



Lighthouse Disability Annual Report 2017-18





Annual Report from the Chair and Chief Executive Officer for 2017–18

This report provides an opportunity to account to clients, families, staff and other stakeholders for the last year about our efforts to deliver on the Objects of our Constitution.

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The first Object is to *'... enable people with disabilities to exercise choice and control in the pursuit of goals and the planning and delivery of supports'*, and during the last year, there has been a considerable focus on preparing for the transition to work under National Disability Insurance Agency (NDIA) arrangements. Much of our work has focussed on the planning process for clients so that they are allocated funds giving them choice and control over the services they want (within certain parameters).

A first step was to gather information – 'evidence' – for planning meetings with Feros Care. This required managers to focus for a significant proportion of the year on gathering information about each client from frontline staff, families, other service providers (where appropriate) and Lighthouse Disability records. The development of supported independent living (SIL) quotes required a similar commitment of time by a senior staff member.

Consistent with the third Object of the Constitution, *'to ... include families, volunteers, the broader community and other key stakeholders in the pursuit of positive outcomes...'* a commitment was made to engage with families throughout this process – firstly by providing a series of general information sessions, and then having direct contact with each family to specifically discuss details about their family member. This provided an opportunity to explore client goals.

Each family was given the opportunity to review the information that had been prepared, and they were asked to add information or make suggestions for change.

All families except one welcomed the participation of senior staff in the meetings with Feros Care – the local area coordinator funded by NDIA to help families prepare for the National Disability Insurance Scheme (NDIS). Following these meetings, families almost invariably expressed relief, after having felt considerable anxiety in the lead-up to this

process about the ‘unknowns’ of the NDIS. The process was respectful and inclusive of their views, and most also commented very positively about the experience.

Planning meetings began on 8th January 2018, and by early June 2018, more than 90 clients and families had met with Feros Care and senior Lighthouse Disability staff. As at the end of June 2018, two houses had NDIS plans approved (4th and 26th June respectively).

The quality of the information and quotes developed by Lighthouse Disability staff attracted considerable positive feedback from NDIA staff and others directly involved – which was reassuring given our uncertainty about what was expected.

As implied by the above, the preparation of ‘evidence’ required us to work closely with a range of people internally and externally, which is consistent with the fourth Object of the Constitution – to ‘... *work in collaborative relationships with other organisations to further positive outcomes for... people...*’.

After the information had been prepared, the focus of attention was then on how plans, once approved, would be implemented. A service agreement was developed for use by Lighthouse Disability with clients or families that specified what services would be provided and the associated conditions and fees. At the time of writing this report, no service agreements have been negotiated.

The second Object of the constitution is to ‘... *provide high quality and innovative supports that enable people with disabilities to maximise independent lifestyles and full inclusion in the mainstream community*’. Clearly, our workforce is key to our business. Feedback had been provided through a series of different channels that frontline staff needed more support. In response, we increased the frontline infrastructure support in January 2018 to a complement of six positions: three Service Coordinators and three Managers (Service Delivery).

Continuing attention has been paid to identifying the skills required to enable us to function in the NIDA environment, and some other new appointments were also made in this regard.

In the early stages of this financial year, the Board embarked on a sophisticated strategic planning process. This initiative aligned closely with part of the fifth Object, which is to ‘... *contribute to... the promotion and utilisation of the best available evidence in practice in relation to the services provided or which may be provided...*’. A better understanding of the NDIS enabled some decisions to be made about service delivery options and priorities. At the time of writing, the planning process is not complete, but Directors are continuing to actively engage in this, optimistic about growing the success of the organisation. Meanwhile, two new Directors were recruited who have skill sets identified as important for enabling our strategic initiatives to be realised.

It is obvious that there are many concerns about how the NDIS has been rolled out, given the scale and pace of implementation. We have addressed the sixth Object of the Constitution, to ‘...’ *advise, collaborate with and inform organisations, including government bodies and individuals about the needs of people with disabilities, their families and carers...*’ by seeking advice from families and taking opportunities to engage with other providers, the NDIA, National Disability Services (NDS) and Department of Communities and Social Inclusion to identify issues and solutions.

Aside from addressing our service delivery obligations, over the last year, we funded many change initiatives, and we nevertheless finished the year with a small budget surplus.

This review of our activities thus demonstrates that they are aligned closely with the Objects of our Constitution. We face the future as a business with great confidence.

The leadership of Brenton Wright, who served as Chair of the Board until late 2017, helped deliver the many successes we achieved up to that time. We were deeply saddened by his death as a result of a motorbike accident in November 2017. Such was his commitment to Lighthouse Disability, Brenton’s family asked that donations (in lieu of flowers at his funeral) be directed to Lighthouse Disability. In honour of Brenton and the significant contributions he made, the Board has inaugurated the perpetual Brenton Wright awards for quality and innovative practice, with two staff members each year to be recognised for their work in this way.

Finally, we would like to acknowledge the outstanding contributions made by many during 2017–18.

We thank our Directors sincerely for their leadership, time and expertise. Our frontline staff are the ‘face’ of the business, and we thank them for their connection with, and support for our clients. The staff based at Park Terrace ‘keep the wheels turning’, and their efforts to build an effective support infrastructure for the business are highly valued. Also, special thanks are due to members of the Leadership Team who contribute to the business over and above the call of duty. ■



Marj Ellis
Chief Executive Officer
(CEO)



Tim Jackson
Chairperson
Board of Directors

Working in the NDIA environment

As already noted, much attention has been given during 2017-18 to how we work under NDIA arrangements. This has been necessary at many different levels, including, most particularly, arriving at understandings of the Objects and Principles of the NDIS Act and the implications of how these translate into day-to-day operations.

During the last twelve months, a series of information sessions have been held for families to provide information in preparation for the transition to working under NDIA arrangements. Most families have been associated with Lighthouse Disability for many years, and the introduction of the NDIS will make significant changes to their role in securing and maintaining services for family members.

As indicated in the report from the Chair and Chief Executive Officer, considerable anxiety had been expressed by families and staff about the planning process (a major focus for the 2017–18 financial year) but overall, the experience was positive. In the latter part of 2017–18, substantial effort was directed towards establishing ways for plans, once approved, to be effectively implemented. This is the time that most families will be confronted with the reality of the changes required by the new NDIA business system.

It is evident from the numerous comments made in the public domain that there are many issues arising from the NDIS rollout because:

- The scheme is being rolled out very quickly
- Policies are interpreted very differently and change quickly
- There have been problems with the information technology infrastructure that clients, client families and providers must use
- The scale of the rollout is huge
- There is a lack of trained staff
- Systems and processes are evolving with time and experience.

While the underpinning philosophy is widely supported – that people with a disability have a right to make choices





about how they live their lives – there are growing concerns that some of the assumptions underpinning the NDIS, and the way the program is administered for clients with high and complex needs, do not sit well with families or service providers. This is especially so for those clients who live in shared accommodation.

However, the NDIS is continuing to evolve, and many changes have been made after experience has indicated that a different approach is required. A clear example of this is the change in position about the role of providers in the planning process. Initially, providers were advised that their involvement would be a conflict of interest. In practice, for providers to be excluded from this process would have placed clients and their families at a huge disadvantage because, for different reasons, neither party would be in a position to identify day-to-day needs, or to provide ‘evidence’ as required to support funding requests. The NDIA position has changed such that providers could be included if families wanted this.

The preparation of ‘evidence’ for over 90 people with complex needs was a huge undertaking. Having done this, the information will be loaded onto our new client management system to ensure that client data is up to date and accurate.

As NDIS funding arrangements became clearer, there was considerable concern about what appeared to be

inadequate funding for transport. Again, there seem to be inappropriate assumptions about the capacity of people with complex disabilities to use public transport and a lack of understanding that, in some instances, vehicles need to be customised to safely transport some people. If the NDIA position does not change, a possible outcome is that people may end up with limited opportunities to move beyond their homes. This issue has attracted attention nationally, and we await the outcome of ongoing negotiations with the NDIA.

In June 2018, we were notified that two houses had SIL quotes approved. In each instance, clients were allocated funding for their 24/7 roster as proposed. For some clients, this has meant a considerable increase in the worker time allocated to them – a very welcome outcome. We await the outcome of decisions concerning other SIL quotes.

For the clients who have had SIL quotes approved, however, there has been a lengthy delay in the in-kind allocation of a support coordinator, which means that clients and families cannot access funds for building capacity, assistive technology and core supports. This is having significant impacts on all clients, but most particularly on those with complex disabilities.

The Family Advisory Committee has instituted a standing item on its agenda with the aim of reviewing NDIS rollout issues as they arise and suggesting solutions to be forwarded to relevant stakeholders for consideration. ■

Workforce

Our workforce has always been the lifeblood of our business, and never more so than now. With the introduction of the NDIS, there has been a profound shift from a 'welfare' head-set where clients have had no choice about who provides their services, to a commercial scenario in which clients and their families are now able to choose their service provider.

Clients and families will of course want services from the business that they think will give them what they want in terms of outcomes, quality and, most of all, relationships – as they should.

Over the last twelve months, we have explored two inter-related themes; how to provide the customer service that clients and families will expect, and what we can do to make Lighthouse Disability a better place to work for our staff.

With regard to the theme of customer service, considerable effort has been directed to the development of a service model that provides a framework for us as we work with our key stakeholders. We have identified a set of key principles that underpin our business – derived from the National Disability Scheme Act (2013) – which in turn are reflected in our Constitution (see report on page 14). We look forward to launching the service model in the next financial year.

In relation to making Lighthouse Disability a better place to work, we have pursued a range of processes that have

generated important information to assist us here. We are most appreciative of the work undertaken by the Governor's Leadership Foundation Team (GLT), which undertook to explore ways of continuing to build our organisational culture. The team started its work in the last financial year and provided us with a report on its findings in October 2017.

This report identified issues that were consistent with data generated in the 'Positive People, Positive Places' report (also received in this financial year) which explored worker issues in relation to wellbeing and resilience. In response to this information, some additional staff have been appointed, with the specific intention of increasing the support infrastructure for frontline staff.

An underlying theme in all of the above discussion is that of change, given that the introduction of the NDIS is the biggest change to the sector in its history. The impact of this has been significant, and is expected to continue to be so given that the processes, systems and policies of the NDIA are new and are continuing to evolve. It is, by definition, a very uncertain environment. Staff have expressed their anxieties about this in a range of different ways. In response, we have made considerable efforts to provide information (to the extent that this is possible) and support so that the journey of change is made more certain.

Still on the theme of change, the staff turnover for all staff for this financial year has been a little less than 23 percent, which is higher than the previous year. However, the turnover for front line staff is consistent with industry data (20.8 percent). While there are several reasons for the staff turnover, a key factor for this is thought to relate to changes within Lighthouse Disability.

Looking forward, we maintain our commitment to permanent part-time employment, and negotiations on the Enterprise Bargaining Agreement are expected to be resolved in the first part of the next financial year. ■





Lighthouse Disability's highly valued volunteers

Volunteers not only enhance the quality of life that clients enjoy by directly engaging with them, but also support the running of the organisation, thereby enabling it to do more for clients.

Lighthouse Disability currently has 66 registered volunteers and numbers have been growing recently. The support of 26 active regular volunteers contributes an average of 300 hours per month in such areas as social and community support, administration and gardening. Along with the volunteering contributions made by numerous individuals, Lighthouse Disability is also supported by volunteering organisations such as the Tea Tree Gully Lions Club, which has provided sausage sizzle stalls at Lighthouse's Christmas breakfast and annual picnic.

Lighthouse's volunteer program has existed for some years. The transition to the NDIS has prompted another review of how the organisation adds value to its services, which has resulted in an expansion of the role of the Volunteer Coordinator. This now includes organising volunteer assistance for a range of activities such as fortnightly social outings with clients, the gardening schedule, maintenance tasks, assistance with administration projects and the monthly disco.

The contributions made by volunteers are greatly appreciated by clients and the organisation alike. The efforts of volunteers were acknowledged by the organisation during National Volunteer Week at a morning tea event, during which, they were each presented with a certificate of appreciation by the Volunteer Coordinator and a letter of thanks from the CEO.

Social and community support

Volunteer involvement with clients includes socialising with them and fostering their interests. As a result, clients get to enjoy higher levels of inclusion in the community and opportunities for experiences that build confidence, a sense of belonging and exposure to other possibilities. In this way, the volunteer program strongly promotes a sense of 'belonging in the community', which is one of the key principles that underpins Lighthouse Disability practice.

Some volunteers, such as Bernard, meet regularly with a client on a one-to-one basis to share interests in his home or in the





community. The activities they engage in include games of ping-pong, cycling, fishing and library visits. Other volunteers and clients share activities such as bowling, attending community events, potting plants, hairdressing, playing board games, reading, listening to music, watching movies and even things as basic as just going for a walk or sitting and chatting.

Alex and Komba give a day of their time once a fortnight to assist client outings for activities such as going to the movies, sightseeing around Hahndorf, lunch at the St Kilda Hotel, walks in the Adelaide Botanical Gardens and trips to Outer Harbour to see visiting cruise liners.

Volunteers also help run the monthly Boom Box discos held at the Greenwich Community Centre for Lighthouse Disability clients and people connected to other disability support organisations as well as people with a disability who live at home. As many as 120 attendees, including family members, carers and support workers, have come along to enjoy these fun evenings, which feature dress-up themes for each night and a photo booth for happy snaps. Volunteers assist by setting up and packing up the space, serving in the canteen and helping out wherever else capable hands are required. Some of the clients have served as volunteers too, selling raffle tickets for the door prize and picking songs for the DJ.

Volunteering assistance indoors and out

Lighthouse Disability receives volunteering support also in the areas of administration and property management.

Four volunteers – Andrew, Charlie, Geoff and Manfred – look after the gardens of 20 houses on a regular basis. On Fridays, Charlie, Manfred and Geoff jointly undertake bigger jobs and light maintenance work as well, such as painting.

Two volunteers, Pat and John, provide admin assistance on a weekly basis in the Park Terrace office. Assisting in another capacity, Pat, a former employee, helped the Volunteer Coordinator mount a stall at the Gawler Ageing and Disability Expo to promote awareness of the organisation's services.

The Volunteer Coordinator and Lighthouse Disability staff note with appreciation the contribution made by another volunteer, Jackie, who provided admin assistance over many months, but had to retire due to illness, which she, sadly, succumbed to recently. ■



**choice and control › contributing to everyday life › supportive environment
› engagement with family › belonging in the community**

CLIENT PROFILE

The key move that turned Troy's life around

A change of accommodation arrangements within one of Lighthouse Disability's homes has made the world of difference for one of its clients.

Troy has Prader-Willi syndrome, a life-threatening disability that involves an uncontrollable and insatiable appetite. He has lived in the organisation's Clearview residence for the past nine years because it offers the specialised support needed to keep people with this syndrome safe, healthy and engaged in the community.

When Troy first started living at Clearview, he shared the space with other clients, but over time, the ordinary challenges of living in close proximity to others impacted on him greatly. His significant distress was demonstrated through some extreme behaviours, which included absconding from time to time – a behaviour that, for him, posed a life-threatening risk. Something had to change.

In response, the Clearview Team decided to alter the use of space by clients in the home in a way that gave Troy greater privacy, thereby ensuring that he could continue to live there without risk to anyone else and he could access the support he needed.

Since these changes were made, Troy's wellbeing, outlook and behaviour have improved markedly. He is comfortable in his own space and has minimal impact on his housemates, and they on him, which has led to a positive change in his relationships with them. He has set up his lounge to suit his preferred ways of relaxing, and one of his domestic pleasures is looking after his aquarium of fish, which he tends very carefully.

As for his physical and mental state, his weight is now healthy, and with support, he is managing his food choices well – an outstanding achievement for someone with Prader-Willi syndrome. Furthermore, he is now sleeping well, appears calmer, and incidents of absconding have become rare.

Troy's social behaviours have improved markedly too. He can spend time with the other clients with few problems; he has strong well-balanced relationships with the staff team; and he regularly attends community events without incident.

All in all, Troy's parents feel greatly relieved to see that he is living much more safely and doing well – so much so that they and staff alike think that he may soon be capable of realising a long-held dream. Troy is an avid Port Power fan and he would love to attend a local game. Previously, this would have been deemed out of the question because of his health issues, risk of absconding and food-seeking behaviours.

With Troy now having proven a commitment to keeping himself safe and improving his independence, his family and staff are planning to get him to a Port Power game this season – an exceptional development that his family never thought they would be considering. ■

Michael's spiritual journey

Lighthouse Disability helped Michael attend a church conference in Sydney that enabled him to pursue his spiritual interests.

Michael has been a client of Lighthouse Disability for five years. He lives in supported accommodation at Sophia Way, requiring support due to an intellectual disability. He also lives with diabetes.

Having a long-standing and close relationship with members of his local church community, Michael indicated that he would like to attend a church conference in Sydney. Lighthouse Disability made this possible by providing a support worker to accompany him, who he knew and was comfortable with.

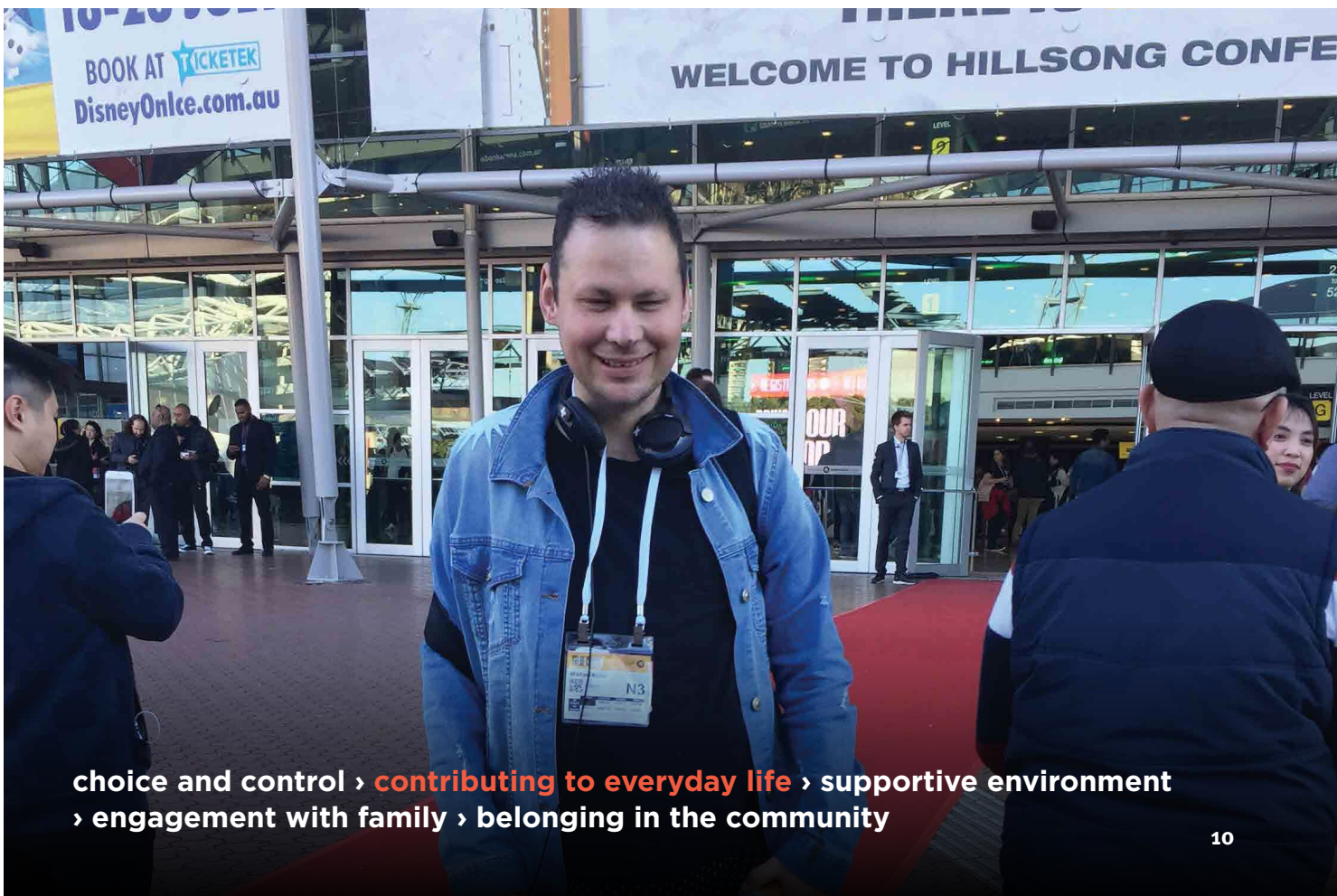
Other Lighthouse staff members assisted by helping Michael to pack and to gather information about restaurants in the locality of his destination. He was also provided with information about local hospitals, chemists and doctors in case an issue arose with his diabetes or other medical conditions. They were, in addition, able to assure Michael that if medical personnel were to urgently need information

about his medical history, this would be obtainable from Lighthouse Disability at any time.

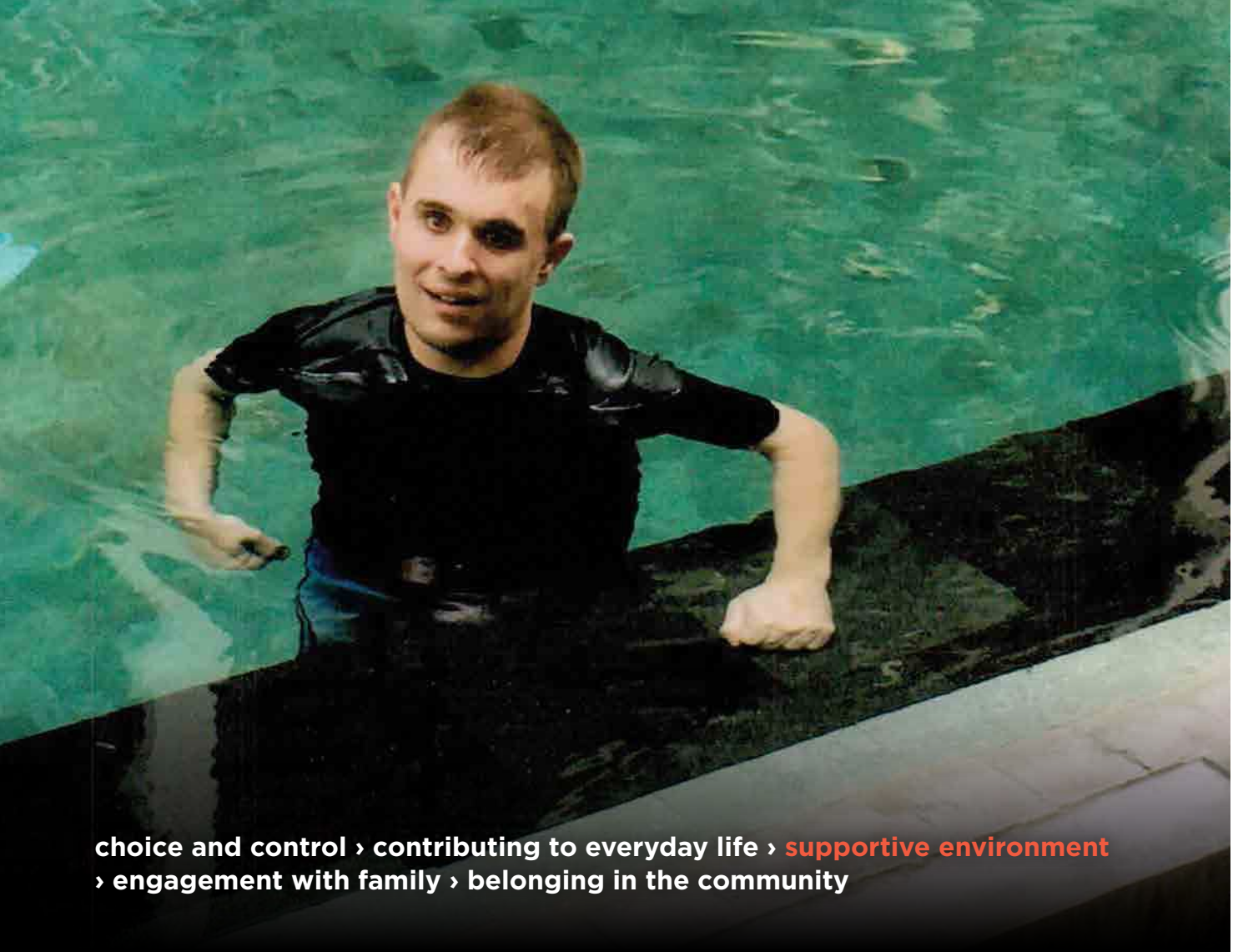
The holiday was a big success. Everything went to plan, allowing Michael to engage in the spiritual experience as fully as he had hoped. Meanwhile, the contingencies for medical emergencies so thoroughly prepared were never called upon. This trip to Sydney was the first holiday he had been on without his mother, an achievement marking the passing of a major milestone in both their lives.

The success of the supported holiday provided a great boost to Michael's confidence and self-esteem, building on successes he had made earlier in 2018 after moving into Sophia Way. This move, facilitated by Lighthouse Disability, fostered the growth of his independence within the home by developing his cooking, shopping and cleaning skills. Even more notable is the fact that he has developed the ability, under staff supervision, to check his own blood sugar levels – a huge achievement for him and a skill that he is very proud to demonstrate.

This growth in confidence has been reflected also in developments in Michael's working life. He recently expressed a wish to change employers, a decision that his mother and guardian supported. Lighthouse staff helped him to prepare for and to attend a job interview, at which, he presented and spoke well, clearly conveying his desire to do work that helps people. Work at his new place of employment is due to begin once his NDIS plan has been delivered. ■



choice and control › **contributing to everyday life** › supportive environment
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CLIENT PROFILE

Chris' zest for a bigger life

Chris, a housemate of Michael's at Sophia Way, has gained greater independence and richer experiences with Lighthouse Disability assistance.

Chris has cerebral palsy as well as an intellectual disability and has been supported by Lighthouse Disability for five years. As part of this support, the organisation offered Chris a home at Sophia Way, which has staff on hand throughout the day, as they are in other homes, to help clients when needed.

Following the change in home, Chris has become more involved in choosing the foods he eats, and he has developed skills in compiling a shopping list, doing the shopping and cooking food. Chris and Michael work together, making decisions about how and when they complete the household tasks of washing, sweeping and doing the dishes.

Chris and Michael also make decisions about the activities they wish to engage in on the weekend. Going to the football is a favourite while attending concerts and discos have become increasingly favoured options.

Like Michael, Chris went on a holiday with a Lighthouse Disability support worker, travelling a little further afield in their case to Bali. There, he made the most of opportunities to try new foods, go to different places and meet new people – and he would love to go again next year.

This zest for life is indicative of the much more confident person that Chris has become, now being more readily able to advocate for himself and to seek out the things he wishes to try. Staff who know him have remarked on the spectacular personal growth he has made in a very short period, and they are eager to help him further develop his capacity to engage in future opportunities. ■

Happy now in her own space

Jenny's outlook and quality of life have been 'on the up and up' ever since Lighthouse Disability organised new accommodation for her.

One of the challenges Jenny lives with is autism, a condition she was born with that, in her case, has limited her abilities to speak to just an occasional few words. She often presents blankly to the world and her concentration span is limited to a few minutes. Another condition she was born with is epilepsy.

In addition, just before Jenny turned 40, she was hospitalised with a severe bout of viral pneumonia that led to the onset of polymyalgia rheumatica – a rare form of highly debilitating rheumatism – which has left her generally rigid in body, in pain and unable to get around or fend for herself. Ever since leaving hospital, she has had to be conveyed in a wheelchair.

Her parents, Craig and Mary, who see her regularly, delight in her occasional flashes of communication – indicative of the workings of a mind that can be very active but which is blocked from communicating most of the time. Through these glimpses, they have come to know her as a sometimes perceptive, intelligent and funny person if also one that is cheeky, strong-willed and stubborn.

She first went into supported accommodation at the age of 18 and later transferred to Leveda, the predecessor to Lighthouse Disability, because the service offered 24/7 care,

which was vital then for Jenny because of her physically hyperactive nature.

Although the support offered in the new facility was better, conditions were still less than ideal, the problem being that she was sharing a house with a person where compatibility was an issue.

The problem was solved by finding Jenny a place where she could live alone, as she was used to, being an only child. Her new unit is off the main road, quiet and private, and she has one-on-one support 24/7. While she can feed herself, her meals have to be prepared for her and she needs someone to manage all other daily living and household matters.

In her home, she likes people reading to her, and having someone sit with her while she watches DVDs of cartoons, a favourite pastime. She also loves being outside in her garden and gardening. She recently planted some bulbs in pots with the help of a volunteer.

Jenny's parents are no longer able to drive, so to facilitate family contact, Lighthouse Disability staff take Jenny's parents to her home, or take Jenny to visit her parents. Staff also contact Craig and Mary regularly to keep them informed about happenings in Jenny's life and how she is going.

When Jenny's move was mooted, her parents had concerns about how well it would go, knowing that some people with autism react badly when faced with major changes. Jenny instead surprised everyone by readily settling in. She is now calmer and has an improved tolerance for situations that previously would have frustrated her.

Craig and Mary, meanwhile, are delighted that their daughter has been allocated 'fit for purpose' accommodation, that she has such high quality one-on-one support, and that she is happy there. ■



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CLIENT PROFILE

Lyle's night out with Bob

Lighthouse Disability helped a client to achieve his goal of attending a Bob Dylan concert.

Lyle is a Lighthouse Disability client in his fifties who requires assistance due to an acquired brain injury. He lives in supported accommodation and needs help to manage various aspects of his life.

Despite his disability, Lyle has, with Lighthouse Disability support, been able to enjoy various activities in the community, such as attending church on Sundays, sailing once a month, and occasional visits to places like the South Australian Museum and Rundle Mall.

One outing that recently interested him, and which appeared to be out of reach, was going to a Bob Dylan concert. Since he needed a support companion to accompany him, and tickets were quite expensive, this posed a highly daunting financial challenge for him, as it would for most people.

The solution suggested by Lyle's service coordinator was to apply for a Companion Card, which would enable him to attend a certain number of events without being charged for the second ticket or entry fee. This being the answer he was looking for, he asked staff to help him complete an application form, and they also helped him get to a doctor's appointment for an examination that he needed to undergo to establish his eligibility.

A few weeks later, Lyle received his Companion Card. Lyle's coordinator then rang to book the Bob Dylan tickets, and as per the Companion Card arrangements, only one ticket had to be paid for. Closer to the time, a support worker Lyle knew was selected to go on the outing with him.

On the cold wet Saturday night of the concert, Lyle and his support worker saw Bob Dylan – living musical legend and Nobel Prize laureate – in performance with his five-piece band on his world-wide Never Ending Tour. Lyle and his companion, and the seven thousand-odd other fans in the Grand Marquee audience at Bonython Park that night were treated to exceptional renditions of classic Dylan songs, ranging from his earliest hits through to his latest works.

Lyle, having immensely enjoyed this outing, has now picked the next few concerts he would like to attend, with Lighthouse Disability support. ■

Directors' Report

The Board of Directors has pleasure in presenting its annual and financial reports and the report from the company's auditors. A summary of financial reports for Lighthouse Disability Ltd (1/7/2017–30/6/2018) is included in this report.

Directors of the Board

Please refer to details of the Directors of the Board on page 15 and to their attendance at Board meetings and committees on page 17. The Board is committed to have at least ten meetings per year as well as planning sessions as required.

The Board approves the Terms of Reference of each committee, which are subject to periodic review. Minutes of all committees are provided to directors, and recommendations that require Board consideration are included in the Board agenda.

Corporate governance

As outlined in the Board Charter, the Directors of the Board are responsible for:

- Setting the corporate direction, vision and strategy for Lighthouse Disability, and establishing clear goals linked to the vision
- Appointing the CEO
- Overseeing the plans for the acquisition of financial and human resources
- Reviewing progress in relation to the above.

Each director is required to sign the Board Charter, which outlines a series of obligations, expectations and responsibilities.

Objects of Lighthouse Disability

The objectives of Lighthouse Disability are listed in detail in the Constitution. In summary, they are:

- To enable the people we support to exercise choice and control
- To provide innovative high-quality support that enables the people we support to live full lives in mainstream communities
- To include families, volunteers and the broader community in the pursuit of positive outcomes for the people we support

- To work in collaboration with other organisations to further positive outcomes for the people we support
- To contribute to research and the application of same
- To inform other organisations about the needs of people with disabilities, their families and carers.

Lighthouse Disability's achievements for 2017–18 have been listed in the Report from the Chair and CEO with reference to the Objects of the Constitution (see page 1). A review of progress in relation to our transition to the NDIS is noted on page 3.

Principal activities

Lighthouse Disability's most significant service (in terms of scale) is the provision of supported accommodation to about 95 adults who have diverse and complex disabilities.

Membership of Lighthouse Disability

Lighthouse Disability is a Company Limited by Guarantee, and the liability of each member is limited to \$10 each. Applications for membership of Lighthouse Disability are considered by the Board, with a fee of \$10 levied per annum.

Annual Financial Report

Lighthouse Disability's Annual Financial Report is presented in this document on pages 18 to 20.

Auditor's Independent Declaration

Please refer to page 21 for a statement of the Auditor's Independent Declaration, which forms part of the Directors' Report for the 2017–18 financial year. This report is presented in accordance with a resolution of the Directors of Lighthouse Disability made on 3rd September 2018.

Tim Jackson

Chairperson

Lighthouse Disability Ltd



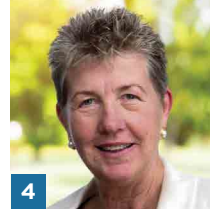
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Director profiles

1. Brenton Wright

- **Chair**
- **Chair of the Risk Management Committee**
- **Chair of the Nomination and Appraisal Committee**
- **Member of the Finance Committee**

Brenton brought a wealth of experience to the Board having worked in senior executive roles for most of his career locally, nationally and internationally. He undertook roles in human services and other sectors, working in government agencies as well as not-for-profit and for-profit organisations and he also ran a consultancy business. Brenton had lived experience of disability and was the CEO of a major South Australian disability organisation for several years. In addition to the above, he served on several boards and trusts. Brenton died in early November 2017.

2. Dana Shen

- **Deputy Chair**
- **Member of Risk Management Committee**

Dana has undergraduate qualifications and is studying for a Masters qualification. She has undertaken senior leadership roles in several South Australian government departments (Public Sector Performance Commission, SA Health, Families SA) and The Australian Centre for Social Innovation. Through this work, she has gained extensive experience in strategic planning, policy development, managing change and the provision of services to vulnerable children and families. She has also led the development and evaluation of innovative service delivery models in which service recipients have helped shape the nature of the service delivery. Dana resigned in November 2017.

3. Tim Jackson

- **Director (Chair since Dec 2017)**
- **Member of Finance Committee**
- **Chair of Nominations and Appraisal Committee**
- **Chair of Risk Management Committee**

Tim has worked extensively in local government in Victoria and South Australia, most recently having served as CEO of the City of Playford for 18 years. He has led significant organisational change, and was instrumental in forging partnerships that resulted in one of the largest urban development projects undertaken in Australia. Under his leadership in Playford, the unpaid workforce increased significantly. Having a keen interest in contemporary governance and leadership, and a strong commitment to the not-for-profit sector, Tim has served on many Boards.

4. Hon Lea Stevens

- **Director (Deputy Chair since Dec 2017)**
- **Member of Nominations and Appraisal Committee**
- **Member of Risk Management Committee**

Lea brings extensive experience of senior leadership to the Board. She has served as a South Australian Member of Parliament, a South Australian Minister for Health, a director of Northern Connections, and a secondary school principal. She has considerable experience of leading large-scale change, and has undertaken research in relation to promoting wellbeing and resilience of workers in the disability sector. Lea has contributed to the community and not-for profit sectors in many ways, including participation in and leadership of, several community-based boards.

5. Antonio Dottore

- **Director**

Antonio has several tertiary qualifications and is currently pursuing a PhD on business model adoption by new firms. He has teaching expertise in higher education in the areas of marketing, strategic finance and risk management, and managing strategy and growth. He has also taught applied innovation, entrepreneurship and commercialisation. Antonio has worked in the financial sector interstate and overseas. In addition to the above, he has published extensively. Antonio has involvements in a range of community activities including radio broadcasting and aged care.



6. Sarah Scammell

- **Director**

As the Director of Strategic Collaboration at Business SA, Sarah is responsible for the development of relationships with government, industry and the wider business community. She has successfully worked with many organisations to develop strategic collaboration approaches and partnership opportunities. Through senior management roles and the completion of a Masters of Business Administration, she has gained extensive experience in business development, project management, marketing and strategic engagement.

7. Matthew King

- **Director**
- **Chair of Finance Committee**

Matthew has a Bachelor of Commerce qualification, and is a Registered Company Auditor as well as a Fellow of the Chartered Accountants of Australia and New Zealand. He is a Director of a firm of Chartered Accountants and Advisors, having had the experiences of working in the firm's audit division and serving as the firm's Chief Financial Officer. He has also worked for a large for-profit company, and therefore has extensive understandings of the practical issues faced by businesses when managing budgets. Matthew's experience, in addition, includes working with human service organisations and he has demonstrated a commitment to serving the not-for-profit sector.

8. Tony Russo

- **Director**
- **Member of Finance Committee**
- **Member of Risk Management Committee**

Tony has a Bachelor of Business (Accounting), is a Certified Public Accountant and is a member of the Institute of Company Directors. He has a consultancy business providing Chief Financial Officer (CFO) and business advisory services. He has had extensive experience as a CFO and in general management in a range of large and medium-sized organisations in the manufacturing, service and not-for-profit sectors. In addition, Tony participates on other company boards and committees, and has extensive experience of dealing with bankers, financiers, auditors and external consultants.

9. Corey Martin

- **Director**
- **Nomination and Appraisal Committee**
- **Family Advisory Committee**

Corey has lived experience of disability. After acquiring skills and qualifications in human resource (HR) management, Corey gained extensive experience in the HR field through working overseas, which he has built on after his return to Adelaide. His work in three different local government regions with a focus on the delivery of human services has well grounded him in the operational and strategic issues associated with the delivery of services to vulnerable people. Corey's contributions (in paid and volunteer settings) have been acknowledged with a series of awards.

10. Wayne Gibbings

- **Director**

Wayne has had a rich and varied background in land and property development in government, not-for-profit and for-profit organisations. He has worked extensively for a bank in senior roles on property development in residential, commercial, retail and industrial markets in several states. More recently, he has held senior executive roles in these different settings. In a voluntary capacity, Wayne has been involved in many boards and governance structures for local government, government and not-for-profit organisations.

11. Kym Shreeve

- **Director**

Kym most recently worked as a senior executive with a very large disability provider in Queensland. She has also served as a board director (as Deputy Chair) and has experience of audit and risk management, corporate governance and change management. Her resume in addition includes work in several states in government agencies and not-for-profit organisations in aged care, disability and health. She has qualifications in business leadership, corporate governance and human resources, which she has applied in management and industrial relations contexts.

Directors' participation in Board Meetings and Committees

Director	Board	Finance	Risk Management	Nomination & Appraisal
Brenton Wright	3/4	1/2	1/1	Non Prior To Dec
Dana Shen *	0/6			
Matthew King	8/11	10/10		
Tony Russo	9/11	7/10	2/2	
Sarah Scammell *	6/11			2/2
Antonio Dottore *	5/11			
Corey Martin	7/11			3/4
Lea Stevens	10/11		2/2	4/4
Tim Jackson	10/11	8/10	1/1	4/4
Wayne Gibbings	1/1			
Kym Shreeve	1/1			

* Board approved leave

Committees of the Board

Finance Committee

The Finance Committee has been very active during 2017-18 with a particular focus on reviewing the financial implications of transitioning to the NDIS. This is new territory for everyone. As such, there has been, and is, considerable uncertainty – and there has been much activity in response to this to manage the risks.

Risk Management Committee

This committee reviews identified high-order risks, mitigation strategies and trends concerning risks. Risk reports are tabled periodically with the Board. A proposal that the Risk Management committee responsibilities should amalgamate with the Finance Committee to become a Finance, Risk and Audit Management Committee is expected to be actioned soon.

Family Advisory Committee

Family members have continued to contribute very generously to Lighthouse Disability by giving their time each month to share their views, and to comment on proposals put to them by staff about various aspects of our operation. We highly value this strong link with families.

Consumer Reference Group

Having gone into abeyance in August 2016, this group formed of clients was reconvened early in 2018 after a new way of obtaining feedback from them had been determined. Judging by the improved engagement of group members, the sense of pride that they express and the quality of the feedback, the new approach is clearly making a significant difference.

Nominations and Appraisal Committee

Lighthouse Disability's Constitution requires the establishment of this committee to provide advice to the Board about the appointment of Directors, and to review the performance of the CEO. The committee has been active on both counts during the last year.

Lighthouse Disability Ltd Financials

Statement of Profit or Loss and other Comprehensive Income For the period ended 30 June 2018

	30 June 2018 \$	30 June 2017 \$
Income		
Operating Grants	14,536,612	14,449,218
Client Care - Fees from Clients	3,198,977	4,118,602
Investment Income	69,528	51,571
Net Gain on disposal of fixed assets	0	555
Other Income	1,012,916	1,015,727
Total income	18,818,033	19,635,673
Expenditure		
Employee Expenses	16,281,397	17,198,239
Depreciation and Amortisation Expense	155,661	150,044
Client Care Expenses	381,857	420,620
Repairs, maintenance and vehicle running expense	380,890	412,522
Rental Expense	469,953	463,150
Utilities Expense	123,283	108,959
Training	44,421	40,856
Audit, Legal and Consultancy Fees	137,856	108,934
Administration	30,893	37,116
Net Loss on disposal of fixed assets	442	0
Other expenses	698,380	545,723
Total Expenses	18,705,033	19,486,163
Surplus	113,000	149,510

Lighthouse Disability Ltd Financials

Statement of Financial Position As at 30 June 2018

	<i>As at 30 June 2018</i>	<i>As at 30 June 2017</i>
	\$	\$
Assets		
Current Assets		
Cash on hand	7,500,895	6,175,082
Accounts receivable and other debtors	461,022	680,801
Other current assets	153,153	152,537
Total Current Assets	8,115,070	7,008,420
Non-Current Assets		
Property plant & equipment	2,090,318	2,183,580
Intangibles	92,269	34,076
Total Non-Current Assets	2,182,587	2,217,656
Total Assets	10,297,657	9,226,076
Liabilities		
Current Liabilities		
Accounts payable and other payables	4,391,212	3,451,436
Employee provisions	1,851,328	1,847,898
Total Current Liabilities	6,242,540	5,299,334
Non-Current Liabilities		
Employee provisions	279,752	264,377
Total Non-Current Liabilities	279,752	264,377
Total Liabilities	6,522,292	5,563,711
Net Assets	3,775,365	3,662,365
Funds		
Accumulated funds	2,810,328	2,697,328
Reserves	965,037	965,037
Total Funds	3,775,365	3,662,365

Lighthouse Disability Ltd Financials

Statement of Changes in Funds For the period ended 30 June 2018

	<i>Accumulated Funds</i>	<i>Asset Revaluation Reserve</i>	<i>Total Funds</i>
Balance at 30 June 2016	2,547,818	344,014	2,891,832
Transfers to/(from) reserves	0	621,023	621,023
Net surplus/(deficit)	149,510	0	149,510
Balance at 30 June 2017	2,697,328	965,037	3,662,365
Net surplus/(deficit)	113,000	0	113,000
Balance at 30 June 2018	2,810,328	965,037	3,775,365

Statement of Cash Flows For the period ended 30 June 2018

	<i>30 June 2018</i>	<i>30 June 2017</i>
	\$	\$
Cash flows from operating activities		
State government grants	15,358,550	15,223,772
Other Fees/Contributions	4,416,552	4,978,655
Receipts from donations	16,569	59,182
Payments to suppliers and employees	(18,414,352)	(18,970,226)
Interest received	69,528	51,571
Net cash generated from operating activities	1,446,847	1,342,954
Cash flows from investing activities		
Proceeds from sale of property, plant	455	1,591
Payment for property, plant and equipment	(9,278)	(62,384)
Payment for intangibles	(112,211)	(13,857)
Net cash used in investing activities	(121,034)	(74,650)
Net increase in cash held	1,325,813	1,268,304
Cash on hand at beginning of period	6,175,082	4,906,778
Cash on hand at end of the financial year	7,500,895	6,175,082

**Independent Auditor's Report on the Summary Financial Report
To the members of Lighthouse Disability Ltd:**

REPORT ON THE SUMMARY FINANCIAL REPORT

Opinion

The summary financial report of the Company which comprises the statement of financial position as at 30 June 2018, the statement of comprehensive income, the statement of changes in equity and the statement of cash flows for the year then ended, are derived from the audited financial report of Lighthouse Disability Ltd for the period ended 30 June 2018.

In our opinion, the accompanying summary financial statements are consistent, in all material respects, with the audited financial report, in accordance with generally accepted accounting principles.

Summary Financial Statements

The summary financial statements do not contain all the disclosures required by Australian Accounting Standards – Reduced Disclosure Requirements, the Australian Charities and Not-for-profits Commission Act 2012 (ACNC Act) and the Corporations Act 2001. Reading the summary financial statements and the auditor's report thereon, therefore, is not a substitute for reading the audited financial report and the auditor's report thereon. The summary financial statements and the audited financial report do not reflect the effects of events that occurred subsequent to the date of our report on the audited financial report.

The Audited Financial Report and our Report Thereon

We expressed an unmodified audit opinion on the audited financial report in our report dated 3 September 2018.

Director's Responsibility for the Summary Financial Statements

The Directors are responsible for the preparation of the summary financial statements in accordance with generally accepted accounting principles.

Auditor's Responsibility

Our responsibility is to express an opinion on whether the summary financial statements are consistent, in all material respects, with the audited financial report based on our procedures, which were conducted in accordance with Auditing Standard *ASA 810 Engagements to Report on Summary Financial Statements*.

HLB Mann Judd

HLB Mann Judd Audit (SA) Pty Ltd
Chartered Accountants
Adelaide, South Australia
3 September 2018




Corey McGowan
Partner

HLB Mann Judd Audit (SA) Pty Ltd ABN 32 166 337 097

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Our Supporters



Patron

His Excellency the Honourable
Hieu Van Le AC



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Sue Andrews

Memberships

Australasian Society for
Intellectual Disability
Autism SA
Business SA
National Disability Service
Northern Volunteering
Volunteering SA/NT

Auditor

HLB Mann Judd
169 Fullarton Road
Dulwich SA 5065

Community Support

Our thanks go to the many people who have provided support throughout the year, including:

- Those who have given their time and shared their skills by volunteering or sitting on committees
- Individuals and families who have attended and participated in events and activities
- Those who have generously donated funds or goods or have provided sponsorships.

Partners, Supporters and Sponsors

Access 2 Place
Access Pay
Access Programs
Adelaide Disability Medical Services
Agri-Bits
ASSIST Therapy Services (North)
Banksia Appliances
Bunnings Parafield
Christmas Party for Special Children
Community Business Bureau
Community Living Australia
Community Visitor Scheme
Cornerstone Housing
Department for Child Protection
DW Fox Tucker
Enable Better Lifestyles Disability Services
Edmen Staffing Solutions
Enhance Training
Enrite Care
Exclusive Air Conditioning
Flinders University
Gallagher Bassett SA
Haddad Pharmacy Group
Intellectual Disability Accommodation Association
Ignis Consulting
Julia Farr Housing
Junction Housing

Karmabunny Web Design
Les Brazier Special Vehicles
Linda McCartney
Lutheran Disability Services
Lyell McEwin Hospital
McNeil's Pty Ltd
Modbury Hospital
Monica Redden Consulting
National Disability Insurance Scheme
National Disability Services
Neale Taylor Plumbing
O'Loughlins Lawyers
Pearson Allied Health Services
Physio West
Prestige Crash Repairs
Quality Innovation Performance Ltd
Renewal SA
Rite Price locksmiths
Royal Adelaide Hospital
Royal Adelaide Show
Royal District Nursing Service
Safework Practice
Spastic Centres Of South Australia
Scouts
Sferas Convention Centre
Somersault Design
St John Ambulance SA
Subnet
Tea Tree Gully Lions Club
Technology One
The Australian Centre for Social Innovation
Uniting Care Wesley Bowden
University of South Australia
Wyatt Trust
ZED Management Consulting

We welcome your support

How can you help?

We welcome support for our work provided by donations of money, goods and services as well as the time put in by volunteers. Please contact us if you would like to contribute in any of these ways.

Lighthouse Disability Ltd

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This map shows the location of Lighthouse Disability services and the number of services operating in that suburb.