



**LIGHTHOUSE
DISABILITY**

Annual Review 2021/2022



Founded in 1989, Lighthouse Disability is a registered NDIS provider and not-for-profit that works alongside adults living with complex and diverse disabilities across North and North Eastern Adelaide to provide individualised support to live their lives.

We acknowledge the land on which we provide our services is the traditional lands for the Kaurna people and that we respect their spiritual relationship with their country.

We also acknowledge the Kaurna people as the custodians of the Adelaide region and that their cultural and heritage beliefs are still as important to the living Kaurna people today.



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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.



OUR OBJECTIVES

The objectives of Lighthouse Disability are listed in detail in the Constitution.

In summary, they are:

To research
and the application
of same.

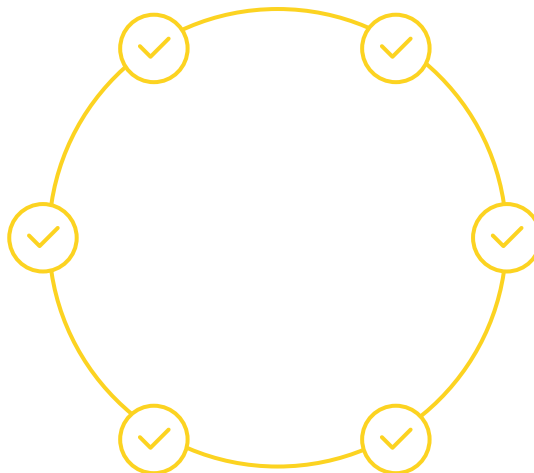
To inform
other organisations about the needs of people
with disabilities, their families and carers.

To work
in collaboration with other
organisations to further
positive outcomes for the
people we support

To provide
innovative high-quality support
that enables the people we
support to live full lives in
mainstream communities.

To enable
the people we support to
exercise choice and control

To include
families, volunteers and the
broader community in the
pursuit of positive outcomes for
the people we support





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CHAIR REPORT

This has been the most challenging year for Lighthouse Disability since I joined the Board and one of the most challenging in the organisation's history.

In the third quarter we engaged independent firm, Transforming Solutions, as we prepared for an NDIS accreditation audit. During the course of the firm's work, billing discrepancies were identified. A full investigation was launched by the Board immediately. This work resulted in swift action as funds that were incorrectly deducted from affected clients' NDIA Supported Independent Living (SIL) funding were repaid.

At this time Transforming Solutions was also engaged by the Board to conduct a broader review of our systems and processes to ensure that we were operating at the highest standards with robust checks and balances.

Much of this work has been implemented and we have already seen many positive changes to enrich client services. We have focused on ensuring Lighthouse Disability is able to continue to provide high quality services to people with disabilities as we fulfil our vision to support their right to choose how they live their lives in the community.

A General Manager, Strategy and Policy role has been created which is responsible for clinical governance and safety and quality compliance with both State and Federal legislation, including our reporting to the NDIA. This new position, along with the development of enhanced safety and quality monitoring, increased reporting and a greater focus on staff training, will mean we are able to identify and address areas for improvement in a more effective, agile and timely manner.

We are recruiting more Community Support Workers so that we can reduce our reliance on agency staff. This fresh approach to staffing will provide opportunities for staff to work with clients for which their skills are directly aligned. Changes to the Community Participation Program are underway as we focus on connecting clients to the broader community through activities and pairing clients with support staff based on their mutual interests.

Meanwhile, there have been significant changes to the NDIS which have impacted many disability service providers in the sector. Many of our clients have experienced a reduction in the amount of funding in their NDIS Plans. The organisation was slow to move in commencing the alignment of this reduced funding and the actual services provided. As a result we recorded a significant loss of \$2.4 million for the 21/22 financial year. This is a disappointing result and comes after a number of years of significant surpluses.

We have also budgeted for a loss of \$1.9 million for the 22/23 financial year which reflects the time needed to realise the full benefit of the changes we have identified



**IT HAS BEEN A PLEASURE
SERVING OUR CLIENTS
AND THEIR FAMILIES AND
WORKING WITH OUR
DEDICATED VOLUNTEERS,
STAFF, SUPPLIERS AND
BOARD DIRECTORS.**

to assist with improving our financial position in the years ahead. We remain in a healthy financial position overall with significant financial reserves of \$11 million as at 30 June 2022.

I am most proud of the organisation's continued resilience during COVID. We managed the unprecedented impact extremely well and I want to take this opportunity to thank our staff who worked long hours to ensure the safety of our clients.

The current Board has worked tirelessly to steer the organisation through these significant challenges. Having said that, the challenges are not over. The future Board will be required to recruit a new Chair, a new CEO, to tackle ongoing changes to NDIS funding and pricing, renewal of client plans and workforce shortages.

In particular, I want to extend our appreciation to Interim CEO, Bev Barber, for her courage and dedication to implementing necessary changes arising from the review and the challenges presented by significant change in the senior leadership team.

As foreshadowed at last year's AGM, this is my last Directors' report as Chair. It has been a pleasure serving our clients and their families and working with our dedicated volunteers, staff, suppliers and Board Directors. I am deeply grateful for this opportunity.

I believe Lighthouse Disability has and is implementing the necessary changes to ensure viability. The organisation is committed to ensuring clients receive high quality, holistic and sustainable services and our staff have a rich working environment.

Tim Jackson Chair

OUR BOARD



Tim Jackson
CHAIRPERSON

- Chair of the CEO & Director Oversight Committee
- Chair of the Governance Committee
- Member of the Risk Committee
- Member of the Governance & Risk Committee
- Member of the Finance & Audit Committee
- Member of the Client & Workforce Wellbeing 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.



Lea Stevens
DEPUTY
CHAIRPERSON
(Until Nov 2021)

- Chair of the Client Wellbeing Committee
- Member of the Governance Committee
- Member of the Risk Committee

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

Director of 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 leadership and participation on several Boards.



Jani Baker

- Chair of the Client & Workforce Wellbeing Committee
- Member of the CEO & Director Oversight 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.



Matthew King

- Chair of the Finance & Audit Committee
- Member of the Risk Committee
- Member of the CEO & Director Oversight 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.



Levi Mitchell

- Chair of the Risk Committee
- Chair of the Governance & Risk Committee
- Member of the Client & Workforce Wellbeing 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 Master 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.



Anna Nolan
GAICD, FCA

- **Member of the Finance 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 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.



Sarah Scammell
(Until Nov 2021)

- **Member of the Finance Committee**

As the Director of Strategic Collaboration at Business SA, Sarah was responsible for the development of relationships with government, industry and the wider business community. She successfully worked with many organisations to develop strategic partnership opportunities and deliver projects that engage a broad range of stakeholders. Through senior management roles and

the completion of a Masters of Business Administration, Sarah had extensive experience in business development, project management, strategic management and marketing and communications.



Craig Haymes

- **Member of the Governance & Risk 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

- **Member of the Governance & Risk Committee**
- **Member of the CEO & Director Oversight Committee**

Karen has extensive experience in the higher education and health sectors, including a number of years in senior roles at the University of South Australia (UniSA) where she is currently Deputy Director:

Student Engagement, with responsibility for leading student wellbeing and support services. She brings expertise in stakeholder management, policy, sponsorship, 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 the elected professional staff member on UniSA Council. She is a graduate and member of the Australian Institute of Company Directors and a ProSci Certified Change Practitioner.



Sue Imgraben

- **Member of the Client & Workforce Wellbeing 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 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.

BOARD PARTICIPATION

Director	Board	Finance & Audit	Governance	Risk	Governance & Risk	Client & Workforce Wellbeing	CEO & Director Oversight
Tim Jackson	13\13	9\9	4\4	1\1	1\1	7\7	2\2
Lea Stevens*	5\5		4\4	1\1		2\2	
Sarah Scammell*	5\5	1\3					
Matthew King	11\13	9\9		1\1			2\2
Jani Baker	13\13					7\7	2\2
Levi Mitchell	12\13			1\1	1\1	1\2	
Anna Nolan	11\13	8\9					
Karen Hunt**	8\8				1\1		2\2
Craig Haymes**	8\8				1\1		
Sue Imgraben**	8\8					4\5	

* Until November 2021 ** From November 2021

Finance & Audit 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 and Audit Committee is responsible for the strategy in relation to the management of all existing assets and the development of a property strategy.

Governance & Risk 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. 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.

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

Client & Workforce Wellbeing 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.

CEO & Director Oversight Committee

The Committee is established to provide 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.

Family Advisory Committee

The Family Advisory Committee (FAC) provided important information to the Senior Leadership Team and Board of Lighthouse Disability about aspects of service delivery that are working well in addition to points of concern. FAC members also participated in induction and staff training sessions to present a family perspective on what they seek from us as service providers. This connection with families is highly valued.

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.



JUSTIN

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 'Who We Are' 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 notice 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 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 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 'Who We Are' 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, including regular visits to services.

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.

CLIENT WELLBEING

Lighthouse Disability provides supported independent living accommodation, community participation and transport services for 72 clients across 24 services in the north and north eastern regions.

The focus in 2021-2022 has been a year of review in all areas of service delivery. This has included reviewing how we provide services, the quality of the services and how we can enhance the support provided to ensure it meets the needs of the client and is aligned to their plan.

We are increasing our capacity to deliver more of what our clients have been asking for. Our Community Participation Program will continue to grow over the coming year and staff will be matched to clients to ensure that they have the skills and capabilities to work with the clients and provide community participation opportunities in pursuit of positive outcomes for the people we support.

COVID-19 and building supply shortages have delayed the new properties that are being co-

designed for two of our existing clients. The build is now starting to move a little faster and we anticipate clients taking up their beautiful new residents in 2023.

Over the last year we supported 72 people with flexible and personalised service. We were able to continue to develop individualised care and will continue to work with clients, families and our staff to ensure that the care provided matches client plans and is focused on a client centred approach.



Plan Management

Lighthouse Disability employs two Plan Managers with a primary focus of managing the funds of individuals whilst at the same time providing them with choice and control over their daily activities.

In 2020/21 we actively managed the funds of 125 clients. We have recently completed a software update providing increased security over funds and a reduction in response times to pay the service providers of clients.



Support Coordination

Lighthouse Disability has provided support coordination services to 27 support coordination clients over 2021/22. In the future, support coordination will not be provided by Lighthouse Disability and clients will be transitioned to new providers reducing the conflict of interest between Lighthouse Disability and the provision of both support coordination and supported independent living services.

OUR PEOPLE

We support people with disability to live their life, the way they want to.
It's why we exist and to make this happen, we rely on our skilled and passionate team.



Number of Staff Members
as at 30 June 2022

248

211

Community
Support
Workers

37

at the Park
Terrace Office

87

have been with
Lighthouse
Disability for
5 or more years

QUALITY & SAFEGUARDING



A QUALITY REVIEW WAS UNDERTAKEN TO IDENTIFY THE FUTURE NEEDS AND GAPS IN QUALITY PROCESSES

As part of a review of governance and operational practices in preparation for accreditation in April 2022, and as part of the functional review, a range of quality gaps and priorities were identified as requiring significant improvement through the implementation of systems and practices to ensure that Lighthouse Disability delivers high quality care to its clients and meets the NDIS Practice Standards (the Standards).

A Quality Review was undertaken to identify the future needs and gaps in quality processes with Lighthouse Disability and to develop more robust systems of quality monitoring and improvement over the next year. This included a review of the quality reporting processes, quality data capture, a revised quality auditing calendar in services, incident management practices and feedback and complaints handling.

Twenty-two (22) quality priorities, aligned to the Standards to focus on in the coming twelve to eighteen months to improve service delivery and client outcomes and experience including but not limited to;

- Service Delivery Policies and Procedures
- Health Support Planning
- Safe Use of Medicines
- Client/Family Health Plans Consent
- Community Support Worker and Manager Support Practices
- Staff Training and Competency Assessment
- Restrictive Practice Authorisation Scheme (RPAS)
- Use of Agency Staff
- Rostering/ROC Alignment
- Person Centred Active Support and Client Choice and Control
- Mealtime Management and Healthy Eating
- Client and Family Engagement



TARAH

CONSUMER REFERENCE GROUP

The Consumer Reference Group (CRG) has a clear purpose to ensure that clients are listened to and that all clients have a voice. The CRG provides opportunity for clients to raise and discuss issues that may impact other or all clients, contribute to the planning, development and evaluation of Lighthouse Disability services and provide important consumer feedback and input into policies, information resources and events.

In 2021-22 the CRG was invoiced in codeveloping a suite of Client Foundation Policies, including easy read versions including;

- Client Rights Policy
- Client Consent Policy
- Client Choice and Control Over Decision Making Policy

These policies are the foundation policies that underpin our Framework for Positive Living. All clients and staff received a copy of these policies and they now form part of the information provided to all new employees as part of our staff induction.

Other key achievements of the CRG include:

- Undertaking a strategic planning workshop
- Engaging Our Voice SA to run a series of training sessions on self-advocacy and human rights
- Supporting interested clients to enter artworks in SALA through Uniting Communities Australia
- Supporting the Boom Box Disco
- Providing feedback on the review of the Lighthouse Disability website
- Participating in developing client stories to share on Lighthouse Disability social media and website

Member	Member type	Jul	Aug	Sept	Oct	Feb	Mar	May	Jun
Leigh Herneker	Consumer	X	X	X	X	-	-	-	-
Roy Tombs	Consumer	X	X	X	X	-	-	-	-
Gerry Maile	Consumer	X	X	A	X	X	A	X	X
Michael Collyer	Consumer/Chair	X	A	A	X	A	C	X	X
Krystal Hart	Consumer/Chair	X	X	X	A	X	C	C	X
Lesley Kornetske	Consumer	X	X	A	A	X	X	A	X
Mel Ralston	Consumer	A	A	A	A	A	A	A	A
Rachel Emmott	Consumer	A	A	A	-	-	-	-	-
Danielle Doe	Consumer	-	-	-	-	-	X	A	X
Pat Zahra	Consumer	-	-	-	-	-	-	X	X
Di Ashford	Volunteer Coordinator	C	C	C	C	C	M	M	M
Pat Netschitowsky	Admin Officer	M	M	M	M	M	-	-	-
Julia Overton	GM Client Wellbeing	-	-	-	-	-	X	X	X
Allison Willis	Policy & Strategy Advisor	-	-	-	-	-	X	X	X



KRYSTAL

CHANGES OVER 2021/22

There have been significant changes in the Head Office over the last 12 months with a number of senior staff moving on. The organisation has sharpened its focus on quality of care for our clients, ensuring quality and safety standards are met. The Board and the Senior Leadership Team take their responsibility of care, quality and safety seriously and that is why a new General Manager of Strategy and Policy, delivering the quality and safety requirements under the NDIS has been appointed.

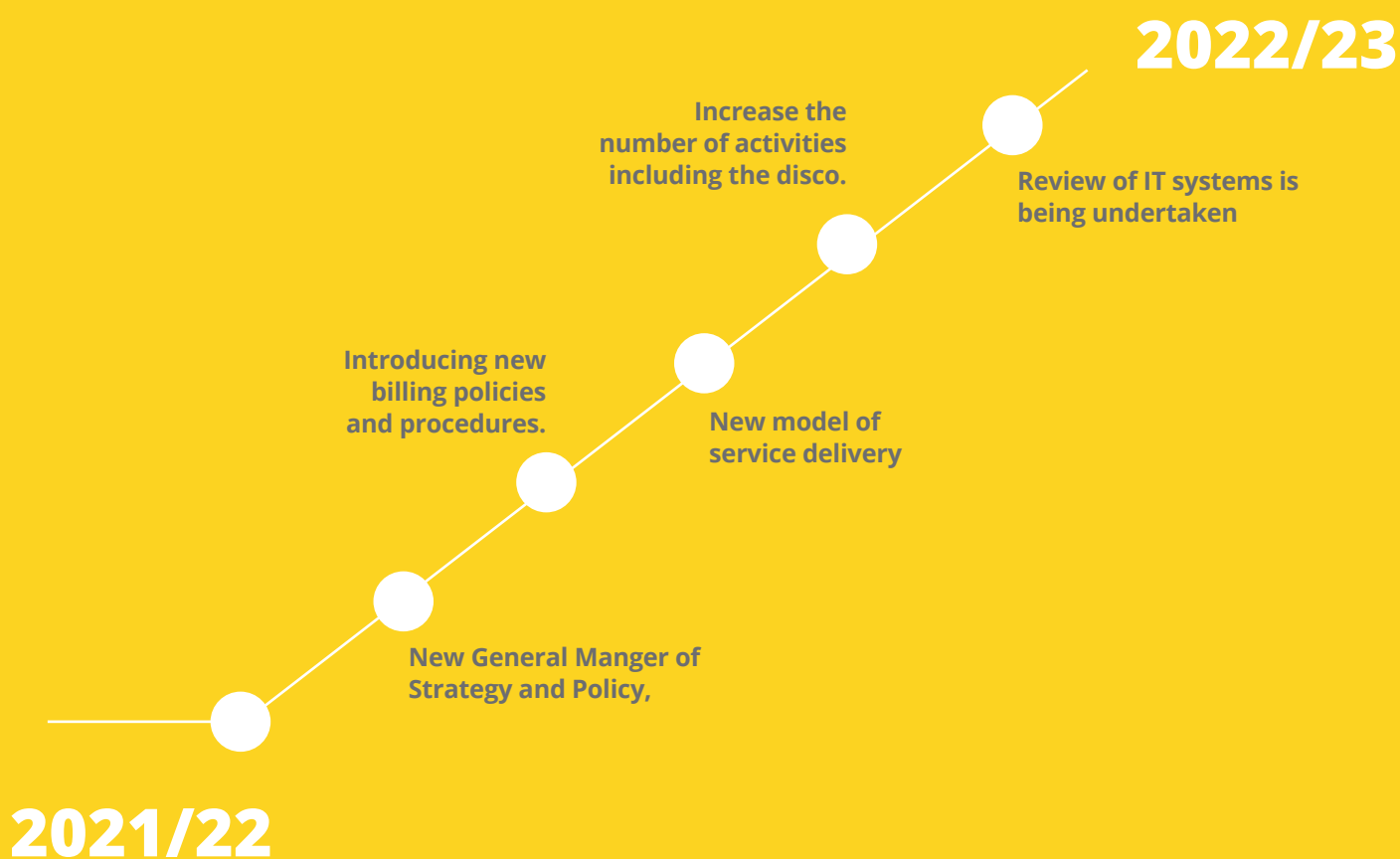
2021/22 has been a difficult year with revenue reducing due to client plans being reduced. We have also needed to focus on changing billing practices and introducing new billing, policies and procedures.

A review of IT systems is being undertaken and it is envisaged that this will be completed early in 2023 to enable further improvements to IT systems and communications with families and clients.

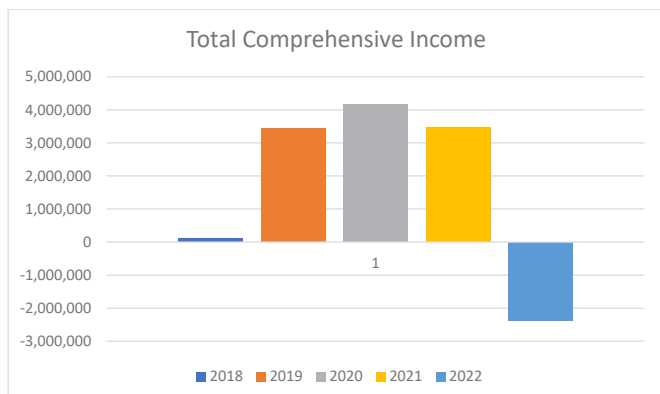
COVID-19 has had a significant impact on many of the social activities normally undertaken by Lighthouse Disability. Our normally regular disco has not been held on such a regular basis and many clients have been unable to go to day options. Now that the community more generally is getting back to normal Lighthouse Disability is starting to increase the number of activities including the disco.

Our team have continued to dedicate themselves to the work that they do for our clients in very difficult circumstances during the COVID pandemic.

We are listening to our clients and families and working on a new model of service delivery where we provide a more hands-on leadership approach to service delivery.



FINANCE AT A GLANCE

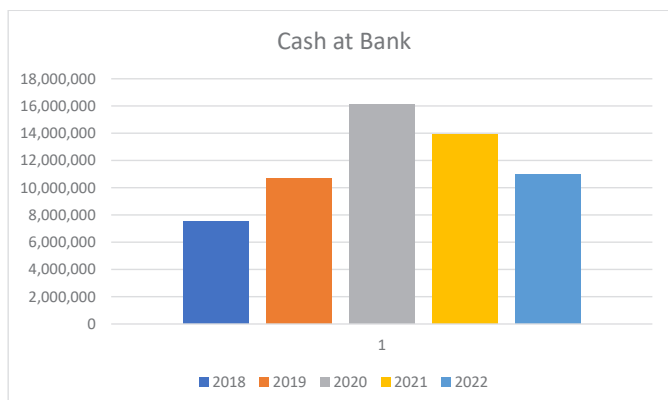
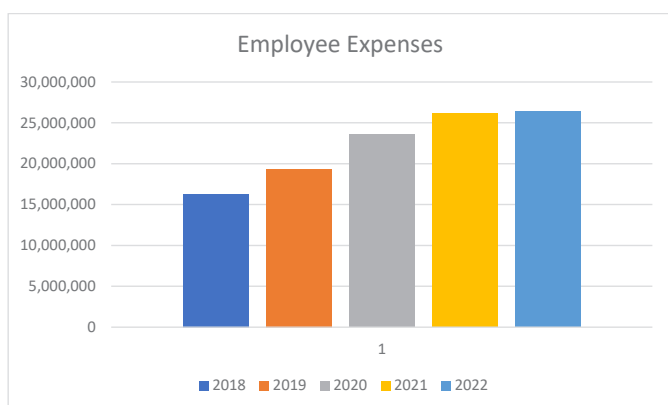


As changes occurred to levels of funding for Supported Independent Living from 1 July 2020 Lighthouse Disability did not pivot to the new approach quickly. As a result there were a number of billing errors that had occurred coupled with the reduction in the plans of many of our clients.

We have resolved the billing errors and are focussed on continuing to prioritise service delivery and strategy and policy with a clear emphasis on quality of systems, processes and compliance.

Whilst our level of staffing remained stable, the comprehensive income for 2021/22 was -\$2.4 million. The cash at bank has reduced from \$13.9m last financial year to \$10.9m on 30 June 2022. Our assets have also reduced from \$14.8m to \$12.5m

The staff at Lighthouse Disability have identified many matters that have contributed to this result and are focused on ensuring that service levels and care of clients are centre of what we do. Our focus on quality and safeguarding will provide accountability as will improved systems, processes and compliance.



FINANCIAL REPORT

Statement of Profit or Loss and Other Comprehensive Income For the period ended 30 June 2022

	Note	30 June 2022 \$	30 June 2021 \$
Revenue	2	27,056,115	31,736,570
Other income		42,641	138,901
Employee expenses		(26,424,971)	(26,130,976)
Depreciation and amortisation expense	3	(445,016)	(388,127)
Client care expenses		(570,682)	(334,161)
Repairs, maintenance and vehicle running expense		(240,314)	(245,077)
Rental expense		(58,924)	(65,570)
Utilities expense		(78,817)	(80,275)
Training expense		(108,692)	(183,956)
Audit, legal and consultancy fees		(398,406)	(317,460)
Administration expense		(38,850)	(38,270)
Other expenses		(1,063,536)	(1,004,230)
Interest on leases		(48,570)	(43,477)
Net (deficit)/surplus for the year		(2,378,022)	3,043,892
Other comprehensive income			
<i>Items that will be reclassified subsequently to profit or loss</i>			
Gain on the revaluation of land and buildings		-	429,082
Other comprehensive income		-	429,082
Total comprehensive income for the year		(2,378,022)	3,472,974

Statement of Financial Position
As at 30 June 2022

	Note	30 June 2022 \$	30 June 2021 \$
ASSETS			
Current Assets			
Cash and cash equivalents	4	10,986,435	13,900,733
Trade and other receivables	5	3,855,704	2,734,508
Other current assets	6	276,185	100,211
Total Current Assets		15,118,324	16,735,452
Non-Current Assets			
Property plant and equipment	7	2,359,422	2,440,300
Right-of-use assets	8	700,402	1,021,482
Intangible assets	9	36,646	54,105
Total Non-Current Assets		3,096,470	3,515,887
TOTAL ASSETS		18,214,794	20,251,339
LIABILITIES			
Current Liabilities			
Trade and other payables	10	1,550,707	1,107,004
Employee provisions	11	3,143,948	2,922,536
Lease liabilities	12	312,841	322,792
Total Current Liabilities		5,007,496	4,352,332
Non-Current Liabilities			
Employee provisions	11	335,190	344,574
Lease liabilities	12	412,930	717,233
Total Non-Current Liabilities		748,120	1,061,807
TOTAL LIABILITIES		5,755,616	5,414,139
NET ASSETS		12,459,178	14,837,200
EQUITY			
Accumulated funds	16	11,065,059	13,443,081
Reserves	16	1,394,119	1,394,119
TOTAL EQUITY		12,459,178	14,837,200

Statement of Changes in Equity
For the period ended 30 June 2022

	Note	Reserves \$	Retained Earnings \$	Total Equity \$
Balance at 30 June 2020		965,037	10,399,189	11,364,226
Surplus for the year		-	3,043,892	3,043,892
Other comprehensive income for the year		429,082	-	429,082
Total Comprehensive income for the year		429,082	3,043,892	3,472,974
Balance at 30 June 2021		1,394,119	13,443,081	14,837,200
Deficit for the year		-	(2,378,022)	(2,378,022)
Other comprehensive income for the year		-	-	-
Total Comprehensive income for the year		-	(2,378,022)	(2,378,022)
Balance at 30 June 2022	16	1,394,119	11,065,059	12,459,178

Statement of Cash Flows
For the period ended 30 June 2022

	Note	30 June 2022 \$	30 June 2021 \$
Receipts from clients		25,786,275	30,608,734
Interest received		27,550	58,206
Rental income		455,486	498,424
Receipts from donations		4,826	4,279
Payments to suppliers and employees		(28,758,001)	(32,125,339)
Repayment of unspent funds		-	(814,950)
Finance costs		(48,570)	(43,477)
Net cash from operating activities		(2,532,434)	(1,814,123)
Payments for property, plant and equipment		(13,474)	(75,822)
Net cash from investing activities		(13,474)	(75,822)
Payments for lease liabilities		(368,390)	(339,320)
Net cash from financing activities		(368,390)	(339,320)
Net cash movement		(2,914,298)	(2,229,265)
Opening cash		13,900,733	16,129,998
Closing cash	4	10,986,435	13,900,733

Directors' Declaration

The directors declare that:


1. The financial statements and notes of Lighthouse Disability Limited are in accordance with the Corporations Act 2001, 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 2022 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.



Tim Jackson
Chairperson
4 October 2022

Matthew King
Treasurer
4 October 2022

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF LIGHTHOUSE DISABILITY SERVICES LTD

Report on the Audit of the Financial Report

Opinion

We have audited the financial report of Lighthouse Disability Services Ltd (the registered entity), which comprises the statement of financial position as at 30 June 2022, 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 Services Ltd, 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 2022 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 Regulation 2013*.

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.

Other Matter

The financial report of Lighthouse Disability Services Ltd, for the year ended 30 June 2021 was audited by another auditor who expressed an unmodified opinion on that report on 6 October 2021.

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.

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

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 'G K Edwards'.

G K Edwards
Director

Adelaide, 25 October 2022



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DECLARATION OF INDEPENDENCE
BY G K EDWARDS
TO THE DIRECTORS OF LIGHTHOUSE DISABILITY SERVICES LTD

As lead auditor of Lighthouse Disability Services Ltd for the year ended 30 June 2022, 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-profit Commission Act 2012* in relation to the audit; and
2. No contraventions of any applicable code of professional conduct in relation to the audit.

G K Edwards
Director

BDO Audit Pty Ltd

Adelaide, 25 October 2022

THANK YOU

A big thank you to all our clients, their supporters, our staff and volunteers for your continued support of Lighthouse Disability.

Patron

Her Excellency the Honourable
Frances Adamson AC

Volunteers

Alana Lysandrou
Alexander Makami
Allen Burchell
Anna Leibhardt
Bhavnesha Makwana
Bianca Priasca
Charlie Atkins
Chris Allen
Chris Evans
Chris Hewish
Cristiane Calabro
Emma Amos
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Mihir Makwana
Mila Dohm
Nartan Patel
Pat Netschitowsky
Pawandeep Nagra
Preetika Singh
Saminah Zafar
Sandra Walter
Shahidul Shimul
Sijabuliso Ndhlovu

Honorary Life Members

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

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 sitting on committees.
- Individuals and families who have attended and participated in events.
- Those who have generously donated funds or goods or have provided sponsorships, including:
 - City of Salisbury
 - City of Tea Tree Gully
 - Lumary
 - Tea Tree Gully Lions Club
 - The Smart Group





**LIGHTHOUSE
DISABILITY**

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