



Lighthouse Disability Annual Report 2019-20



Annual Report from the Chair and Chief Executive Officer for 2019–20

The 2019–20 year was notable for many service delivery achievements at a particularly daunting time, and the period in which the organisation celebrated its 30th year of operations.

The Objects of the Lighthouse Disability Constitution guide all of our strategic and operational activities. Accordingly, it is appropriate to summarise our achievements in the 2019–20 financial year in relation to the Objects and thereby demonstrate accountability to same.

The first Object is to ... *enable people with disabilities to exercise choice and control in the pursuit of goals and the planning and delivery of supports*. Given that most clients are not able to formally exercise choice and control over (for example) the nature of services required, this role has been performed by nominees, almost invariably parents or family. We have seen many exciting instances where clients have made significant achievements because front-line staff have embraced opportunities to seek client preferences for daily activities (see client profiles pages 9-12). The realisation of the full implications of choice and control is a work in progress, and we have become aware of situations where the views of some clients are still not sought by anyone – a necessary task regardless of whether personal circumstances pose difficulties. From our standpoint of a strong commitment to ethical practice, we see a need for



organisational and sector-wide deliberation on how client choice and control can be further promoted.

Concerning the second Object, our ability to ... *provide high quality and innovative supports that enable people with disabilities to maximise independent lifestyles and full inclusion in the mainstream community* is also evident in the client profile articles. While very positive survey feedback from employee and family satisfaction questionnaires was tabled with the Board in July 2019, there was, however, also data that pointed to the need for improvements in parts of our practice. This data, together with a review of the service delivery structure of Lighthouse Disability completed in August 2019, resulted in a decision in October 2019 to introduce a new service delivery structure to improve service quality. Although the new model has not yet been fully implemented, we have been very reassured by the highly positive comments received from some families and external providers about the quality of our work, which is largely attributable to the new structure.

In relation to the third Object, to ... *include families, volunteers and the broader community and other key stakeholders in the pursuit of positive outcomes for those to whom the Company provides services*, we have demonstrated this capacity. Families (as nominees) are actively involved in the development of the plans of their family members, and there are many other ways in which communication occurs with families. In addition, volunteer input 'value adds' to a range of activities enjoyed by clients. Furthermore, since the support offered by external service providers is often key to client goal achievements (see client profiles), we have been able to form collaborative relationships with most of them to enhance their work.

This then demonstrates how we carry out our fourth Object, which is to ... *work in collaborative relationships with other*

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organisations to further positive outcomes for the people to whom the Company provides services.

Many initiatives undertaken during this financial year have relied on seeking information about the ... *promotion and utilisation of, the best available evidence in practice in relation to the services provided or which may be provided by the Company* (the fifth Object). Reference has already been made to employee and family surveys and the review of the service delivery structure. Consultants who are regarded as experts in their respective fields led both of these initiatives, and different consultants have assisted in various other projects. We are confident that we have established sound foundations that will enable Lighthouse Disability to continue to build quality practice and to grow.

During the last year, considerable effort has been made to liaise with a range of individual ‘influencers’ as well as organisations with an advocacy role to raise concerns about aspects of the National Disability Insurance Agency (NDIA) scheme that are challenging or inappropriate for our cohort of clients. Using these approaches, we have addressed the sixth Object to ... *advise, collaborate with and inform organisations, including government bodies and individuals, about the needs of people with disabilities, their families and carers and advocate for the provision of services necessary to meet those needs.*

In addition to addressing the Objects of the Constitution, it is important to note that we were audited in December 2019 against the National Disability Insurance Scheme (NDIS) Quality and Safeguarding Commission Practice Standards, and were found to satisfactorily meet the registration requirements.

Our financial position is central to our capacity to continue to build the quality of what we do. In the last five financial years (from 2015–16 to 2019–20) the net assets have changed from \$2,891,823 (2015–16) to \$11,364,227 (2019–20).

We are proud to provide supported independent living, support coordination, specialist disability accommodation and plan-management services to our clients and their families, and we value the relationships that we have developed to this end. We sincerely thank our volunteers for the contributions they have made to improve the quality of life of our clients.

We very much appreciate the efforts front-line staff have made to address client needs and to adapt to the changes in work arrangements required by the NDIA. We also recognise the extraordinary efforts staff have made in response to COVID-19 to ensure the safety and wellbeing of clients as well as their own.

Similarly, managers have worked hard to implement the new service delivery structure, and the leadership they have provided for front-line staff has been reflected in improved client outcomes. The operational leadership of Lighthouse Disability is the responsibility of the Senior Leadership Team, and in a challenging year, the many organisational achievements discussed above are testimony to their expertise and commitment.

Finally, it is important to acknowledge the strategic leadership of the Board and to thank them for their considerable inputs of skills, knowledge and time. ■



Tim Jackson
Chair of the Board
Lighthouse Disability



Marj Ellis
Chief Executive Officer
Lighthouse Disability

National Disability Insurance Scheme

The introduction of the NDIA has, without doubt, brought about many advances to the wellbeing of people living with disability, yet working within its framework continues to pose challenges to clients, families and their service providers.

While the freedom to exercise choice and control over one's life is generally taken for granted in the mainstream community, this entitlement has been long overdue for people living with a disability. The advent of fee-for-service arrangements has meant that many such people, who have received few forms of support in spite of living with significant disabilities, are now accessing expertise that is making a big difference to their quality of life. We have seen some wonderful examples of the difference the new arrangements are making to the lives of some of our clients.

However, engaging with the NDIA has produced many frustrations because of various assumptions implicit in its arrangements that do not apply to people with complex and diverse disabilities, and there are further complications for those who live in shared accommodation. Effectively addressing these problems would seem to require a review of such assumptions, and while service providers have made frequent offers to work with the NDIA to resolve these issues, this has not been possible to date.

A growing body of evidence indicates some serious gaps in the operation of the NDIS concerning the safety and wellbeing of recipients of NDIA funds. For example, the South Australian Government established a Safeguarding Task Force following the death of Anne-Marie Smith to:

... consider gaps in safeguarding arrangements for people with disability in South Australia arising from the policies and practices of:

- *The National Disability Insurance Agency*
- *The NDIS Quality and Safeguards Commission*
- *State Government instrumentalities.*

The Task Force listed fourteen safeguarding gaps, and of these, eight are clearly directly related to gaps in the NDIA. We have identified more that relate specifically to people who live in full-time congregate care.

While there are many issues of concern, two are of specific interest to Lighthouse Disability. One relates to the management of potential conflicts of interest arising from our employment of support coordinators. The second issue is the absence of any funding to provide case-management services to those who need them.

In day-to-day practice, the NDIA is not responsive to sudden or unpredicted changes in wellbeing experienced by our clients – an eventuality that is inevitable given the nature of their disabilities and the ageing process. In cases where the health status of a client deteriorates, resulting in a need for additional staff resources, the system does not deal with urgent situations effectively. This leaves Lighthouse Disability as the provider with two options. The first is to provide the required service unfunded to keep the client safe until a 'change of circumstance' application is processed and approved. Experience demonstrates that this usually takes months, and the service provider is unlikely to be able to recoup funds already spent. The second option is to not provide the service, which we consider unethical. Either way, we face significant risks, although morally the most important is the risk to the individual because of lack of adequate resources.

Another concern for many families who take on the role of nominee is the responsibility of making decisions about funding. The NDIA now contacts families direct by phone to ascertain whether they are happy with the current plan in the lead-up either to rolling it over or to reviewing the funding. Lighthouse Disability's Support Coordinators have played a key role in assisting families with this, and for many, it will be vital for this practice to continue in order to ensure client plans are adequately funded.

As a significant development in our embrace of NDIS arrangements, in late 2019, we were pleased to demonstrate compliance with the NDIS Quality and Safeguarding Practice Standards, which we respect as important benchmarks for the quality of services that people with disability are entitled to receive. The efficient functioning of organisational systems and processes has been central to achieving compliance with the Practice Standards, and the work of Park Terrace support staff to improve existing systems and processes is acknowledged and appreciated.

We understand that it is inevitable that the NDIA will experience significant challenges during its implementation, being a new national disability scheme, and we look forward to assisting the development of solutions to the issues that confront us and other service providers. ■



A workforce adept at riding the waves of change

Over the last twelve months, our workers have performed admirably in embracing change and supporting clients through the unique challenge of the COVID-19 pandemic.

Within the continuously evolving NDIS environment, our frontline staff have sought opportunities to help clients develop skills that will enable them to live life well and explore their world more fully. To facilitate this development, staff have welcomed a broad range of allied health professionals into clients' homes while sharing their in-depth knowledge of clients with them. In the process, our staff have gained valuable knowledge about new ways to support clients.

In August 2019, the Board endorsed a change to the organisation's approach to service delivery that increased the number of managers for service delivery, with the result that our frontline workers are benefiting from the additional management, mentoring and coaching input now available to them. Based on the principles in our Framework for Positive Living document, this input has enabled workers to step more readily into their roles, generate inclusive ideas and work effectively with their clients and teams. Evidence of such gains can be seen in the discussions about client outcomes in the client profiles on pages 9-12. Because of this change to service delivery, however, we also farewelled a number of staff who worked for the organisation over a number of years, and we thank them for their service.

In addition to the growth in the number of managers, our frontline workforce has continued to grow as a result of NDIS funding increases to meet the needs of individual clients.

We enjoy a level of staff retention that is better than the industry standard. This workforce has been backed up, as before, by labour hire workers to ensure continuity of support. All staff have indicated that they appreciate the welcoming and participatory approach to work fostered by the organisation.





Because our staff come from a very diverse range of backgrounds, they bring with them a broad range of perspectives and understandings. They nevertheless share a common belief in the importance of delivering high quality service to every client on an ongoing basis. Our Diversity and Inclusion Council has continued to explore ideas about ways we can work together, communicate with families and support teamwork.

We are enormously proud of how readily our workforce has adopted the 'new normal' health measures necessary due to COVID-19, which involves restrictions on community gatherings, requirements for social distancing and various standard precautions.

With many clients now being unable to attend programs and events outside their homes, our workers, with support from their managers, have developed engaging activities to do at home as well as making better use of readily accessible digital programs to connect to families and other providers. Staff have also applied these technologies to communicate with managers and to undertake training, with virtual and online tools now being used more effectively throughout the organisation.

The high-level diligence applied by staff to ensure client well-being and safety during these difficult times is very much appreciated. We recognise that staff, like everyone else, have had to face concerns about their well-being and their families as well as the safety of family members beyond our shores. The Brenton Wright Awards are one important way we acknowledge staff service excellence, but, because of the pandemic, these have had to be postponed until early in the next financial year.

From a management perspective, we have been excited to see the motivation and commitment applied by our workforce to ensure that our clients are safe, happy and live life well. ■

Volunteers who 'value add'

Lighthouse Disability enjoyed the assistance of a large volunteer team during the 2019–20 year, which enhanced the organisation's work and the quality of its service delivery.

The contributions made by a total of about sixty volunteers included activities such as social support to clients, assistance with the organisation's administrative work and tending the gardens of client homes. While most volunteers were from outside the organisation, five clients and fifteen staff also took on volunteer roles.

Through this scheme, clients were able to enjoy the companionship of social support volunteers in the course of activities such as having a coffee, playing chess and taking a walk in the neighbourhood or going out to a park, the movies or bowling – as appropriate to each client's interests. Other social support volunteers assisted with the Boom Box disco, up until its deferral in March 2020 due to COVID-19. These events were attended by many Lighthouse Disability clients as well as clients from twenty other disability support service providers. Volunteers also undertook painting projects and miscellaneous tasks such as assembling flat-pack furniture.

After the onset of the COVID-19 pandemic, the social support volunteers were no longer able to visit clients, but remained

in contact through Zoom, Skype, phone calls and postal service letters. At this time, volunteers were contacted by the Volunteer Coordinator regularly by phone or email to ensure they felt supported and appreciated by the organisation and its clients.

As a further 'thank you' gesture, Lighthouse Disability organised a morning tea for volunteers, at which, each of them was presented with a certificate of appreciation.

Meanwhile, some volunteers have made known the satisfaction they get from helping out. While those providing social support give a lot to clients, they also get a lot from them too, as the comments below indicate:

Raphael: *I had a wonderful session with my client. He immediately recognised me when I arrived and went straight to get his games and books. We played a couple of games, and this time, he brought more books for me to read for him. Whenever we finished reading one book and placed it away, he would immediately pick the next one he liked and I would continue to read the stories for him.*

Sophie: *I had a really good time with my client today. We decided to go to Tea Tree Plaza to play arcade games, and afterwards we did some window shopping. Overall it was a fun outing.*

Janine: *Now we're living with COVID-19, my client and I held another Zoom chat yesterday afternoon which, as always, went really well with lots of laughter and giggles. I showed her the photo of us on the Lighthouse website and she loved it. I made her up a work book folder and popped it in her letterbox this morning. I will be sending her some maths sheets weekly and, then she will be able to show me on Zoom how she is going with it all. ■*





CLIENT PROFILE

Feeling at home in his own home

David is responding really well to new opportunities to do things for himself.

David has been a long-term client over a period of several decades, needing support because of autism and deafness. His ability to express himself is limited to non-verbal forms of communication, and he has learned to use basic signs and gestures to indicate the things he wants or places he would like to go.

While David had been observed to have various innate skills, these had only been minimally developed due to a lack of access to specialist services.

As a result of NDIA funding, however, David now has more staff time to support him on a day-to-day basis as well as access to allied health services. The combination of these supports has made it possible to provide him with more activities to fulfil his sensory needs and to keep his very active mind busy – a very positive outcome for him.

One such activity is the opportunity to make snacks for himself in his own living space, to which David has responded well. He can now use a toaster and butter the toast for himself, and he can also make hot drinks by putting the ingredients into a cup, with staff assistance.

The new staff arrangements also mean that it is possible for David to live in his home with just two other people instead of five. With support from staff, the eventual goals are for David to prepare his own meals and to engage in entertainments and meaningful tasks. These include household chores, such as cooking, cleaning, making his bed, setting the table for lunch and dinner and washing up as well as playing games and doing other fun activities.

With two people to support him, David enjoys interactions outside of home that address his needs to obtain sensory stimulation, to participate in community activities and to be active. The types of activities he engages in to fulfil those ends include art therapy, swimming and ten pin bowling.

According to staff reports, David has now taken up and mastered other new opportunities, indicating that the strategies to improve his quality of life are working well for him. ■





CLIENT PROFILE

Going places with newfound confidence

Trisha has received assistance to overcome some problems standing in her way, and as a result, has really forged ahead with life.

Trisha has autism: a condition that commonly causes people to sense the world differently, to express their emotions differently and to think about social relationships differently. As a result, they may learn in different ways, and many prefer to stick to routines with which they have grown comfortable.

Because of her autism, Trisha requires support, which Lighthouse Disability provides through the NDIS Supported Independent Living service. She is passionate about wanting to live as independently as possible, and in response, the organisation has arranged for her to have her own living space. This enables her to be with others when she wants company and to be by herself when she feels the need for solitude.

In keeping with her interest in art, Trisha has decorated her home creatively. Her other artistic pursuits include painting and taking photos, while going to movies is a favoured recreation. She also expresses herself creatively by beating out rhythms on a drum kit and performs regularly in a choir, and she enjoys listening to music.

Although Trisha has been able to pursue many creative activities at home, the programs at Tutti Arts in Brighton have provided her with rich and highly valued opportunities to explore further. Getting to Tutti, however, had posed huge challenges for her, with staff needing to take her to and from Brighton because of her fears about travelling on public transport.

Trisha struggled to cope with unfamiliar situations. These could trigger a loss of emotional control, with her distress sometimes elevating to the point where others around her also felt unsettled. Within the safe confines of her home environment, and through being given consistent responses by staff, she has learned how to manage her emotions.

Staff have helped Trisha develop some different ways of thinking about and managing her feelings and she can now, in effect, safely 'drive her own emotional car'. Her capacity to develop these skills have been essential for her to be able to venture away from home, and having managed to do so has given her a great sense of achievement and a huge boost to her confidence. She now feels comfortable catching buses and trains by herself, and she often gets into the city on weekends to see friends – with the result that her social networks have expanded.

Looking to her future, Trisha would like to move to rental accommodation in Brighton to live closer to Tutti, which she hopes she will be able to achieve with Lighthouse Disability support. The dream for her includes being able to ride a bike to Tutti as well as the local shops.

With the immense sense of drive and determination she has shown, along with the skills she has recently developed to manage her life, Trisha is now well placed to achieve her goals. ■

CLIENT PROFILE

On her way back to life at home

After suffering a stroke, Lesley is being helped to find a new way of living life.

Lesley had a full and active life before the stroke as wife, mother and friend to many, including membership of a line-



dancing group. She also had been keeping up with her work buddies from her days as a member of the Women's Royal Australian Naval Service. With a family holiday home in the seaside town of Wallaroo, she had developed a keen interest in fishing, and other passions included supporting the Crows football team, and following the band, U2.

All that changed in January 2016 after she contracted a bout of meningitis leading to a stroke – which resulted in Lesley spending 28 days in intensive care in the Royal Adelaide Hospital followed by three months in an acute care ward. She was then transferred to the Hampstead Rehabilitation Hospital where she lived for a year.

Knowing that she was going to require intensive rehabilitation for some time, Lesley and husband, Ian, opted for Lesley to move into supported accommodation provided by Lighthouse Disability (now Supported Independent Living funded by the NDIA) which would also enable her to be close to family and friends.

With the NDIS scheme now in operation, Lesley applied for assistance, choosing Lighthouse Disability as her service provider, and she set herself the goals of being able to walk and to return home. The organisation then assisted the process of getting the support she needed to achieve those goals. This included obtaining equipment to overcome her mobility challenges, such as a Sara Steady aid that helps her transition from a sitting position to standing in order to move around.

She has, in addition, benefited from physiotherapy sessions to exercise and strengthen her muscles in readiness for walking with aids, and has made good progress towards regaining her mobility. As an allied part of her treatment plan, she has received dietary advice to help her maintain her weight and health. As a result of speech therapy treatment, Lesley has significantly improved the strength of her voice and the control she has over it.

Lesley has received further assistance to help her engage once more in activities that she greatly enjoyed, like craftwork. To support this interest, which has high therapeutic value for improving eye-hand coordination, Lesley has an art therapist visit her once a week. Another of her interests is playing games, which are similarly therapeutic. The card game, Uno, is a favourite of hers, which she enjoys playing with staff for the excitement and social interaction this offers. The organisation has sought out other ways for her to connect socially too, including weekly visits from a volunteer for conversation, and the acquisition of an iPad for her to keep in touch with others over the internet.

In addition to the very important support Lesley gets from family and friends, the Lighthouse Disability staff have formed a strong bond with her, which has grown along with their admiration for the steps she has taken to achieve her goals. ■

CLIENT PROFILE

Connecting more fully with the world

Lighthouse Disability is seeking opportunities for a client living with locked-in syndrome to communicate through eye movements.

Daniel, now in his late thirties, has been a long-term client of the organisation due to a brain injury sustained in early childhood. As a result of this injury, his cognitive functioning was impaired, and he became wheelchair-bound and almost completely immobile.

Having virtually only the ability to move his eyes, eyebrows and eyelids, his primary way of communicating is to blink to signify 'yes' and 'no' in response to questions, in addition to being able to vocalise. Despite his limited expressive abilities, Daniel has managed to communicate a great deal to staff, who have learnt how to put questions to understand what he is thinking and feeling.

One area Daniel has been keen to explore is his indigenous background. He has produced some paintings in indigenous painting style with staff assistance, which they realise for him by asking him what he would like painted and then apply paint accordingly.

While the use of blinks to communicate works, staff wondered whether Daniel might be able to communicate more easily and more effectively with technological assistance. A speech pathologist was engaged to assess Daniel's ability to use a communication tool in a system called NeuroNode that enables the user to select words and functions from a menu through eyebrow and eye gaze movements.

This involved running a trial in the form of a computer game that required Daniel to throw digital cream pies at the faces of staff members drifting over a screen. Much to Daniel's amusement as well as that of staff, he scored numerous direct hits, demonstrating in the process his mastery of the eyebrow and eye gaze controls required to operate the system.

This system, when fully implemented, will enable Daniel to communicate more directly what he wants to say, and possibly do some things for himself, such as turn lights on and off. It could even enable him to take control of watching DVDs, after staff have loaded the discs for him.

Although immobile, Daniel has been able to go out regularly with Lighthouse Disability support. He has visited his father about once a month, himself living in care at a home in a country town nearby. Being interested in aircraft, he was able to attend an air show held nearby at RAAF Base Edinburgh in



November 2019. He has also gone on outings to the beach, the Whispering Wall (Barossa Reservoir retaining wall), Cleland National Park and Hahndorf.

A problem for outings, however, had been that Daniel's right arm was locked in an elevated position. This posed a risk of injury to him when moving him around. Through Daniel's NDIS plan, an occupational therapist undertook an assessment of Daniel's wheelchair seating setup and made the recommendation that a guard for Daniel's arm be built in to hold his arm safely within that space.

Daniel's world is now expanding, which is a wonderful outcome of the initiatives that have been put in place. ■



Directors' Report

The Board of Directors has pleasure in presenting its annual and financial reports and the report from the company's auditors. A summary of financial reports for Lighthouse Disability Ltd (1/7/2019–30/6/2020) is included in this report.

Directors of the Board

Please refer to details of the Directors of the Board on page 15 and to their attendance at Board meetings and committees on page 17. The Board is committed to have at least ten meetings per year as well as planning sessions as required. The Board approves the Terms of Reference of each committee, which are subject to periodic review. Minutes of all committees are provided to directors, and recommendations that require Board consideration are included in the Board agenda.

Corporate governance

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

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

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

Objects of Lighthouse Disability

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

- To enable the people we support to exercise choice and control
- To provide innovative high-quality support that enables people to live full lives in mainstream communities
- To include families, volunteers and the broader community in the pursuit of positive outcomes for people
- To work in collaboration with other organisations to further positive outcomes for the people with whom we work
- To contribute to research and the application of same
- To inform other organisations about the needs of people with disabilities, their families and carers.

Lighthouse Disability's achievements for 2019–20 have been listed in the Report from the Chair and CEO with reference to the Objects of the Constitution (see page 1). A review of progress in relation to our transition to the NDIS is discussed on page 3.

Principal activities

Lighthouse Disability's most significant service (in terms of scale) is the provision of Supported Independent Living to about 90 adults who have diverse and complex disabilities.

Membership of Lighthouse Disability

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

Annual Financial Report

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

Auditor's Independent Declaration

Please refer to page 21 for a statement of the Auditor's Independent Declaration, which forms part of the Directors' Report for the 2019–20 financial year. This report is presented in accordance with a resolution of the Directors of Lighthouse Disability made on 3rd September 2020.

Tim Jackson

Chairperson

Lighthouse Disability Ltd

Director Profiles



1. Tim Jackson

- Chair
- Chair of Nominations and Appraisal Committee
- Member of the Finance, Risk & Audit Committee
- Member of the Client Wellbeing & Workforce Engagement Committee
- Member of the Housing Committee
- Member of the Family Advisory Committee

Tim has worked extensively in local government in Victoria and South Australia, most recently having served as CEO of the City of Playford for 18 years. He has led significant organisational change, and was instrumental in forging partnerships that resulted in Playford becoming one of the fastest growing local government areas in Australia. Under his leadership at Playford, the voluntary workforce increased from 150 volunteers to 600. Having a keen interest in contemporary governance and leadership, and a strong commitment to the not-for-profit sector, Tim has served on many boards.



2. Hon Lea Stevens

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

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

3. Sarah Scammell

- Director
- Member of the Housing Committee

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



4. Matthew King

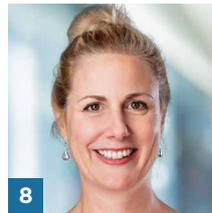
- Director
- Chair of the Finance, Risk and Audit Committee

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

5. Tony Russo

- Director (July 2019 to October 2019)
- Member of the Finance, Risk & Audit Committee
- Member of the Housing Committee

Tony has a Bachelor of Business (Accounting), is a certified Public Accountant and is a member of the Institute of Company Directors. He is Principal Consultant in a consultancy business that provides chief financial officer (CFO) and business advisory services to a variety of small-to-medium businesses in SA. Tony has had extensive experience as a CFO and in general management in a range of large and medium-sized organisations in the manufacturing, service and not-for-profit sectors. In addition, Tony also participates on other company boards and committees, and has extensive experience of dealing with bankers, financiers, auditors and external consultants.



6. Wayne Gibbings

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

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

7. Joan Russell

- **Director (March 2019 to March 2020)**
- **Member of the Nominations and Appraisals Committee**

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

for her four years in Antarctica as over-winter Station Leader of the Australian National Antarctic Research Expedition.

8. Jani Baker

- **Director**
- **Member of the Client Wellbeing & Workforce Engagement Committee**

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

9. Anna Nolan

- **Director**
- **Member of the Finance, Risk and Audit Committee**

Anna is the Chief Financial Officer at the Hospital Research Foundation. She has an Honours Degree in Accountancy from the London Guildhall University and is also a graduate of the Australian Institute of Company Directors. She was employed by KPMG in London, and then took on senior leadership positions in the global companies, BOC Gases and France Telecom. In the course of her work, she has gained experience in the banking, manufacturing, technology and retail sectors. She has expertise in the areas of risk management, technical security, fraud control, revenue assurance, strategic planning, business advice, financial management, tax consulting and

auditing. She meanwhile has used her skills to assist the work of charitable organisations. 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 was Chair of the Chartered Accountants of Australia and New Zealand (CA ANZ) SA/NT Council in 2019, and served as a member of the Diversity and Inclusion Panel of CA ANZ from 2012 to 2018.

10. Levi Mitchell

- **Director**
- **Member of the Finance, Risk and Audit Committee**

Levi currently leads a complex global ethics and compliance function with a multinational remit. He is a graduate of the Australian Institute of Company Directors and also has post-graduate qualifications in strategic leadership and compliance and risk management. Through leadership positions undertaken in Australia and overseas, he has gained extensive experience in the areas of general insurance; project and change management; strategy; and governance, risk and compliance. He has been appointed a Fellow of the Australian and New Zealand Institute of Insurance and Finance, and is a Certified Compliance and Risk Professional with the GRC Institute. Outside of his work commitments, Levi is involved in a broad range of activities in the state and community services sector.

Directors' Participation in Board Meetings and Committees

| Director | Board | FRAC | NAC/GC | CWWC | Housing |
|---|---------|------|--------|------|---------|
| Tim Jackson | 13 \ 13 | 9\9 | 12\12 | 6\6 | 1\1 |
| Lea Stevens | 13 \ 13 | | 12\12 | 6\6 | |
| Sarah Scammell <i>On approved leave from 2 September 2019</i> | 2 \ 3 | | | | 1\1 |
| Matthew King | 12 \ 13 | 9\9 | 1\1 | | |
| Tony Russo <i>Until 25 October 2019</i> | 5 \ 6 | 2\3 | | | 1\1 |
| Wayne Gibbings | 11 \ 13 | | 4\4 | | 1\1 |
| Joan Russell <i>Until 2 March 2020</i> | 8 \ 9 | | 8\8 | | |
| Jani Baker | 11 \ 13 | | | 6\6 | |
| Levi Mitchell <i>Commenced 4 November 2020</i> | 6 \ 6 | 4\4 | 1\1 | | |
| Anna Nolan <i>Commenced 4 November 2020</i> | 6 \ 6 | 4\4 | 1\1 | | |

Committees of the Board

Client and Workforce Wellbeing Committee

During the last year, the Client and Workforce Wellbeing Committee (CWWC) focused on a range of quality and compliance issues, in particular, the organisation's demonstration of compliance with the NDIS Practice Standards. Given our access to good workforce data, the committee is now focusing on ways of measuring client wellbeing, which has been part of the process of developing of reporting systems to enable the Board to undertake its oversighting responsibilities.

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, but their enthusiasm, however, was thwarted a little during the height of the COVID-19 pandemic by the need to observe physical distancing requirements.

Family Advisory Committee

The Family Advisory Committee (FAC) provided important information to the Senior Leadership Team and Board of Lighthouse Disability about aspects of our 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.

Finance, Risk and Audit Committee

The role of the Finance, Risk and Audit Committee (FRAC) has been to review the financial implications and risks of Lighthouse Disability's operation as a fee-for-service business. Some of its attention during this reporting period has been given to looking at how to make best use of the recent advent of discretionary funds to build the business. The organisation has decided that the risk assessment function will be undertaken by a new committee to be called the Risk Committee, after which, the FRAC will operate with the name and function of Finance Committee.

Housing Committee

Lighthouse Disability has decided to divest itself of the ownership of housing, and has put processes in place to form partnerships with community housing providers. Therefore, much of the purpose of the Housing Committee has become redundant, with oversight of any remaining issues about housing being taken over by the CWWC (impact of design on quality of client wellbeing) and FRAC (finance related aspects of partnerships with housing providers).

Governance Committee

In October 2019, the terms of reference of the Nominations Committee were expanded to take on a broader remit concerning governance. In doing so, it subsumed the responsibilities of the former Nominations and Appraisal Committee. A number of key matters have been addressed via this committee such as a formal performance review of the Board and preparation of papers concerning a proposal to remunerate Directors.

Financial Statements

Statement of Profit or Loss and Other Comprehensive Income For the period ended 30 June 2020

| | Note | 30 June 2020 \$ | 30 June 2019 \$ |
|--|------|--------------------|--------------------|
| Revenue | 2 | 29,989,605 | 24,710,684 |
| Other income | | 250,913 | 600,054 |
| Employee expenses | | (23,597,579) | (19,370,108) |
| Depreciation and amortisation expense | 3 | (291,866) | (203,710) |
| Client care expenses | | (306,239) | (408,734) |
| Repairs, maintenance and vehicle running expense | | (346,000) | (395,199) |
| Rental expense | | (200,068) | (338,187) |
| Utilities expense | | (122,336) | (117,679) |
| Training expense | | (79,787) | (27,763) |
| Audit, legal and consultancy fees | | (212,215) | (270,098) |
| Administration expense | | (26,076) | (31,601) |
| Other expenses | | (865,622) | (709,714) |
| Interest on leases | | (21,579) | - |
| Interest expense | | (20,235) | - |
| Net surplus for the year | | 4,150,916 | 3,437,946 |
| Other comprehensive income | | - | - |
| Total comprehensive income for the year | | 4,150,916 | 3,437,946 |

The accompanying notes form part of these financial statements

Financial Statements

Statement of Financial Position As at 30 June 2020

| | Note | As at 30 June 2020 \$ | As at 30 June 2019 \$ |
|--------------------------------------|------|--------------------------|--------------------------|
| Assets | | | |
| Current Assets | | | |
| Cash and cash equivalents | 4 | 16,129,998 | 10,710,340 |
| Trade and other receivables | 5 | 1,755,245 | 1,307,697 |
| Other current assets | 6 | 189,845 | 143,302 |
| Total Current Assets | | 18,075,088 | 12,161,339 |
| Non-Current Assets | | | |
| Property plant and equipment | 7 | 2,011,270 | 1,997,844 |
| Right-of-use assets | 8 | 504,605 | - |
| Intangible assets | 9 | 60,738 | 60,303 |
| Total Non-Current Assets | | 2,576,613 | 2,058,147 |
| Total Assets | | 20,651,701 | 14,219,486 |
| Liabilities | | | |
| Current Liabilities | | | |
| Trade and other payables | 10 | 6,060,537 | 4,686,490 |
| Lease liabilities | 11 | 221,254 | - |
| Employee provisions | 12 | 2,391,025 | 2,084,779 |
| Total Current Liabilities | | 8,672,816 | 6,771,269 |
| Non-Current Liabilities | | | |
| Lease liabilities | 11 | 289,729 | - |
| Employee provisions | 12 | 324,930 | 234,907 |
| Total Non-Current Liabilities | | 614,659 | 234,907 |
| Total liabilities | | 9,287,475 | 7,006,176 |
| Net Assets | | 11,364,226 | 7,213,310 |
| Equity | | | |
| Accumulated funds | 14 | 10,399,189 | 6,248,273 |
| Reserves | 14 | 965,037 | 965,037 |
| Total Equity | | 11,364,226 | 7,213,310 |

The accompanying notes form part of these financial statements

Financial Statements

Statement of Changes in Equity For the period ended 30 June 2020

| | <i>Accumulated Funds</i> | <i>Asset Revaluation Reserve</i> | <i>Total Equity</i> |
|--------------------------------|------------------------------|--|-------------------------|
| Balance at 30 June 2018 | 2,810,327 | 965,037 | 3,775,364 |
| Net surplus | 3,437,946 | - | 3,437,946 |
| Balance at 30 June 2019 | 6,248,273 | 965,037 | 7,213,310 |
| Net surplus | 4,150,916 | - | 4,150,916 |
| Balance at 30 June 2020 | 10,399,189 | 965,037 | 11,364,226 |

Statement of Cash Flows For the period ended 30 June 2020

| | <i>Note</i> | <i>30 June 2020</i> | <i>30 June 2019</i> |
|---|-------------|---------------------|---------------------|
| | | \$ | \$ |
| Cash flows from operating activities | | | |
| Client fees | | 29,086,631 | 15,415,950 |
| NDIS advanced payment | | 2,032,290 | - |
| Interest received | | 84,590 | 49,939 |
| Other fees/contributions | | 857,967 | 3,255,607 |
| Receipts from donations | | 8,514 | 8,697 |
| Payments to suppliers and employees | | (26,189,166) | (20,711,395) |
| Unspent government grants | | (344,993) | 5,270,418 |
| Net cash generated from operating activities | | 5,535,833 | 3,289,216 |
| Cash flows from investing activities | | | |
| Payment for property, plant and equipment | | (74,361) | (3,550) |
| Payment for intangible assets | | - | (76,221) |
| Net cash used in investing activities | | (74,361) | (79,771) |
| Cash flows from financing activities | | | |
| Interest expense | | (41,814) | - |
| Net cash used in financing activities | | (41,814) | - |
| Net change in cash and cash equivalents | | 5,419,658 | 3,209,445 |
| Cash and cash equivalents at beginning of year | | 10,710,340 | 7,500,895 |
| Cash and cash equivalents at end of year | 4 | 16,129,998 | 10,710,340 |

The accompanying notes form part of these financial statements.

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

REPORT ON THE SUMMARY FINANCIAL REPORT

Opinion

The summary financial report of the Company which comprises the statement of financial position as at 30 June 2020, the statement of profit or loss and other comprehensive income, the statement of changes in equity and the statement of cash flows for the year then ended, are derived from the audited financial report of Lighthouse Disability Ltd for the period ended 30 June 2020.

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

Summary Financial Statements

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

The Audited Financial Report and our Report Thereon

We expressed an unmodified audit opinion on the audited financial report in our report dated 16 September 2020.

Director's Responsibility for the Summary Financial Statements

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

Auditor's Responsibility

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

A handwritten signature in blue ink that reads 'HLB Mann Judd'.

HLB Mann Judd Audit (SA) Pty Ltd
Chartered Accountants
Adelaide, South Australia
16 September 2020

A handwritten signature in blue ink that reads 'C. M. J.' with a stylized flourish.

Corey McGowan
Director

hlb.com.au

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Our Supporters



Patron

His Excellency the Honourable
Hieu Van Le AC



Vice Patron

Kelly Vincent

Honorary Life Members

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

Memberships

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

Auditor

HLB Mann Judd
169 Fullarton Road
Dulwich SA 5065

Community Support

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

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

Partners, Supporters and Sponsors

Access 2 Place Housing
AccessPay Pty Ltd
Access Programs EAP & Workplace Consulting
Adelaide Disability Medical Services
ApplePi Design
ASSIST Therapy Services (North)
Atlas McNeil Health Care
Banksia Appliance Services
Bunnings Parafield
Campbelltown City Council
Carecommunity
Claudio Raschella Photography
City of Playford
Community Business Bureau
Community Living Australia
Community Support Inc
Cooperative Bonds Limited
Cnovate
Cornerstone Housing
Dana Shen Consultancy
Department of Human Services
DW Fox Tucker
EBL Disability Services
Enable Better Lifestyles Disability Services
Edmen Staffing Solutions
Enhance Training
Enrite Care
Epicure Productions
Exclusive Air Conditioning
Flinders University
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Haddad Pharmacy Group
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Junction Housing
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Les Brazier Special Vehicles
Linda McCartney
Llewellyn & Gursansky
Lumin Collaborative
Lutheran Disability Services
Lyell McEwin Hospital
Modbury Hospital
National Disability Insurance Scheme
National Disability Services
Neale Taylor Plumbing
O'Loughlins Lawyers
Oryx Property
Pam Simmons
PhysioWest
Prestige Crash Repairs
Quality Innovation Performance Ltd
Renewal SA
Rite Price Locksmiths
Royal Adelaide Hospital
Royal Adelaide Show
Royal District Nursing Service
Safe Work Practice
SocialPolicy Solutions
Spastic Centres of South Australia
Scouts Australia – SA Branch
Sfera's Park Suites & Convention Centre
Somersault Design
St John Ambulance SA
Subnet
Tea Tree Gully Lions Club
Technology One
The Australian Centre for Social Innovation
Thompson Organisations
Uniting Care Wesley Bowden
University of South Australia
WFS Australia (Emplive)
ZED Management Consulting

We welcome your support

How you can help

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

Lighthouse Disability Ltd

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101 Park Terrace, Salisbury, South Australia 5108

Email info@lighthousedisability.org.au

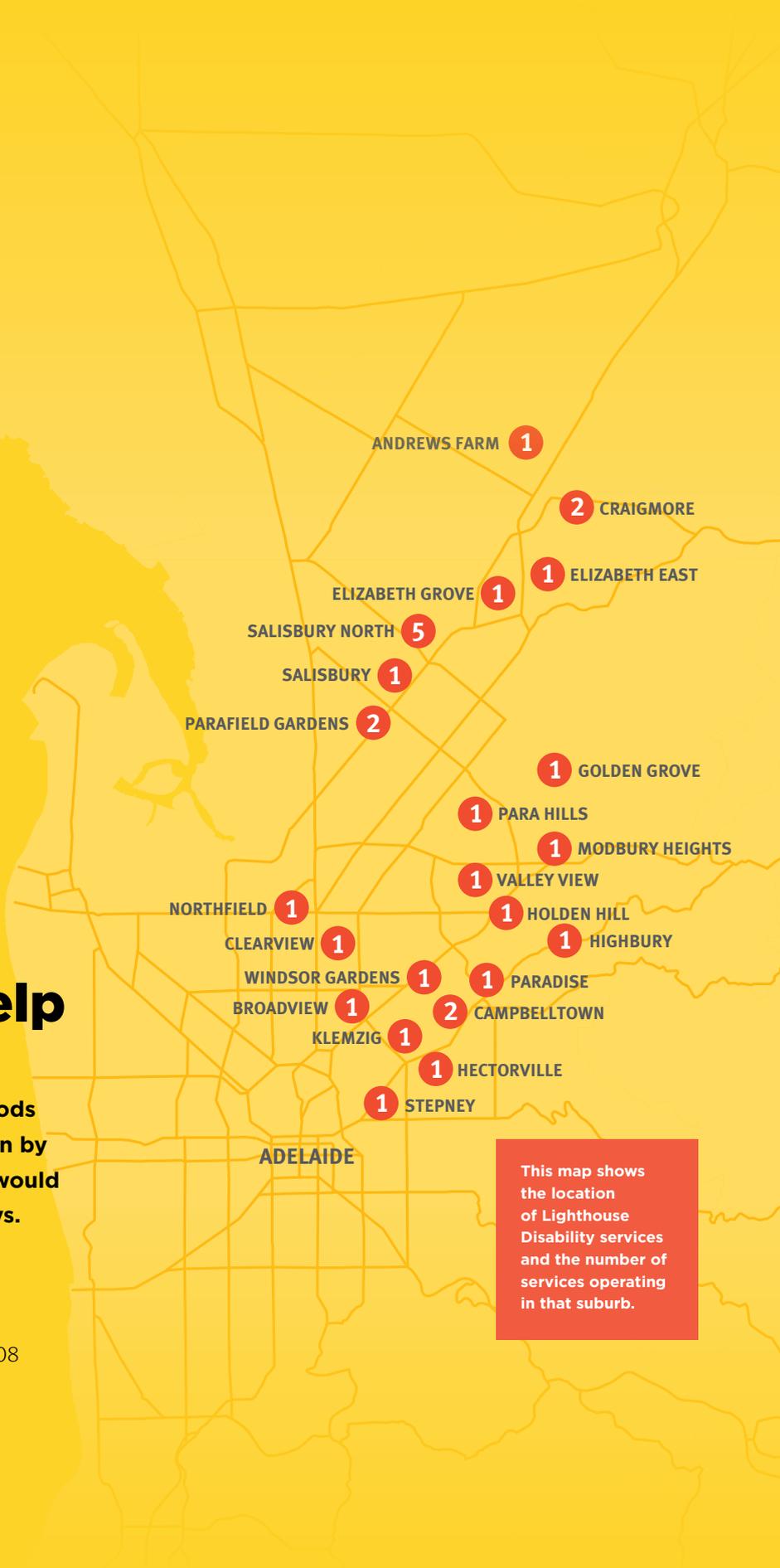
Tel 08 8256 9800

Web lighthousedisability.org.au

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ADDENDUM

Retirement of CEO Marj Ellis

Marj announced her retirement in May this year and will be leaving us on October 23.

I wish to take this opportunity on behalf of all clients, families, staff and supporters to express our gratitude for the enormous contribution she has made at the helm of Lighthouse Disability over the last seven years.

The sector and the organisation have changed significantly during this time and the Lighthouse of today is vastly different from that which Marj joined in 2013.

Marj brought a strong values-based approach and a genuine commitment to meeting the needs of clients. She encouraged collaboration and innovation amongst staff and reaching out to engage with clients and families. She contributed to sector initiatives that added value to our work and enhanced our reputation.

Through her leadership and hard work, she achieved the significant cultural change that was necessary to make our transition to the NDIS such a success.

In doing this she has gained admiration and respect from both the Lighthouse community and the sector at large. Marj will leave Lighthouse Disability having laid a strong foundation for its continued development and we wish her good health, happiness and fulfillment in whatever she chooses to do in the future.

Tim Jackson
Chair of the Board
Lighthouse Disability

