



LIGHTHOUSE  
DISABILITY

# Annual Report 2022 - 23



# Our Vision

To realise a community that embraces people living with a disability and supports their right to choose how they live their lives.

# Our Mission

To listen and learn from people with a disability, their families and support networks so we can meet their individual needs.

# Our Values

## **Respect**

We adopt a person-centred approach to our work, and we foster an environment of mutual respect and trust among ourselves and all with whom we serve.

## **Quality**

We are committed to achieving the highest level of excellence in client care, client education and discovery of themselves, life and the world.

## **Transparency**

We tell the truth and strive to earn the trust of those around us.

## **Innovation**

We seek ideas and approaches that can change the way the world discovers, teaches and heals, and we are committed to lifelong learning.

## **Accountability**

We are each responsible for ensuring the organisation always maintains high standards and achieves high success levels.

## **Service Through Teamwork**

We collaborate with each other to effectively and compassionately serve our clients and our community.

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Lighthouse Disability would like to acknowledge and pay respect to the traditional custodians on whose ancestral lands we provide our accommodation and support services.

We acknowledge the deep feeling of attachment and relationship that Aboriginal and Torres Strait Islander communities have with their Country.

We pay our respects to the Elders, both past and present, and extend that respect to other Aboriginal and Torres Strait Islander people who may engage with our services.



# Chair Report

The financial year 2022/2023 has seen a consolidation as we have worked on improving our governance systems to ensure the Board is undertaking its role most effectively.

Throughout the year, the Board has had a focus on improving our housing for clients and staff alike, ensuring the quality of our supports and services being provided to clients, and creating a more sustainable business moving forward. We appreciate and recognise Tim Jackson's role as Board Chair up to the November 2022 Annual General Meeting, following which Jani Baker stepped in as Interim Chair. Towards the end of June 2023, John Harvey joined the Board and took the role of Chair.

Following Bev Barber's role as Interim CEO through much of 2022, the Board appointed Andrew Ellis as CEO, starting in January 2023.

Overall Operational Revenue (excluding asset revaluation) was \$26.8m, slightly down from \$27.1m in FY22, with shutting down support coordination contributing half of this reduction.

We had an operational loss of \$2.0m in FY23 which was an improvement on the \$2.4m loss in FY22. With a revaluation of the houses owned by Lighthouse Disability, the consolidated loss was \$1.2m. This included \$80k paid back to the NDIA from a matter in 2018/19 which was double claimed.

The Board has supported management in implementing changes to make the organisation more financially sustainable including:

- building our Lighthouse Disability workforce, reducing reliance on agency staff
- continuing work commenced last year to align client funding to the actual services provided
- focusing on occupancy and reducing vacancies within our services
- reinvesting in housing quality, staff training and systems.

As well as the monthly meetings, the Board held a Strategic Planning Day in February 2023, discussing an overview of the NDIS trends and changes, strategic options, housing strategy, future workforce and our structure going forward.

Supported this year by an external company secretary, we have reviewed the Constitution and determined not to make any changes at this time. We have also been working systematically to review the Board policies and procedures.

The Board reviewed its committee terms of reference during the year and has realigned the focus of each:

- Finance & Investment Committee – reflecting the Board's role in also overseeing investments of the organisation (formerly Finance & Audit)
- Quality & Risk Committee – recognising NDIS expectations of the Board's role, overseeing our risk management, incident and complaints management, audit, safeguarding and WHS. (formerly Client & Workforce Wellbeing)
- Governance Committee – undertaking the more traditional Governance Committee role with board development, governance policy and CEO oversight (formerly Governance & Risk)

Recently, the Board has reviewed the Membership Procedure and determined to include a Code of Conduct for our Members from the next membership year 2024/25, providing an opportunity for members to have a say on this before it is implemented. We see this as an important step in reflecting and aligning the behavioural expectations for all: staff, management, Board and Members.

In the year ahead, the Board is watching closely to see the results of the Disability Royal Commission and NDIS Review, and their impacts on how we will need to adapt and improve our systems and delivery in response.

We'd like to thank Michael Thomason and Justin Hogg (from Right Source) as Company Secretary, and Andrew Ellis as CEO for their work this year. We'd also like to thank our clients, families and Members who choose Lighthouse Disability as their service provider.



Thank you to our Community Support Workers (CSW's) who represent Lighthouse Disability in supporting our clients; and the Park Terrace staff who provide support to our clients and CSW's to ensure a quality and safe service is always provided.

Finally, we would personally like to thank the Members of the Board who devote their time to the organisation.



**Jani Baker Interim Chair  
(to June 2023)**



**John Harvey Chair  
(from June 2023)**



**“I can be myself at home.  
The people who support me are  
very good at supporting me.  
They are very good at helping  
me with my mental health.  
They know what to do. The good  
thing about Lighthouse is that  
they change how they support  
me to suit me”  
- Michael, Client**

# CEO Report

I am pleased to be writing to you in this my first year as CEO at Lighthouse Disability.

Interim CEO Bev Barber was in this role for the first half of the financial year until I commenced in early January 2023, so this Annual Report 2022/23 reflects both our times in office.

Lighthouse Disability is presently undertaking considerable change focused on creating a sustainable organisation that can better serve our clients, now and into the future.

We have undertaken some renewal of the leadership team this year, ensuring that we attract people with the right combination of "heart and smart" who live out our organisational values.

I've been most pleased this year as we have built a more permanent Lighthouse Disability workforce. At the time of writing this report, we have reduced our 5-year average of agency staff by more than 80%. This helps us to have a more consistent staff group to support clients, so we can invest in their development.

We are investing significantly in the training of our staff. As well as the mandatory training like first aid, manual handling and medication, we have also invested with leadership training for our Service Leads and Managers of Service Delivery.

As we end the financial year, there are major renovations in progress at the Lighthouse-owned properties Matilda and Rome. We've also completed catch-up maintenance and tidy up works at our other SIL houses and the Park Terrace office. This is important in providing a good living environment to clients, safe workplace to staff and to attract future new clients.

Many of our software systems haven't been updated since the introduction of the NDIS and there are more modern versions which can enable us to be more efficient and effective. So far this year, work has been undertaken to plan for our current and future needs before embarking on major change. This has included rolling out Weel as a new payment gateway as

part of modernising our house financial system records from hard copy to digital. I am focused on ensuring the sustainability of Lighthouse Disability through the future financial performance, and doing so involves improving our systems as well as having the right people in the roles to drive this performance.

I was pleased to welcome back Nick van Zanten in March to lead our marketing activities – and he has done a great job promoting Lighthouse Disability, sharing the photos and telling the stories of our clients out and about in community.

Our Client Services team was led by Lea Smart for much of the year as General Manager, where among other achievements, she implemented the Service Lead role across our houses, taking the role of team leader and mentoring our teams of CSW's. Sally Ryan took over Lea's role in June and is focused on improving the quality of our systems, supports and services. We've welcomed one new SIL client in early 2023 and are in discussions with several other clients expecting to move into our SIL properties later this year.

We've needed to respond to a number of regulatory changes this year, the biggest of which was changes to how restrictive practices and behaviour support plans are reported and managed.

Our Plan Management business has continued to grow from strength to strength – increasing client numbers across the financial year from 125 to 160 clients.

We are well supported by our People and Culture team led by Elli Kollias. They have helped to grow our Lighthouse Disability staff, build a positive and engaged workplace culture, ensure compliance with NDIS requirements, and recruit CSW's and other staff as needed.

Pat Wickramage in IT has led a range of projects internally that collectively have modernised our IT hardware and software, improved security and will now provide significant financial savings in costs moving forward.

Whilst it isn't possible to mention everyone's

contribution, Deb Marchant and Mandi Hancock have worked tirelessly to improve the quality of our housing and update our fleet vehicles. We recognise the SIL houses both are our client's homes and our staff workplaces, so it is important to ensure they are well maintained.

Thank you to our clients and families for your contribution to our unique Lighthouse Disability community.

I'd like to thank our current management team for their hard work and collaboration across the year. Each day, we wake up thinking about what we can do to ensure Lighthouse Disability provides a quality service to our clients.

We have been ably supported by a number of external consultants who have brought additional skills to our management and enabled us to progress with key activities: Anthony Venditozzi and Adam Villani from BeeSquared (software project), Anita Gover at TechAbility Solutions (software masterplan and project), EMA Consulting (HR advice), Sophie Owen and Julissa Nowosad at Insync (employee surveys), Chelsea Aplin at BDO (auditor) and the team at Subnet (IT support).

I'd also like to recognise Michael Thomason – our Company Secretary – from Right Source for his contribution to the Board and his support of myself as CEO.

Lastly, a big thank you to our Board. I appreciate the good combination of support and challenge from this team who put our organisation and its clients first in their decision making.



**Andrew Ellis**  
Chief Executive  
Officer



**“As a Service Lead, we spend a lot of time with families. Obviously families trust Lighthouse to provide support for their children, or brothers or sisters. It’s good to get the feedback that we’re doing a good job, because they rely on us. You really make a difference and contribute to improving the well-being of our clients”**  
- Matthew, Service Lead



# Supported Independent Living

In the past year, we have continued to make significant strides forward in providing quality support through Supported Independent Living (SIL).

Over the past year, we have supported 72 individuals through our NDIS SIL service. This has been a year of learning and meaningful connections as we continue to support our clients to lead independent lives.

## Introduction of Service Leads

A notable achievement this year has been the introduction of Service Leads at all of our SIL houses. These dedicated professionals have played a crucial role in enhancing the quality of support provided to our clients.

Service Leads serve as a bridge between our organisation, clients, and their families, ensuring clear communication and a personalised approach to our support.

Our Service Leads are a combination of new hires to Lighthouse Disability and about half have been promoted from within as previous Community Support Workers.

## Operational Improvements

Our proactive effort to reduce agency use has yielded great results. By hiring more support workers and streamlining our processes, we have more consistent and reliable support for our clients.

## Maintenance Matters

Our commitment to excellence is reflected in the substantial amount of time and effort we have invested in improving the quality of our SIL houses. Through renovations, upgrades, and regular maintenance, we are creating safe, comfortable, and inclusive living environments for our clients and families.

## Renewal of our Vehicle Fleet

In line with our dedication to provide the best services possible, we have expanded our fleet with the introduction of new vehicles. This has

enabled us to facilitate seamless transportation for our clients, promoting their engagement with the community and enhancing their overall quality of life. By early 2024, all our Lighthouse Disability vehicles will be less than five years old.

## Improved Engagement

Looking ahead, we are excited to have increased engagement with both families and clients. We recognise the importance of collaboration and open communication in delivering person-centered support.

By fostering stronger relationships with families and involving clients in decision-making processes, we aim to create an even more supportive and enriching environment.

## Consumer Reference Group

The Consumer Reference Group has actively promoted opportunities for clients to express their views 'without fear or favour' concerning the quality of Lighthouse Disability services. The members have been very eager to give quality suggestions and feedback.

The past year has been marked by significant improvements and achievements in our SIL service. As we move forward, we remain steadfast in our commitment to enhancing the lives of the people we support and to continually improving our services.

We extend our gratitude to our clients, their families, our dedicated staff, and our stakeholders for their unwavering support on our journey to becoming the best SIL service we can be.



**Sally Ryan**  
General Manager,  
Client Services



# Jake's got the Power

Jake is a Crows fanatic but that doesn't stop him enjoying the atmosphere of a Power game.

During the season Jake saw the Port Adelaide Football Club take the win against the Melbourne Demons.

While it was a great game to watch, we can confirm that he won't be changing his allegiances. Looking forward to seeing you at a Crows game next season.

# Plan Management

We are pleased to present our achievements, growth, and milestones in our NDIS Plan Management service over the past year.

As a dedicated team, we have remained committed to providing a great plan management service to enhance the lives of individuals under the NDIS.

## A New Milestone

In the financial year, we extended our services to support a remarkable 160 individuals (28% increase year on year) reaffirming our dedication to meeting the diverse needs of our clients.

Through our personalised service, we have continued to empower participants to make the most of their NDIS plans, enabling them to focus on their goals and aspirations.

## Referrals and Recognition of Our Service

Our commitment to delivering exceptional service has been underscored by the influx of new referrals from both service providers and word of mouth. This surge in referrals stands as a testament to the high level of satisfaction among our participants and partners. We take pride in being recognised for our reliability, transparency, and the positive impact we bring to the lives of those we serve.

## Navigating NDIS Price Increases

Remaining attentive to the changing landscape of NDIS funding, we successfully navigated the price increases introduced in July. Our proactive approach ensured that our participants continued to receive the support they needed without any disruption, underscoring our dedication to keeping up with industry developments for the benefit of our clients.

## All Ages

An exciting development this year was the expansion of our services to both adults and children. By extending our support to participants of all ages, we have broadened our reach and reaffirmed our commitment to inclusivity and diversity in the disability sector.

## Future Growth

As we look forward, we are strategically positioning ourselves for future growth by actively marketing our NDIS Plan Management services aiming for 240 clients by the end of the next financial year.

Our focus on increasing awareness aims to allow us to reach more individuals who can benefit from our expertise. As part of this focus, the Plan Management team have represented Lighthouse Disability at a number of expos and events. This has allowed us to showcase our services to a wide and diverse audience while fostering valuable connections within our industry.

The past year has been marked by substantial growth and a steadfast commitment to providing exceptional NDIS Plan Management services.

We are proud of our achievements, grateful for the trust our participants and partners have placed in us, and enthusiastic about the opportunities that lie ahead. As we continue to evolve and adapt, we remain dedicated to supporting individuals on their NDIS journey and contributing to the improvement of their quality of life.



**Christine Hawkett**  
Plan Manager



**Joanne Pratt**  
Plan Manager



# New Wheels for Danielle

A photograph of a woman with dark hair tied up, wearing a white long-sleeved shirt and blue jeans, sitting in a black manual wheelchair. She is smiling and looking towards the camera. The wheelchair has a red frame and black upholstery. She is sitting at a table with papers on it. In the background, there are wooden kitchen cabinets and a window looking out onto a green outdoor area. A large yellow graphic element is overlaid on the top left of the image.

When Danielle received her new manual wheelchair, her excitement was palpable.

She couldn't contain her joy and immediately shared the news with her mum and messaged her sister.

The prospect of having a sleepover with her new chair has filled Danielle with eager anticipation.



# Quality

We have maintained our efforts in enhancing our quality and safeguarding measures throughout the past year.

Our commitment to providing the highest standards and support remains unwavering, as we continuously strive to ensure the safety, dignity, and wellbeing of all our clients.

## **Adapting to Changes - Restrictive Practices**

Most of Lighthouse Disability's clients have a Behaviour Support Plan and some level of restrictive practice/s in place.

This year, we saw several changes in the legislative frameworks we need to comply with including NDIS Quality and Safeguarding Commission reporting and the SA Department of Human Services Restrictive Practice Scheme for restrictive practices authorisation compliance.

Over the year, we have worked with these regulators, behaviour support practitioners, support coordinators and clients to help reduce some of the restrictive practices, and working towards ensuring all are approved as required.

## **Engaging with External Expertise**

To enhance the thoroughness of our quality assessment, we engaged the services of an external consultant who conducted an in-depth review of our quality systems, policies, and procedures.

This evaluation aimed to identify any potential gaps or areas for improvement. The insights provided by the consultant have been invaluable in our journey towards achieving and sustaining accreditation.

## **Preparation for the Next NDIS Audit**

Over the past year, a significant part of our efforts has been directed towards preparation for the upcoming full audit.

Recognising the importance of adhering to the stringent NDIS quality and safeguarding standards, we have undertaken extensive steps to ensure our practices align with industry best practices and NDIS requirements.

## **Action Items**

The review conducted by the external consultant led to the identification of several action items necessary to further strengthen our quality and safeguarding mechanisms.

Throughout the year, we have been diligently working through these action items, addressing each one systematically and comprehensively. This proactive approach not only reflects our dedication to meeting regulatory requirements but also underlines our commitment to providing the highest standard of support.

## **Looking Ahead**

As we continue to diligently address the action items identified, we are looking ahead with optimism to the full audit scheduled for 2024. The comprehensive review process, guided by our proactive measures and external expertise, will undoubtedly contribute to a successful audit outcome. We are confident that our commitment to continuous improvement will be evident as we showcase the robustness of our quality and safeguarding procedures.

The past year has seen our organisation steadfastly committed to elevating the quality and safeguarding measures in accordance with NDIS Guidelines.

Through careful preparation, external consultation, and systematic action, we are well-positioned to demonstrate our dedication to providing the best possible support for our clients.



**Sally Ryan**  
General Manager,  
Client Services

# The Year in Numbers

**232**

people  
received NDIS  
services



**247**  
support staff



**26**  
places to  
call home



**279**  
staff



33% of our staff  
have been with  
us for more  
than 5 years



**100%**  
of complaints  
received were  
resolved



**1,527**  
hazards/incidents  
reported and  
managed



**79%**  
of reported  
unauthorised  
restrictive practices  
have been resolved



**34**  
years of  
providing  
support

# Our People

With a commitment to growth and improvement, we have made progress in various aspects relating to our people.

## Training Focus

Over the last twelve months, our organisation has placed a strong emphasis on staff training and development. We recognise that investing in our employees' growth is pivotal to providing a quality service for our clients. Our strategic focus on training aligns with our commitment to ensuring a highly skilled and motivated workforce, with staff training this year including:

- Manual Handling for Disability Support Workers (DSWs)
- Infection Control for DSW's
- Food safety for DSW's
- Fire Warden
- Cultural Awareness
- Aboriginal and Torres Strait Islander Cultural Awareness
- Van Loading
- Managing Aggression and Potential Aggression (MAPA)
- Mealtime Matters
- Assist with Medication
- Provide first aid training
- Mate to Managers (Service Leads)
- Creating Highly Effective Managers (Team Leaders)
- Mental Health First Aid (Service Leads, MSD's and Managers)

## Welcome to our new staff

In the past year, we extended a warm welcome to 86 new staff members, further strengthening our team. Among these, 57 individuals joined us as support workers, contributing their talents and expertise to our organisation. This influx of new talent has not only enriched our workforce but also broadened our capacity to deliver a high quality service to our clients.

## Induction Review

Our dedication to continuous improvement led us to review and refine our employee induction process. The results have been outstanding, with a resounding 100% positive feedback from new employees who have undergone our revamped induction program. This achievement underscores our commitment to ensuring that new hires feel welcomed, informed, and prepared to excel in their roles from day one.

## Farewells and Milestones

We bid farewell to some of our long-term staff members who chose to embark on their well-deserved retirement journeys. Their dedication and contributions to our organisation will be fondly remembered, and we wish them all the best in their future endeavors. During this financial year we farewelled:

- James Broster
- Pat Netschitowsky

The past year has been marked by significant accomplishments by our people. We have celebrated over 140 years of service over the last 12 months. A big thank you and congratulations to:

- Martha Francis (20 Years)
- Janet Toe (15 Years)
- Emelda Cherrington (15 Years)
- James Steadman (10 Years)
- Nicola Beesley (10 Years)
- Rahul Singh (10 Years)
- Arvinder Singh (5 Years)
- Alyssa Seaman (5 Years)
- Alison Elliott (5 Years)
- Elizabeth Loprete (5 Years)
- Sandra Walter (5 Years)
- Sashah Watts (5 Years)
- Rosemary Glaser (5 Years)
- Meghna Patel (5 Years)
- Dong Kyu Woo (5 Years)
- Joanne Pratt (5 Years)
- Suraj Parkash Sharma (5 Years)
- Vamsi Krishna Inukoti (5 Years)
- Rohit Kumar Gupta (5 Years)

As we look ahead, we remain steadfast in our pursuit of excellence, aiming to further strengthen our workforce and empower our employees to achieve even greater success in the future.

We extend our gratitude to all our employees, past and present, for their dedication and contributions this year.



**Elli Kollias**  
Senior Business Partner,  
People & Culture



# Cyril's Client Centred Approach



Known for his infectious smile, Cyril has over 15 years' experience working with Lighthouse Disability, with previous roles as a Community Support Worker, Senior Support Worker, Manager, Service Delivery Support and now as a Manager, Service Delivery.

Cyril says "I enjoy leading teams to support our clients to achieve their goals. It's great to see a smile on our client's face when they learn something new. Lighthouse Disability have provided me with great opportunities to build my skills to achieve success in my career. Being recognised for my efforts, commitment and hard work feels incredible."

# Board Members



**Dr. John Harvey**  
**Chair**  
From June 2023

- **Ex-officio member of the Governance Committee, Finance & Investment Committee and the Quality & Risk Committee**

John Harvey has an extensive career as a board director. A scientist by trade, he worked as a researcher in the health and agriculture sectors prior to joining the not-for-profit sector.

John currently sits as a Non-Executive Director of the National Youth Mental Health Network (also known as headspace) and Helping Hand Aged Care.

He is also chair of Studio Nine Architects, Rural Business Support and was the immediate past Chair of Can:Do Group.



**Jani Baker**  
**Interim Chair**  
Until June 2023

- **Non-Executive Director**
- **Member of the Quality and Risk Committee**
- **Ex-officio member of the Governance Committee and Finance & Investment 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, governance, 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.



**Sue Imgraben**  
**Deputy Chair**

- **Non-Executive Director**
- **Interim Chair of the Quality & Risk Committee**

Sue consults to the health sector applying her experience as a senior health executive to support health service providers to manage risk, realise commercial opportunities and improve their clinical practice and systems.

Sue has a career spanning 43 years in both the South Australian public sector and private not-for-profit-environment, with 10 years as CEO of a successful not-for-profit Private Hospital. She has expertise in clinical and corporate governance, strategic planning, delivery of patient centred care, developing high reliability organisational culture, plus systems and policy development within complex organisations. Sue has strong customer and key stakeholder relationship development.

She is an effective and resilient change practitioner, with ability to maintain collaborative relationships whilst ensuring optimum patient care outcomes. She has strong business acumen, leadership, interpersonal and team development skills gained within varied team and executive work environments.



**Anna Nolan**

- **Non-Executive Director**
- **Member of the Finance & Investment Committee**

Anna is the Chief Financial Officer at Radiology SA and during her career has worked in the UK, Netherlands and France. With her passion for the Health care sector, she was previously the Chief Financial Officer of The Hospital Research Foundation. She has also held senior leadership positions in listed global companies, BOC Gases and France Telecom and, prior to this worked for KPMG in London.

Her experience spans across health care, manufacturing, technology, banking, retail and the charitable sectors. Her roles have included risk management, technical security, fraud, revenue assurance, strategic planning, business advisory, financial management, tax consulting and audit.

Anna is a Fellow of the Chartered Accountants Australia and New Zealand, as well as, a fellow of the Institute of Chartered Accountants England and Wales. She is also a graduate of the Australian Institute of Company Directors. Anna was Chair of the Chartered Accountants of Australia and New Zealand (CA ANZ) SA/NT Council in 2019 and was a member of the Diversity and Inclusion Panel of CA ANZ from 2012 to 2018.



**Craig Haymes**

- **Non-Executive Director**
- **Member of the Finance & Investment Committee**
- **Member of the Governance Committee**

Craig has over 30 years of executive and non-executive leadership experience in multinational environments including Australia, Canada and USA.

He has built a reputation for outstanding business, operations and sustainability performance, corporate governance, strategic innovation and technology, project, risk and cost management, joint venture, merger, growth and commercial strategies, organisation transformations, enrichment of cultures, the development of organisational talent and capabilities, environmental protection, health and wellbeing and volunteering in the community.

Craig is an inclusive leader, who works with integrity and passion, and is accomplished at networking and influencing without authority by collaboratively engaging with governments, regulators, joint venture partners, customers, employees, the community, NFP organisations and key external stakeholders.



**Karen Hunt**

- **Non-Executive Director**
- **Member of the Governance Committee**
- **Member of the Quality & Risk Committee**

Karen has extensive experience in health and higher education, and is currently Director: Higher and International Education with the State Government. She brings expertise in stakeholder management, policy, service delivery, communication, mental health and community engagement.

Karen has a Bachelor of Behavioural Science from Flinders University, majoring in psychology and disability studies, and a Graduate Certificate in Business Administration from UniSA. She is a Director of UnitingSA Ltd and UnitingSA Housing Ltd and is a graduate and member of the Australian Institute of Company Directors and a ProSci Certified Change Practitioner.



**Levi Mitchell**

- **Non-Executive Director**
- **Chair of the Governance Committee**
- **Member of the Quality & Risk Committee**

Levi is an experienced executive and GRC leader with expertise in developing and improving governance, risk, and control processes to achieve organisational objectives and compliance with regulatory obligations. Levi currently works for a publicly listed United States based company and leads their global compliance function for the Asia Pacific region. Levi has a Masters of Business Administration which is complemented by post-graduate qualifications in strategic leadership and compliance and risk management. He is "Graduate" of the Australian Institute of Company Directors, a "Fellow" of both the Governance Institute and the Australian & New Zealand Institute of Insurance & Finance.



**Matthew King**

- **Non-Executive Director**
- **Chair of the Finance & Investment 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.



**Tim Jackson**  
**Chair**  
**Until**  
**November 2022**

- **Non-Executive Director**
- **Ex-officio member of the Finance & Investment Committee**

Tim is a non-executive director of a number of organisations in the for purpose and public sectors. He has been a director of the Lighthouse Disability Board since 2016 and Chair since late 2017. He has worked extensively in Local Government in Victoria and South Australia as a senior executive. His last executive role was as CEO of the City of Playford in South Australia. He held this position for 18 years. He has led significant community and organisational change processes and has a keen interest in contemporary corporate governance and leadership.



# Board Participation

Director	Board	Finance & Investment	Governance	Quality & Risk
Jani Baker	13/14	2/2	1/1	8/8
Sue Imgraben	13/14			1/1
Anna Nolan	12/14	4/4		
Craig Haymes	10/14	2/2	1/1	
Karen Hunt	14/14		1/1	
Levi Mitchell	12/14	1/1	1/1	1/1
Matthew King	13/14	4/4		5/5
Tim Jackson	6/6	1/1		
John Harvey	0/1			

## Finance & Investment Committee

The Committee provides oversight and advice to the Board about budgets and forecasts prepared by Lighthouse Disability management including annual, long term operational and capital budgets; finance and investment strategies; annual internal audit program and oversight of action taken in response to recommendations.

The Committee provides advice on the appointment of the company's auditor, the identification and mitigation of financial risks; auditing processes in relation to the management of finances and assets; the development and review of financial management policies; and the suitability of insurance arrangements. In addition, the Finance & Audit Committee is responsible for the strategy in relation to the management of all existing assets and the development of a property strategy.

## Governance Committee

The Committee is established for the purpose of providing advice to the Board regarding the overall effective governance and culture of the organisation; the composition of Board committees and best practice corporate governance policies and practices.

While strategic and operational risk oversight also resides with other Board committees, the Governance Committee provides a role in maintaining line of sight to the totality of risk to the organisation.

The Committee provides advice on the future composition of the Board including succession

and the performance of the Chair, the Directors and the Board and its committees. The Committee also provides advice on the performance and employment of the Chief Executive Officer.

## Quality & Risk Committee

The Committee provides advice to the Board regarding the clinical governance framework for the organisation that guides high quality care and support services to clients. Including oversight of strategic projects and operational performance relating to client safety and wellbeing, workforce and culture.

The Committee also monitors and provides responses to matters of serious allegations of misconduct; to actual or perceived conflicts of interest; and to any other matters of serious consequence.

# Welcome

# Dr John Harvey

Lighthouse Disability's Board have appointed Dr John Harvey both as a new Board Director and Chair.

John has an extensive career as a board director. A scientist by trade, he worked as a researcher in the health and agriculture sectors prior to joining the not-for-profit sector.

John currently sits as a Non-Executive Director of the National Youth Mental Health Network (also known as headspace) and Helping Hand Aged Care.

He is also chair of Studio Nine Architects, Rural Business Support and was the immediate past Chair of Can:Do Group.

John said, "I'm really pleased to be a part of defining the future of Lighthouse Disability and above all else, ensuring that we are the very best service that we can be."

"John brings with him a wealth of experience in the not-for-profit sector and I am looking forward to working with him to achieve our vision of providing services that achieve the best possible outcomes for people with disability," Andrew Ellis Chief Executive Officer says.

After six months as interim Chair, Jani Baker has now returned to her role as a Board Director.

"Jani has provided great leadership over the last six months and on behalf of Lighthouse Disability, I would like to thank her for assisting us during this transition," Andrew Ellis says.



# Corporate Governance Statement

## **Governance Standard 1**

### **Purpose and not-for-profit nature of a registered entity**

We are a not-for-profit organisation and work towards our charitable purpose. This is demonstrated through the Constitution which is available in the 'About Us' section on our website and the ACNC Charity Register on the ACNC website. We operate as a not-for-profit organisation and are prohibited from distributing profits to our Members under the Constitution.

## **Governance Standard 2**

### **Accountability to members**

Lighthouse Disability recognises we are accountable to our Members. Each year, Members of Lighthouse Disability (Members) receive notification of the Annual General Meeting (AGM) where the full financial report is presented, together with an Annual Report. At the AGM, Members elect Directors of the Board. The process for appointing Directors is outlined in the Constitution.

The AGM provides opportunities for Members to ask questions, vote on resolutions and receive information about organisational developments, activities and finances. Outside of the AGM, Members receive regular reports from the Chair and are able to raise matters of concern with the Chair and the Chief Executive Officer.

We are a registered National Disability Insurance Scheme (NDIS) service provider with the NDIS Quality and Safeguards Commission, under the National Disability Insurance Scheme Act 2013 (Cth) (the NDIS Act). As part of this, we are required to meet the NDIS Practice Standards and Quality Indicators. These standards and indicators require us to demonstrate good governance and a commitment to quality, including complaints management processes.

We maintain a public website [www.lighthousedisability.org.au](http://www.lighthousedisability.org.au) and through this website and other communication channels we communicate to the public about our activities, performance and services.

## **Governance Standard 3**

### **Compliance with Australian laws**

Lighthouse Disability recognises we must comply with Australian laws and are committed to conducting our business lawfully, ethically and responsibly. Together with management, the Board assumes the responsibility for creating a culture within Lighthouse Disability which promotes lawful, ethical and responsible behaviour. Our Code of Conduct, in conjunction with the NDIS Code of Conduct, applies to all employees, Directors and volunteers and demonstrates our commitment to acting with integrity in all aspects of our work.

As a not-for-profit company limited by guarantee, we are registered under the Corporations Act which continues to apply but, in a form, modified by the ACNC Act. In accordance with the ACNC Act, the ACNC is the lead regulator and the ACNC Act is the main law applicable to us in relation to corporate governance. In addition, we are a registered NDIS service provider with the NDIS Quality and Safeguards Commission. In accordance with the NDIS Act, the NDIS Quality and Safeguards Commission regulates the quality and safety of NDIS services.

As we hold tax endorsements and concessions, we are also subject to the Income Tax Assessment Act 1997 (Cth) (the Tax Act), administered by the Australian Taxation Office (ATO).

## **Governance Standard 4**

### **Suitability of responsible entities**

The Board has an appropriate balance of skills, knowledge, experience, independence and diversity to enable it to discharge its duties and responsibilities effectively. The Board uses a Board Skills Matrix to continually assess its composition. Lighthouse Disability acknowledges Directors are "responsible entities" under the ACNC Act and that they must not be persons disqualified from managing a corporation or disqualified by the ACNC from being a responsible entity. The name and profile of each of our Directors is available in the



'About Us' section on our website and provided in our Annual Report. The Board is comprised of all independent, non-executive Directors. The Constitution stipulates the number of Directors will be not less than seven and not more than nine. Directors, who hold office for three years from last being elected, must retire but may offer themselves for re-election at the AGM, up to a total of nine continuous years. Directors are required to disclose any potential, perceived or actual conflicts of interest and these are handled appropriately.

#### **Governance Standard 5** **Duties of responsible entities**

The role of the Board is to provide leadership and strategic guidance for Lighthouse Disability and ensure we have in place a governance framework which ensures we are operating legally, ethically and responsibly to deliver on our charitable purpose.

The Board has adopted Terms of Reference setting out the respective roles and responsibilities of the Board and those matters expressly reserved to the Board.

On appointment, each Director receives a Letter of Appointment detailing the terms and conditions of their appointment. Directors complete an induction program when first elected and participate in an ongoing professional development program.

The Constitution, the Board Terms of Reference, the Code of Conduct for Directors Policy and the Conflict of Interest Policy set out the principles and provide clear guidance to Directors about dealing with matters that involve, or are perceived to involve, personal conflicts of interest.

The Board delegates responsibility for Lighthouse Disability's day-to-day operations and administration to the CEO and Senior Leadership Team (SLT). The CEO and SLT are responsible for providing the Board with accurate, timely and clear information to enable the Board to perform its duties. A schedule of delegated authority sets out staff decision-making responsibilities and

financial contractual thresholds for appropriate levels throughout the organisation.

#### **Governance Standard 6** **Maintaining and enhancing public trust and confidence in the Australian not-for-profit sector**

Lighthouse Disability has not been identified as an institution involved in the abuse of a person in an application received by the National Redress Scheme (the Scheme). As such, we are not a participating institution in the Scheme.

# Financials at a Glance

Lighthouse Disability have sought to make a number of improvements across the financial year, while noting there is more to go in order to improve organisation sustainability.

Overall Operational Revenue (excluding asset revaluation) was \$26.8m, slightly down from \$27.1m in FY22, with ceasing support coordination services contributing to half of this reduction.

We had an operational loss of \$2.0m in FY23 which was an improvement on the \$2.4m loss in FY22. With a revaluation of the houses owned by Lighthouse Disability, the consolidated loss was \$1.2m. This included \$80k paid back to the NDIA from a matter in 2018/19 which was double claimed.

Our Plan Management income grew 26% from \$164k to \$207k, reflecting growth in client numbers.

Now in a higher interest rate environment, interest income increased from \$28k to \$198k – an improvement of \$170k and 700%.

Whilst Agency staffing costs reduced by 9% on an annualised basis from \$4.06m last year to \$3.66m this year, comparing the last quarter of each financial year provides a more accurate picture of this reduction by 56% (\$1,089k in FY22 to \$482k in FY23).

Our operational expenditure was reduced by \$53k (1.7%) from \$3.05m to \$3.0m, with reduced COVID expenditure driving this. Changes made in IT systems have reduced our annual costs by \$33k, and we will see further improvements from this next financial year.

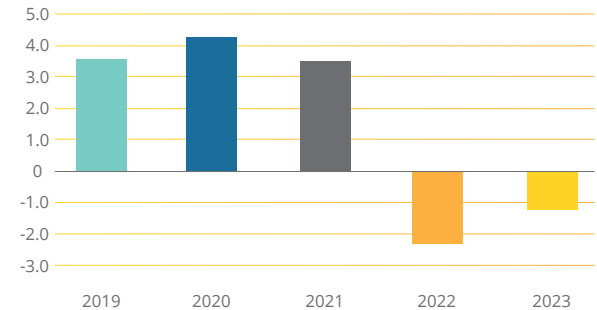
Cash collection is much improved from a combined Accounts Receivable/Accrued Income of \$3.3m (44.6 days) in FY22 being reduced to \$1.0m (13.6 days) in FY23 – an improvement of 70%.

Even with an operational loss and capital purchase of approximately \$120k of new vehicles for SIL houses, our cash position improved from \$11.0m to \$11.2m.

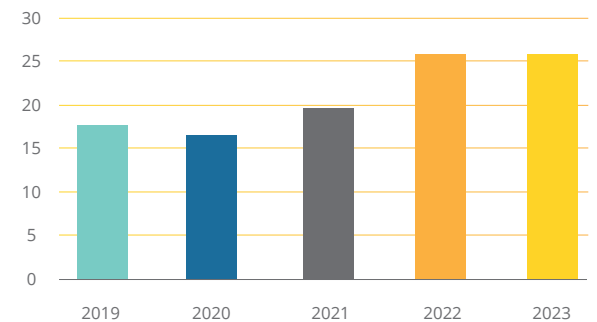
Recognising the importance of our clients and staff, we spent twice as much in SIL houses on repair and maintenance as last year, and an additional \$33k in staff training to ensure we provide quality staff everywhere.

Work is continuing in the new financial year to realign rosters and staffing, to improve the quality of SIL houses and our staffing capability.

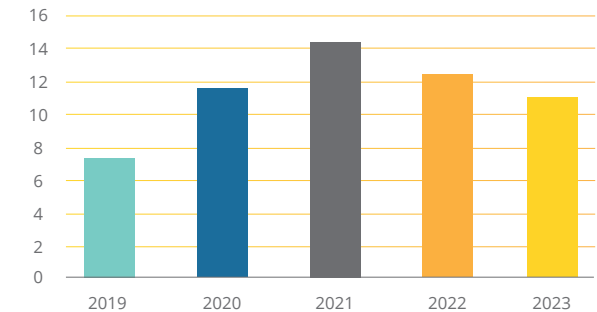
**Total Comprehensive Income (millions)**



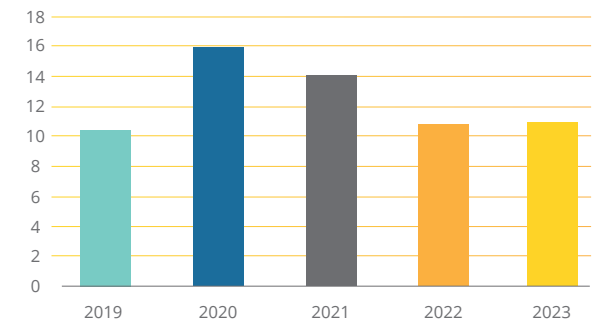
**Employee Expenses (millions)**



**Net Assets (millions)**



**Cash at Bank (millions)**



# Financial Statements

## Statement of Profit or Loss and Other Comprehensive Income For the period ended 30 June 2023

	30 June 2023 \$	30 June 2022 \$
Revenue	26,229,761	27,056,115
Other income	269,161	42,641
Employee expenses	(25,562,755)	(26,424,971)
Depreciation and amortisation expense	(413,333)	(445,016)
Client care expenses	(316,869)	(570,682)
Repairs, maintenance and vehicle running expense	(252,336)	(240,314)
Rental expense	(51,765)	(58,924)
Utilities expense	(78,789)	(78,817)
Training expense	(122,194)	(108,692)
Audit, legal and consultancy fees	(627,383)	(398,406)
Administration expense	(55,529)	(38,850)
Other expenses	(1,144,596)	(1,063,536)
Interest on leases	(44,955)	(48,570)
<b>Net (deficit)/surplus for the year</b>	<b>(2,171,582)</b>	<b>(2,378,022)</b>
Other comprehensive income		
Items that will not be reclassified subsequently to profit or loss		
Gain on the revaluation of land and buildings	879,933	-
<b>Other comprehensive income</b>	<b>879,933</b>	<b>-</b>
<b>Total comprehensive income for the year</b>	<b>(1,291,649)</b>	<b>(2,378,022)</b>



# Financial Statements

## Statement of Financial Position For the period ended 30 June 2023

	30 June 2023 \$	30 June 2022 \$
<b>Assets</b>		
<b>Current Assets</b>		
Cash and cash equivalents	4,384,504	10,986,435
Term deposits	7,016,182	-
Trade and other receivables	1,291,338	3,855,704
Other current assets	92,700	276,185
<b>Total Current Assets</b>	<b>12,784,724</b>	<b>15,118,324</b>
<b>Non-Current Assets</b>		
Property plant and equipment	3,351,151	2,359,422
Right-of-use assets	586,160	700,402
Intangible assets	18,494	36,646
<b>Total Non-Current Assets</b>	<b>3,955,805</b>	<b>3,096,470</b>
<b>Total Assets</b>	<b>16,740,529</b>	<b>18,214,794</b>
<b>Liabilities</b>		
<b>Current Liabilities</b>		
Trade and other payables	1,409,265	1,550,707
Lease liabilities	347,528	312,841
Employee provisions	3,169,138	3,143,948
<b>Total Current Liabilities</b>	<b>4,925,931</b>	<b>5,007,496</b>
<b>Non-Current Liabilities</b>		
Lease liabilities	272,451	412,930
Employee provisions	374,618	335,190
<b>Total Non-Current Liabilities</b>	<b>647,069</b>	<b>748,120</b>
<b>Total Liabilities</b>	<b>5,573,000</b>	<b>5,755,616</b>
<b>Net Assets</b>	<b>11,167,531</b>	<b>12,459,178</b>
<b>Equity</b>		
Accumulated funds	8,893,477	11,065,059
Reserves	2,274,052	1,394,119
<b>Total Equity</b>	<b>11,167,529</b>	<b>12,459,178</b>

# Financial Statements

## Statement of Changes in Equity For the period ended 30 June 2023

	<i>Reserves</i> \$	<i>Retained Earnings</i> \$	<i>Total Equity</i> \$
Balance at 30 June 2021	1,394,119	13,443,081	14,837,200
Deficit for the year	-	(2,378,022)	(2,378,022)
Total Comprehensive income for the year	-	(2,378,022)	(2,378,022)
<b>Balance at 30 June 2022</b>	<b>1,394,119</b>	<b>11,065,059</b>	<b>12,459,178</b>
Deficit for the year	-	(2,378,022)	(2,378,022)
Other comprehensive income for the year	879,933	-	879,933
Total Comprehensive income for the year	879,933	(2,378,022)	(2,378,022)
<b>Balance at 30 June 2023</b>	<b>2,274,052</b>	<b>8,893,477</b>	<b>11,167,529</b>

## Statement of Cash Flows For the period ended 30 June 2023

	<i>30 June 2023</i> \$	<i>30 June 2022</i> \$
<b>Cash flows from operating activities</b>		
Receipts from clients	27,887,695	25,786,275
Interest received	197,953	27,550
Rental income	450,721	455,486
Receipts from donations	5,468	4,826
Payments to suppliers and employees	(27,649,846)	(28,758,001)
Finance costs	(44,955)	(48,570)
<b>Net cash generated from operating activities</b>	<b>847,036</b>	<b>(2,532,434)</b>
Payment for property, plant and equipment	(75,820)	(13,474)
<b>Net cash from investing activities</b>	<b>(75,820)</b>	<b>(13,474)</b>
Payments for lease liabilities	(310,486)	(368,390)
Payments for term deposits	(7,016,182)	-
<b>Net cash from financing activities</b>	<b>(7,326,668)</b>	<b>(368,390)</b>
<b>Net change in cash and cash equivalents</b>	<b>(6,601,931)</b>	<b>(2,914,298)</b>
<b>Cash and cash equivalents at beginning of year</b>	<b>10,986,435</b>	<b>13,900,733</b>
<b>Cash and cash equivalents at end of year</b>	<b>4,384,504</b>	<b>10,986,435</b>

# Directors' Declaration

The directors declare that:

1. The financial statements and notes of Lighthouse Disability Limited are in accordance with the Australian Charities and Not-for-profits Commission Act 2012, including compliance with accounting standards:

a. Complying with Australian Accounting Standards, Simplified Disclosures requirements (including the Australian Accounting Interpretations); and

b. Giving a true and fair view of its financial position as at 30 June 2023 and of its performance for the financial year ended on that date.

2. In the directors' opinion there are reasonable grounds to believe that the organisation will be able to pay its debts as and when they become due and payable.

This declaration is made in accordance with a resolution of the Board of Directors and signed in accordance with subsection 60-15(2) of the Australian Charities and Not-for-profits Commission Regulations 2013.



John Harvey  
Chairperson  
27 October 2023



Matthew King  
Treasurer  
27 October 2023

# Auditor's Report



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## INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF LIGHTHOUSE DISABILITY LIMITED

### Report on the Audit of the Financial Report

#### Opinion

We have audited the financial report of Lighthouse Disability Limited (the registered entity), which comprises the statement of financial position as at 30 June 2023, 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, and notes to the financial report, including a summary of significant accounting policies, and the responsible entities' declaration.

In our opinion the accompanying financial report of Lighthouse Disability Limited, is in accordance with Division 60 of the *Australian Charities and Not-for-profits Commission Act 2012*, including:

- (i) Giving a true and fair view of the registered entity's financial position as at 30 June 2023 and of its financial performance for the year then ended; and
- (ii) Complying with Australian Accounting Standards - Simplified Disclosures and Division 60 of the *Australian Charities and Not-for-profits Commission Regulations 2022*.

#### Basis for opinion

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the Financial Report* section of our report. We are independent of the registered entity in accordance with the auditor independence requirements of the *Australian Charities and Not-for-profits Commission Act 2012* (ACNC Act) and the ethical requirements of the Accounting Professional and Ethical Standards Board's *APES 110 Code of Ethics for Professional Accountants (including Independence Standards)* (the Code) that are relevant to our audit of the financial report in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

#### Responsibilities of responsible entities for the Financial Report

The responsible entities of the registered entity are responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards - Simplified Disclosures and the ACNC Act, and for such internal control as the responsible entities determine is necessary to enable the preparation of the financial report that is free from material misstatement, whether due to fraud or error.

In preparing the financial report, responsible entities are responsible for assessing the registered entity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the responsible entities either intends to liquidate the registered entity or to cease operations, or has no realistic alternative but to do so.

The responsible entities of the registered entity are responsible for overseeing the registered entity's financial reporting process.

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# Auditor's Report



## Auditor's responsibilities for the audit of the Financial Report

Our objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

A further description of our responsibilities for the audit of the financial report is located at the Auditing and Assurance Standards Board website (<http://www.auasb.gov.au/Home.aspx>) at: [http://www.auasb.gov.au/auditors\\_responsibilities/ar4.pdf](http://www.auasb.gov.au/auditors_responsibilities/ar4.pdf)

This description forms part of our auditor's report.

A handwritten signature in blue ink that reads 'BDO'.

**BDO Audit Pty Ltd**

A handwritten signature in blue ink that reads 'Paul Gosnold'.

Paul Gosnold  
Director

Adelaide, 27 October 2023

# Auditor's Report



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## DECLARATION OF INDEPENDENCE BY PAUL GOSNOLD TO THE DIRECTORS OF LIGHTHOUSE DISABILITY LIMITED

As lead auditor of Lighthouse Disability Limited for the year ended 30 June 2023, I declare that, to the best of my knowledge and belief, there have been:

1. No contraventions of the auditor independence requirements of section 60-40 of the *Australian Charities and Not-for-profits Commission Act 2012* in relation to the audit; and
2. No contraventions of any applicable code of professional conduct in relation to the audit.

A handwritten signature in blue ink that reads 'Paul Gosnold'. The signature is written in a cursive, flowing style.

Paul Gosnold  
Director

**BDO Audit Pty Ltd**

Adelaide, 27 October 2023









**Thank You!**

**A big thank you to all our clients, their supporters, partners and our dedicated team for your continued support of Lighthouse Disability.**





**Lighthouse Disability Ltd**

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