



livable
your life your way

NDIS • AGED CARE • FAMILY SERVICES

livable
your life your way

**Families
their goals**

G SERVICES

Support

ion

**1800 289 927
LIVABLE.ORG.AU**

livable
your life your way

- NDIS
- AGED CARE
- FAMILY SERVICES

a life worth living

livable
your life your way
LIVABLE.ORG.AU

livable
your life your way

NDIS • AGED CARE • FAMILY SERVICES

**our year
in review.**

**ANNUAL REPORT
2022-2023**



Jacaranda Festival 2022

Contents ●

Acknowledgement of Country	1
About Livable	2
Our Reports	
Message from the Chair	4
Message from the CEO	6
Our Achievements	8
Livable Snapshot	10
Service Highlights	
Disability Services	12
Aged Care Services	16
Family Services	20
Jacaranda Preschool	24
Our Team	
Celebrating our People	27
Senior Management Team	30
Board of Directors	32
Financial Snapshot	36

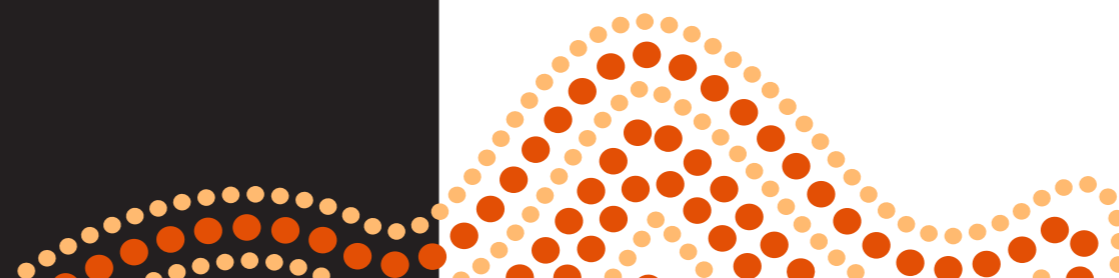
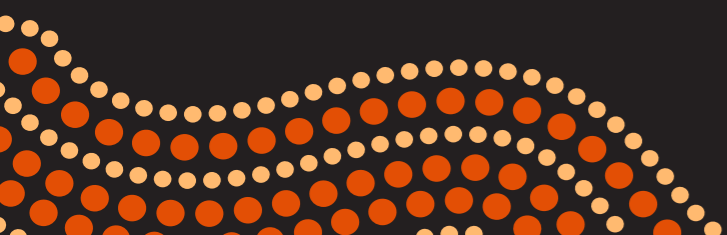
ACKNOWLEDGEMENT OF COUNTRY

Livable acknowledges the Traditional Custodians and Ancestors of the land where we all come together. We pay our respects to the Aboriginal Peoples of the lands occupied by all and to the Elder's past, present and emerging.

We respect the land on which we work and deliver our services, between the freshwater rivers to the salty seas.

Livable is committed to promoting reconciliation through our services and the many ways we engage with our community.

Our vision is to provide an inclusive community where everyone gets a fair go.



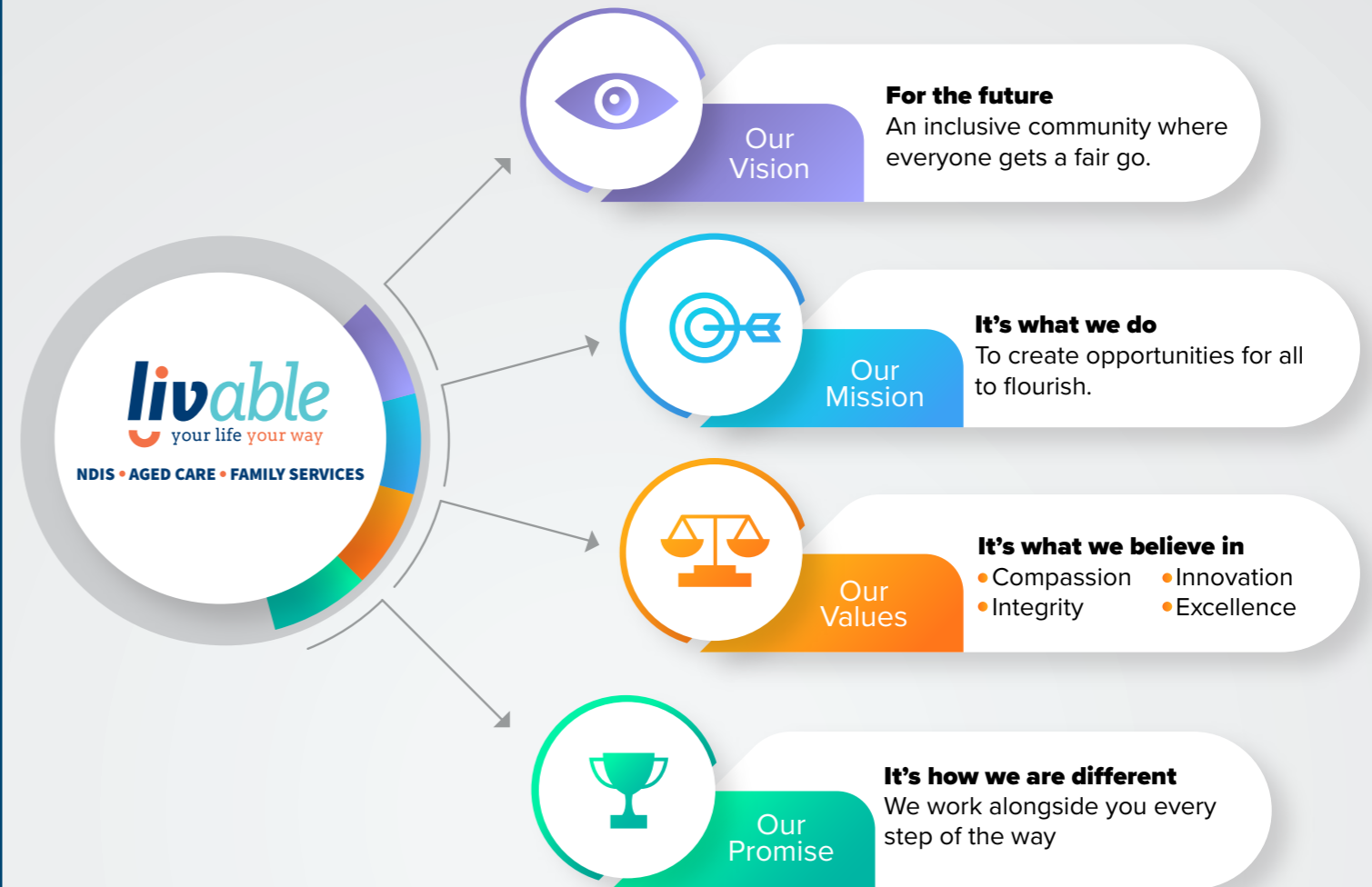
About Livable

Livable is a purpose-driven not-for-profit providing a comprehensive range of NDIS, Aged Care and Family Service solutions to the Mid North Coast and Northern NSW communities.

We aim to empower the people we support, inspire them to continue living independently in their own homes and work alongside them to achieve their goals in a caring and supportive environment.



Who we are



Our values

WHAT THEY MEAN TO US

Compassion	Innovation	Integrity	Excellence
We show kindness, empathy, and respect the dignity of others	We seek to improve the customer experience through collaboration and creativity	We are ethical, honest, professional and transparent	We strive to continuously improve what we do

Message from the Chair.



As we reflect on the past year, I am filled with gratitude for the remarkable progress we have made and the incredible support we have received from our participants, community, and partners.

In the ever-evolving landscape of our industry, we remained committed to empowering individuals of all abilities to lead fulfilling lives, their way.

This year, Livable redefined its mission and values to support our overarching goal of embracing an inclusive community.

Our new mission of 'creating opportunities for all to flourish' and giving purpose to our core values of compassion, innovation, integrity and excellence underpins our vision of fostering an inclusive community where every individual can truly thrive.



Livable Chair, Ruth Faragher, presenting \$5,000 to Founder of Kids in Capes, Zoe Taylor.

Livable has embarked on a journey to initiate the Reconciliation Action Plan (RAP) as part of our ongoing commitment to reconciliation. We recognise and acknowledge the need for meaningful action towards understanding, respecting and promoting the rights, cultures and histories of Aboriginal and Torres Strait Islander people. Over the next two years, we are looking forward to embedding the RAP's three core pillars of relationships, respect and opportunities into our organisation, and to create meaningful action to advance reconciliation.

Livable enjoys giving back to local communities and collaborating with organisations that share our vision, mission and values. This year, we donated \$5,000 to Kids in Capes which will benefit families of children being treated at Grafton Base Hospital. Next year, Livable will launch its Live Life Community Support Fund, providing opportunities for financial support to local organisations in the areas in which we operate.

Our people are the backbone of Livable and their unwavering commitment to our participants, vision and mission is truly commendable. As a token of our deep appreciation, the Board was pleased to have the opportunity to grant a staff bonus in recognition of their exceptional dedication and tireless efforts throughout the year.

With our expansion into the Mid-North Coast, the Board identified specific skill sets and initiated a recruitment process to onboard individuals who could further enhance our presence and impact in the regions we serve. I am delighted to welcome three new Directors: Megan Lawrance, Joanna Sutherland and Jayden Whaites. They bring a wealth of experience and fresh perspectives to our competent team, strengthening our commitment to deliver Livable's vision and mission.

I wish to express my gratitude to departing Directors, Joe Fahey and Mark Griffioen, who have served as dedicated board members for eight years. Their dedication and leadership have been invaluable to Livable's growth and success, and we extend our heartfelt thanks to them for their service.

I would like to recognise and thank our CEO, Daniel Becker, and the Senior Management team for providing strong leadership and direction to ensure our work positively impacts our diverse communities.

Furthermore, I would like to thank our valued participants who allow us the privilege to work alongside them in achieving their goals and aspirations. Your support is the driving force behind our achievements.

As we look towards the future, I am relinquishing my position on the Board to pursue new opportunities interstate. Under the guidance of my fellow colleagues, I am confident that Livable's mission will continue to thrive, our vision will broaden, and our values will guide us towards a more inclusive and empowered community.

Together, we look forward to working with our communities in supporting them to live their life, their way.

Ruth Faragher

Ruth Faragher
Chair

Message from the CEO.



It's been a year of unprecedented growth, modernisation, and reflection; whilst we continually strived to improve our customer experience.

Embracing our Vision of an inclusive community where everyone gets a fair go, we dug deep into our organisational capabilities this year to support more than 1,200 people across the Clarence Valley, Coffs Coast, and Port Macquarie regions.

The 2023 financial year was a fantastic year for Livable!

Strategic initiatives

In line with our 2021-24 strategic plan, we continued our strategy of growth and organisational improvement.

Our commitment to expanding our services across Northern NSW saw our Coffs Harbour office grow substantially throughout the year, and whilst we maintained a strong presence in our heartland of the Clarence Valley, we also lightly entered the Port Macquarie region in preparation for a full launch in 2023-24.

Becoming a provider of choice is paramount to achieving our Mission to create opportunities for all to flourish, and this year we spent a lot of time reflecting on, and continually improving, our customer experience. There is still more to do, but we made real progress across many areas. We also aim to be a household name across our chosen footprint, ensuring our vital services are visible to all, and we achieved this through a significant increase in our social media, events, and branding presence.

In a sector that relies heavily on people, we continued our goal to maintain and grow a skilled, engaged, and diverse workforce. We invested heavily in our people this year,

through leadership coaching, internal training and seminars, and technology improvements to reduce administration burdens. Many of our people also completed qualifications this year, both through Livable and of their own accord, showing a real personal commitment to continuous improvement.

Regulatory compliance

In addition to ongoing internal reviews as part of our commitment to continuous improvement, we were also routinely audited against the NDIS Practice Standards and the National Quality Standards for Early Childhood Education and Care; being deemed to have met all applicable standards for both.

Sustainable future to support our communities

Financially, 2022-23 was our strongest year to date, with strategic initiatives to improve and maintain the financial sustainability of our organisation, seeing revenue grow to \$16.69M and a sustainable surplus of \$648K.

On the back of this result, we were able to pay a one-off organisation-wide end-of-year bonus to all staff, and we also made provision to re-invest 10% of our 2022-23 profit back into the community via a Community Support Fund, which will be rolled out later this year.

Thank you to the people who made this year possible

To our Board of Directors. Thank you for again volunteering your time and for sharing your skills and knowledge to effectively govern this wonderful organisation. In particular, I would like to acknowledge and thank Ruth, Mark and Joe, who are leaving us, for their exceptional dedication to Livable over many years.

Thank you to all Livable staff for your resilience this past year and for your ongoing commitment to providing safe and professional customer centred care. This annual report is a testament to your hard work and dedication; everything we do to support people in need is only possible because of you. I'd also like to acknowledge my executive leadership team for their agility and leadership in a year of unprecedented organisational growth and external challenges.

Finally, to the people who utilised Livable's services this past year, thank you! We are honoured to have supported you and hope to continue this journey with you again over the next 12 months.

Looking ahead

We continue to operate in an extremely challenging environment as the community services sector grapples with trying to do more with less due to increasing costs, and a changing funding landscape. Livable however, has worked very hard to build organisational resilience through service diversification, efficiency gains, and investing in our people, and we look to the year ahead with optimism as to what positive impacts we can make in pursuit of our vision to see an inclusive community where everyone gets a fair go.

I'm pleased to present Livable's annual report for 2022-23.

Daniel Becker

Daniel Becker
Chief Executive Officer



CEO Daniel Becker with Board members and staff.

Celebrating Our Achievements.

FY22/23

Highlights



1,200+

PEOPLE EXPERIENCED OUR SERVICES



400+

PARTICIPANTS SUPPORTED THROUGH NDIS SERVICES



215

SENIORS SUPPORTED WITH HOME CARE AND SOCIAL ACTIVITIES



572

FAMILIES SUPPORTED



228

TEAM MEMBERS

Efficiency through technology

Carevision, our new customer management software, has now been implemented across all of our services, with the exception of Jacaranda Preschool.

The new software offers numerous benefits, notably shifting the administrative aspect for our Lifestyle Support Workers to a digital platform, creating an eco-friendly paperless environment. From the touch of a smartphone, our team can:

- View their roster, update their availability and apply for leave
- Receive shift instructions and complete shift notes for each participant
- View participant care plans, goals, emergency plans and other important information
- Complete incident/hazard report forms for customers and staff
- View Livable news updates and policies and procedures
- Track customer kilometres travelled in their vehicle via GPS

We also upgraded our ICT infrastructure with new servers and implemented new Finance and Payroll software to enhance efficiency and streamline operations for a more effective organisational experience.

Making a positive impact in the Port Macquarie / Hastings Region

As part of our continuous efforts to broaden our presence on the Mid North Coast, Livable extended its reach into the Port Macquarie/Hastings region, offering support coordination to the NDIS community from August 2022. Over the year, we established a valuable partnership with Community Housing for office space and collaborated with many key stakeholders, significantly enhancing our brand presence in the community.

Reducing our carbon footprint

Demonstrating our commitment to corporate social responsibility, Livable made an investment in renewable energy in early 2021. The successful installation of a 50kw rooftop solar system at our Grafton head office has resulted in a significant reduction of 53.7 tonnes in Co2 emissions this financial year, essentially making our office carbon neutral.

Utilising solar power for our head office is just one of the many initiatives we have undertaken to minimise our carbon footprint. Looking ahead, we are dedicated to further waste reduction by incorporating reusable tableware, promoting a paperless environment, and fostering awareness among our team to create a more environmentally friendly workplace.

Giving back to our community

\$5,000 to Kids in Capes

Livable donated \$5,000 to Kids in Capes, a not-for-profit organisation who develops calendars to create awareness of children living with disabilities and additional needs in the Clarence Valley. The proceeds of the calendars supports the Children and Adolescents Ward at the Grafton Base Hospital.



\$3,640 raised at Bunnings BBQ's

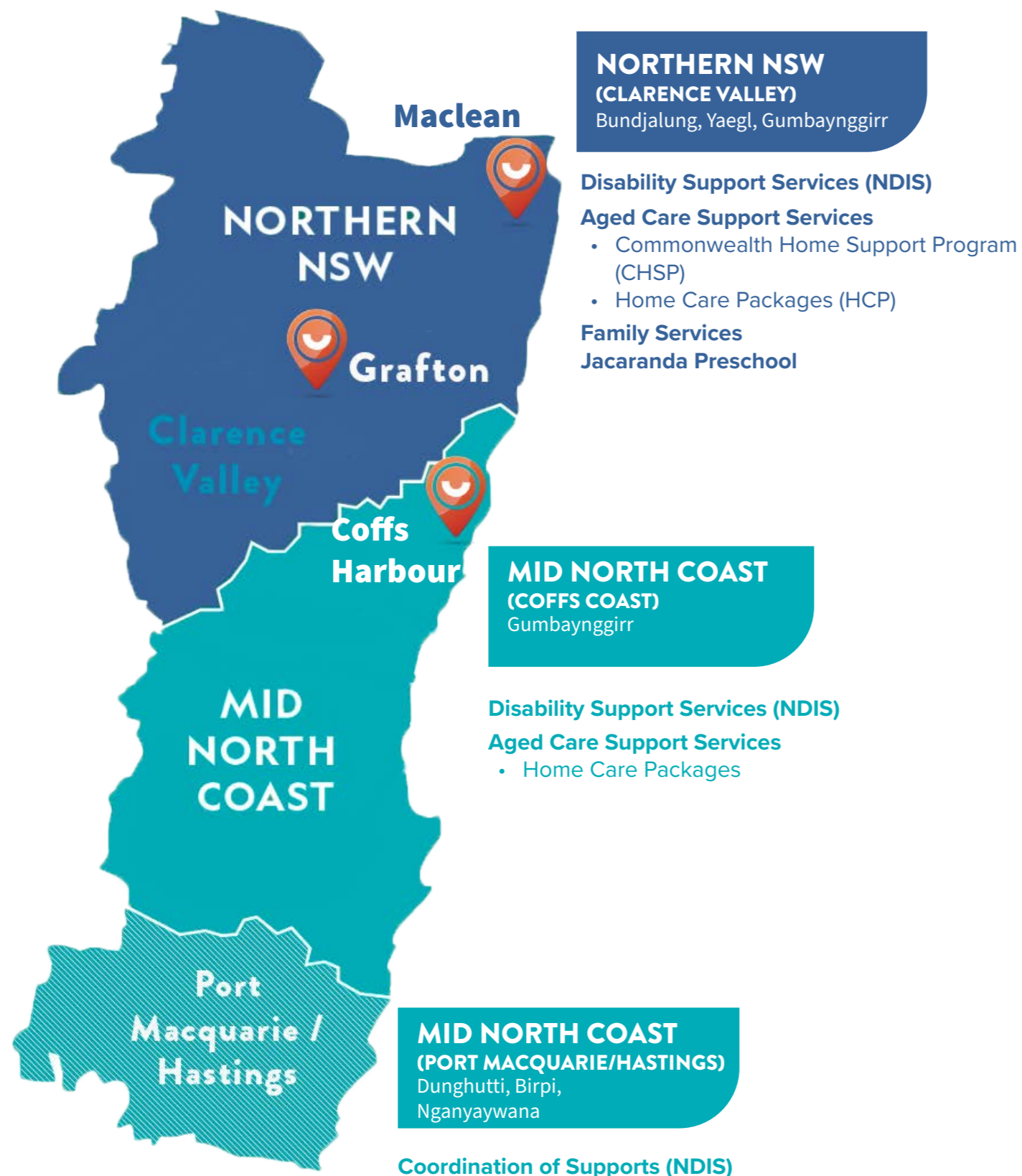
The Livable team generously volunteered their time to sizzle a total of 1,420 sausages at the Coffs Harbour and Port Macquarie Bunnings BBQ events held in August 2022 and April 2023, respectively. Collectively, \$3,640 was raised and donated to the Port Macquarie Parkinson's Support Group and Coffs Harbour Aged Care respite.

As we reflect on the past year, Livable's active participation in community events like the Bunnings BBQ stands as a testament to our values of collaboration, community building, and making a meaningful difference in the lives of those we serve.



Livable team with the Port Macquarie Parkinson's Support Group

Livable Snapshot.



We believe that the best outcomes are achieved together.

For over 30 years, we have been delivering disability, aged care and family support services to Northern NSW.

Our extensive network of partnerships and referral pathways contributed to our expansion to the Mid North Coast.

These stakeholders, together with the skillset of our people, allow us to deliver a sustainable and person-centred model of support to the diverse communities whom we serve.

Disability

- Accommodation Services
 - Supported Independent Living
 - Medium-Term Accommodation
 - Short-Term Accommodation
- Support Coordination
- Plan Management
- Social and Community Participation
- Individual Support

Aged Care

- Commonwealth Home Support Programme (CHSP)
- Home Care Packages (HCP)
- Meal Assistance
- Individual Support
- Transport
- Social and Community Participation
- Allied Health
- Respite Care

Family Services

- Jacaranda Preschool
- Targeted Early Intervention Services
- Family and Relationship Services (FaRS)
- Palliative Care Volunteer Home Visiting Program
- MyTime Support Group
- Supervised Access



Shelley, Coordinator of the Aboriginal Elders social support groups.



NDIS SERVICES
Highlights

400+ Total participants

395 People are plan managed

160 Individual support participants

145 Support coordination participants

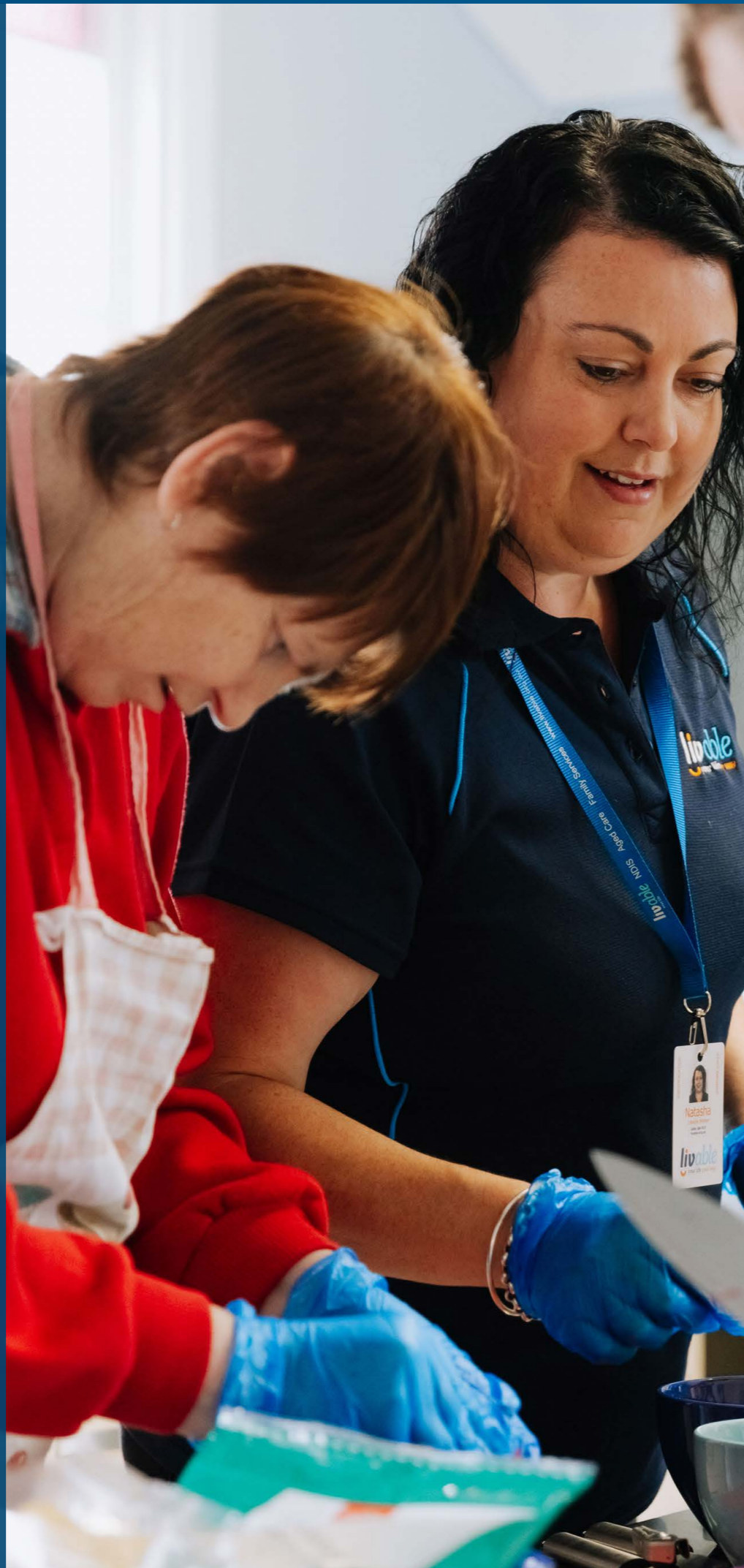
27 Hub group participants

21 Supported Independent Living (SIL) participants

13 SIL homes

 New program in Coffs Harbour **School Leavers Employment Supports (SLES)**

 **NDIS services deemed fully compliant** via re-registration audit against the NDIS Quality and Safeguarding Standards



Live a life of choice Disability Services.

Creating opportunities for all to flourish is at the heart of what we do. We are proud to work alongside over 400 inspiring individuals to achieve their goals and aspirations.

Supporting participants in managing their plans

Effective plan management plays a crucial role in empowering individuals to access the support and services essential for achieving their overall goals.

Livable's boutique Plan Management service involves the strategic oversight and coordination of various aspects related to NDIS plans. Our team ensures that service providers receive timely payments, expenses are tracked, and they provide personalised guidance to ensure our participants make the most of their allocated funding.

Each year, our Plan Management service consistently develops and this year, we assisted 395 participants – a notable increase of 34% compared to the previous financial year.

Connecting with our community through individual support

Individual support at Livable goes beyond meeting practical needs; it embodies our belief that living and loving life are crucial components of overall well-being.

Throughout the year, our dedicated Lifestyle Support Workers have been instrumental in providing one-on-one support to 160 participants with varying abilities to live the life they choose. Our team have

not only focused on the practical necessities of daily living but also actively worked towards fostering connections within the community and supporting individuals in pursuing specific personal interests.

As we look to the future, Livable maintains its dedication to shaping a future in which our participant's unique abilities flourish within our communities.

Creating homes to live independently

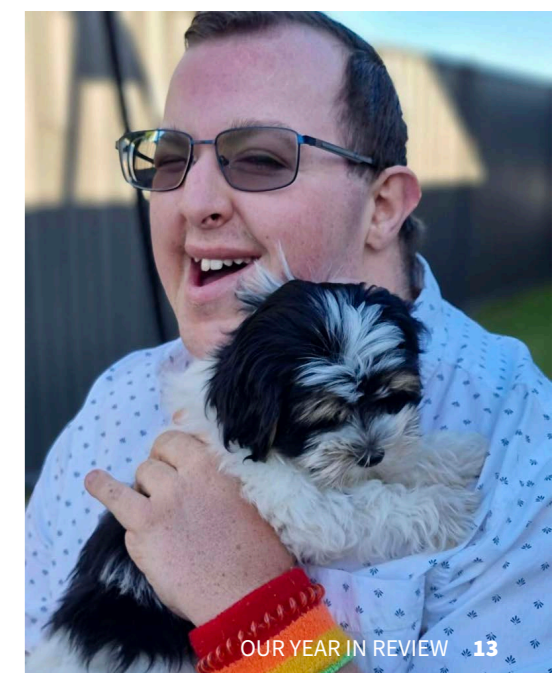
Livable recognises that a home is more than just a place one moves into; it is something created with care and intention. Our committed Supported Independent Living (SIL) team dedicated themselves throughout the year to precisely that task – creating homes.

Working with a diverse range of customers, from those requiring individual support to individuals in SIL homes, the team prioritised capacity building and provided assistance with daily tasks. These included:

- Cleaning and laundry
- Nutrition and cooking
- Personal care such as showering and dressing
- Transport to access the community

This year, Livable assisted 21 individuals to live independently in 13 homes across the Mid North Coast and Northern NSW. In the Clarence Valley, our support extended to 67% of SIL participants residing in nine homes. Our Mid North Coast grew slightly to accommodate four homes to support seven people.

One significant highlight was the introduction of a delightful puppy named 'Pup' to one of our SIL homes. Beyond companionship, pets like Pup bring significant positive impacts, offering unconditional love and therapeutic benefits. When one of our SIL participants expressed a desire for a puppy, we worked with all stakeholders to facilitate this heartfelt connection. Pup is adored not only by his owner but also by the entire household, adding love and happiness to their shared living space.



Alex, SIL participant with Pup

Achieving Goals and Aspirations

Kurt's journey began with a goal to travel independently on the local bus service from his hometown of Bowraville to Coffs Harbour to attend appointments and social activities.

Over several months, he has been diligently working with Livable's Lifestyle Support Worker, Karl, who has provided him with the support and guidance to read timetables and navigate public transportation effectively.

Through Karl's support and Kurt's unwavering commitment, he has triumphed over obstacles and emerged as a shining example of determination.



Achieving Goals and Aspirations Through Supports

Livable is focused on connecting our participants with the appropriate service providers to foster the development of their skills and networks. Our personalised model of supports ensures that each participant is paired with a dedicated Support Coordinator.

Our Support Coordinators assist individuals with their NDIS plan, budget management, funding reviews, and facilitate the process of sourcing service providers while skilfully negotiating fees on their behalf.

In July 2022, Livable expanded its Support Coordination services to Port Macquarie, employing a local team member to drive business growth.

Across our footprint, the Support Coordination team has collectively supported 145 individuals in achieving their goals and aspirations. Looking ahead, there are optimistic expectations for continued growth in this service.

Empowering our Group Program

Through collaborative discussions, participants in our Hub program collectively determine the monthly outings and activities. Whether fostering community connections or pursuing specific interests, the Hubs program offers a diverse range of choices to enable our participants to achieve their goals and aspirations.

Throughout the year, our Hub participants in the Clarence Valley enjoyed a variety of skill-enhancing activities. From mastering the art of cooking nutritious meals to engaging in outings or music and dance, the daily experiences were diverse and enriching.

Support for School Leavers to be Job Ready

In May 2023, Livable received approval to administer the School Leaver Employment Supports (SLES) program, aimed at assisting young people with a disability in acquiring job skills and building confidence for meaningful employment.

Currently, the two-year program is being trialled in Coffs Harbour and is set to expand to the Clarence Valley in the upcoming fiscal year (FY23-24).

“ It doesn't matter if you have a disability, you can still do things and be independent. It just takes more work and effort but it's worth it.

Kurt, NDIS Participant



Live at home longer Aged Care Services.

We are committed to empowering individuals over 65 and Aboriginal and Torres Strait Islanders over 50 to live independently in their homes and foster social connections to enhance their wellbeing.

Supporting seniors to live at home

Empowering seniors to live independently in their homes is a core focus for Livable. Through the government-subsidised Home Care Package (HCP) program, Livable provided support at home for 98 eligible seniors across the Mid North Coast and Northern NSW.

Throughout the year, this program experienced a remarkable 63% growth compared to the previous year, with Clarence Valley expanding by 24% and the Mid North Coast by 14%. This notable growth is credited to our dedicated team of coordinators, supported by our lifestyle support workers.

Our coordinators worked closely with participants across the four HCP levels, developing personalised support plans aligned with their individual needs and aspirations.

In the future, we foresee an expansion in home care services driven by the continued growth in the Mid North Coast region.

Staying Active Through Social Connection

As we age, the importance of social connection goes beyond enhancing emotional wellbeing; it plays a pivotal role in maintaining cognitive function, fostering a sense of purpose, and promoting overall health and vitality. Operating in Glenreagh, Brooms Head, and Grafton, our Sunshine Clubs offered a valuable opportunity for our participants to actively engage and foster meaningful social connections.

Our participants engage in daily, weekly or fortnightly connections, depending on the schedule, collaboratively deciding on the activities they will partake in together. This year they enjoyed visiting galleries, shopping outings, participating in art activities and getting involved with local schools.

A taste of in-home support

Livable assisted 117 seniors in the Clarence Valley through the Commonwealth Home Support Programme (CHSP), a government-subsidised initiative for eligible people managing well at home but requiring some assistance with daily tasks.

Employing a blend of individualised support and group activities, we collaborated with our participants to foster socialisation, create new community connections and empower them to enhance their capacity and sustain independence.

“ Thank you for caring about mum. I know it’s your job but some people just go that bit extra and you have been kind and caring.

Jodie, Daughter of Home Care Package Participant



- 215** Seniors supported
- 117** Commonwealth Home Support Program participants
- 98** Home Care Package participants
- 58** Sunshine Club participants
- 20** Aboriginal Elders social group participants



Let's get started with My Aged Care

Livable partnered with Services Australia to conduct insightful aged care information sessions for individuals over 65 within the Clarence Valley community.

'Let's Get Started with My Aged Care' events attracted over 60 people and were held in Grafton, Yamba and Iluka.

The information sessions were specifically designed to guide attendees through the various government-subsidised My Aged Care options.

The sessions discussed important topics related to receiving support at home, such as the income tested fee, Aged Care Assessment Team (ACAT) process, and the process of selecting the most suitable service provider.

Ted, Aged Care participant, enjoys outings especially feeding the ducks

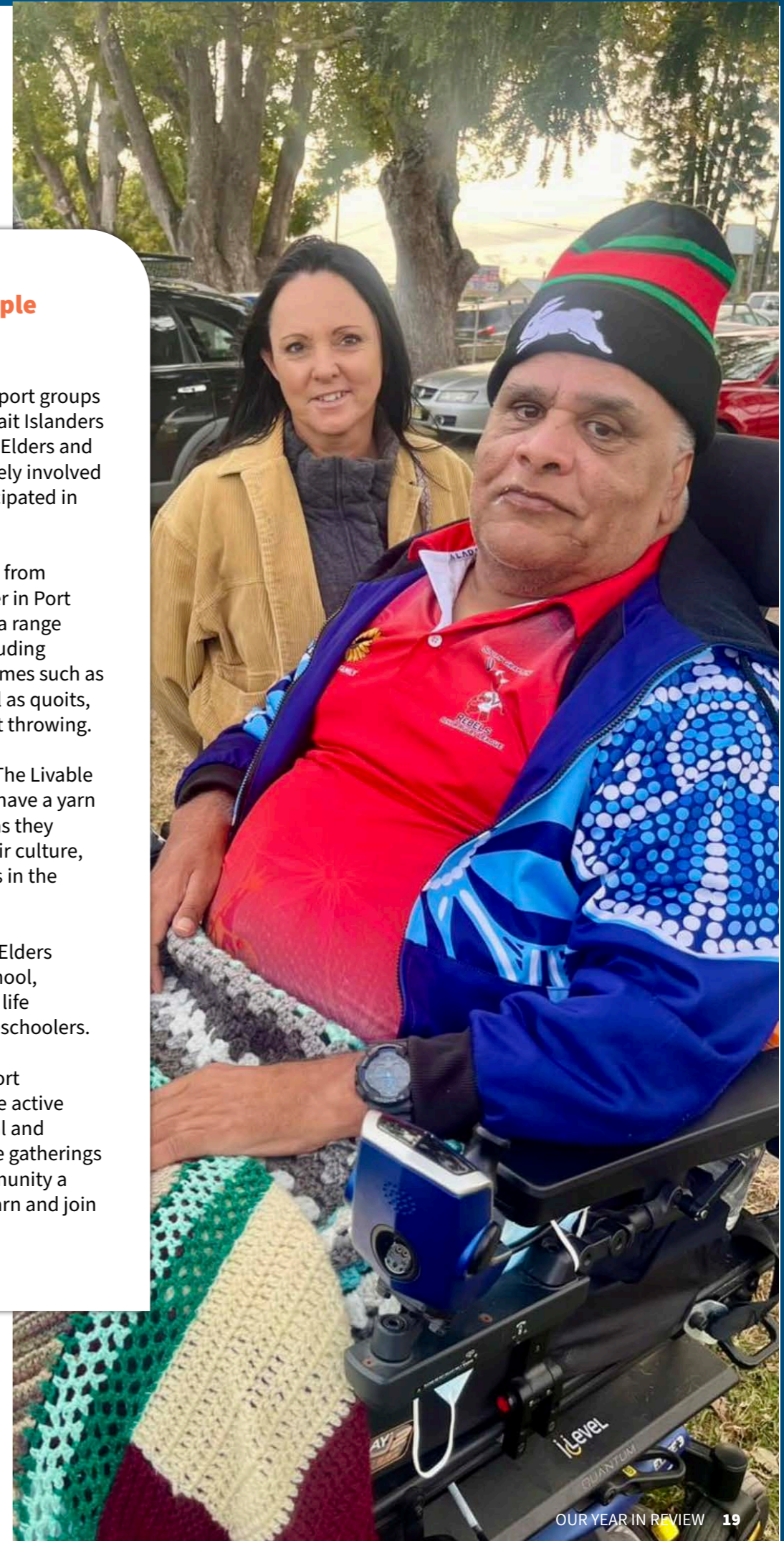
Connecting First People to Country

Livable facilitated social support groups for Aboriginal and Torres Strait Islanders in Grafton and Maclean. The Elders and Men's Social Group are actively involved in our community and participated in the following highlights:

- **Elder Olympics** – Elders from 25 nations came together in Port Stephens to compete in a range of sporting contests including traditional Aboriginal games such as Gorri and Kee An, as well as quoits, tunnel ball and gumboot throwing.
- **Reconciliation Week** – The Livable team were honoured to have a yarn with the Grafton Elders as they shared stories about their culture, childhood and traditions in the Clarence Valley.
- **NAIDOC week** - Grafton Elders visited Jacaranda Preschool, sharing their stories and life experiences with the preschoolers.

Every week, our social support group services welcomed the active participation of 20 Aboriginal and Torres Strait Islanders. These gatherings provide our Aboriginal community a chance to connect, have a yarn and join in various outings.

Lionel, Aged Care participant, enjoys watching his sons play football with Lifestyle Support Worker, Carina





Promoting families strengths Family Services ●

We are pleased to walk alongside families in the Clarence Valley as they identify and build upon their strengths, develop caring and respectful family relationships, and connect with the community.

Promoting Families Strengths and Community Wellbeing

Our Family Services team takes a flexible approach to delivering services that allow families to connect, feel secure and provide a safe nurturing environment for children and young people.

We work with communities to deliver opportunities to come together and celebrate belonging, culture and the sharing of knowledge.

Program Highlights

- Hosting the Lower Clarence Family Fun Day
- Delivery of an Aboriginal Women's health information session in collaboration with Bulgarr Ngaru Medical Aboriginal Corporation
- Family hearing health check event in collaboration with NSW Health
- 5 new evidence based parenting courses offered

Positive Family Relationships Through Education

Family relationships can be complex and multi-layered. Livable's Family and Relationship Services (FaRS) strengthen family relationships through the delivery of education services to families especially those moving through a period of change. Our Facilitators continuously undertake professional development and courses on offer include:

- 123 Magic
- Circle of Security
- Triple P
- Tuning into Kids, Dads and Teens
- Bringing up Great Kids, first 1000 days
- Bringing Up Great Kids after family violence
- No Scaredy Cats

209 participants attended 54 workshops delivered throughout the year.

A Meeting Place for Play and Support

Our Supported Playgroups offer the opportunity for children to learn through play-based activities and for parents and carers to support each other in their parenting roles.

Livable delivers playgroups in Grafton and South Grafton. Our Jarjums and Friends Playgroups run in Maclean and Yamba where everyone is welcome. Livable's Supported Playgroups are led by qualified early childhood facilitators and are funded by the Department of Communities and Justice.

Our Playgroups grew again this year with attendance increasing by 98%. 305 participants attended across our five playgroup sites.



FAMILY SERVICES
Highlights

572 Families were supported and participated in education

352 People attended our community events

305 People attended supported playgroup across five sites

209 Parenting workshop participants

73 Children attended Jacaranda Preschool

58 Families supported through individual support

“ These playgroups are fantastic, they are warm, friendly and welcoming. The toys, crafts and activities on offer are great, particularly for kids my sons age. We really benefit from having a regular, reliable and free playgroup.

Playgroup Participant

Supporting our Carers

Livable's MyTime support group offers parents and carers of children with disabilities or other additional needs a space where they can feel understood, share ideas and access quality information and resources.

A range of invited guests shared knowledge and information with the group covering topics on NDIS services, first aid and therapy services. Participants built social connections whilst relaxing over scrapbooking, painting and craft activities.

Volunteers Making a Difference

Our nine dedicated Palliative Care Support Service volunteers visited 12 patients and offered respite to their carers. Livable supported an additional 10 individuals with payment of pharmaceutical and utility accounts.



“ Thank you for assisting with hiring a comfortable chair for a loved one. It made a significant improvement in her quality of life and end of life care. The first night she used it was the best nights sleep she had in months.

Palliative Care Referrer - NSW Health

Building on Families Strengths

Family Workers walk alongside participants as they identify, explore and develop their strengths, setting personal goals to improve wellbeing and safety and increase community cohesion.

Our team practice strength-based, person centered service delivery, and are flexible and responsive to the needs of individual participants. We use a collaborative approach working in partnership with other services to provide support, information and education to families.

58 families participated in one-on-one supports with 100% reporting that they felt the service listened to them, understood their concerns and felt more confident to deal with the concerns that brought them to the service. 625 individuals were provided with information, advice and referral.

Targeted Earlier Intervention is funded by the Department of Communities and Justice and supports children, young people, families and communities who are experiencing or at risk of vulnerability.





Winner of Clarence Valley Council's **2022 Sustainability Award in Education**



Assessed and rated compliant by the National Quality Standards Audit



Funding by the NSW Government's Quality Learning Environment to install additional facilities in the Gumgail (3 – 4 year old) room



Healthy and Well Community Grant of \$5,000 to provide the children with fruit for morning tea and learning experiences about healthy food

A safe place to learn and explore **Jacaranda Preschool.**

Jacaranda Preschool is an inclusive 36 place per day preschool that caters to children aged 3 to 6 years and is a recipient of funding under the NSW Department of Education's Start Strong for Community Preschools program.

Recognised for Sustainable Practices

We are delighted to be recognised for our sustainable practices and were named the winner of Clarence Valley Council's 2022 Sustainability Award in Education.

At Jacaranda Preschool, instilling sustainable practices is ingrained in our philosophy, shaping the daily experiences of the children in meaningful and natural ways. Throughout the year, our educators have made impactful changes to the environment, ensuring that children can actively engage in meaningful, natural and sustainable experiences.

Our commitment to sustainable practices is evident through the incorporation of solar panels, water-saving taps, recycling bins, a compost bin, a chicken pen, a water tank, taste safe garden and native bees.

Investing In Our Team

Engaging in comprehensive professional development is essential for honing the skills necessary to create a positive and enriching environment for children.

Courses our team undertook include:

- Understanding and Supporting Children's Behaviour
- Exploring the Purpose of Professional and Meaningful Documentation
- Office of the Children's Guardian – Child Safe Program.

These diverse professional development opportunities collectively contribute to creating a more knowledgeable and capable workforce dedicated to the wellbeing of the children in our care.

Safety and Caring for Animals Program

This year, Jacaranda Preschool introduced a puppy to the preschool program. Gus frequently visits the preschool to teach the children about dog safety and caring for animals.

Research indicates that relationships with animals can support the development of empathy. For children who engage with animals, it can be therapeutic helping to ease tension, anxiety and stress. Gus joins their other feathered and furry friends, such as chickens, rabbits and guinea pigs, who live at Jacaranda Preschool.



Emma Ford, Director of Jacaranda Preschool accepting her award from Clarence Valley Councillors



I wanted to reach out and express my heartfelt gratitude for the exceptional support provided by Brad, one of your support workers.

My husband was having a difficult time, and without any prompting, Brad resolved everything, making a significant difference.

I'm sincerely thankful for Brad's compassionate approach.

Aged Care Participant



Celebrating Our People.

The commitment and passion of our skilled team is our greatest asset in striving towards our vision and mission.

Supportive and Inclusive Environment

We strive to become an employer of choice and are committed to providing a supportive and inclusive environment where our people feel accepted, safe, valued and connected by:

- Creating an inclusive workplace that provides knowledge, counsel, and services to attract, develop and retain a talented, diverse workforce.
- Developing a culture where the workforce is engaged, committed, and supported.
- Fostering mental health and wellbeing practices that create a positive and productive workplace environment.

Overall, we believe in providing a supportive environment for our people to grow their careers and develop skills that positively contribute to the Livable team.

Investing in Professional Development

Livable is committed to continually investing in its people to foster a culture of growth, innovation and excellence. Through comprehensive professional development initiatives, including targeted training programs, workshops and mentorship opportunities, we empower our team to enhance their skills, stay abreast of industry advancements and cultivate leadership capabilities.

This year, our team undertook various training in mental health, cultural awareness, fire safety, workplace culture, resilience for stronger teams, disability hospital care plans and leadership coaching among other skills development courses.

Livable's learning management system, Altura, continues to welcome new team members into the Livable community through engaging onboarding modules.

 **228**
TEAM MEMBERS

 **20**
VOLUNTEERS

 **12**
WORK
EXPERIENCE
STUDENTS

 **4**
TRAINEES

Our team

21%
FULL TIME

27%
PART TIME

52%
CASUAL

70%
FEMALES

30%
MALES

7%
IDENTIFIED
ABORIGINAL &
TORRES STRAIT
ISLANDERS



Reward and Recognition Program

In May 2023, Livable introduced its new employee recognition program, Above and Beyond, to acknowledge and celebrate the outstanding contributions of our team.

The peer-nominated program recognises team members who live by our values of compassion, innovation, integrity and excellence, and make a positive impact on our participants and organisation.

Each month, a champion is announced with the annual winner celebrated at the end of the year.

Maree Blanch, monthly Above and Beyond Champion with Darcey and Nicole De Armen

Senior Management.



Daniel Becker
Chief Executive Officer

Daniel is passionate about seeing people live their best life. He joined Livable as CEO in 2019 and provides over 15 years of leadership experience in the not-for-profit sector.

Prior to joining Livable, Daniel was the CEO of a psychosocial disability organisation in Victoria's Gippsland Region. From 2013 to 2018, he was the CEO of a community services organisation responsible for overseeing two of Australia's remote island territories, Christmas Island and the Cocos Keeling Islands. He has also worked in the disability employment services industry and delivered community-based services to those in need. Daniel attained a Masters in Business Administration from Griffith University in Queensland in 2017.



Michelle Allen
Senior Manager Family Services

Michelle is passionate about families and the community. She enjoys seeing individuals improve their personal skills, competencies, talents and knowledge to reach their fullest potential.

Michelle joined the Livable team in 2014 starting as a Family Case Worker and, in 2017, was appointed as Senior Manager of the Family Services department. Prior to joining Livable, she worked in the optical industry, finance and banking industry and as a small business owner. Michelle attained a Master of Business Administration in 2023 and has a Bachelor of Social Science (Social Welfare) degree.



Joel Aitken
*Executive Manager Business Growth and Strategy
(Senior Manager Aged and Disability Services Mid North Coast)*

Joel joined Livable in 2021 and is passionate about human potential. He enjoys seeing individuals and teams develop the right skills and confidence that make a positive difference in the lives of our community.

Joel has over 15 years of experience in the NDIS and aged care sectors, predominately delivering community and employment-based services. During his career, he has supported a large mental health services team; developed partnerships and collaborated with not-for-profit entities to enhance community-based outcomes; and has been actively involved in government and non-government committees to address systemic issues for people living with mental health and disability. His qualifications include a Bachelor in Social Science majoring in Human Services and Counselling and a Certificate IV in Frontline Management.



Nicole De-Arman
Senior Manager Aged and Disability Services Far North Coast

Nicole, a proud Gamilaraay woman, is deeply committed to social justice, firmly believing in the inherent value of every individual and their contributions. She enjoys collaborating with people to explore and achieve their dreams and aspirations.

Nicole's professional journey with Livable commenced in 2014, initially as a Lifestyle Support Worker. Over the years, she has progressed through different roles, serving as a Daily Lives Coordinator, Home Care Packages Coordinator, and Support Coordinator Manager. Prior to joining Livable, Nicole gained valuable experience in the hospitality sector. Motivated by her lived experience and a genuine desire to effect positive change, she attained a Diploma in Community Services which launched her career at Livable.



Dorothy Pholi
Senior Manager First Peoples

Dorothy is a Bundjalung woman with very strong ties and connections to country. Her passion is working with her people to ensure they receive the right services they need to reach their goals.

Dorothy joined Livable in 2004 and has been involved in the Aged Care and Disability sectors for Aboriginal communities for over 40 years. Currently, she is a Director at the Aboriginal Medical Centre and Gummaney Aboriginal Preschool, and a member of the Local Aboriginal Land Council. She has previously attained a Masters in Indigenous Therapies and Wellbeing and is a qualified Facilitator for Cultural Training across all sectors.



Sam O'dell
Chief Financial Officer

Sam joined Livable in December 2021 and is passionate about equality, giving people from all different backgrounds access to education, social and employment opportunities in our society.

Sam has over 10 years of financial experience in the not-for-profit sector including four years in disability support and aged care. He has held numerous financial leadership positions in the not-for-profit, public and private sectors including the banking, club and social housing industries. He is a Certified Practising Accountant and holds a Bachelor of Business / Accounting and a Diploma in Financial Markets.



Kylie Murgatroyd
Senior Manager People, Communications and Marketing

Kylie is driven by a passion for inclusion, culture, and community, with a deep commitment to making a positive difference in people's lives.

Joining the Livable team in 2022, she brings over twenty five years of experience in the marketing and communications field, including 10 years dedicated to the not-for-profit sector. Throughout her career, Kylie has held executive and managerial roles across diverse industries, such as health, tourism, local government, employment, and training. Before joining Livable, she spent four years in the USA working at a rural healthcare organisation nestled in the Rocky Mountains of Colorado. Kylie's professional journey also encompasses various leadership positions at Qantas Airways. Her qualifications include a Bachelor of Business degree.



Fred McKew
Senior Manager ICT and Infrastructure

Fred is passionate about IT and new developments. He thrives on improving systems that can be used by people effectively.

Fred joined Livable in 2004. His career began as a programmer where he maintained a suite of software for businesses between Byron Bay and Taree. Fred has written various software programs for the entertainment and medical industries, trained people in IT-related subjects and worked as a sole trader providing businesses with IT support. He has attained a Certificate III in Computer Software Support, a Certificate IV in Advanced Computer Programming and is currently completing a Bachelor of Business degree.

Board of Directors •

Livable's Board of Directors volunteer their time to provide a wide range of skills, knowledge and expertise to our governance.

They are responsible for our strategic direction, financial management and overall performance.

Through an effective governance structure that includes sub-committees, the Board ensures we continue to deliver quality services and positive customer outcomes to the diverse communities we serve.



Ruth Faragher *Chair*

Ruth was elected to Livable's Board as a Director in January 2019 and appointed to Chair in November 2022. She first came across the work of Livable when it was CRANES and a team of support workers and clients performed Mamma Mia at Jacaranda Thursday. She was hooked! She loves Livable's commitment to a culture of inclusiveness.

Ruth is passionate about social justice. She has personal experience of living with physical challenges and caring for someone with mental health support needs. Based on her public service career in South Africa and the United Kingdom and volunteer background in community organisations, Ruth brings a diverse range of skill sets to the Board, particularly Governance and Leadership Development. This includes accountability, annual reviews, strategic planning and monitoring and evaluation. Ruth's qualifications include a Bachelor of Arts in Political Science, a Bachelor of Law and an MBA in Public Policy.

Stephen Avery *Vice Chair*

Stephen was elected to Livable's Board as a Director in July 2020. He was drawn to Livable's vision of being an inclusive community for all.

Stephen's professional journey is in public practice, making significant contributions in the business and accounting fields. His previous roles include serving as an Auditor specialising in the not-for-profit and club industries, and as the General Manager for Grafton Meals on Wheels. He is a certified Accountant and has attained a Bachelor of Business degree.

Stephen is deeply passionate about contributing to the local community. He actively participates on the New School of Arts Neighbourhood House Board and volunteers as a field officer with the Trenyar Rural Fire Brigade.

Mark Griffioen *Director* *Fellow of CPA*

Mark was elected to the Board in 2015. He has spent many years managing various areas in Local Government. He is an experienced change manager who displays effective leadership and strong results through the development of teams.

Mark has high-level contract negotiation and management capabilities through years of experience with various Public and Private Sector organisations.

Mark also has significant commercial experience in his role as Company Secretary/CFO for a company in New Zealand, as the Chairman of a shared services/IT support company, and as the Deputy Chairman of a not-for-profit community services company.



Stephen Avery, Ruth Faragher and Lynne Caldwell at Livable's 2022 End of Year Celebration.

Joe Fahey
Director

Joe was appointed to Livable's Board in November 2015 and is passionate about giving back to the local community.

For over 26 years, Joe has practised law and is currently the principal of Foott, Law & Co, one of the top civil rights law firms in NSW. Joe specialises in a range of legal services including commercial and criminal law, wills and estate law, police misconduct and family provision act claims. His qualifications include a double degree in Arts and Law from the University of Queensland.

Over the years, Joe has been an active member of the Clarence Valley community undertaking a variety of volunteer positions at various organisations. These include participating as a Board member of St Joseph's School in Cowper, a member of the Yamba surf life saving, MAJOS soccer and Brothers cricket clubs, and has been President of the Parents and Friends Committee at a number of local schools in the region. He is also one of the Clarence Valley's leading Bingo callers!

Lynne Caldwell
Director

Lynne was elected to Livable's Board as a Director in 2020 and is passionate about the community services industry. With over 40 years of clinical experience in disability and aged care, Lynne brings extensive industry knowledge and a practical skill set to the Governance team.

Lynne's extensive experience in the community services industry within Australia and Canada includes managing respite care for people with a disability, home support services for people over 65 and integrating people with a disability into schools. More recently, Lynne teaches vocational educational courses at TAFE NSW in community services. Her qualifications include a Bachelor of Arts in Community Management, Certificate IV in Training and Assessment, Certificate IV in Disability, Certificate III in Individual Support Aged, Community and Certificate III in Individual Support Disability Skill Set.

Lynne enjoys being active and a part of the community. She is a volunteer individual support advocate who liaises with local disability services to identify and assess appropriate resources and supports. In addition, Lynne is a volunteer coordinator of the Ramornie Cenotaph RSL Club in South Grafton.

Mike Ryan
Director

Mark was elected to the Board in Mike was elected to Livable's Board in February 2021. Wanting to give back to the local community, he was drawn to Livable's vision and growth potential.

Mike is passionate about organisational strategy and culture. He brings over 30 years of management consulting to high profile organisations across various industries in Australia and overseas. Specialising in organisational and people strategy, Mike has held various positions in these fields, including ten years as Head of Organisational Development for Rio Tinto. He studied Commerce and business at the University of NSW and AGSM and is a member of the Australian Institute of Company Directors (AICD).

Mike enjoys helping organisations create a clear strategic direction for sustainable growth. He also likes being involved in the community and is the volunteer Captain for the Repton Rural Fire Service

Megan Lawrance
Director

Megan was elected to the Livable board in June 2023 and is a keen advocate for marginalised and vulnerable people.

Megan has over 15 years of executive leadership experience in the social and health sectors and thrives on leading and supporting positive change in the community. From her community board experience and her role as a CEO, Megan has a deep understanding of the importance of effective governance in sustainable, flourishing organisations.

Megan holds a PhD in organisational sociology and a Bachelor of Medical Science and is currently working in the Aboriginal community housing sector.

Joanna Sutherland
Director

Jo was elected to the board of Livable in June 2023. She is an anaesthetist with over 30 years' clinical experience, who has previously served on the boards of the Local Health District and the North Coast Primary Health Network, and is a Fellow of the Australian Institute of Company Directors.

Jo has been involved in policy development and implementation locally, and at state and national levels. She has a longstanding interest in the relationship between health and social care and the social determinants of health, and an ongoing commitment to innovation and reform, and workforce development and support.

Jo's skills relate to governance, clinical and organisational risk, and workplace culture. Her qualifications include MB BS (Hons), Fellowship of the Australian and New Zealand College of Anaesthetists, Masters of Health Policy (special interest: health technology assessment) and Masters of Clinical Science by research. She is a conjoint academic (Associate Professor) with the UNSW Rural Clinical School.

Jayden Waites
Director

Jayden joined Livable's board as a Director in June 2023, bringing a unique blend of legal, technology and public policy expertise to the role. He has a passion for housing and ensuring that everybody in the community has a suitable place to call home.

Currently, Jayden works as the Senior Electorate Officer for the Member for Oxley in the NSW Parliament. In this role, Jayden has developed a unique experience of government and community advocacy on the Mid-North Coast. Prior to his current role, Jayden worked as an advisor to the Minister for Planning & Homes and the Minister for Water, Property & Housing. His substantial background in these key areas provides Livable with insights into planning and housing. Additionally, his previous experience as a National Policy Advisor at the Property Council of Australia allows him to bring a nuanced understanding of policy and trends at a national level.

Jayden is passionate about the Clarence Valley and wants to actively contribute to the community's growth and wellbeing. He is keen to utilise his skills and experience to contribute to Livable's vision and hopes to assist in making a tangible difference in the lives of its residents.



Stephen Avery, with Hub participants at the Fire and Rescue NSW Station 306 Grafton.

Financial Snapshot

In the past fiscal year, Livable pursued a strategy of expansion and strategic investment, resulting in a remarkable 25% increase in revenue and a surplus growth of 377%.

This financial success reflects our commitment to reinvesting in the organisation, ensuring the continued delivery of essential services are in alignment with our mission. Our focus remains centred on reaching more participants, enabling them to achieve their goals in life, their way.

Throughout the year, we focused on strengthening our infrastructure, implementing new systems, making strategic hires, and providing comprehensive staff training to facilitate sustained growth. Service expansion continued, notably in the Coffs Harbour region, while our entry into the Port Macquarie market laid the foundation for an office set to launch in the upcoming financial year.

Despite industry-wide challenges, Livable has excelled, delivering a robust surplus in an environment marked by increasing cost pressures, staffing shortages, and evolving compliance requirements. The surplus generated has been crucial in preparing for the anticipated financial challenges in 2023-2024.

Recognising the importance of these surpluses, we have strategically invested in systems and personnel to ensure a resilient and sustainable future both operationally and financially.

Livable remains committed to navigating these challenges with a focus on long-term stability and continued service excellence.

Despite the industry challenges, changes to funding models and high inflation, we continued to adapt and grow as an organisation.

\$16,691,513

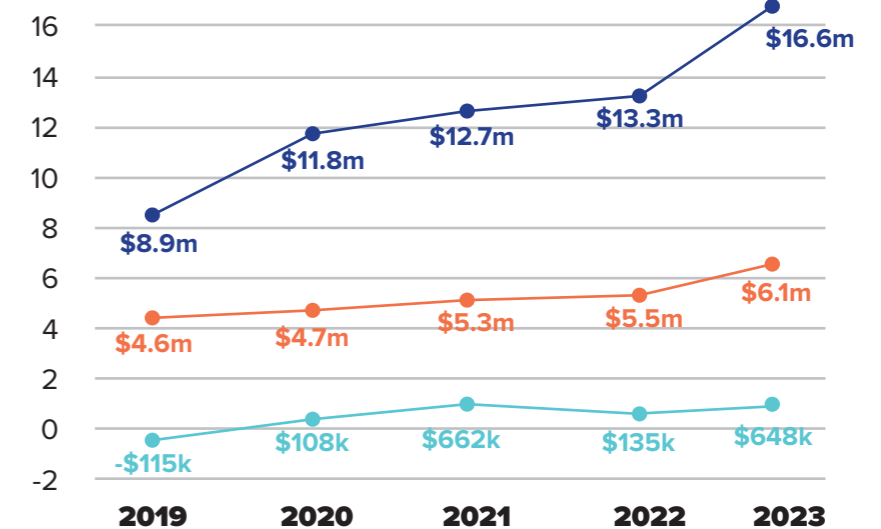
Total Revenue

\$6,159,589

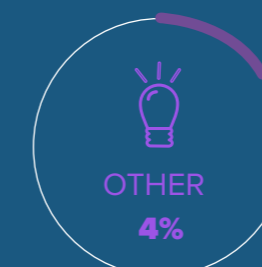
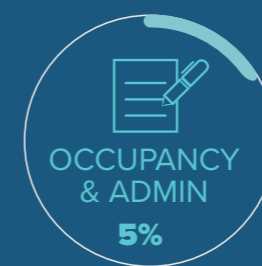
Equity

\$648,748

Surplus



Expenses Snapshot





NDIS • AGED CARE • FAMILY SERVICES
1800 289 927 [LIVABLE.ORG.AU](https://www.livable.org.au)

