | | 6,477,795 | 4,945,597 |
|--|--|-----------|-----------|

| | | | |
|--|--|---------|---------|
| | | 824,106 | 127,913 |
|--|--|---------|---------|

| | | | |
|--|--|-----------|-----------|
| | | 7,301,901 | 5,073,510 |
|--|--|-----------|-----------|

| | | | |
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| | | 7,301,901 | 5,073,510 |
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| | | 7,301,901 | 5,073,510 |
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| | | 7,301,901 | 5,073,510 |
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| | | 7,301,901 | 5,073,510 |
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| | | 7,301,901 | 5,073,510 |
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| | | 7,301,901 | 5,073,510 |
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| | | 7,301,901 | 5,073,510 |
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| | | 7,301,901 | 5,073,510 |
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| | | 7,301,901 | 5,073,510 |
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| | | 7,301,901 | 5,073,510 |
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| | | 7,301,901 | 5,073,510 |
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| | | 7,301,901 | 5,073,510 |
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| | | | |
|--|--|-----------|-----------|
| | | 7,301,901 | 5,073,510 |
|--|--|-----------|-----------|

| | | | |
|--|--|-----------|-----------|
| | | 7,301,901 | 5,073,510 |
|--|--|-----------|-----------|

The Notes on pages 11 to 23 are an integral part of these financial statements.

Li-Ve Tasmania

Consolidated Statement of surplus or deficit and other comprehensive income

For the year ended 30 June 2019

| <i>In dollars</i> | Note | 2019 | 2018 |
|--|-------------|------------------|----------------|
| Revenue | 11 | 23,194,065 | 20,455,767 |
| Finance income | 12 | 139,012 | 120,017 |
| Other Income | | 96,483 | 48,186 |
| Employee costs | | (18,738,649) | (16,721,259) |
| Depreciation | | (369,175) | (371,749) |
| Household and Administration costs | | (251,428) | (165,904) |
| Insurance expenses | | (878,731) | (777,818) |
| Motor Vehicle Expenses | | (218,775) | (211,322) |
| Training and development expenditure | | (216,680) | (139,604) |
| Other expenses | | (1,186,339) | (1,238,231) |
| Impairment losses on trade receivables | | (29,007) | (41,430) |
| Finance costs | | (8,578) | (10,591) |
| Surplus / (deficit) before income tax expense | | 1,532,198 | 946,061 |
| Income tax expense | | - | - |
| Surplus / (deficit) after income tax expense for the year attributable to the members | | 1,532,198 | 946,061 |
| Other comprehensive income | | | |
| Items that will never be reclassified to profit or loss | | | |
| Revaluation of property, plant and equipment | 8 | 696,193 | - |
| Other comprehensive income, net of tax | | 696,193 | - |
| Total comprehensive income/(loss) for the year attributable to the members | | 2,228,391 | 946,061 |

The notes on pages 11 to 23 are an integral part of these financial statements.

Li-Ve Tasmania

Consolidated Statement of changes in equity

For the year ended 30 June 2019

In dollars

| | Note | Attributable to members of the Group | | |
|---|------|--------------------------------------|-------------------|--------------|
| | | Asset Revaluation Reserve | Retained earnings | Total equity |
| Balance at 1 July 2017 | | 127,913 | 3,394,806 | 4,062,719 |
| Total comprehensive income | | | | |
| Surplus after income tax expense for the year | | - | 946,061 | 946,061 |
| Consolidation TABIS | | - | 64,730 | 64,730 |
| Other comprehensive income | | - | - | - |
| Total comprehensive income | | - | 1,010,791 | 1,010,791 |
| Balance at 30 June 2018 | | 127,913 | 4,945,597 | 5,073,510 |

| | Note | Attributable to members of the Group | | |
|---|------|--------------------------------------|-------------------|--------------|
| | | Asset Revaluation Reserve | Retained earnings | Total equity |
| Balance at 1 July 2018 | | 127,913 | 4,945,597 | 5,073,510 |
| Total comprehensive income | | | | |
| Surplus after income tax expense for the year | | - | 1,532,198 | 1,532,198 |
| Other comprehensive income | 8 | 696,193 | - | 696,193 |
| Total comprehensive income | | 696,193 | 1,532,198 | 2,228,391 |
| Balance at 30 June 2019 | | 824,106 | 6,477,795 | 7,301,901 |

The notes on pages 11 to 23 are an integral part of these financial statements

Li-Ve Tasmania

Consolidated Statement of cash flows

For the year ended 30 June 2019

In dollars

| | Note | 2019 | 2018 |
|---|-------------|------------------|------------------|
| Cash flows from operating activities | | | |
| Cash receipts from customers and rendering of services | | 2,053,247 | 1,574,508 |
| Operating grant receipts | | 5,046,975 | 9,326,494 |
| Cash receipts from NDIA | | 15,883,851 | 9,626,957 |
| Cash paid to suppliers and employees | | (20,438,053) | (20,000,078) |
| Interest received | | 235,495 | 120,254 |
| Net cash from (used in) operating activities | | 2,781,515 | 648,135 |
| Cash flows from investing activities | | | |
| Proceeds from sale of property, plant and equipment | | 93,770 | 2,993 |
| Acquisition of property, plant and equipment | | (300,606) | (71,102) |
| Net cash used in investing activities | | (206,836) | (68,109) |
| Cash flows from financing activities | | | |
| Proceeds from Borrowings | | 37,322 | - |
| Repayment of borrowings | | - | (259,189) |
| Net cash from (used in) financing activities | | 37,322 | (259,189) |
| Net increase (decrease) in cash and cash equivalents | | 2,612,001 | 320,836 |
| Cash and cash equivalents at beginning of the Financial year | | 3,272,208 | 2,750,664 |
| Cash acquired from consolidation | | - | 200,708 |
| Cash and cash equivalents at the end of the financial year | 5 | 5,884,209 | 3,272,208 |

The notes on pages 11 to 23 are an integral part of these financial statements

Li-Ve Tasmania

Notes to the financial statements

1. Reporting entity

These consolidated financial statements comprise Liviende Veranto Ltd (the “Company” or “Li-Ve Tasmania”) and its controlled entity, the Tasmanian Acquired Brain Injury Service Inc (TABIS). Collectively this is known as “the Group” and are as at and for the year ended 30 June 2019.

Li-Ve Tasmania is a company limited by guarantee and is domiciled in Australia. The Company is a not for profit entity whose principle activities are to provide accommodation and support services for people with disabilities.

2. Basis of Preparation

(a) Statement of compliance

In the opinion of the directors, the Group is not publicly accountable. The financial statements are Tier 2 general purpose financial statements which have been prepared in accordance with Australian Accounting Standards – Reduced Disclosure Requirements adopted by the Australian Accounting Standards Board and the ACNC Act 2012. These financial statements comply with Australian Accounting Standards – Reduced Disclosure Requirements.

This is the first set of the Group’s financial statements in which AASB 9 *Financial Instruments* has been applied. Changes in significant accounting policies are described in Note 3(n).

The financial statements were authorised for issue by the Board of Directors on 30 September 2019.

(b) Basis of measurement

The financial report has been prepared on an accrual basis and is based on historical costs, except for the revaluation of certain non-current assets that have been measured at fair value.

(c) Functional and presentation currency

These financial statements are presented in Australian dollars, which is the Group’s functional currency.

3. Significant accounting policies

The accounting policies set out below have been applied consistently to all periods presented in these financial statements.

(a) Principles of consolidation

The consolidated financial statements incorporate the assets and liabilities of all subsidiaries of Li-Ve Tasmania ('company' or 'parent entity') as at balance date and the results of all subsidiaries for the year then ended.

Subsidiaries are all those entities over which the Group has the power to govern the financial and operating policies. Subsidiaries are fully consolidated from the date on which control is transferred to the Group. They are de-consolidated from the date that control ceases.

Intercompany transactions, balances and unrealised gains on transactions between entities in the Group are eliminated. Unrealised losses are also eliminated unless the transaction provides evidence of the impairment of the asset transferred.

(b) Property, Plant and Equipment

(i) Recognition and measurement

Each class of property, plant and equipment is carried at cost or fair value as indicated, less, any accumulated depreciation and any impairment losses.

Freehold land and buildings are shown at their fair value (being the amount for which an asset could be exchanged between knowledgeable willing parties in an arm's length transaction, based on recent market transactions).

Li-Ve Tasmania

Notes to the financial statements

3. Significant accounting policies (continued)

Increases in the carrying amount arising on revaluation of land and buildings are recognised in other comprehensive income and accumulated in the Asset Revaluation Reserve in equity. Revaluation decreases that offset previous increases of the same class of assets shall be recognised in other comprehensive income and deducted from the Asset Revaluation Reserve. All other decreases are charged to the statement of profit or loss and other comprehensive income.

Plant and equipment is measured initially at cost. Cost includes all directly attributable expenditure incurred including costs to get the asset ready for its use as intended by management, and an estimate of any expenditure expected to be incurred at the end of the asset's useful life, including any restoration, rehabilitation or decommissioning costs.

(ii) Subsequent costs

Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the Group and the cost of the item can be measured reliably. All other repairs and maintenance are charged to profit or loss during the financial period in which they are incurred.

(iii) Depreciation

The depreciable amount of all fixed assets including buildings and capitalised lease assets, but excluding land, is depreciated on a straight-line basis over their useful lives (commencing from the time the asset is ready for use). Leasehold improvements are depreciated over the shorter of either the unexpired period of the lease or the estimated useful lives of the improvements.

The depreciable amount is the carrying value of the asset less estimated residual amounts. The residual amount is based on what a similar asset of the expected condition of the asset at the end of its useful life could be sold for.

The useful lives of property plant and equipment are:

- Buildings 50 years
- Furniture, fixtures and fittings 2-8 years
- Motor vehicles 7 years
- Leasehold improvements 50 years

The assets' residual values and useful lives are reviewed, and adjusted if appropriate, at each balance date.

(iv) Disposals

Gains and losses on disposals are determined by comparing proceeds with the carrying amount. These gains and losses are included in profit or loss in the year that the item is derecognised. When revalued assets are sold, amounts included in the Asset Revaluation Reserve relating to that asset are transferred back to retained earnings as part of the profit or loss on disposal.

(c) Impairment

At each reporting date, the Group reviews the carrying values of its assets to determine whether there is any indication that those assets have been impaired. If such an indication exists, the recoverable amount of the asset, being the asset's fair value less costs to sell and value in use, is compared to the asset's carrying value. Any excess of the asset's carrying value over its recoverable amount is expensed to the statement of profit or loss and other comprehensive income, unless the relevant asset is carried at a revalued amount, in which case the impairment loss is treated as a revaluation decrease to the extent that the Asset Revaluation Reserve relates to that class of assets.

Where the future economic benefits of an asset are not primarily dependent on the asset's ability to generate net cash inflows and where the entity would, if deprived of the asset, replace its

Li-Ve Tasmania

Notes to the financial statements

3. Significant accounting policies (continued)

remaining future economic benefits, value in use is determined as the depreciated replacement cost of the asset.

Where an impairment loss subsequently reverses, the carrying amount of the asset or cash generating unit is increased to the revised recoverable amount, but so that the increased carrying amount does not exceed the carrying amount that would have been determined had no impairment loss been recognised in prior years. A reversal of an impairment loss is recognised as income in the statement of profit or loss and other comprehensive income, unless the relevant asset is carried at a revalued amount, in which case the reversal is recognised as a revaluation increase.

(d) Trade Receivables

Policy from 1 July 2018

Trade and other receivables are stated at their amortised cost less impairment losses. Amortised cost is determined using the effective interest rate method. The Company recognises loss allowances for expected credit losses (ECLs) on financial assets measured at amortised cost and contract assets.

The Company measures loss allowances at an amount equal to lifetime ECLs, except for bank balances for which credit risk has not increased significantly since initial recognition. Loss allowances for trade receivables and contract assets are always measured at an amount equal to lifetime ECLs.

Policy before 1 July 2018

Trade receivables are measured at amortised cost less any provision for impairment. Amortised cost is the total receivable less any amounts received and impairment losses. Appropriate allowances for estimated irrecoverable amounts are recognised in profit or loss when there is objective evidence that the asset is impaired. The allowance recognised is measured as the difference between the asset's carrying amount and the amount expected to be recovered.

(e) Trade Payables

Policy from 1 July 2018

Trade and other payables are stated at their amortised cost. Trade payables are non-interest bearing and are normally settled on 30-day terms.

Policy before 1 July 2018

Trade payables are initially measured at fair value, and are subsequently measured at amortised cost. Amortised cost is the initial amount payable less any repayments.

(f) Cash and Cash Equivalents

Cash and cash equivalents include cash on hand, and demand deposits. Cash equivalents are short-term, highly liquid investments that are readily convertible to known amounts of cash, which are subject to an insignificant risk of changes in value and have a maturity of three months or less at the date of acquisition.

For the purposes of the statement of cash flows, cash and cash equivalents include cash on hand and in banks and investments in money market instruments.

Li-Ve Tasmania

Notes to the financial statements

3. Significant accounting policies (continued)

(g) Employee Benefits

Short-term employee benefits

Liabilities for wages and salaries, including non-monetary benefits, annual leave and long service leave expected to be settled within 12 months of the reporting date are recognised in current liabilities in respect of employees' services up to the reporting date and are measured at the amounts expected to be paid when the liabilities are settled.

Defined contribution plan

Obligations for contributions to defined contribution plans are expensed as the related service is provided. Prepaid contributions are recognised as an asset to the extent that a cash refund or a reduction in future payments is settled.

Other long-term employee benefits

The liability for long service leave not expected to be settled within 12 months of the reporting date are recognised in non-current liabilities, provided there is an unconditional right to defer settlement of the liability. The liability is measured as the present value of expected future payments to be made in respect of services provided by employees up to the reporting date. Consideration is given to expected future wage and salary levels, experience of employee departures and periods of service. Expected future payments are discounted using market yields at the reporting date on high quality corporate rate with terms to maturity and currency that match, as closely as possible, the estimated future cash outflows.

(h) Provisions

Provisions are recognised when the Group has a legal or constructive obligation, as a result of past events, for which it is probable that an outflow of economic benefits will result and that outflow can be reliably measured. Provisions recognised represent the best estimate of the amounts required to settle the obligation at the end of the reporting period.

(i) Borrowing Costs

Borrowing costs directly attributable to the acquisition, construction or production of assets that necessarily take a substantial period of time to prepare for their intended use or sale, are added to the cost of those assets, until such time as the assets are substantially ready for their intended use or sale.

All other borrowing costs are recognised in the statement of profit or loss and other comprehensive income in the period in which they are incurred.

(j) Revenue

Revenue is recognised when it is probable that the economic benefit will flow to the Group and the revenue can be reliably measured. Revenue is measured at the fair value of the consideration received or receivable.

All revenue is stated net of the amount of goods and services tax (GST), returns, trade allowances and other duties and taxes paid.

NDIA Revenue

Revenue received under the National Disability Insurance Scheme (NDIS) from the National Disability Insurance Agency (NDIA) is recognised when the right to receive payment is established. This occurs when services are provided to NDIS participants.

Grants

Government grants are recognised at fair value where there is reasonable assurance that the grant will be received and all grant conditions will be met. Grants relating to expense items are recognised as income over the periods necessary to match the grant to the costs they are compensating. Grants relating to capital items are also recognised as income in the year in which it is received.

Li-Ve Tasmania

Notes to the financial statements

3. Significant accounting policies (continued)

Any funds attributable to work still to be completed are carried forward as deferred grants income as recognised in note 7. In the circumstances where the terms of the grants stipulate that any unexpended funds are to be returned to the government, the unexpended funds are held as deferred revenue amounts until such time as they are returned to the funding body and/or the funding body permits the Group to retain the unexpended funds. Where the terms of the grant do not stipulate that unexpended funds are to be returned to the funding body they are recognised as revenue once all agreed project outcomes and specified work has been completed.

Interest

Interest revenue is recognised on an effective interest rate method in relation to the outstanding financial asset.

Other revenue

Other revenue is recognised when it is received or when the right to receive payment is established.

(k) Leases

Lessee

Leases of fixed assets where substantially all the risks and rewards incidental to the ownership of the asset, but not the legal ownership, that are transferred the Group are classified as finance leases.

Finance leases are capitalised at the inception of the lease by recording an asset and a liability at the lower of the amounts equal to the fair value of the leased property and the present value of the minimum lease payments, including any guaranteed residual values. Lease payments are allocated between the reduction of the lease liability and the lease interest expense.

The interest expense is recognised in profit or loss so as to achieve a constant periodic rate of interest on the remaining balance of the liability outstanding.

Leased assets are depreciated on a straight-line basis over the shorter of the asset's useful life and the lease term.

Lease payments for operating leases, where substantially all the risks and benefits remain with the lessor, are charged to profit or loss on a straight line basis over the lease term.

Lease incentives under operating leases are recognised as a liability and amortised on a straight line basis over the lease term.

(l) Goods and Services Tax (GST)

Revenues, expenses and assets are recognised net of the amount of goods and services tax (GST), except:

- I. Where the amount of GST incurred is not recoverable from the taxation authority, it is recognised as part of the cost of acquisition or an asset or as part of an item of expense; or
- II. For receivables and payables which are recognised inclusive of GST.

The net amount of GST recoverable from, or payable to, the taxation authority is included as part of receivables or payables.

Cash flows are included in the statement of cash flows on a gross basis. The GST component of cash flows arising from investing and financing activities which is recoverable from, or payable to, the taxation authority is classified within operating cash flows.

Commitments and contingencies are disclosed net of the amount of GST recoverable from, or payable to, the tax authority.

(m) Income Tax

No provision for income tax has been raised as the Group is exempt from income tax under Division 50 of the Income Tax Assessment Act 1997.

Accordingly, no deferred tax assets and liabilities are recognised in the statement of financial position.

Li-Ve Tasmania

Notes to the financial statements

3. Significant accounting policies (continued)

(n) Changes in accounting policies

Except for the changes below, the financial statements have been prepared in accordance with the same accounting policies adopted in the Group's last annual financial statements for the year ended 30 June 2018 as set out above.

AASB 9 Financial Instruments (2014) became effective for periods beginning on or after 1 July 2018 and the Group has applied it from that date.

Note that these changes in accounting policies only apply to the current period. Due to the transition methods chosen by the Group in applying these standards, comparative information throughout these financial statements has not been restated to reflect the requirements of the new standards. The accounting policies included in the Group's last annual financial statements for the year ended 30 June 2018 are the relevant policies for the purposes of comparatives.

Changes to the Company's accounting policies arising from AASB 9 are summarised below:

AASB 9 sets out requirements for recognising and measuring financial assets, financial liabilities and some contracts to buy or sell non-financial items. This standard replaces AASB 139 Financial Instruments: Recognition and Measurement. Additionally, the Company has adopted the consequential amendments to AASB 7 Financial Instruments: Disclosures.

AASB 9 contains three principal classification categories for financial assets: measured at amortised cost, fair value through other comprehensive income (FVOCI) and fair value through profit and loss (FVTPL). The classification under AASB 9 is generally based on the business model in which a financial asset is managed and its contractual cash flow characteristics.

AASB 9 largely retains the existing requirements in AASB 139 for the classification and measurement of financial liabilities.

The adoption of AASB 9 has not had a significant effect on the Company's accounting policies relating to financial liabilities and derivative financial instruments

The following table explains the original measurement category under AASB 139 and the new measurement category under AASB 9 for each class of financial assets and liabilities at 1 July 2018. There have been no changes to the carrying amounts of financial assets and liabilities between AASB 139 and AASB 9.

| | Original classification under AASB 139 | New classification under AASB 9 |
|------------------------------|--|---------------------------------|
| Financial assets | | |
| Trade and other receivables | Loans and receivables | Amortised cost |
| Cash and cash equivalents | Loans and receivables | Amortised cost |
| Financial liabilities | | |
| Finance leases | Other financial liabilities | Other financial liabilities |
| Trade payables | Other financial liabilities | Other financial liabilities |

AASB 9 replaces the 'incurred loss' model in AASB 139 with an 'expected credit loss' (ECL) model. The new impairment model applies to financial assets measured at amortised cost. The Group has determined that the application of AASB 9's impairment requirements at 1 July 2018 results in no change to the allowance for impairment.

Li-Ve Tasmania

Notes to the financial statements

3. Significant accounting policies (continued)

(o) New or revised Australian Accounting Standards and Interpretations not yet adopted

A number of new standards, amendments to standards and interpretations are effective for annual periods beginning after 1 January 2018, those that are not yet mandatory have not been early adopted. Those which may be relevant to the Group are:

AASB 15 Revenue from contracts with customers which becomes mandatory for the 2020 financial statements and could change the classification and recognition method of revenue. It establishes a comprehensive framework for determining whether, how much and when revenue is recognised. AASB 15 establishes principals for reporting the nature, amount, timing and uncertainty of revenue and cash flows arising from an entity's contract with customers. The Group does not anticipate that the application of these amendments will have a material effect on the Group's consolidated financial statements.

AASB 1058 Income for Not-for-profit Entities is a standard addressing the recognition and measurement of income for not-for-profit entities. The concept of reciprocal and non-reciprocal transactions has been removed, and instead an assessment of enforceability and performance obligations is required. Application is for financial year beginning on or after 1 January 2019. The Group is currently in the process of making detailed assessment of the impact of the new standard.

AASB 16 Leases requires companies to bring most operating leases on-balance sheet from 2019. Companies with operating leases will appear to be more asset-rich, but also more heavily indebted. AASB 16 is effective for the Group's 2020 financial statements. There are existing operating leases and potential embedded leases from contracts with suppliers that may need to be recognised on the Balance Sheet. It is therefore not yet possible to estimate the amount of right-of-use assets and lease liabilities that will have to be recognised on the adoption of the new standard and how this may affect the Group's profit or loss and classification of cash flow going forward.

4. Critical judgements and key sources of estimation uncertainty

Key sources of estimation of uncertainty

The preparation of the financial statements requires management to make judgements, estimates and assumptions that affect the reported amounts in the financial statements. Management continually evaluates its judgements and estimates in relation to assets, liabilities, contingent liabilities, revenue and expenses. Management bases its judgements, estimates and assumptions on historical experience and on other various factors, including expectations of future events, management believes to be reasonable under the circumstances. The resulting accounting judgements and estimates will seldom equal the related actual results. The judgements, estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities (refer to the respective notes) within the next financial year are discussed below.

Estimation of Useful lives of property, plant and equipment

The Group determines the estimated useful lives and related depreciation and amortisation charges for its property, plant and equipment. The useful lives could change significantly as a result of technical innovations or some other event. The depreciation and amortisation charge will increase where the useful lives are less than previously estimated lives, or technically obsolete or non-strategic assets that have been abandoned or sold will be written off or written down.

Impairment of non-financial assets

The Group assesses impairment of non-financial assets at each reporting date by evaluating conditions specific to the Group and to the particular asset that may lead to impairment. If an impairment trigger exists, the recoverable amount of the asset is determined. This involves fair value less costs to sell which incorporate a number of key estimates and assumptions.

Li-Ve Tasmania

Notes to the financial statements

4. Critical judgements and key sources of estimation uncertainty (continued)

Employee benefits provision

The liability for employee benefits expected to be settled more than 12 months from the reporting date are recognised and measured at the present value of the estimated future cash flows to be made in respect of all employees at the reporting date. In determining the present value of the liability, estimates of attrition rates and pay increases through promotion and inflation have been taken into account.

Deferred income

In the circumstances where the terms of the grants stipulate that any unexpended funds are to be returned to the government and the specified work has been completed, at the end of the funding period any funds deemed to be unexpended are held as deferred income amounts until such time as they are returned to the funding body.

5. Cash and Cash Equivalents

In dollars

| | 2019 | 2018 |
|--|-----------|-----------|
| Cash at Bank | 4,170,630 | 1,555,003 |
| Undeposited Funds | 661 | 295 |
| Petty cash | 4,600 | 3,835 |
| Short term bank deposits | 1,708,318 | 1,713,075 |
| Cash and cash equivalents in the statement of cash flows | 5,884,209 | 3,272,208 |

6. Trade and other receivables

In dollars

| | 2019 | 2018 |
|---------------------------------|-----------|-----------|
| Trade debtors | 708,363 | 853,554 |
| Provision for impairment losses | (20,145) | - |
| <u>Other Receivables</u> | | |
| Accrued Income | 1,401,597 | 626,090 |
| | 2,089,815 | 1,479,644 |

7. Trade and other payables

In dollars

| | 2019 | 2018 |
|---|-----------|-----------|
| Trade payables | 266,514 | 39,696 |
| Accrued Expenses and other payables | 492,882 | 336,284 |
| PAYG withholding | 126,184 | 102,742 |
| GST Liability | 73,875 | 104,879 |
| Deferred Income (including deferred grant income) | 1,374,230 | 504,701 |
| | 2,333,685 | 1,088,302 |

Li-Ve Tasmania

Notes to the financial statements

8. Property Plant and Equipment

(i) Movements in Carrying Amounts

in dollars

| | Land and buildings | Furniture, fixtures & fittings | Motor vehicles | Leasehold improvements | Capital work in progress | Low Value Pool | Total |
|--------------------------------|--------------------|--------------------------------|------------------|------------------------|--------------------------|----------------|------------------|
| Cost/ Valuation | | | | | | | |
| Balance at 1 July 2018 | 3,778,293 | 1,556,888 | 1,284,971 | 77,905 | 13,962 | 280 | 6,712,300 |
| Additions | - | 91,101 | 117,759 | 14,406 | 77,340 | - | 300,606 |
| Disposals | - | - | (78,420) | - | - | (171) | (78,591) |
| Revaluation | 696,193 | - | - | - | - | - | 696,193 |
| Balance at 30 June 2019 | 4,474,486 | 1,647,989 | 1,324,310 | 92,311 | 91,302 | 109 | 7,630,654 |

Accumulated depreciation and impairment losses

| | | | | | | | |
|--------------------------------|------------------|------------------|----------------|---------------|----------|----------|------------------|
| Balance at 1 July 2018 | 1,609,199 | 1,288,655 | 639,815 | 20,960 | - | - | 3,558,629 |
| Depreciation | 75,287 | 112,613 | 177,583 | 3,692 | - | - | 369,174 |
| Disposals | - | - | (30,828) | - | - | - | (30,828) |
| Balance at 30 June 2019 | 1,684,486 | 1,401,268 | 786,570 | 24,652 | - | - | 3,869,975 |

Carrying amounts

| | | | | | | | |
|------------------------|------------------|----------------|----------------|---------------|---------------|------------|------------------|
| At 1 July 2018 | 2,169,094 | 268,233 | 645,156 | 56,945 | 13,962 | 280 | 3,153,671 |
| At 30 June 2019 | 2,790,000 | 246,721 | 537,741 | 67,659 | 91,302 | 109 | 3,733,533 |

(ii) Revaluation of Land and Buildings

The land & buildings at both 'Oakdale Lodge' and Pottery Road, Lenah Valley were revalued by independent valuation firm, Saunders & Pitt, on 26 July 2019 and 24 July 2019 at \$2,215,000 and \$575,000 respectively.

Li-Ve Tasmania

Notes to the financial statements

9. Loans and borrowings

This note provides information about the contractual terms of the Group's interest-bearing loans and borrowings, which are measured at amortised cost.

| <i>In dollars</i> | 2019 | 2018 |
|-------------------------|----------------|----------------|
| Current | | |
| Loan- Buses | 44,307 | 47,554 |
| Loan- Motor Vehicles | 31,477 | 25,630 |
| Loan- IT equipment | 3,321 | - |
| | <u>79,105</u> | <u>73,185</u> |
| Non-current | | |
| Loan- Buses | 24,130 | 66,917 |
| Loan- Motor Vehicles | 67,136 | - |
| Loan – IT equipment | 7,053 | - |
| | <u>98,319</u> | <u>66,917</u> |
| Total Borrowings | <u>177,424</u> | <u>140,102</u> |

(a) Terms and debt repayment schedule

Terms and conditions of outstanding loans are as follows:

| <i>In dollars</i> | | | | 30 June 2019 | | 30 June 2018 | |
|---------------------------------|-----------------|--|-----------------------------|-----------------------|----------------------------|-----------------------|----------------------------|
| | Currency | Nominal interest rate range | Year of maturity | Face value | Carrying amount | Face value | Carrying amount |
| Finance leases | | | | | | | |
| Motor vehicles and IT equipment | \$A | 4.61%- 7.27% | 2020-2024 | 177,424 | 177,424 | 140,102 | 140,102 |

Li-Ve Tasmania

Notes to the financial statements

9. Loans and borrowings (continued)

The Group maintains the following lines of credit:

| | 2019 | 2018 |
|---|----------------|----------------|
| NAB Credit Card Facility | 24,600 | 24,600 |
| Asset Finance | 630,000 | 630,000 |
| : | <u>654,600</u> | <u>654,600</u> |
| Facilities Utilised at Reporting Date | | |
| NAB Credit Card Facility | 23,704 | 16,331 |
| Asset Finance | 177,424 | 144,223 |
| | <u>201,128</u> | <u>160,554</u> |
| Facilities Not Utilised at Reporting Date | | |
| NAB Credit Card Facility | 896 | 8,269 |
| Asset Finance | 452,576 | 485,777 |
| | <u>453,472</u> | <u>494,064</u> |

Interest on Credit Card Facility is charged at prevailing market rates. At 30 June 2019 the rate was 18.50% per annum

10. Employee Benefits

In dollars

Current

| | 2019 | 2018 |
|----------------------------------|------------------|------------------|
| Liability for long service leave | 771,726 | 700,232 |
| Liability for annual leave | 903,199 | 868,760 |
| | <u>1,674,925</u> | <u>1,568,992</u> |

Non-current

| | | |
|----------------------------------|----------------|----------------|
| Liability for long service leave | 453,150 | 277,251 |
| | <u>453,150</u> | <u>277,251</u> |

11. Revenue

In dollars

| | 2019 | 2018 |
|---------------------------------|-------------------|-------------------|
| Services revenue | 644,329 | 639,470 |
| Rental revenue | 16,315 | 68,706 |
| Operating grants(i) | 3,179,722 | 7,667,359 |
| Other grants (ii) | 2,736,782 | 1,934,819 |
| NDIA Income | 15,883,851 | 9,626,957 |
| Donations | 214,643 | 142,441 |
| Profit/(loss) on sale of assets | - | - |
| Rebates | 518,423 | 376,015 |
| Total revenue | <u>23,194,065</u> | <u>20,455,767</u> |

Li-Ve Tasmania

Notes to the financial statements

11. Revenue (continued)

(i) The Group was awarded government grants for providing various disability services with unexpended funding to be returned at the completion of the agreement. As at 30 June 2019 the Group has recognised deferred revenue of \$1,230,750 (2018: \$504,704) in relation to the grants.

12. Other Revenue

| | 2019 | 2018 |
|-------------------------------------|----------------|----------------|
| Interest received – operational | 82,242 | 72,543 |
| Interest received – non-operational | 56,770 | 47,474 |
| Total other revenue | 139,012 | 120,017 |

13. Operating leases

At 30 June, the future minimum lease payments under non-cancellable operating leases were payable as follows.

in dollars

| | 2019 | 2018 |
|-----------------------------------|----------------|---------------|
| <i>Within one year</i> | 95,247 | 99,776 |
| <i>Between one and five years</i> | 98,319 | - |
| <i>More than five years</i> | - | - |
| | 193,566 | 99,776 |

14. Economic Dependence

The Group through the period was dependent on the annual government grants to enable it to continue its operations. Transitioning of State funded services to the NDIS means a shift in funding source. At the date of this report the Board of Directors are cognisant that ongoing funding is dependent on participants choosing Li-Ve Tasmania to be their provider of choice.

15. Related Party Transactions

(i) Key management personnel compensation

The key management personnel compensation was \$327,927 for the year ended 30 June 2019 (2018: 387,093).

(ii) Key management personnel and director transactions

During the financial year the Group undertook no transactions with key management personnel or directors.

(iii) Controlled entities

Tasmanian Acquired Brain Injury Service (TABIS) is a division of Li-Ve Tasmania. TABIS will continue to operate as the only organisation dedicated solely to the support of people living with an Acquired Brain Injury (ABI). TABIS has been consolidated in the 2019 Financial Statements.

Li-Ve Tasmania

Notes to the financial statements

16. Parent entity disclosures

The parent entity of the Group at all times during the financial period was Li-Ve Tasmania.

In dollars

| | 2019 | 2018 |
|---|-------------------|------------------|
| Result of parent entity | | |
| Surplus/(deficit) for the year | 1,460,101 | 857,531 |
| Other comprehensive income | 696,193 | - |
| Total comprehensive income for the year | 2,156,294 | 857,531 |
| Financial position of parent entity at year end | | |
| Current assets | 7,784,067 | 4,811,641 |
| Total assets | 11,516,621 | 7,950,741 |
| Current liabilities | 3,896,158 | 2,052,391 |
| Total liabilities | 4,439,462 | 3,029,875 |
| Net assets | 7,077,159 | 4,920,867 |
| Total equity of the parent entity comprising of: | | |
| Asset revaluation reserve | 824,106 | 127,913 |
| Retained earnings | 6,253,053 | 4,792,954 |
| Total equity | 7,077,159 | 4,920,867 |

17. Subsequent events

The company purchased property in Launceston, Tasmania on 12th July 2019. The total cost of the asset was \$575,000. The purpose of the acquisition is aligned with the Company's strategic growth plan and will provide a modern four bedroom group home for additional participants living in the North.

No other matters or circumstance have arisen since 30 June 2019 that has significantly affected, or may significantly affect the Group's operations, the results of those operations, or the Group's state of affairs in future financial years.

18. Contingent liabilities

No other matter or circumstance that would give rise to contingent liabilities were noted as at 30 June 2019.

19. Group Details

Registered office and principal place of business

The registered office and principal place of business of the Group is:

Li-Ve Tasmania

26 Lampton Avenue

Derwent Park, Tasmania 7009

Directors' declaration

In the opinion of the directors of Li-Ve Tasmania ('the Company') and its subsidiaries ('the group'):

- (a) the financial statements and notes that are set out on pages 11 to 23 are in accordance with the Australian Charities and Not-for-profit Commission Act 2012, including:
 - (i) giving a true and fair view of the Group's financial position as at 30 June 2019 and of its performance, for the financial year ended on that date; and
 - (ii) complying with Australian Accounting Standards – Reduced Disclosure Requirements and the Australian Charities and Not-for-profit Commission Regulations 2013.
- (b) there are reasonable grounds to believe that the Group will be able to pay its debts as and when they become due and payable.

Signed in accordance with a resolution of the directors:

Dated this 30th day of September 2019.



Susan Leitch
Chairperson



Hayden Moore
Director / Company Secretary



Independent Auditor's Report

To the Members of Livienne Veranto Limited

Opinion

We have audited the **Financial Report** of Livienne Veranto Limited (the Company).

In our opinion, the accompanying Financial Report of the Company is in accordance with Division 60 of the Australian Charities and Not-for-profits Commission (ACNC) Act 2012, including:

- i. giving a true and fair view of the Group's financial position as at 30 June 2019, and of its financial performance and its cash flows for the year ended on that date; and
- ii. complying with *Australian Accounting Standards – Reduced Disclosure Requirements* and Division 60 of the *Australian Charities and Not-for-profits Commission Regulation 2013*.

The **Financial Report** comprises:

- Consolidated statement of financial position as at 30 June 2019
- Consolidated statement of profit or loss and other comprehensive income, consolidated statement of changes in equity, and consolidated statement of cash flows for the year then ended
- Notes including a summary of significant accounting policies
- Director's declaration

The Group consists of the Company and the entities it controlled at the year-end or from time to time during the financial year.

Basis for opinion

We conducted our audit in accordance with *Australian Auditing Standards*. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Our responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the Financial Report* section of our report.

We are independent of the Group in accordance with the auditor independence requirements of the *ACNC Act 2012* and the ethical requirements of the Accounting Professional and Ethical Standards Board's *APES 110 Code of Ethics for Professional Accountants* (the Code) that are relevant to our audit of the Financial Report in Australia. We have fulfilled our other ethical responsibilities in accordance with the Code.

Other Information

Other Information is financial and non-financial information in Livienne Veranto Limited's annual reporting which is provided in addition to the Financial Report and the Auditor's Report. The Directors are responsible for the Other Information.

The Other Information we obtained prior to the date of this Auditor's Report was the Directors' Report. The Annual Report is expected to be made available to us after the date of the Auditor's Report.



Our opinion on the Financial Report does not cover the Other Information and, accordingly, we do not express an audit opinion or any form of assurance conclusion thereon.

In connection with our audit of the Financial Report, our responsibility is to read the Other Information. In doing so, we consider whether the Other Information is materially inconsistent with the Financial Report or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

We are required to report if we conclude that there is a material misstatement of this Other Information, and based on the work we have performed on the Other Information that we obtained prior to the date of this Auditor's Report we have nothing to report.

Responsibilities of the Directors for the Financial Report

The Directors are responsible for:

- preparing the Financial Report that gives a true and fair view in accordance with the Australian Accounting Standards - Reduced Disclosure Requirements and the ACNC Act 2012.
- determining that the basis of preparation described in Notes 2 to the Financial Report is appropriate to meet the requirements of the ACNC. The basis of preparation is also appropriate to meet the needs of the members.
- implementing necessary internal control to enable the preparation of a Financial Report that gives a true and fair view and is free from material misstatement, whether due to fraud or error.
- assessing the Group's and Company's ability to continue as a going concern and whether the going concern basis of accounting is appropriate. This includes disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless they either intend to liquidate the Group and Company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the Financial Report

Our objective is:

- to obtain reasonable assurance about whether the Financial Report as a whole is free from material misstatement, whether due to fraud or error; and
- to issue an Auditor's Report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with *Australian Auditing Standards* will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error. They are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this Financial Report.

As part of an audit in accordance with *Australian Auditing Standards*, we exercise professional judgement and maintain professional scepticism throughout the audit.

We also:

- i. Identify and assess the risks of material misstatement of the Financial Report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain



audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- ii. Obtain an understanding of internal control relevant to the Audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the registered Group's internal control.
- iii. Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Directors.
- iv. Conclude on the appropriateness of the Directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the registered Group and Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our Auditor's Report to the related disclosures in the Financial Report or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our Auditor's Report. However, future events or conditions may cause the registered Group and Company to cease to continue as a going concern.
- v. Evaluate the overall presentation, structure and content of the Financial Report, including the disclosures, and whether the Financial Report represents the underlying transactions and events in a manner that achieves fair presentation.

We communicate with the Directors of the Company regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

KPMG

KPMG

Andrew Gray
Partner

Hobart

1 October 2019



Auditor's Independence Declaration under subdivision 60-C section 60-40 of Australian Charities and Not-for-profits Commission Act 2012

To: the directors of Liviende Veranto Limited

I declare that, to the best of my knowledge and belief, in relation to the audit for the financial year ended 30 June 2019 there have been:

- i. no contraventions of the auditor independence requirements as set out in the Australian Charities and Not-for-profits Commission Act 2012 in relation to the audit; and
- ii. no contraventions of any applicable code of professional conduct in relation to the audit.

KPMG

KPMG

Andrew Gray
Partner

Hobart
1 October 2019