



# **Lighthouse Disability Annual Report 2018-19**



# Annual Report from the Chair and Chief Executive Officer for 2018–19

**We are proud to report another exceptional year of operations, which, notably, included completing our work to transition all clients from block grant funding to National Disability Insurance Scheme fee-for-service arrangements. Another highlight of the period was our arrival at the thirty-year mark of service delivery, with celebrations of this achievement having commenced.**

The new financial year commenced with a Board Strategic Planning process which resulted in decisions that Lighthouse Disability will grow and increase its geographic catchment area. Our commitment to providing Supported Independent Services to adults with complex and diverse disabilities was reaffirmed.

In order to enable ‘... people with disabilities to exercise choice and control in the pursuit of goals and the planning and delivery of supports’ [Object 1, Lighthouse Disability Constitution], the Board sought a review of our organisational structure to enable us to continue to maintain and improve client outcomes as we grow. The outcome of the review will not be delivered until the new financial year. However, it is anticipated that we will build our capacity to provide strong leadership to our front-line staff as they play a major role in assisting clients to exercise ‘choice and control’. We look forward to this evolution of our commitment to clients and staff.

In the latter part of the 2018–19 period, we had a soft launch of the Lighthouse Disability Framework for Positive Living. This document states five key principles derived from the Objects of the Lighthouse Disability Constitution, which are, in turn, based on the Objects of the National Disability Insurance Scheme Act (2013). We are working hard to demonstrate that it is *how* we apply these principles that sets us apart from other providers. The principles are:

- Choice and control
- Belonging in the community
- Contributing to everyday life
- A supportive environment
- Engagement with families.

A sixth key principle is ‘financial sustainability’. With regard to this, we attained an operating budget surplus at the end of June 2019 of \$3.4 million, and have predicted a surplus for the new financial year too, although this is not expected to be of the same quantum. The Board has made a commitment to explore spending priorities to improve client outcomes.

Object 2 of the Lighthouse Disability 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’. Given our commitment to this, families and employees were invited to respond to surveys to help us establish a benchmark regarding their engagement and satisfaction. There were a number of survey objectives. In addition to engagement and satisfaction, a key interest was to understand ‘... employee and family opinions on organisational performance for communication, culture, leadership, customer orientation ...’.

The number of the respondents was high for both staff and families, and the overall satisfaction rating from staff was 79 percent, and from families, 81 percent. While this is a very positive result, the survey data also highlighted areas for further attention.

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Families indicated that two key concerns are our increasing use of agency staff and the need for stronger leadership for our front-line staff. Staff highlighted a need for improved communication and management of the roster.

There are already some initiatives being implemented that will help us address these issues.

A client survey aligned to that of employees and families has been approved by the Board and will be undertaken early in the new financial year.

We know that outcomes for our clients are enriched by the involvement of ‘... families, volunteers, the broader community and other key stakeholders [Object 3, Lighthouse Disability Constitution]. It is therefore important to note that 98 percent of families who participated in the satisfaction and engagement survey indicated that they ‘...are supported and encouraged to connect with their family member’. Volunteers continue to contribute to the services provided by Lighthouse Disability in a range of ways, including spending one-on-one time with clients doing things of particular interest to them.

During this financial year, there have been a number of opportunities to ‘...advise, collaborate with and inform organisations, including government bodies ...’ [Object 6, Lighthouse Disability Constitution]. These include membership of the State Committee of National Disability Services, an invitation for a senior member of the Department of Human Services to shadow Lighthouse Disability staff for two weeks, placements for social work students from Flinders University and efforts to share information with key stakeholders on the National Disability Insurance Scheme rollout about its advances and its challenges.

To celebrate outstanding staff contributions, the Board has set up two awards to be presented each year for quality and innovative practice. These awards were established to honour the service of Brenton Wright, a former chair of Lighthouse

Disability. For the first time, two recipients were allocated these awards this year from a strong field of nine nominees.

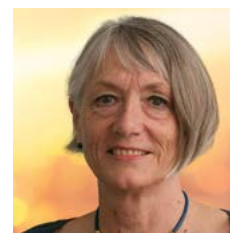
A number of events have been organised to celebrate our thirty years of service delivery. The first was a reception hosted by our Patron, His Excellency the Honourable Hieu Van Le AC (pictured above with wife, Lan, and Lighthouse Disability Board members) at Government House on the 20th of May 2019. This was followed by a gathering of guests at a nearby restaurant. Other events are scheduled for the new financial year.

In closing this report, we acknowledge and thank our fabulous workforce for all that they have done directly and indirectly to improve outcomes for clients. The Senior Leadership Team has continued to contribute over and above the call of duty, and all Park Terrace support staff have played an essential role in facilitating the transition of clients to National Disability Insurance Scheme service arrangements.

We also thank the Directors of the Lighthouse Disability Board for their inspirational leadership. They have been extraordinarily generous with their time and expertise, and this is reflected in the achievements of the organisation over the last 12 months. ■



**Tim Jackson**  
Chair of the Board  
Lighthouse Disability



**Marj Ellis**  
Chief Executive Officer  
Lighthouse Disability



## National Disability Insurance Scheme

We now provide four National Disability Insurance Scheme (NDIS) services, which are:

- **Supported Independent Living (SIL)**
- **Plan Management**
- **Support Coordination**
- **Specialist Disability Accommodation.**

The last of these services relates to the housing that we own. Its continuation, however, will be time-limited following a Board decision not to own housing in the foreseeable future, and to instead work in partnership with housing providers.

A key achievement for the current financial year has been the transition from block grant funding to NDIS fee-for-service funding in relation to SIL, the culmination of a huge effort made by many Lighthouse Disability staff.

There is no doubt that, for the most part, our clients now have access to improved support and other services due to NDIS funding.

Referrals for 24/7 SIL support have been received in a steady stream during this year, which is expected to continue. When vacancies arise in SIL services, this imposes a significant financial impost on the organisation. Therefore, every effort is being made to streamline referral and assessment processes with the aim of minimising the length of any vacancies.

While no-one would want to return to the previous service delivery model, the NDIS administrative systems are, at times, extremely frustrating, overwhelming and time-consuming for families – and are challenging for staff. We are very appreciative of the accessibility of National

Disability Insurance Agency (NDIA) staff who have been helpful in trying circumstances.

In order to constructively address issues that have been identified, Lighthouse Disability staff have prepared an Issues Paper, which has been shared with and well received by key stakeholders.

With the support of a consultant, in January 2019, we introduced our first Support Coordinator staff, who are responsible for helping clients and families to interpret their funding plans and to access the services they need. Some of the frustrations referred to above relate to the hurdles that families have confronted in trying to access the funding allocated in client plans. These challenges have arisen in part because the NDIS is a huge new framework and its implementation requires significant systemic change in the disability support sector, and also because many service providers don't yet understand the implications of the changes. This in turn has led to processes and systems that don't work in a timely or coordinated manner.

Most of our clients have chosen to work with Lighthouse Disability Support Coordinators, who are experienced (for the most part) qualified social workers. In addition to assisting our internal clients, our Support Coordinators are also working with external referrals.

A point of significant note here is that, in addition to working with our clients and families, our Support Coordinators have had to work closely with most service providers to help them understand how the new systems work.

While relatively small, our Plan Management service is highly valued.

Lighthouse Disability continues to provide a number of 'value-add' services for which the NIDA provides little or no funding. The most prominent of these is the commitment made by the Board to maintain transport services for the current financial year. While this service is likely to continue into the new financial year, it will be under continual review because of the unfunded costs involved. Other value-add services are our volunteer service, running the monthly disco (Boom Box) and the initial significant subsidisation of the Support Coordination program during its set-up phase.

We look forward to building client outcomes through improved utilisation of NDIS funds, and continuing our positive approach to addressing systems issues. ■



# Workforce

## **There have been many exciting developments in workforce matters over the last twelve months.**

In May, employees were invited to complete an engagement and satisfaction survey. Just over half of the staff group responded (54 percent). The results indicated an overall satisfaction rating of 79 percent, and 80 percent indicated that they are proud to work for Lighthouse Disability. These staff also indicated that they would recommend Lighthouse Disability to others as a place to work. Our staff retention rate for this year is 85 percent, which is favourable in the current changeable environment.

As mentioned in a previous section of this report, one of the outcomes of improved funding for clients through their NDIS funding packages is that many have been allocated additional staff support hours. This is an important outcome for clients. The implication for Lighthouse Disability is a need to recruit more staff at a time when a thin labour market exists.

Our close relationship with a labour hire agency has been invaluable for ensuring that we can provide continuity of support as we undertake to fill vacancies arising from the creation of new positions because of additional NDIS funding.

We recruit people who have values consistent with Lighthouse Disability, and we take considerable comfort from the positive employee survey results that indicate this approach to recruitment is working. We expect to 'value add' to employee workplace experiences by offering more on-the-job training and coaching opportunities in the future.

In May, we held the first of our bi-monthly Diversity and Inclusion Council meetings. This is an important initiative given that more than 45 percent of our workforce are

people for whom English is a second language. Staff clearly appreciate our attempts to understand the challenges that they experience in our complex work setting and the fact that we are aiming to make Lighthouse Disability a better place for all to work.

During this financial year, we held three staff forums (each over two days to enable all staff to participate). These are important opportunities to present information to all staff at the same time and for discussions about how we can best support and develop our workforce, and how we do our work to ensure clients get to live the lives they choose. Staff have engaged readily in these opportunities and have been very generous in sharing their views. Feedback about these sessions has invariably been positive.

At the last staff forums for this financial year, certificates of appreciation were presented to staff who have worked for Lighthouse Disability for ten, fifteen and twenty years. This gesture was very much appreciated by staff. In addition, two Brenton Wright Awards were presented, with a gift of \$500 given with each award. The awards, established to acknowledge high-quality work practices, are named in honour of Brenton Wright, a former Chair of the Board. As a further gesture of appreciation, a special lunch to celebrate the achievements of all nine staff members nominated for the awards has been planned for early in the new financial year.

After protracted negotiations, the Fair Work Commission approved a new Enterprise Bargaining Agreement (EBA) in 2019. This is an important achievement given that the previous EBA was very long, ambiguous in parts and at times contradictory. With the introduction of the new EBA, these issues have been addressed, and most terms and conditions are closely aligned with the modern award.

We are very appreciative of the contributions our workforce make to achieve improved client outcomes, which in turn build our business. ■





# Lighthouse Disability's highly valued volunteers

**Lighthouse Disability presently has 65 registered volunteers, including 20 staff members and five clients, all of whom contribute an average of 270 volunteer hours per month in a variety of roles.**

There are currently fifteen client-volunteer 'social support matches', and with a new intake of volunteers, the aim is to increase this number over the coming year. Through these interactions, clients get to enjoy a greater sense of inclusion, which in turn builds confidence and a sense of belonging within the community.

The client-volunteer pairs engage in activities such as cooking, going for walks, gardening, playing cards or board games, going bowling, reading, listening to music, watching movies at home, attending community events together

or simply hanging out, with choice and control about what happens resting with the client. In addition, volunteers have helped clients get to places further afield such as major sporting events (football and soccer), cinemas, theatre performances and the Royal Adelaide Show.

Volunteers have similarly assisted Lighthouse Disability at expos and picnics. Adding to the fun of the Annual Picnic, a volunteer dressed up as the Easter Bunny to mingle with clients.

Volunteers have been key to the success of the Boom Box discos too. They help out as required, including packing up after the event. Some clients also lend a volunteering hand by issuing raffle tickets for the door prize as people enter, assisting in the canteen and helping the DJ.

The Tea Tree Gully Lions Club has again valuably supported a number of our events by providing and cooking food. They also made a generous donation to support our Boom Box disco.

*No manner of kindness, no matter how small, is wasted...*  
**Aesop**





Lighthouse Disability is very fortunate to have four volunteer gardeners. They continue to assist the organisation by looking after gardens at many of our homes, which makes a big difference to the ambience of the external environment that clients enjoy. Volunteers often also do some smaller maintenance jobs, such as painting.

Two volunteers donate their time on a weekly basis in the area of administrative support, which includes preparing the minutes for the Consumer Reference Group. They have been involved with Lighthouse Disability for a long time, and their generous donation of time is much appreciated.

As a result of re-establishing a link with Kildare College, a Year 12 student has joined Lighthouse Disability as a volunteer, with her efforts having included supporting the Boom Box Disco.

The contributions made by all our volunteers are greatly appreciated by clients and the organisation alike. To formally acknowledge this, Lighthouse Disability held a morning tea in National Volunteer Week, at which, volunteers were presented with a certificate of appreciation and thanked by the CEO for the great work they do. ■



## CLIENT PROFILE

# Making a colourful mark in the community

**Denni, a long-term client of Lighthouse Disability, has been enjoying life out and about with assistance from the organisation, which has included having one of his paintings on display during South Australian Living Artists (SALA) week.**

Denni was born in Thailand and spent his first years in an orphanage, having lived with significant disabilities since birth. At age nine, thirty years ago, he was adopted by an Australian family and came to live in Adelaide. As he progressed into adulthood, he was found to be in need of 24/7 care, and so he came to live in accommodation provided by Lighthouse Disability (formerly Leveda).

Denni has a very socially engaging personality, and has got on well with his housemates in the homes that he has shared. He likes to cook, and every Friday he bakes a cake with the help of staff. His enjoyment of this activity even extends to the preparatory stages, including the process of writing lists for the ingredients. His favourite dishes are anything Chinese and chocolate cake.

Staff also provide support to help Denni participate in and enjoy life outside his home. Regular weekly activities include going bowling and doing his grocery shopping, during which, he likes to help by pushing the trolley. He enjoys

going out to movies, and staff take him each Saturday to get DVDs to watch at home. Denni also gets out from time to time to take care of household business by paying bills and accounts.

Denni has, in addition, ventured further afield with staff support to places of special interest such as the National Motor Museum in Birdwood, the Classic Jets Fighter Museum at Parafield, the St Kilda playground, the Gumeracha Rocking Horse and the Thorndon Park playground and reserve. As well as giving him enjoyment, such outings are also opportunities for exercise to help maintain and improve his mobility.

Denni enjoys a close caring relationship with his family, which involves dining out with them one night a week. He gets to choose the cuisine, and this – unfailingly – is Chinese, with a strawberry sundae to follow on the way home. Another highlight on his social calendar is the monthly Lighthouse Disability Boombox disco, where he has a great time socialising with others.

Denni is a keen painter and has produced many works, which he enjoys showing others. He uses his hands as paint applicators, and his style features colourful arrays of hand prints. This technique is also good therapy for his hands, helping to relax the stiffness that afflicts them. A recent highlight for Denni is having a painting of his exhibited during SALA week at an official event. Denni similarly had a painting exhibited at a SALA event last year.

With the support of Lighthouse Disability, Denni is continuing to engage in the activities he enjoys and maintaining his close links to family. ■





#### CLIENT PROFILE

## 'I can do it!'

**With support from Lighthouse Disability and under medical supervision, Krystal has lost a lot of weight.**

Krystal, a sociable tech-savvy young woman, has had an eating disorder since birth that causes an incessant hunger for food. As a result, she grew large in body, which impacted on her confidence, health and general lifestyle as well as limiting her capacity to buy things that she wanted.

In late 2018, she saw a need to do something effective about her problem. The decision she arrived at, with help from her father, was to move into accommodation at Lighthouse Disability to learn how to manage her condition in accord with medical advice, having staff continuously on hand for support.

A crucial part of the medical advice included a strict diet. She found this hard to stick with initially, and staff played a key role in keeping her on track. She was also given an extensive exercise routine to gradually build up fitness levels. On Mondays, Wednesdays, Fridays and Saturdays, she works out on a treadmill in her home gym, and on

Tuesdays and Thursdays, she does aqua aerobics at a nearby pool.

The results have been astounding. In the space of a year, Krystal managed to lose more than 70 kilograms, and now, like any young woman, takes pleasure in shopping for new clothes. She gets out and about a lot more, which has brought about a big improvement in her state of mind, outlook and general well-being.

Her social round includes catching up with a friend, attending a women's group on Mondays, playing basketball on Thursday evenings, going to movies and discos, worship in Largs North on Sundays and occasional catch-ups with family.

Because of the changes Krystal has made, she has more money to put aside for luxuries like getting her hair and nails done, and she has also been able to save for a cruise to New Zealand – a long-standing life-goal of hers.

Meanwhile, Krystal has been developing new skills that will enable her to realise another of her goals of one day living independently within the community. Given all that Krystal has achieved recently, she assuredly has a lot to look forward to. ■



#### CLIENT PROFILE

## On track for a new life free from dialysis

**With Lighthouse Disability assistance, Michael has made big advances in his abilities to look after his health in order to get accepted onto a kidney transplant program.**

Michael has a genetic disorder that has made him unusually sensitive to potassium, a condition known as hyperkalemia. This is a challenging condition, and in combination with other factors, has resulted in his dependence on dialysis for some years to maintain his health.

Recently, Michael agreed on medical advice to have his kidneys, bladder and prostate removed. In the lead-up to this, he engaged with a range of health clinicians and counselling support to understand the implications of proceeding with the loss of key organs, as well as the implications of not agreeing to this.

After his major surgery, Michael has recovered well. He still has to rely on regular dialysis, and with the support of Lighthouse Disability staff, he has demonstrated remarkable discipline with the management of his fluid intake and diet.

His fluid intake (including the fluid in foods) is strictly limited to 750 ml per day on weekends and 1,000 ml on

weekdays, being allowed that little bit more on weekdays because of dialysis every day or other day. Every drink is measured out in a shot glass and recorded, which staff have showed him how to do.

He also has to be very careful about what he eats, particularly concerning the potassium and sodium levels in foods. This involves checking the nutrition information details on all the products he buys, which staff have been helping him with too. Like his liquid intakes, everything he eats has to be planned and recorded, and snacking is banned. He found that being able to see food in his kitchen but not eat it pushed him to the limits of self-control, so he asked staff to arrange for all his food to be kept in the garage in a locked container.

Improving the state of his health is something he has unquestioningly wanted to do because of the life-transforming possibilities a kidney transplant offers: to eat and drink with much more freedom, to coach and play basketball, to take a cruise holiday, to work as a chef as he once did, to spend more time with his girlfriend, and perhaps to live elsewhere with lower-level support.

Lighthouse Disability has, in addition, been able to help Michael significantly improve his quality of life by offering him solo accommodation. According to staff, his behaviour and outlook have improved in leaps and bounds in the time since he has been living on his own. Because of his osteoarthritis, he cannot walk for long but he does what he can in his home to look after himself, and bears responsibility for the running of his household as much as he can.

The staff who support Michael have been greatly impressed by what they have seen him achieve. ■

## CLIENT PROFILE

# Jesse – an inspirational member of the Lighthouse Disability community

**The drive of this young man to enjoy life, despite the very daunting challenges he lives with, has touched and inspired those who know him.**

Jesse, 33, was born with cerebral palsy. Because of this condition, his muscles have tightened to the point that his body and limbs are locked in an acutely angular pose, meaning that he lives permanently in a prone position. The condition has also rendered him vision-impaired, and he has to be fed via intravenous tube because he cannot chew or swallow. The range of his movement capabilities includes the ability to smile, to vocalise and to tap an iPad screen with assistance.

He nevertheless has a remarkable capacity to understand, appreciate and enjoy the world, as he makes clear to those who know how to communicate with him. Staff at Lighthouse Disability have learned that by asking Jesse enough questions, he will give them a smile when they hit the mark. Over time, they have come to know his needs, tastes, interests and preferences. Having built on these understandings, they are now able to engage with him in some depth through this yes-no communication technique.

Jesse, like other young men of his age, is keenly interested in pop music. Staff have downloaded his choices of music on an iPad for him, which range eclectically from German techno to Queen, Beyoncé, David Bowie and the Mersey Beat songs of yesteryear, among others. To further his enjoyment of music, staff helped him acquire a stereo system of his choosing, which gives him a richer, fuller – and louder – immersive experience of his favourite tracks in the privacy of his bedroom.

He also likes loud noises of a less tuneful kind, getting a lot of enjoyment from listening to movies such as Star Wars and Harry Potter. Another source of loud noise he likes is the car race app on his iPad, which he plays with staff assistance. Topping this, he has been track-side at the Clipsal 500, courtesy of Lighthouse Disability assistance, to hear the real thing in all its ear-shattering splendour.

At a more sedate level, Jesse's day often includes outings such as a walk around the block in good weather, which has been made possible via a motorised flat-bed vehicle that Lighthouse Disability arranged to have produced to carry him in a prone position.

Jesse enjoys listening to stories on e-books or having stories in hard-copy books read to him. When listening to a reading of Stephen Hawking's *Brief History of Time*, a book that almost all readers worldwide struggled to understand, Jesse surprised staff by responding to the jokes made throughout the text – his responses being exceptional for the fact alone that he stuck with the book.

Staff also became aware of a somewhat cheeky side to his personality when he expressed interest in obtaining some money. After inquiring why he wanted this, they learned that he had developed ideas about how he could use it to get things done through bribery.

With this kind of quirky intelligence at work, the Lighthouse Disability staff who know Jesse find his personality very engaging, and they greatly admire and enjoy being with him. One admirer was even moved to pen a poem about him and what he means to those around him, a tribute that has been put on display in his bedroom. These words of appreciation are an acknowledgement of Jesse's deep connection with the people around him, and that, with determination and the right support, extraordinary things are possible. ■





# 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 1/7/2018–30/6/2019) 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 2018–19 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 discussed on page 3.

## Principal activities

Lighthouse Disability's most significant service (in terms of scale) is the provision of supported accommodation to about 90 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.

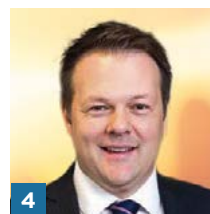
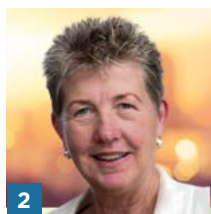
## Auditor's Independent Declaration

Please refer to page 21 for a statement of the Auditor's Independent Declaration, which forms part of the Directors' Report for the 2018–19 financial year. This report is presented in accordance with a resolution of the Directors of Lighthouse Disability made on 3rd September 2019.

## Tim Jackson

*Chairperson*

Lighthouse Disability Ltd



# Director profiles

## 1. Tim Jackson

- Chair
- Chair of Nominations and Appraisal Committee
- Member of the Finance, Risk & Audit Committee
- Member of the Client Wellbeing & Workforce Engagement Committee
- Member of the Housing Committee
- Member of the Family Advisory 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 Playford becoming one of the fastest growing local government areas in Australia. Under his leadership at Playford, the voluntary workforce increased from 150 volunteers to 600. 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.

## 2. Hon Lea Stevens

- Deputy Chair
- Chair of the Client Wellbeing & Workforce Engagement Committee
- Member of the Nominations & Appraisal Committee

Lea brings extensive experience of senior leadership to the Board. She has served as a Member of the South Australian House of Assembly and as Minister for Health and Minister Assisting the Premier in Social Inclusion, as a Director of the state government entity, Northern Connections, and as 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.

## 3. Sarah Scammell

- Director
- Member of the Housing Committee

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, Sarah has gained extensive experience in business development, project management, marketing and strategic engagement.

## 4. Matthew King

- Director
- Chair of the Finance, Risk and Audit 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 Partner in a firm of chartered accountants and advisors, having had the experiences of leading the firm's audit division and serving as the firm's Chief Financial Officer. He has also worked for a large ASX-listed 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.

## 5. Tony Russo

- Director
- Member of the Finance, Risk & Audit Committee
- Member of the Housing Committee

Tony has a Bachelor of Business (Accounting), is a certified Public Accountant and is a member of the Institute of Company Directors. He is Principal Consultant in a consultancy business that provides chief financial officer (CFO) and business advisory services to a variety of small-to-medium businesses in SA. Tony 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 also participates on other company boards and committees, and has extensive experience of dealing with bankers, financiers, auditors and external consultants.



## 6. Corey Martin

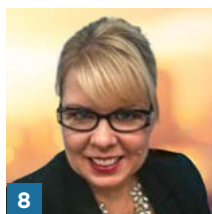
- **Director (until June 2019)**

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 grounded him well 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.

## 7. Antonio Dottore

- **Director (until December 2018)**

Antonio has gained several tertiary qualifications and most recently, has submitted a PhD on business model adoption by new firms. He has teaching expertise in higher education in the areas of marketing, strategic finances and risk management as well as 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.



## 8. Kym Shreeve

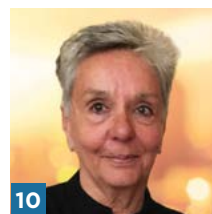
- **Director (until September 2018)**

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. In addition, her resume 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.

## 9. Wayne Gibbings

- **Director**
- **Chair of the Housing Committee**

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.



## 10. Joan Russell

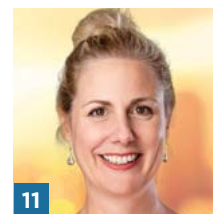
- **Director (from March 2019)**
- **Member of the Nominations and Appraisals Committee**

Joan worked for 20 years at the executive level in the SA Public Service in a career characterised by a strong commitment to ethics and integrity, equity and diversity, social justice and management improvement through good personnel practices. Since retirement, she has continued this commitment through her work on boards and committees and as a contracted consultant. Joan is recognised for implementing equal opportunity and equal employment opportunity programs across the SA Public Service; leading the Premier's Social Justice Project in Adelaide's northern suburbs; reforming the processes of the Promotion & Grievance Appeals Tribunal as its Presiding Officer; restructuring the Aboriginal Health Council (SA) and as the first civilian and first woman to hold the position of Director of Human Resources in SA Police. Joan gained a significant public profile for her four years in Antarctica as over-winter Station Leader of the Australian National Antarctic Research Expedition.

## 11. Jani Baker

- **Director (from March 2019)**
- **Member of the Client Wellbeing & Workforce Engagement Committee**

An experienced executive and senior manager in both large public and for purpose organisations, Jani has developed specific expertise and proven skills in strategy, stakeholder engagement and leadership. She has a background in health and aged care services in the public and private sector in Australia. Jani has highly developed interpersonal skills and proven abilities in liaising and consulting at executive and board levels.



# Directors' participation in Board Meetings and Committees

Director	Board	FRAC	NAC	CWWC	Housing
Tim Jackson	9\11	7\9	7\7	9\10	4\6
Lea Stevens	9\11		7\7	10\10	
Antonio Dottore	3\5			4\4	
Sarah Scammell	8\11				5\6
Matthew King	9\11	9\9			
Tony Russo	11\11	8\9			5\6
Corey Martin	4\5		2\2		
Wayne Gibbings	10\11				6\6
Kym Shreeve	1\3			2\2	
Joan Russell	3\4		2\3		
Jani Baker	4\4			4\4	

## Committees of the Board

### Client Wellbeing and Workforce Committee

The Client Wellbeing and Workforce Committee was formed in July 2018 to develop and support our workforce in recognition that serving clients is our core reason for being. This committee has engaged in many important tasks over the last twelve months, such as conducting surveys of employee and family engagement and satisfaction, advocating for clients in relation to systems issues and undertaking an analysis of workforce needs and challenges.

### Consumer Reference Group

The Consumer Reference Group (CRG) was re-established in Feb 2018 with (mostly) a volunteer support network, which actively promotes opportunities for clients to express their views without fear or favour concerning the quality of Lighthouse Disability services. The members of this committee have been very proud to be involved and to give quality suggestions and feedback. One initiative arising from the CRG resulted in the creation of a client newsletter, which has been very positively received.

### Family Advisory Committee

The Family Advisory Committee (FAC) provides important information to the Senior Leadership Team and Board of Lighthouse Disability about what is working well in addition to points of concern about our service delivery. FAC members contribute in other ways, such as participating in induction

and staff training sessions held to determine what services families seek and value for their loved ones. This connection with families is highly valued.

### Finance, Risk and Audit Committee

The Terms of Reference for the Finance Committee were extended in September 2018 to include the responsibilities of the Risk Committee. A decision was also taken to make the 'audit' component of committee responsibilities explicit, and so, the Committee was renamed the Finance, Risk and Audit Committee (FRAC). FRAC has refined its reporting processes to the Board, and has continued to carefully review the financial implications and risks of the transition of Lighthouse Disability to a fee-for-service business.

### Housing Committee

The Housing Committee was formed in July 2018 to provide advice to the Board in relation to housing, property development and divestment proposals, potential partnership opportunities and asset management and maintenance strategies.

### Nominations and Appraisal Committee

The Lighthouse Disability 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 as well as pursuing other governance related issues.

# Lighthouse Disability Ltd Financials

## Statement of Profit or Loss and other Comprehensive Income For the period ended 30 June 2019

	<i>Note</i>	<i>30 June 2019</i> \$	<i>30 June 2018</i> \$
Revenue	2	24,710,684	18,743,294
Other Income		600,054	74,739
Employee Expenses		(19,370,108)	(16,281,397)
Depreciation and Amortisation Expense	3	(203,710)	(155,661)
Client Care Expenses		(408,734)	(381,857)
Repairs, maintenance and vehicle running expense		(395,199)	(380,890)
Rental Expense		(338,187)	(469,953)
Utilities Expense		(117,679)	(123,283)
Training		(27,763)	(44,421)
Audit, Legal and Consultancy Fees		(270,098)	(137,856)
Administration		(31,601)	(30,893)
Net Loss on disposal of fixed assets		-	(442)
Other expenses		(709,714)	(698,380)
<b>Net Surplus for the year</b>		<b>3,437,946</b>	<b>113,000</b>
Other Comprehensive Income		-	-
<b>Total Comprehensive Income for the year</b>		<b>3,437,946</b>	<b>113,000</b>

The accompanying notes form part of these financial statements.

# Lighthouse Disability Ltd Financials

## Statement of Financial Position As at 30 June 2019

	Note	As at 30 June 2019 \$	As at 30 June 2018 \$
<b>Assets</b>			
<b>Current Assets</b>			
Cash on hand	4	10,710,340	7,500,895
Accounts receivable and other debtors	5	1,307,697	461,022
Other current assets	6	143,302	153,152
<b>Total Current Assets</b>		<b>12,161,339</b>	<b>8,115,069</b>
<b>Non-Current Assets</b>			
Property plant & equipment	7	1,997,844	2,090,318
Intangibles	8	60,303	92,269
<b>Total Non-Current Assets</b>		<b>2,058,147</b>	<b>2,182,587</b>
<b>Total Assets</b>		<b>14,219,486</b>	<b>10,297,656</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Accounts payable and other payables	9	4,686,490	4,391,212
Employee provisions	10	2,084,779	1,851,328
<b>Total Current Liabilities</b>		<b>6,771,269</b>	<b>6,242,540</b>
<b>Non-Current Liabilities</b>			
Employee provisions	10	234,907	279,752
<b>Total Non-Current Liabilities</b>		<b>234,907</b>	<b>279,752</b>
<b>Total Liabilities</b>		<b>7,006,176</b>	<b>6,522,292</b>
<b>Net Assets</b>		<b>7,213,310</b>	<b>3,775,364</b>
<b>Funds</b>			
	13		
Accumulated funds		6,248,273	2,810,327
Reserves		965,037	965,037
<b>Total Funds</b>		<b>7,213,310</b>	<b>3,775,364</b>

The accompanying notes form part of these financial statements.

# Lighthouse Disability Ltd Financials

## Statement of Changes in Equity For the period ended 30 June 2019

	<i>Accumulated Funds</i>	<i>Asset Revaluation Reserve</i>	<i>Total Funds</i>
Balance at 30 June 2017	2,697,327	965,037	3,662,364
Net surplus/(deficit)	113,000	-	113,000
<b>Balance at 30 June 2018</b>	<b>2,810,327</b>	<b>965,037</b>	<b>3,775,364</b>
Net surplus/(deficit)	3,437,946	-	3,437,946
<b>Balance at 30 June 2019</b>	<b>6,248,273</b>	<b>965,037</b>	<b>7,213,310</b>

## Statement of Cash Flows For the period ended 30 June 2019

	<i>Note</i>	<i>30 June 2019 \$</i>	<i>30 June 2018 \$</i>
<b>Cash flows from operating activities</b>			
NDIA Income		15,415,950	-
State government grants		5,270,418	15,358,550
Other Fees/Contributions		3,255,607	4,416,552
Receipts from donations		8,697	16,569
Payments to suppliers and employees		(20,711,395)	(18,414,352)
Interest received		49,939	69,528
<b>Net cash generated from operating activities</b>		<b>3,289,216</b>	<b>1,446,847</b>
<b>Cash flows from investing activities</b>			
Proceeds for sale of property, plant and equipment		-	455
Payment from property, plant and equipment		(3,550)	(9,278)
Payment for intangibles		(76,221)	(112,211)
<b>Net cash used in investing activities</b>		<b>(79,771)</b>	<b>(121,034)</b>
<b>Net increase in cash held</b>		<b>3,209,445</b>	<b>1,325,813</b>
<b>Cash on hand at beginning of the financial year</b>		<b>7,500,895</b>	<b>6,175,082</b>
<b>Cash on hand at end of the financial year</b>	4	<b>10,710,340</b>	<b>7,500,895</b>

The accompanying notes form part of these financial statements.

**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 profit or loss and other 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 2019.

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 30 September 2019.

**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 Audit (SA) Pty Ltd**  
Chartered Accountants

**Adelaide, South Australia**  
**30 September 2019**



**Corey McGowan**  
Director

[hlb.com.au](http://hlb.com.au)

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

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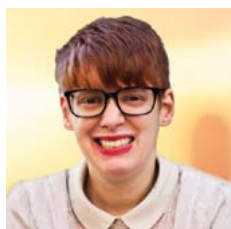
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# Our Supporters



## Patron

His Excellency the Honourable  
Hieu Van Le AC



## Vice Patron

Kelly Vincent

## Honorary Life Members

Lee Norman  
Ken Algate  
Dr Barry Dwyer  
Prof Richard Bruggemann  
Sue Andrews

## Memberships

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

## Auditor

HLB Mann Judd

## 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  
ApplePi Design  
ASSIST Therapy Services (North)  
Banksia Appliances  
Bonds Coop  
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Campbelltown Council  
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Community Living Australia  
Community Support Inc  
Community Visitor Scheme  
CnNOVATE  
Cornerstone Housing  
DW Fox Tucker  
Enable Better Lifestyles  
Disability Services  
Edmen Staffing Solutions  
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Ignis Consulting  
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  
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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  
Social Policy Solutions  
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  
Thompson Organisations  
Uniting Care Wesley Bowden  
University of South Australia  
Wyatt Trust  
ZED Management Consulting

We welcome your support

## How you can 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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**Tel** 08 8256 9800

**Web** [lighthousedisability.org.au](http://lighthousedisability.org.au)

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