



LIGHTHOUSE  
DISABILITY

# Annual Report 2020/2021

# Our Vision

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

# Our Mission

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

# Our Values

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## 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.

# Acknowledgment of Country

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We acknowledge this land that we meet on is the traditional lands for the Kurna people and that we respect their spiritual relationship with their country.

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



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# Objects

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

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

# Our Supports

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You know how to live your life,  
Lighthouse Disability is here to support you to do it.



## Supported Independent Living

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Individualised support for people to live their life, as independently as possible.



## Support Coordination

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Connecting people with the right support providers in their community.



## Plan Management

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Support for people to manage their NDIS funding.

# The Year in Numbers

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**132**

people  
received NDIS  
services

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**237**  
support staff

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**28**  
places to  
call home

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**269**  
staff

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34% of our staff  
have been with  
us for more  
than 5 years

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**53**

amazing  
volunteers

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Abiding by  
COVID-19  
restrictions  
we held



**8**  
BOOM BOX  
discos

We delivered

**445,584**

hours of support  
through our  
Supported  
Independent  
Living service



31 years of  
providing  
support

# CEO and Chair Report

## The twelve months from July 2020 to June 2021 were busy ones with many operational changes at Lighthouse Disability.

In October, the leadership of Lighthouse Disability changed with the retirement of Marj Ellis and the commencement of Michelle Holian as CEO. To celebrate 30 years of Leveda and then Lighthouse Disability, a 1970s themed party was held with clients and staff in October. This was a great opportunity to say farewell and celebrate Marj's outstanding contribution to the organisation. At the October 2020 Annual General Meeting, the Board more formally recognised her achievements, thanked her on behalf of clients, families and staff and wished her all the best for her future.

The Board remains focussed on effectively governing the organisation, regularly considering the Objects of the Company as outlined in the Constitution (refer Page 1) on commencement of Board meetings to monitor alignment of strategic decision-making and operational activities to our stated purpose. The Board has significantly enhanced its suite of governance documentation in the last twelve months, including the development of a Governance Framework. A Corporate Governance Statement of achievement against the Governance Standards can be found at page 18 of this Annual Report.

The Board allocated key performance indicators to the incoming CEO for the period October 2020 to June 2021.

These included:

1. *Build person-centred service delivery where staff understand and meet our clients' needs and keep families informed and engaged in their wellbeing.*
2. *Enhance quality of reporting, particularly in relation to client wellbeing and safeguarding.*
3. *Address family concerns about levels of agency use.*
4. *Ensure Lighthouse Disability has the senior management capability to lead the organisation to the next level of maturity.*
5. *Build financial sustainability of 2020/21 services.*



There have been changes to the management team following an organisational restructure in February 2021. The residential houses have been grouped based on geographical zones to ensure more efficiency and consistency. It is understood that the changes to the operational MSDs responsible for each house impacts on client and family relationships and this will be kept to a minimum wherever possible. However changes may need to be made from time to time to support quality and safeguarding of clients and equitable distribution of workload.

There has also been recruitment to a number of budgeted positions in Park Terrace to support effective operation of the business. A focus in the 2020/21 year has been the exploration of alternative Lighthouse Disability office accommodation as Park Terrace is not fit-for-purpose. Several opportunities are under review and future direction will become clearer in the next financial year.

In early November, the Client and Family Engagement Project commenced. This project was built on a co-design model and involved many workshops with clients, family members and staff to identify opportunities to improve engagement. The final report was presented to the Board on 28 June 2021 Board by external consultant Dana Shen. Lighthouse Disability accepted all of the twelve recommendations and developed an action plan to progress their implementation.

A focus in 2020/21 has been the enhancement of analysis and reporting of both compliments and complaints and also incident reporting within Lighthouse Disability. 2020 incident reports were extracted manually from the system and following data cleansing, analysed to determine trends and required corrective actions. To address concerns with the data integrity of capture of incident reports on the Salesforce CMS, the incident reporting module was redesigned and the new incident reporting process launched in June 2021. The improvements to the incident reporting capture and reporting capability on the Salesforce CMS have resulted in more efficient meta-analysis of incident data and identification of improvement actions as part of our continuous quality improvement. This has built the foundation for further improvement in 2021/2022.

Lighthouse Disability had regular feedback from parents and guardians about the level of agency use within houses. Review showed that the level of agency use was in excess of the budgeted use, so a series of strategies were implemented to bring use to budgeted levels by 30 June 2021. A primary strategy was the increased use of group assessment centres to recruit staff and the accelerated recruitment of Edmen staff where MSDs recommended permanent hire. The reduction of agency use to budgeted levels was met and exceeded, with a commensurate reduction in cost of labour hire. A further reduction in dependency on agency staff is built into budget assumptions for 2021/2022.

The focus on building financial sustainability of 2020/21 services has been multi-factorial. Key issues impacting sustainability were identified in October 2020 and an action plan was developed, with regularly reporting to the Finance Committee. Commencing from February 2021, forecasting to 30 June was presented to the Finance Committee and to Board. As at 30 June 2021, Lighthouse Disability achieved a surplus of \$3.5 million.

Changes to the NDIS pricing model from 1 July 2020 and NDIS practice of capping SIL prices and in some cases reducing the level of services provided to our clients and leaving providers to carry the cost of unfunded service delivery hours, create challenges for future financial sustainability of providers like

Lighthouse Disability that have SIL as our main service stream. The financial impact of vacancies in group homes also continues to be a challenge, as NDIS funding of supports for other clients in a home is calculated as if vacancies were filled. At Lighthouse Disability, in residential accommodation we are very attentive to compatibility and preferences of people when offering vacancies in homes. Our current experience is that we pay a financial penalty for the duration there is a vacancy in a home, so taking the time we need to find someone who is an appropriate match impacts on our financial viability.

The complexity of intake of new clients into vacancies is further compounded by the NDIS planning and decision-making processes and coordination of therapist assessments which are required before NDIS funding can be approved for someone to change their accommodation arrangements. This means that long delays can be experienced in filling vacancies, with the financial impact of vacancies being carried by Lighthouse Disability. A priority for 2021/22 is the improvement of processes to match people waiting for SIL services in residential accommodation, and reduction in timeframe for a client from request for SIL services to receiving SIL supports. We will continue to work within the current funding arrangements to provide our clients with a welcoming, happy and safe home now and into the future.

Over the next 12 months a key focus for the Board and Senior Leadership Team will be the development of the Strategic Plan. The Board and Senior Leadership Team are committed to engaging with members, clients, families and staff in developing the strategic direction for our shared future.

Finally, a big thank you to all our clients, their supporters, our staff and volunteers for your continued support of Lighthouse Disability. It's your support that allows us to grow and support more people to live their life, the way they want to.

  
**Tim Jackson**  
Chair of the Board

  
**Michelle Holian**  
Chief Executive Officer

# Supported Independent Living



**Lighthouse Disability offers Supported Independent Living (also known as SIL) support across 27 houses in North and North Eastern Adelaide.**

**In 2020/2021 we supported 90 people with 445,584 hours of flexible and personalised service. We were able to continue to develop individualised, goal focussed plans with a person centred approach. This included developing skills in:**

Supported Independent Living is more than bricks and mortar, it's about supporting our clients to live their life, the way they want to. Our support team go above and beyond to ensure the needs and wants of our clients are listened to and acted upon. Our person-centred approach means we focus on the person and what they can do, not their disability. We focus on each person achieving their goals and tailor our support accordingly. This makes our clients at the centre of our service and involved in making decisions about their life.

In the coming 12 months, we are focusing on developing a new property strategy to ensure our clients have access to better properties. As part of this, we have reviewed and risk assessed all our accommodation and are engaging with landlords to rectify any issues. Additionally, we have now commenced a project with clients from two of our Lighthouse Disability owned properties, their families, support coordinators and an external property provider to co-design new purpose built homes designed around clients' support needs, interests and preferences. We plan to continue to work to uplift the quality of homes in collaboration with clients, families and other stakeholders.



**Cooking**



**Household Tasks**



**Emotional Support**



**Mobility and Travelling**



**Personal Care**



**Shopping**



## **Brett's baking up a storm**

**I really like to bake and want to build my cooking skills. One day, I wanted to try baking some chocolate muffins. With some support from my Support Worker, I combined all the ingredients, put them in the oven and out came these delicious chocolate muffins.**



# Support Coordination



**Lighthouse Disability works alongside people to understand their NDIS plans, investigate their options, reach decisions and access community and mainstream support services.**

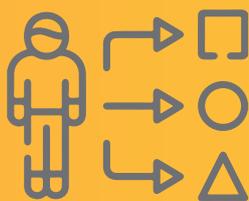
Support Coordination aims to remove some of the administrative burdens of the NDIS and ensure people get the most out of their plan.

In 2020/2021 our support coordinators assisted 99 people achieve their goals in

their NDIS plan. This has been predominately through a coordination of their supports, ensuring their goals were achievable and they had access to the right support.

While we encountered some workforce challenges in the last 12 months, we have welcomed three new members to our Support Coordination team. For 2021/2022, this new, qualified and experienced team will be focussing on meeting our clients' needs and improving the financial viability of the service. The Support Coordination team is working towards a target of 75% of their time being spent delivering NDIS funded Support Coordination services to clients.

## Our qualified team of support coordinators provide two types of coordination



### Support Coordination

For people to build skills so they can understand, implement and use their plan.



### Specialist Support Coordination

For people whose situations are more complex and need specialist support.



## **Lyle is on the move**

**I really want a motorised wheelchair to be more independent. With support from my Support Coordinator I am moving towards this goal, so I can safely access my community and pursue my interests and goals.**

# Plan Management



## Lighthouse Disability's Plan Management support manages people's NDIS funding, so they can focus on achieving their goals.

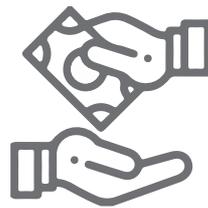
Plan Management gives people more choice and control, without the extra burden of managing their NDIS funds.

Lighthouse Disability continued to build and maintain its partnerships with a range of service providers and worked collaboratively with different organisations to ensure our clients were receiving the right support.

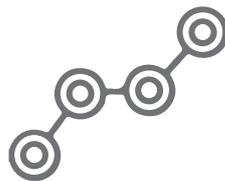
During 2020/2021 we introduced new software to increase the speed in which claiming and payments are made. This new software has enabled us to streamline internal process flow, automate claiming and payments and evidence compliance.

The improvement in efficiency has meant we now have timelier information available to clients and families and increased our ability to support more people through our Plan Management service. This will be a key focus area moving forward, as we grow our Plan Management service to ease the burden of financial management for clients.

**In 2020/2021 our Plan Managers assisted 101 people to:**



**Pay their service providers**



**Keep track of their NDIS funding**



**Keep a record of how they spent their NDIS funding**



**Connect with NDIS support providers in their local area**



## **New Go Talk assists Luci**

**To assist my communication, I used some of my NDIS funding to purchase a new Go Talk 9+, a portable communication tool. With the help of my Plan Manager, I checked to see if I had enough funding and asked them to pay for it for me. I use my new Go Talk 9+ all the time, it's really helped me.**

# Our People

**An organisational restructure at the senior leadership level was implemented on 22 February 2021. The new structure enables us to continually improve our ability to provide an excellent quality of support to our clients. As part of the restructure three new positions were created, each with a new scope.**



## General Manager, Client Wellbeing

- Service Delivery
- Rostering
- Quality, Compliance and Clinical Governance



## General Manager, Finance

- Finance
- IT
- Payroll
- Property Management



## Manager, People, Culture and Communications

- Human Resources
- Work, Health and Safety
- Volunteers
- Marketing and Communications

Further to the restructure, we completed a review of our service delivery structure and introduced a change to how we group our supported independent living services. As a result, our services have now been grouped geographically. This change will deliver many long term benefits, including less travel time for our Manager, Service Delivery team and a greater consistency of service to our clients.

As a further commitment to the health, safety and welfare of our clients and staff, we introduced the new position of Business Partner, Safety and Wellbeing. This role is responsible for ensuring the maintenance and compliance of Work, Health and Safety legislative requirements, as well as the overall health and safety of everyone who engages with Lighthouse Disability.

During the 2020/2021 year, the Lighthouse Disability team was made up of 269 skilled and dedicated individuals, with 237 people providing direct support.

Lighthouse Disability's staff deliver services tailored to the particular needs, hopes and goals of our clients. However due to workforce demand in the sector, we needed to partner with an external support agency to ensure our clients received the best level of support. Over the past 12 months we have welcomed a number of new Support Workers to our team, resulting in reduced reliance on external agency workers.

As a result, we have improved the continuity and consistency of supports for our clients.

Under the Workplace Gender Equality Act 2012, relevant employers are required to report to the Workplace Gender Equality Agency (WGEA) annually. The 2020/2021 Lighthouse Disability report was lodged to the WGEA on 11 August 2021 and can be viewed on our website. Overall, the gender make up of our workforce is evenly distributed with women making up 56% (below the industry average of 70%) and men making up 44%.

Despite the challenges of COVID-19, we still had 53 registered volunteers during the 2020/2021 year. Our volunteers are an incredible group of people who donate their time to create inclusive opportunities to support our clients. The roles include one-on-one social support for clients, the monthly Boom Box disco, gardening and administration.

Our team continued to show outstanding flexibility and strength during the ever evolving COVID-19 pandemic. As restrictions began to ease, our clients were able to attend programs and events outside their homes again. Yet, when restrictions were reintroduced, we were able to adapt our support. Thank you to all our staff and volunteers for their outstanding support of our clients during this challenging time.



## Brenton Wright Award Winners

To recognise our amazing team, we held the annual Brenton Wright Awards to acknowledge staff excellence.

### Winners

- Inge van Rens
- Kylie Swyghuizen
- Karen Munayco

### Finalists

- Cyril Paul
- Joanne Pratt
- Kathleen Anderson
- Pat Netschitowsky

# Quality and Safeguarding

**1,657**

hazards/incidents reported and managed



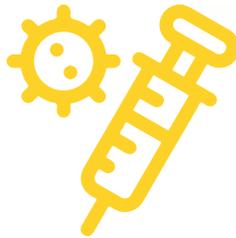
**98%**

hazards/incidents related to clients



**31**

hazards/incidents related to staff



**100%**

of clients who have consented to getting the COVID-19 vaccine are vaccinated

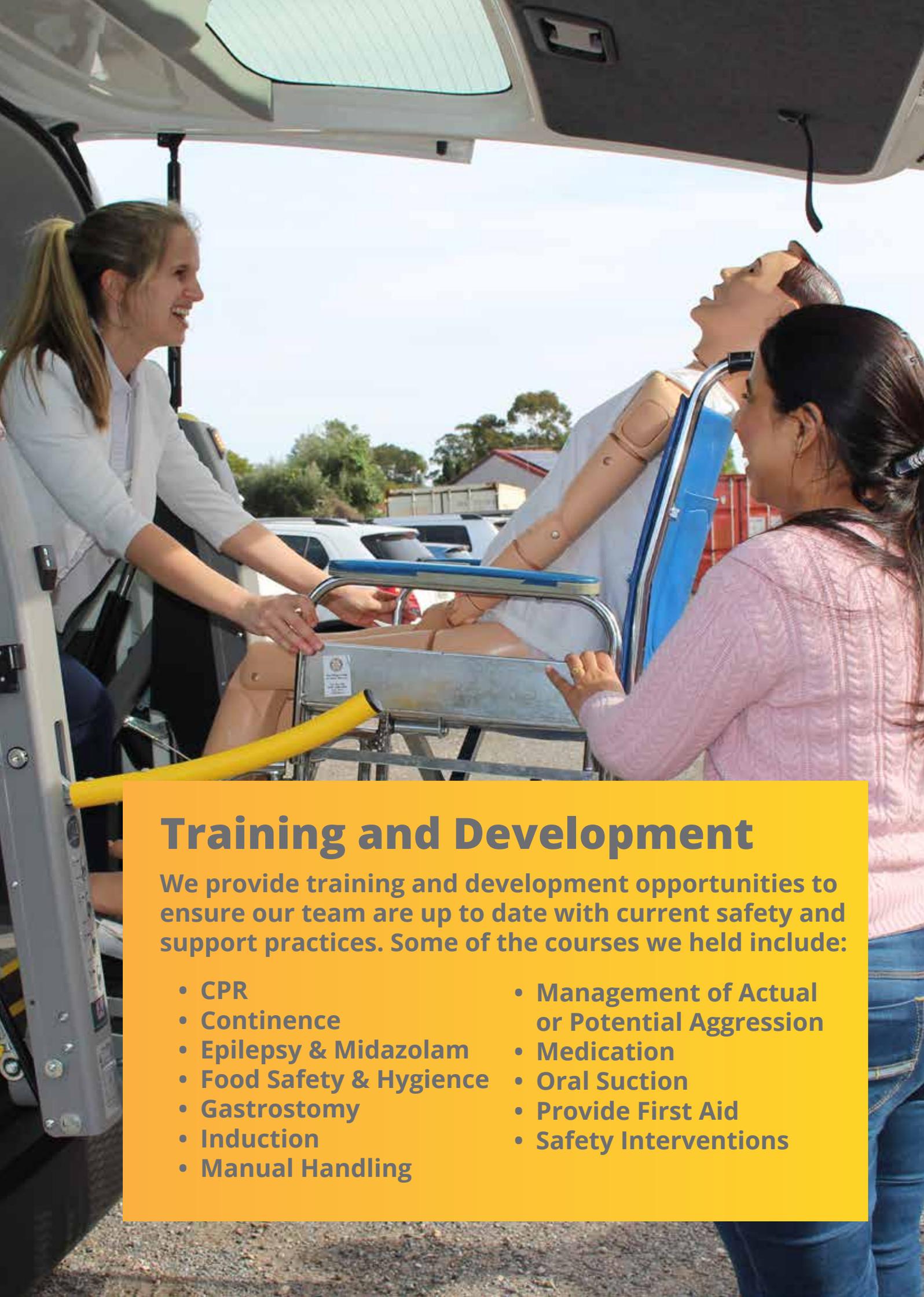
**97%** 

of complaints received were resolved



**WE RECEIVED 10 FORMAL COMPLIMENTS**

We held over 90 training sessions for our staff



## **Training and Development**

**We provide training and development opportunities to ensure our team are up to date with current safety and support practices. Some of the courses we held include:**

- **CPR**
- **Contenance**
- **Epilepsy & Midazolam**
- **Food Safety & Hygiene**
- **Gastrostomy**
- **Induction**
- **Manual Handling**
- **Management of Actual or Potential Aggression**
- **Medication**
- **Oral Suction**
- **Provide First Aid**
- **Safety Interventions**



**With COVID-19 restrictions lifting, we held our 30th Celebration Rock'n'Roll Disco on 26 October at Sfera's Park Suites and Convention Centre.**





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

## **Governance Standard 3 Compliance with Australian laws**

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

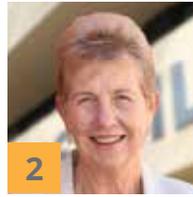
The Board delegates responsibility for Lighthouse Disability’s day-to-day operations and

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.

# Our Directors



## 1. Tim Jackson Chairperson

- **Chair of the Governance Committee**
- **Member of the Finance Committee**
- **Member of the Client Wellbeing Committee**
- **Member of the Risk 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.

## 2. Hon Lea Stevens Deputy Chairperson

- **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.

## 3. Jani Baker

- **Director**
- **Member of the Client Wellbeing Committee**

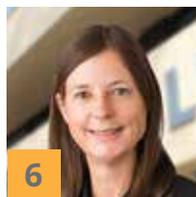
An experienced Executive and Senior Manager in both large public and for purpose organisations, Jani has developed specific expertise and proven skills in strategy, governance, stakeholder

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.

## 4. Matthew King

- **Director**
- **Chair of the Finance Committee**
- **Member of the Risk 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. Levi Mitchell

- **Director**
- **Chair of the Risk Committee**
- **Member of the Client 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.

## 6. Anna Nolan

- **Director**
- **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 of Australia and New Zealand (CA ANZ) SAVNT Council in 2019 and was a member of the Diversity and Inclusion Panel of CA ANZ from 2012 to 2018.

## 7. Sarah Scammell

- **Director**
- **Member of the Finance Committee**

Sarah is the General Manager of the Victim Support Service in South Australia. Sarah has successfully worked with many organisations to develop strategic partnership opportunities and projects that engage a broad range of stakeholders. Through senior management experience and the completion of a Masters of Business Administration, Sarah has extensive experience in strategic management, business development, stakeholder management, sponsorship,

grants, tenders and Not-For-Profit Governance.

## 8. Wayne Gibbings

- **Director (July 2020 to February 2021)**
- **Member of the Governance Committee**

Wayne has held senior executive positions in the private, government and not-for-profit sectors, with a strong focus on property related matters. In his executive capacity Wayne has strong experience in managing complex organisations, and has expertise in governance, strategic planning, project management and service delivery. In a voluntary capacity Wayne has been involved in a number of Boards over the years, and is currently a member of the Community Housing Council of South Australia.

# Committees of the Board

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## Finance Committee

The Finance Committee provides oversight of financial management and audits, along with providing advice about investment and asset management. Over the last twelve months, the Committee has ensured the annual accounts are independently audited, supported various internal audits in relation to payroll and other matters, and overseen work to located new office accommodation for staff. In addition, the Committee has progressed work to explore partnership opportunities with housing providers to improve accommodation for clients.

## Governance Committee

The Governance Committee, comprising the functions of the Nominations and Appraisal Committee, provides oversight of the organisation's overall effective governance and culture. Over the last twelve months, the Committee has overseen the development of a suite of new and enhanced corporate policies and procedures including a new Governance Framework, a Code of Conduct for Directors and revised the Whistleblower Policy. The Committee has also supported the review of the Board and its Committees Terms of Reference and overseen the appointment of a new Chief Executive Officer.

## Client Wellbeing Committee

The Client Wellbeing Committee provides oversight of safe and high quality care to clients and monitors the workforce strategy and practices to ensure safe and high quality safe. Over the last twelve months, the Committee overseen the response to the COVID-19 pandemic, along with the rollout of vaccination; supported preparations for the Disability Royal Commission and endorsed the Client and Family Engagement Framework Project.

## Risk Committee

Newly established, the Risk Committee held its first meeting in January 2021 and provides oversight of effective risk management systems. In the last six months, the Committee

has endorsed the establishment of a Risk Management Framework, revised the Risk Management Policy and has begun to create an Enterprise Risk Register, which will inform the setting of the organisation's risk appetite.

## 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.

## 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.

# Directors' Participation

Director	Board	Finance	Governance	Client Wellbeing	Risk
Tim Jackson	12/12	9/11	10/10	8/8	2/2
Lea Stevens	11/12		10/10	8/8	2/2
Sarah Scammell <sup>1</sup>	10/10	4/6 <sup>2</sup>			
Matthew King	11/12	10/11			
Wayne Gibbings <sup>3</sup>	7/7		6/6		
Jani Baker	12/12			8/8	
Levi Mitchell	12/12	5/5 <sup>4</sup>		5/5 <sup>5</sup>	2/2
Anna Nolan	12/12	9/11			

## Notes

- 1) On approved leave until September 2020
- 2) From December 2020
- 3) Until February 2021

- 4) Until November 2020
- 5) From December 2020



**On 14 March, we held our Annual Picnic where over 100 of our clients, families and supporters enjoyed lunch and coffee in the beautiful Dunstone Grove Reserve.**



# Financials at a glance

**\$31.9 million**  
**2020/2021 revenue**

**Our total comprehensive income for 2020/2021 was \$3.5M.**

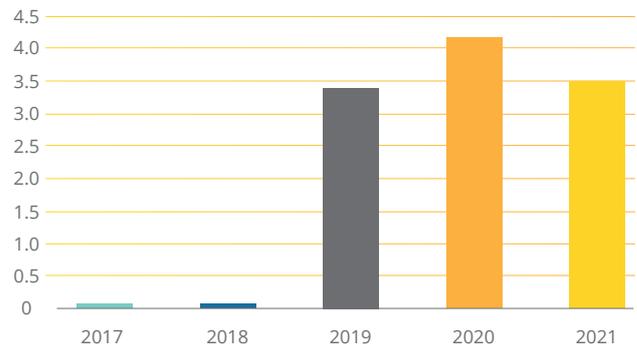
We continue to prioritise quality service delivery, which has been reflected in the investment in our people. In 2020/2021 our employee expenses increased by \$2.5M - which was primarily spent on additional support staff. Further to that, we invested heavily in our training and development to support client needs.

It is anticipated that the surpluses we have achieved in the previous three years will be significantly lower in the future. This can be attributed to the changes in funding for Supported Independent Living effective from 1 July 2020.

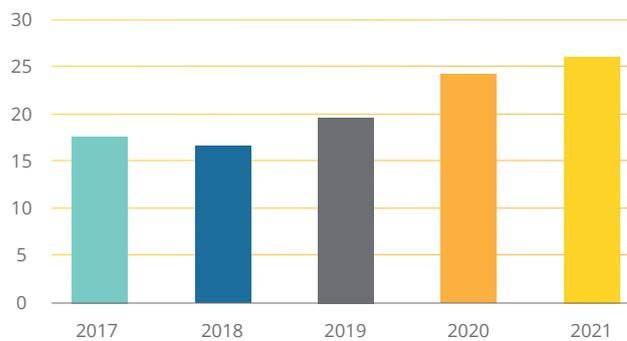
The changes have had two major impacts to the SIL pricing model and the NDIA planner decision making process, which on occasion reduces hours and staffing ratios in a clients' plan. Both these issues are national disability sector-wide issues experienced by SIL providers. Unfunded costs of service delivery are carried by Lighthouse Disability, including unfunded support hours and vacancies in services. The investment in upgrading our systems to align with NDIS requirements is also unfunded. We are continuing to work within the new funding arrangements to provide our clients with a welcoming, happy and safe home now and into the future.

We are in a very strong position financially, which has been demonstrated by the reduction in our liabilities and repayment of historical funds to the Department of Human Services. While cash at bank has reduced for the year, excluding these repayments, we still had a healthy operating cash inflow.

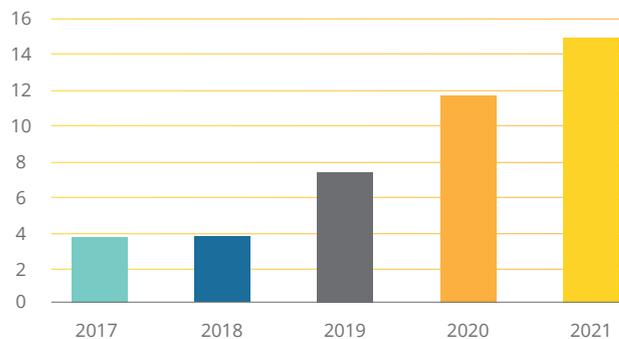
**Total Comprehensive Income (millions)**



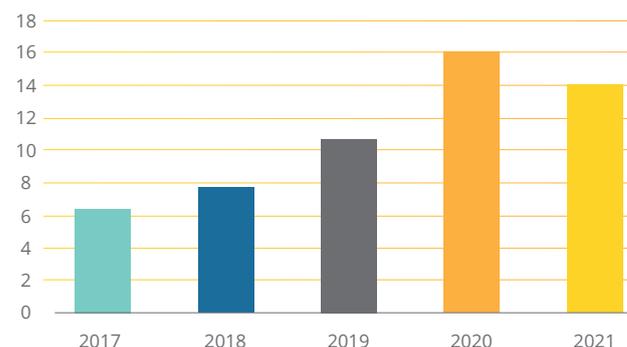
**Employee Expenses (millions)**



**Net Assets (millions)**



**Cash at Bank (millions)**



# Financial Statements

## Statement of Profit or Loss and Other Comprehensive Income For the period ended 30 June 2021

	30 June 2021 \$	30 June 2020 \$
Revenue	31,736,570	29,989,605
Other income	138,901	250,913
Employee expenses	(26,130,976)	(23,597,579)
Depreciation and amortisation expense	(388,127)	(291,866)
Client care expenses	(334,161)	(306,239)
Repairs, maintenance and vehicle running expense	(245,077)	(346,000)
Rental expense	(65,570)	(200,068)
Utilities expense	(80,275)	(122,336)
Training expense	(183,956)	(79,787)
Audit, legal and consultancy fees	(317,460)	(212,215)
Administration expense	(38,270)	(26,076)
Other expenses	(1,004,230)	(865,622)
Interest on leases	(43,477)	(41,814)
<b>Net surplus for the year</b>	<b>3,043,892</b>	<b>4,150,916</b>
Other comprehensive income	429,082	-
<b>Total comprehensive income for the year</b>	<b>3,472,974</b>	<b>4,150,916</b>

# Financial Statements

## Statement of Financial Position For the period ended 30 June 2021

	30 June 2021 \$	30 June 2020 \$
<b>Assets</b>		
<b>Current Assets</b>		
Cash and cash equivalents	13,900,733	16,129,998
Trade and other receivables	2,734,508	1,755,245
Other current assets	100,211	189,845
<b>Total Current Assets</b>	<b>16,735,452</b>	<b>18,075,088</b>
<b>Non-Current Assets</b>		
Property plant and equipment	2,440,300	2,011,270
Right-of-use assets	1,021,482	504,605
Intangible assets	54,105	60,738
<b>Total Non-Current Assets</b>	<b>3,515,887</b>	<b>2,576,613</b>
<b>Total Assets</b>	<b>20,251,339</b>	<b>20,651,701</b>
<b>Liabilities</b>		
<b>Current Liabilities</b>		
Trade and other payables	1,107,004	6,060,537
Lease liabilities	322,792	221,254
Employee provisions	2,922,536	2,391,025
<b>Total Current Liabilities</b>	<b>4,352,332</b>	<b>8,672,816</b>
<b>Non-Current Liabilities</b>		
Lease liabilities	717,233	289,729
Employee provisions	344,574	324,930
<b>Total Non-Current Liabilities</b>	<b>1,061,807</b>	<b>614,659</b>
<b>Total Liabilities</b>	<b>5,414,139</b>	<b>9,287,475</b>
<b>Net Assets</b>	<b>14,837,200</b>	<b>11,364,226</b>
<b>Equity</b>		
Accumulated funds	13,443,081	10,399,189
Reserves	1,394,119	965,037
<b>Total Equity</b>	<b>14,837,200</b>	<b>11,364,226</b>

# Financial Statements

## Statement of Changes in Equity For the period ended 30 June 2021

	<i>Reserves</i> \$	<i>Retained Earnings</i> \$	<i>Total Equity</i> \$
Balance at 30 June 2019	965,037	6,248,273	7,213,310
Surplus for the year	-	4,150,916	4,150,916
Other comprehensive income for the year	-	-	-
Total Comprehensive income for the year	-	-	-
<b>Balance at 30 June 2020</b>	<b>965,037</b>	<b>10,399,189</b>	<b>11,364,226</b>
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	<b>429,082</b>	<b>3,043,892</b>	<b>3,472,974</b>
<b>Balance at 30 June 2021</b>	<b>1,394,119</b>	<b>13,443,081</b>	<b>14,837,200</b>

## Statement of Cash Flows For the period ended 30 June 2021

	<i>30 June 2021</i> \$	<i>30 June 2020</i> \$
<b>Cash flows from operating activities</b>		
Receipts from clients	30,608,734	29,043,279
NDIS advance payment	-	2,032,290
Interest received	58,206	84,590
Rental income	498,424	700,401
Receipts from donations	4,279	2,965
Payments to suppliers and employees	(32,125,339)	(25,823,290)
Repayment of unspent funds	(814,950)	(344,993)
Finance costs	(43,477)	(41,815)
<b>Net cash generated from operating activities</b>	<b>(1,814,123)</b>	<b>5,653,427</b>
Payment for property, plant and equipment	(75,822)	(74,309)
<b>Net cash from investing activities</b>	<b>(75,822)</b>	<b>(74,309)</b>
Payment for lease liabilities	(339,320)	(308,078)
<b>Net cash from financing activities</b>	<b>(339,320)</b>	<b>(308,078)</b>
<b>Net change in cash and cash equivalents</b>	<b>(2,229,265)</b>	<b>5,419,658</b>
<b>Cash and cash equivalents at beginning of year</b>	<b>16,129,998</b>	<b>10,710,340</b>
<b>Cash and cash equivalents at end of year</b>	<b>13,900,733</b>	<b>16,129,998</b>

# Director's Declaration

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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, reduced disclosure requirements (including the Australian Accounting Interpretations); and

b. Giving a true and fair view of its financial position as at 30 June 2021 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  
5th October 2021



Matthew King  
Treasurer  
5th October 2021

# Independent Auditor's Report



## Independent Auditor's Report to the Members of Lighthouse Disability Limited

### REPORT ON THE AUDIT OF THE FINANCIAL REPORT

#### Opinion

We have audited the financial report of Lighthouse Disability Limited ("the Company") which comprises the statement of financial position as at 30 June 2021, 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 statements, including a summary of significant accounting policies, and the Director's declaration.

In our opinion, the accompanying financial report of the Company has been prepared in accordance with Division 60 of the *Australian Charities and Not-for-profits Commission Act 2012*, including:

- (a) giving a true and fair view of the Company's financial position as at 30 June 2021 and of its financial performance for the year then ended; and
- (b) complying with Australian Accounting Standards – Reduced Disclosure Requirements 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 Company in accordance with the auditor independence requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants* ("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 confirm that the independence declaration required by Division 60 of the *Australian Charities and Not-for-profits Commission Act 2012*, which has been given to the Directors, would be in the same terms if given as at the time of this auditor's report.

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

#### Responsibilities of Management and Directors for the Financial Report

Management is responsible for the preparation of the financial report that gives a true and fair view in accordance with the Australian Accounting Standards – Reduced Disclosure Requirements and the *Australian Charities and Not-for-profits Commission Act 2012* and for such internal control as management determines 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, management is responsible for assessing the Company'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 management either intend to liquidate the Company or to cease operations, or have no realistic alternative but to do so.

The Directors are responsible for overseeing the Company's financial reporting process.

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

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Liability limited by a scheme approved under Professional Standards Legislation.

HLB Mann Judd Audit (SA) Pty. Ltd. is a member of HLB International, the global advisory and accounting network.

# Independent Auditor's Report



## Auditor's Responsibilities for the Audit of the Financial Report

Our objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with 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.

As part of an audit in accordance with the Australian Auditing Standards, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the management.
- Conclude on the appropriateness of the management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

We communicate with the Directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide the Directors with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

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

**HLB Mann Judd Audit (SA) Pty Ltd**  
**Chartered Accountants**

Adelaide, South Australia  
6 October 2021

A handwritten signature in blue ink that reads 'c.m.g.' followed by a stylized flourish.

**Corey McGowan**  
**Director**

# Our Supporters



## Patron

His Excellency the Honourable Hieu Van Le AC



## Vice Patron

Kelly Vincent

## Volunteers

Alana Lysandrou  
Alexander Makami  
Allen Burchell  
Anna Leibhardt  
Bhavnesh Makwana  
Bianca Priasca  
Charlie Atkins  
Chris Allen  
Chris Evans  
Chris Hewish  
Cristiane Calabro  
Emma Amos  
Geoff Verco  
Glenn Lewis  
Greg Pillar  
Greg Williams  
Inga Ivan Ren  
Janet Toe  
Janine Stephens  
Jenny Bogucki  
Jimmy Patel  
John Tran  
Josephus Dolopei  
Junior Sillah  
Kaitlyn Platt  
Kimberly Priasca  
Lawrence Dolo  
Leonie Mybuyi  
Manfred Sinzinger  
Micheal Collyer  
Mihir Makwana  
Mila Dohm  
Nartan Patel

Pat Netschitowsky  
Pawandeep Nagra  
Preetika Singh  
Saminah Zafar  
Sandra Walter  
Shahidul Shimul  
Sijabuliso Ndhlovu  
Sophie Greet  
Sophie Hall  
Stephanie Edomiadaghan  
Sue Williams  
Susan Anderson  
Susan Hughes  
Tamika Mohr  
Tracey Burchell  
Tracy Jefferies

## 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
  - Tea Tree Gully Lions Club
  - Subnet

## Memberships

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

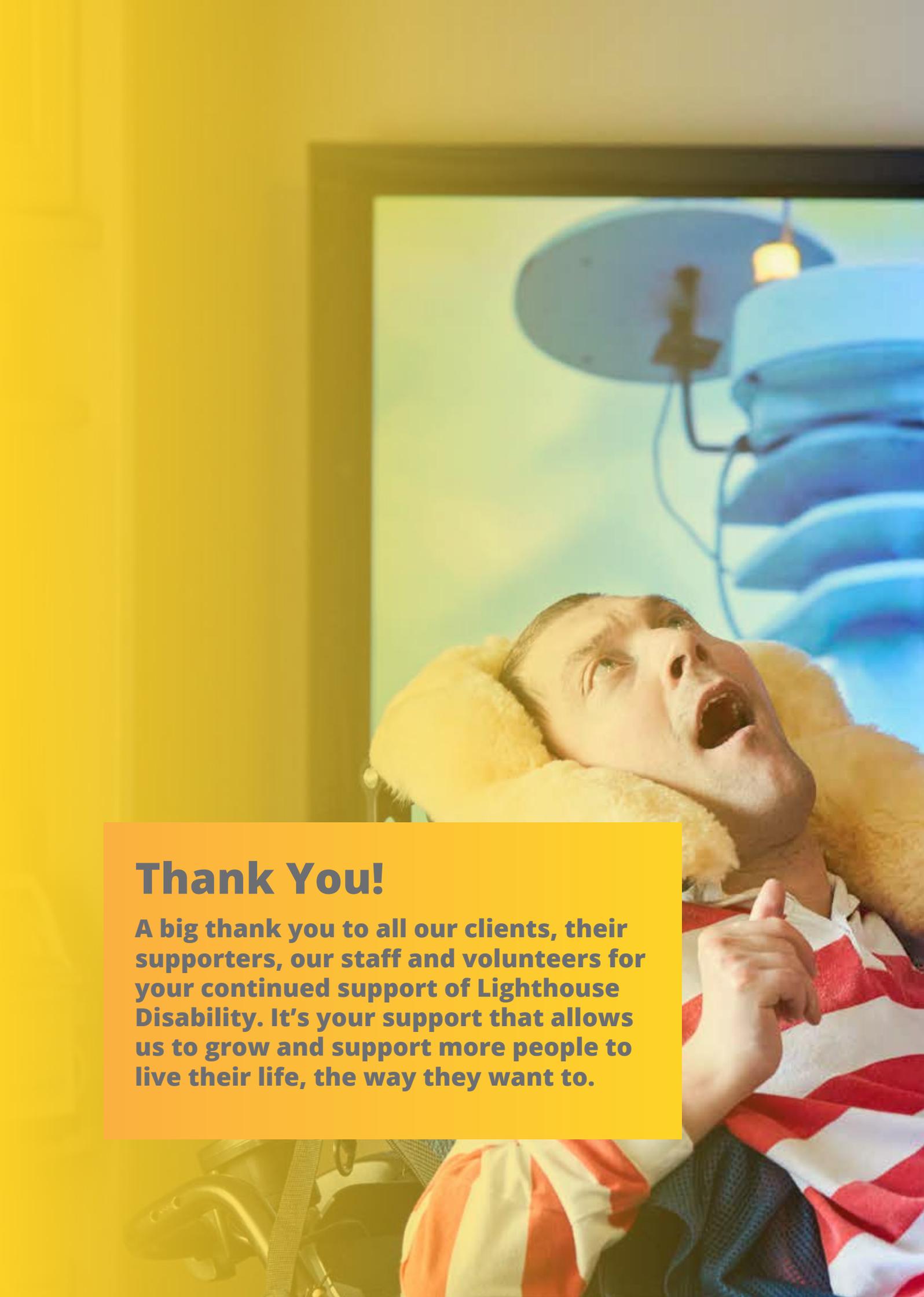
## Auditor

HLB Mann Judd  
169 Fullarton Road  
Dulwich SA 5065

# Farewell

**Lighthouse Disability wishes to thank His Excellency the Honourable Hieu Van Le AC for his patronage and support, including the hosting of the 30th anniversary celebrations at Government House in 2019.**





## **Thank You!**

**A big thank you to all our clients, their supporters, our staff and volunteers for your continued support of Lighthouse Disability. It's your support that allows us to grow and support more people to live their life, the way they want to.**





**LIGHTHOUSE  
DISABILITY**

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**Tel** 08 8256 9800

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