

# ANNUAL GENERAL MEETING

## MINUTES

Friday 25<sup>th</sup> October 2019 7pm – 8:10pm



*Meeting opened at 7.00 pm*

### 1. Welcome to Members and Guests

Tim Jackson, Chairperson of the Lighthouse Disability Board, extended a warm welcome to Board members, Lighthouse Disability members, clients, families, staff and volunteers.

#### **Board Members Present:**

Tim Jackson, Lea Stevens, Matthew King, Wayne Gibbings, Jani Baker, Joan Russell (Board Members)

#### **Members of Lighthouse Disability Present:**

Chris Andrews, Steve Denholm, Marj Ellis, Kathleen Kuhn, Raelene Luestner, Dennis Luestner, Karen Collins, Pat Netschitowsky.

#### **Non-Members Present:**

Ray Hewish, Madeleine Stokes, Dr David Caudrey, Jo Connolly, Luke Culhane, Barb Davis, Alan Davis, Lisa Harman, Amanda Patterson, Shikha Sharma, Megan Kane, Kerry Presser, Louise Bastian, Jess Hargreaves (minutes).

#### **Apologies:**

Members:	Ken Algate (life member), Sharon Williams, Tony Russo, Kaye Turner, Phil Turner, Elice Herraman, Trevor Herraman, Sue Andrews, John Mildrum, Carlien Mildrum.
Family Members:	Maria Tsakrios, Barbara Bishop, Mark Smith, Deb James, Karren Kelly, Fiona Stevens, Terry Bradford.
Staff Members:	Tina Sharkie, Micheál Coleman.
External:	Adam Thompson (Thompson Organisations), Frank Barilla (Edmen Group), Monica Redden (Monica Redden Consultancy), Peter Grieg (Brazier Transportation), Matt Clemow (Social Policy Solutions), Ben Duggan (DW Fox Tucker Lawyers), Graham Ross (Cornerstone Housing), Maurice Corcoran AM (CVS), Jo Wicks (NDIA), Michelle Lensink MP (Minister for Human Services), Glenn Docherty (Mayor of Playford), Claire Boan (Mayor of Port Adelaide Enfield), Steven Marshall MP (Premier of South Australia), Marilyn Baker (Deputy Mayor of Playford), Tony Zappia MP, Phil Bowden (Aon Insurance), Muriel Kirkby (DHS), Anne Maddock (Uniting SA), Tim Baker (NDIS Quality and Safeguard Commission), Gerrie Mitra (DHS), Joe Young (DCSI), Andrew Ramsey (Mobo Group), Sarah White (former Board Director), Jo Podoliak (former Board Director), Denice Whardall (Home Place).

Tim acknowledged that we were meeting on Kurna land and paid respect to elders past, present and emerging and to their cultural heritage, beliefs and relationships with the land.

### 2. Confirmation of the draft minutes of the Annual General Meeting held on 26<sup>th</sup> October 2018.

#### **Motion:**

That the minutes of the Annual General Meeting held on 26<sup>th</sup> October 2018 be accepted.

**Moved: Wayne Gibbings**

**Seconded: Lea Stevens**

**Carried.**



### 3. Report from Chair of the Board

**Tim Jackson, Chairperson of the Board, presented the report from the Chair and the CEO.**

Key points made by Tim included;

- Tim spoke to activities over the past year and provided an overview of the Annual Report.
- Thanks and acknowledgement given to:
  - Clients: The organisation was formed for and exists for clients, and we are privileged to be able to provide a service to them.
  - Members: It is the members who set the constitution of the organisation, and this is what the Board works towards.
  - Family Advisory Committee: provides advice on behalf of families and are a great committee where people speak their mind.
  - Members of the Consumer Reference Group.
  - Lighthouse Disability staff, both paid and unpaid (volunteers)
  - Contractors and suppliers
  - Board Directors: who have the general oversight of organisation in their hands. There have been a number of changes to Directors throughout the year and thanks are given to Corey Martin, Antonio Detorre and Kym Shreeve who have all resigned since the last AGM. Thanks also to the contribution of Tony Russo who has been a director for 6 years and unsuccessfully sought re-election.
  - CEO Marj Ellis and Senior Leadership Team Amanda Patterson, Luke Culhane and Steve Denholm: it has been an onerous year, however the Senior Leadership Team have stood the test and are still standing.
  - Lighthouse Disability Patron; the Governor of South Australia His Excellency the Honourable Hieu Van LE AC, and Vice Patron Kelly Vincent MP.
  - Supporters of Lighthouse Disability, as per Annual Report.

#### **Current shape of organisation:**

- A reflection on the year where we hit our constitutional objects was provided. Organisations often lose sight of their constitutional objects, but the objects are a constant topic in Lighthouse Disability Board meetings and each quarter they are carefully worked through to ensure that they are front and centre and remain relevant.
- It has been a challenging year and the organisation has fared well. There has been an ongoing transition to the NDIS and Tim is proud of how the organisation has fared through the transition period. Many organisations have struggled and some have merged, but Lighthouse Disability has strengthened, is in good shape and has maintained a good reputation which is very important and needs to continue to be maintained.
- The culture of the organisation is good and focussed on what matters, but there are always cultural improvements that can be made. Employee and family surveys, and house visits have given good insight into how people think the organisation is going and necessary changes are driven by this feedback.
- Workforce continues to be a challenge, specifically attracting and retaining staff. This is particularly challenging as the need for staff within NDIS has increased.
- Systems and processes have seen lots of improvement, with a way to go. The organisation is in a stronger financial position than ever, lending steed to a strong financial position for the future.

#### **What went well?**

- Lots of good news, primarily surrounding the fairly seamless NDIS transition, with family support being positive.



- A decision was made about housing. Lighthouse Disability is not in the business of housing and has requested expressions of interest from external housing providers with the intention of forming partnerships.
- Director feedback was undertaken in a frank and honest manner which provided very healthy scores. There are areas where the Board as a whole, as well as individual Directors can improve and now that the Board is aware, improvements can be implemented.
- Lighthouse Disability celebrated its 30<sup>th</sup> Anniversary with a celebration at Government House and a client celebration at Sferas.

#### **What did not go well?**

- Leadership in the frontline. As part of the strategic planning process early in the financial year it was decided that the organisation would grow, however to enable this it was important to ensure the organisational structure was equipped to deal with changes. Consultants were brought in to assist with the review and drew the conclusion that the right people are in position in the higher levels of the organisation, but a different calibre of people are required to lead the front line staff.
- A new Service Delivery Structure was recently settled on and Tim acknowledged that this may be challenging for the families and staff impacted. This restructure is not about cost cutting, and in fact will cost more. The implementation phase is now in progress and will not be easy but the Board are convinced this is the right decision for the organisation and in coming months the organisation will begin to reap the benefits of this tough decision.
- The issue of temporary staff continues to be a challenge.

#### **Key issues over next 12 months:**

- Retention of clients will be an issue now that Lighthouse Disability is operating as a business, however have not yet lost any clients due to changes.
- Organisational Structure
- Service quality can be improved and will be a key issue for the Board surrounding audit practises.
- Growth including the potential divestment of clients from DHS in the next few years.
- Future surpluses and what to do with them. Development and training people is key. Transport is not funded and surpluses could be used for this purpose. Potential to relocate the corporate headquarters once housing assets have been sold off.
- Focus will be on people, workforce and leadership over the next 5 years.

#### **Board performance**

- Tim is very proud of how the Board has dealt with the big issues of housing, growth, and organisational structure. It has been a pleasure to lead a diverse and collaborative group of people.

Overall, it has been an exceptional year – one that was busy and challenging and time consuming.

#### **Questions:**

Madeleine Stokes (family member) requested information on why the current structure will not enable growth and needed to change. Tim responded that the structure was initiated by growth and the need to get the right people with right capability and ability into the right positions to take the organisation forward. The Board does not believe that the front line of management has the capability to perform the role required of them. Marj explained that once the Board started looking at the structure to see how to sustain growth, a consultant completed an analysis of the workload of the Managers, Service Delivery (MSD) who were managing between 7-9 houses each. The MSDs



are the people with the authority and expertise to make decisions however with such heavy workloads it isn't possible for them to stretch as far as they need to. The consultant explored the concept of how to achieve robust relationships between clients, staff and families, and how to effectively manage the staff. Surveys conducted indicated a lack of leadership within the houses, that it was difficult to speak to managers, and that CSWs needed more support and direction. On the NDIS journey it is apparent that unless time is invested into client services, the organisation will sink. We need to understand the changes necessary so that our clients will reap the benefits of NDIS. The new structure will enable us to provide really good service, to engage with families and to direct front line staff to have the confidence do the job they are supposed to do as per their position description. More MSDs will bring the knowledge and experience needed to re-orient how things are done. Marj is happy to spend time with those who are interested to explain the restructure in more detail.

Madeleine expressed concern surrounding retention of knowledge once the Service Manager leaves, which will make issues for her family member much bigger. Her initial reaction is that it is terrifying to be losing this relationship. Marj replied that she does not discount this information however, when preparation of evidence commenced for the NDIS plans, the MSDs were able to get the information required by speaking with the CSWs so take comfort in the fact that the frontline staff do have the knowledge surrounding the clients, and the MSDs do an amazing job in connecting with clients, frontline staff, families and medicos. Agrees that Madeleine is correct in that a lot of knowledge and experience will be lost, but there are others with the knowledge and experience who are able to step in.

Chris Andrews (family member / member) discussed that the Service Coordinators were brought in a couple of years ago for this exact reason, and this obviously has not worked. It seems that now we are going to another phase with more remote MSDs. Chris's biggest fear is that the houses will be managed from Park Tce and not from the Services. Also concern surrounding casual staff who may not have the same expertise as permanent staff – a lot of work needs to be done in order to get the staff on the front line right. It is very important to have constant staff, less casuals and not to manage from Park Tce. Marj agreed with Chris's statement but clarified that by having more MSDs, the capacity for them to spend more time in houses will increase.

Chris asked for clarification on how the new structure differs from the current structure. Marj explained that the Service Coordinators were not invested in a developmental component. Under the new model there will be more Managers across the houses so the work load will be less. Each MSD will have between 11-14 clients and less staff to manage and it is expected that this will make a big difference to how things happen within houses as staff need to be accountable. Everything we do is to improve things for clients and there will continue to be conversations surrounding this to ensure families are satisfied.

Barb Davis (family member / FAC member) asked how MSDs are supposed to know the clients if they do not work with them on a daily basis. Marj replied that families would be surprised with how much the MSDs do know. Barb outlined a situation a few months ago where the Service Manager picked up that her son was being bullied by a CSW and is concerned that an MSD will not know enough to pick these kinds of issues up. Barb is worried and frightened about what will happen with the change to the structure. Marj explained that Lighthouse Disability is committed to addressing concerns and staff will be held accountable for what they are doing. Tim confirmed that this decision was not taken lightly by the Board, who spent much time looking into the restructure and believe that it is better than what is currently in place by endeavouring to have improved leadership in the houses. Marj explained that the NDIS requires enormous change in how all organisations work, and that by changing the structure it will make it easier and allow better



outcomes for clients to reach the potential of NDIS. It is not going to be easy and Management understand why people are worried.

Ray Hewish (family member) asked if the original Lighthouse Disability agreements for clients that were signed off are still running late for the new year; and secondly if the NDIS agreements are separate to Lighthouse Disability agreements? Marj explained the timing. A letter was sent to families two days ago outlining the planning schedules, which means that some plans may be done a bit sooner and some slightly beyond dues dates. The Service Agreements that families have with Lighthouse Disability outline that families agree with the service and is part of the planning process. Marj informed those in attendance that a date for further information sessions will be set which will allow families to come and share their concerns. The Board has also given directive for a reference group (inclusive of family members) to be developed in order to hold the Board accountable. In the meantime, Marj is more than happy to keep conversations going.

**Motion:**

That the Chairperson's report on activities during the last financial year be endorsed.

**Moved: Karen Collins**

**Seconded: Chris Andrews**

**Carried.**

#### **4. Treasurer's Report**

**Matthew King, Chairperson of the Finance Risk and Audit Committee**

- Pleased to report a surplus of \$3.4m, compared with surplus of \$113,000 for the previous year.
- Surplus represents just under 14% of our total revenue, which increased by 32% from \$18.7m in 2018 to \$24.7m in 2019. This increase in revenue is a direct result of three factors:
  1. Transition from block funding to the NDIS
  2. One off grant provided by DCSI which assist with costs of the transition – Lighthouse Disability acknowledges and thanks the State Government
  3. Careful management of costs
- The Board have used more consultants than ever before and all costs associated with this will benefit the future of the organisation.
- It is important for Lighthouse Disability to achieve a financial surplus in order to ensure that the organisation remains sustainable and can continue to provide for clients and invest in quality training for staff. Specifically, the surplus has allowed the organisation to provide the same level of transport for clients, as well as invest in changes for the organisational restructure.
- It can be guaranteed that this surplus will not be repeated and the finances for the year 2019/2020 will be more modest.
- The 2018/2019 surplus has strengthened the balance sheet, eased the pressure of financial burdens, and creates opportunities to investigate options in spending or investing in staff development.
- Thanks to the members of the Finance, Risk and Audit Committee: Tony Russo, Tim Jackson, Marj Ellis, Karen Polkinghorne, Luke Culhane, and the broader finance team for the hard work and dedication over the financial year.
- Now the organisation has transitioned to NDIS within what was a climate of scepticism, 2018/2019 has been a fantastic year which has set Lighthouse Disability up to continue to deliver the high profile of service for years to come.

**Motion:**



That the Treasurer's report for the financial year 2018/2019 be endorsed.

**Moved: Joan Russell**

**Seconded: Richard Bruggeman**

**Carried.**

#### **5. Election of Lighthouse Board Directors**

There are four people who are each 'recommended as a candidate for election by the Nomination and Appraisal Committee' and nominated by the Board;

Tim Jackson

Matthew King

Joan Russell

Jani Baker

**Motion:**

That Tim Jackson be elected for a three year term as a Director of the Board of Lighthouse Disability.

**Moved: Lea Stevens**

**Seconded: Matthew King**

**Carried**

**Motion:**

That Matthew King be elected for a three year term as a Director of the Board of Lighthouse Disability.

**Moved: Wayne Gibbings**

**Seconded: Marj Ellis**

**Carried**

**Motion:**

That Joan Russell be elected for a three year term as a Director of the Board of Lighthouse Disability.

**Moved: Richard Bruggeman**

**Seconded: Lea Stevens**

**Carried**

**Motion:**

That Jani Baker be elected for a three year term as a Director of the Board of Lighthouse Disability.

**Moved: Richard Bruggeman**

**Seconded: Karen Collins**

**Carried**

#### **6. Any Other Business**

Nil

#### **7. CLOSE OF MEETING AND SUPPER**

Tim thanked everyone for their interest and support and invited everyone to join clients for supper.



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Meeting Closed 8:10pm