



Year In Review

Annual Report
2021 - 2022



lutheran
disability services

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1. Chair's Message



Although the year was a particularly challenging one (another full year of keeping clients and staff safe during the COVID pandemic, and keeping up with various government mandates), it was also fulfilling and successful for LDS.

The LDS Board says a huge thank you to the chief executive, the management team, the staff, clients and families who all worked so well together to overcome all challenges and ensure LDS continued to enrich the lives of the clients it supports.

The Board again provided the strategic and spiritual leadership, governance and direction to ensure that LDS remained focused on its mission, while creating a strong and sustainable business that can continue to serve people living with disability for many years to come. It has supported management in the effective delivery of associated defined outcomes.

Early in the year the Board endorsed an LDS "Strategy on a Page" which defined the strategic goals and objectives of:

- Helping clients thrive;

- Providing safe, secure homes for life;
- Developing strong connections and belonging;
- Being financially sustainable, and;
- Building an awesome team

In response to financial challenges and reductions of client plan funding by the NDIA, the Board worked with management to review potential alternate revenue streams. Following careful review, the Board agreed that LDS would continue to focus on its core product of supported independent living. LDS will seek to continue to grow these services organically, consistent with a property strategy of providing safe, secure and affordable housing options for clients. The Board endorsed the continued development and investment in quality and safety resources and systems to ensure LDS continues to deliver quality services that meet all NDIS safety and quality standards.

Following the notification of lease termination on one of the long-term rental properties, the Board reviewed several property options and approved LDS purchasing its own property to house the four clients impacted, who had indicated a strong desire to continue to live together. LDS now owns a lovely four-bedroom home in Plympton.

The Board continued to monitor and define an LDS long term property strategy. This strategy guides future decisions aimed at growing the number of LDS group homes to match client needs and reduce reliance on third party rental providers, while accessing government incentives related to



1. Chair's Message

(cont)

new, improved liveability supported disability accommodation. Although early projects are progressing slowly, LDS is particularly thankful for the emerging partnerships with the Lutheran congregations of St Johns, Tea Tree Gully, and Langmeil, Tanunda. These projects are an exciting outworking of LDS mission and create a wonderful opportunity to partner with congregations to include persons with a disability in Christian community.

The Board's Audit, Risk and Compliance Committee met three times during the year and provided specific oversight and governance of the following:

- Long term financial sustainability and balance sheet health
- Financial reporting, budgets and annual audit
- Risk appetite and risk management frameworks
- NDIS Audits and Quality and Safety compliance
- Contracts
- Insurances
- Major projects

The Disability Royal Commission has identified key questions that all clients and service providers should be asking about governance in the disability sector. The Board reviewed a gap analysis presented by management that identified LDS was very close to best practice and above current industry standards on the key nine areas identified. There were a small number of areas for enhancement that management were tasked to address.

Throughout the year, the Board received regular updates from management in relation to quality and safety. It formalised a quality and safety internal audit plan linked to organisational risks. The Audit Risk and Compliance Committee received regular updates of results of the internal audits and the LDS status in relation to NDIS quality and safety frameworks.

The Board met seven times through the year. For the majority of the year, the Board members were John Inglis, Sam Paior, Pastor Geoff Burger, Ben Raw, Louise Trinkle and Kym Wallent. Lucinda Osborne and Pastor Peter Miller joined the Board recently and the specific expertise and passion for LDS mission that they both bring is exciting. After many years of faithful service, Pastor Geoff Burger has announced his intention to resign from the board at the AGM. Geoff's spiritual guidance, wit and thought-provoking devotions have been invaluable and appreciated greatly. During the year the Board also farewell Louise Trinkle and thanks her for the generous contributions she made to LDS.

On behalf of the Board, I wish to thank the staff and families for everything they do for LDS clients. Their dedication and efforts are truly remarkable and vital to building the LDS Family.

LDS has been very fortunate to have had another year of outstanding leadership by chief executive John van Ruth. John's skills, enthusiasm and commitment are of a high calibre and the Board thanks him for his service to LDS and his influence on its success.

I wish to thank all Board members for their unfailing commitment to LDS, their valued perspectives and strategic oversight of building a strong and sustainable organisation to continue to support persons with disability to live independently and to help them connect and belong in Christian communities.

Kym Wallent
Chair, Lutheran Disability Services Board

Our Values



1

Faith

LDS is a faith based organisation, delivering our service through our Christ centred focus. This means that we support our clients who want to experience and express their faith.

By extension being involved in Church activities such as the community group at Edwardstown Baptist Church aligns to the values of our clients and the experience of giving back to the community.

2

Empowerment

Our clients are independent people living with disability who have the right to exercise choice and control.

LDS is a support service to help guide and empower our clients to assist them in making decisions that aligns to their life goals.

Empowerment can come through helping others and contributing to communities to build self-confidence and self esteem.

3

Excellence

Everything we do at LDS is through the lens of excellence. Our stated aim is to provide client centric services that are valued by our clients, the people that care about them and the community.

By building relationships whereby LDS can help to provide access to services in the community for our clients, together we can build excellence in Disability support services for South Australia.

4

Fun

We believe that fun should be part of everything we do.

Whether it's working, being out in the community, assisting clients to achieve their life goals; fun is essential to our Model of Support.

For our staff work should be fun, fulfilling and exciting everyday. And it results in happy clients and happy homes for everyone.

2. Chief Executive Officer's Report



I am very proud of the awesome team at LDS that has provided exceptional service and support for our clients during this very challenging year. I am particularly proud of the heart and dedication demonstrated by so many of our staff who continue to go over and above to enrich the lives of the clients we serve. I would especially like to thank my senior management team: Carman, Michael, Ben and Matt who have put in a stellar effort this year and who have been instrumental in setting the can do and go over & above culture that serves our clients so well. Well done team!

I thank everyone for their patience and diligence, as we have had to make so many changes to cope with the impacts of government mandates and people isolating with COVID.

During the year, the team has kept our focus on the key strategic pillars:

- Helping Clients thrive and especially working to make LDS “easy to deal with”;
- Developing our disability housing options, our clients and staff love our new house at Plympton;

- Creating strong partnerships, leveraging our strong Lutheran heritage and helping our clients connect and belong in the community activities that interest them;
- Building financially sustainable particularly given the financial challenges faced across the disability sector, and;
- Attracting, training and developing an awesome team that embodies our faith based values.

Client outcomes

At the end of 2021/2022 we now support 82 clients, 49 of which are in Supported Independent Living arrangements in one of the 23 homes that LDS manages. Our staff and families have worked together to make sure we deliver and support our clients goals, building strong community connections.

LDS is so excited to welcome our new clients to the LDS family during the year. They included clients at our DUN, CUL and FER houses.

LDS has a long history of going over and above in our supports for our clients. Our sustainable and careful financial management means that again this year we were able to donate a whole range of additional supports, activities and home improvements directly in line with our mission of sharing the love of Christ in serving people with a disability.

2. Chief Executive Officer's Report (cont)

Staff

As at the end of June 2022, we had 179 staff. We are blessed to have such a talented and dedicated team that share our values and heart for serving our clients.

Our streamlined staff induction process was an important initiative to ensure all new staff feel welcome and understand our culture and values. Annual turnover of staff for the year was just under 12%, which is less than half of the industry average. At 12% that means the average tenure of an LDS worker is over 8 years.

A key focus for us this year to develop the right organisational structure and levels of management to ensure we provide the right environment for developing our people, creating career progression opportunities and ensuring consistent delivery of our quality client focussed practices. We introduced a new role of Team Leader who replaced the previous role we called Client Services Assistant. Our team leaders have embraced their accountability for developing staff, building their team's capabilities and client service focus. Special thanks go to the Client Services Management team for delivering this large organisational change effort without losing sight of the client needs.

Property strategy

Considerable work has been undertaken during the year to develop new housing opportunities in partnership with Lutheran and other church congregations. This is in line with the board approved long-term property strategy. Our vision is not only to provide suitable and long-term secure housing options for clients living with a disability, but also to create spaces where clients can be valued contributing members of vibrant connected communities.

Things have progressed slower than we would have liked due to challenges in the building industry and rising house and land price making finding affordable options difficult. This has not diminished our efforts and we remain committed to delivering on the long-term property strategy.

Future

LDS expects to continue to grow the number of clients we support in Supported Independent Living. We will continue to develop supported living options through the NDIA system and match new clients with existing or new supported independent living arrangements and houses. Our intention is to leverage our strengths and faith-based approach to diversify our revenue options and continue to remain financially sustainable.

LDS is a very strong position to build on our legacy and mission of providing outstanding services and advocacy for our clients. We have developed awareness and branding in the community and this helps build strong connections to potential clients that we can match with existing clients or with new housing options to help them create the right supported living arrangements.

We remain committed to and vigilant in keeping our clients, staff and community safe in the year ahead.

I am honoured and blessed to be a part of such a great organisation. I thank our staff, clients and supporters for who you are, and all you do for each other.

Blessings,

John van Ruth
Chief Executive Officer

3. Operations



1

Service Delivery

During the year we optimised our organisational structure to ensure that we can consistently provide excellent service delivery to our clients, with Team Leaders responsible for client outcomes. We continued to invest in quality and safeguarding as we deploy the model of supports. Over the next 12 months LDS will increase the investment in service delivery to continue to deliver better outcomes for our clients.

2

Quality & Safeguarding

From April LDS has been preparing for the the NDIS reaccreditation review to be held in August 2022. This is an important review into our quality systems and will give the organisation a benchmark to the industry and to the NDIS quality standards. LDS has a focus on continuous improvement so that as an organisation we can continue to develop and refine our systems to ensure that clients receive world-class support, care and happiness as aligned to our values.

3

Client Life Goals

LDS continues to focus on our clients achieving their life goals. Whether this is supporting a client on their letterbox delivery round, helping to facilitate the weekly EBC Friendship day, assisting clients to to cook their own meals or help buy art materials to create their own masterpiece.

Our focus remains aligned to assisting the client in achieving their Life Goals as reflected in their NDIS Plan and delivering on this each and every day.

4

Happy Homes

Our goal is to develop disability appropriate housing for our clients that fits and suits their needs proactively rather than the current industry system of fitting clients to properties.

LDS is working with a wide-range of congregations, community housing providers and SDA organisations to continue to build a pipeline of affordable and long-term housing solutions for our clients.

83

Clients Served

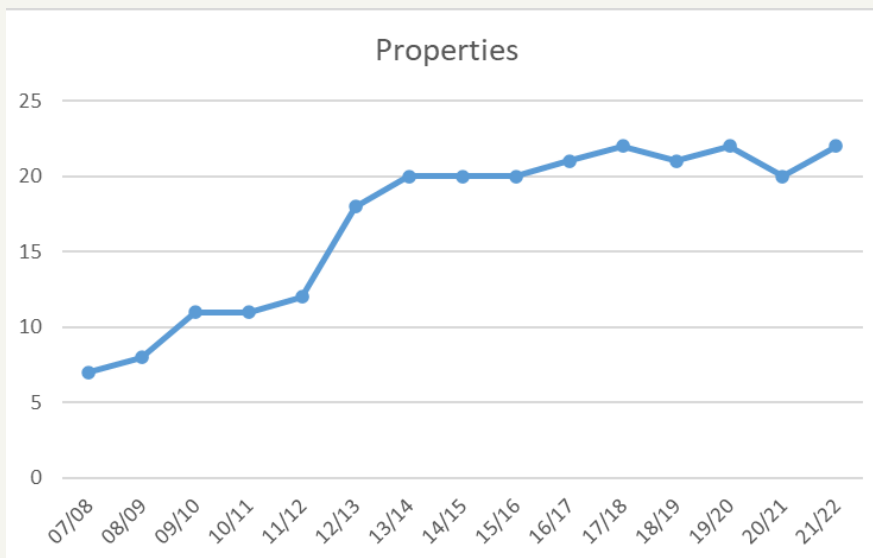
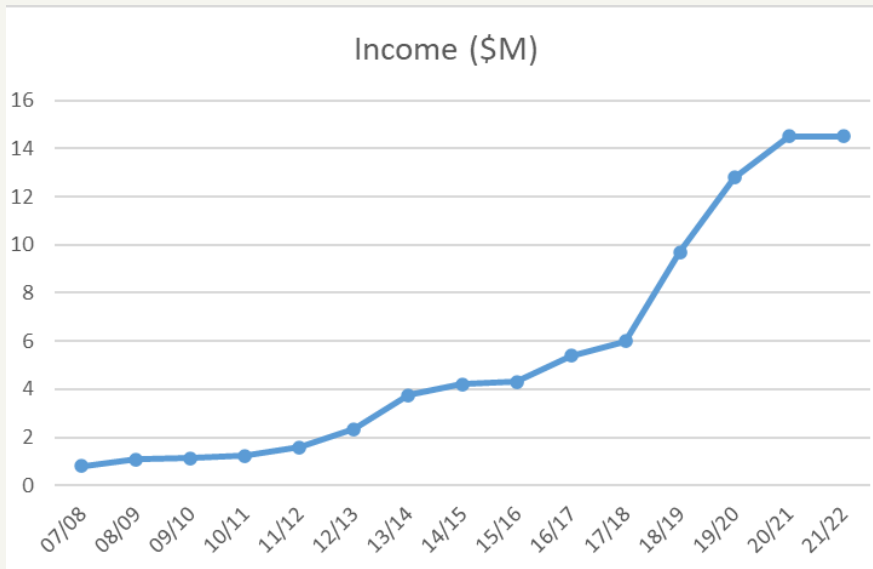
116,500

Support Hours

Provided by our awesome client services team.



FY22 Achievements



Stable

Income during FY22
as NDIS plan values
decreased

22

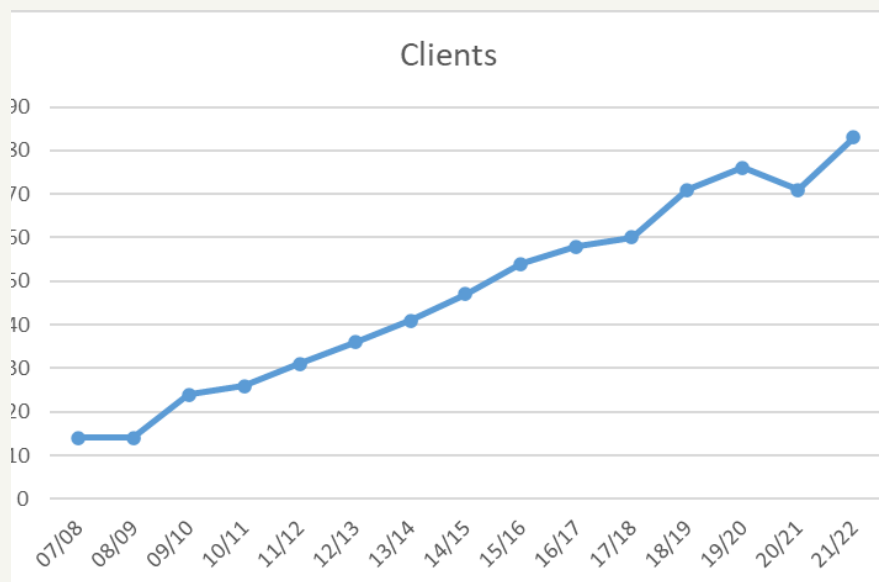
Homes supported by
LDS

2021-22 has been influenced once again by COVID-19 and the importance of keeping our community safe. Through this time LDS has continued to thrive and grow as people recognise LDS as being unique in how we serve our clients. During the year LDS has made the following achievements:

- Navigated through the third year of the COVID-19 pandemic by reviewing plans, keeping clients & staff safe and found new and unique ways to help our clients stay active safely
- Maintained previous year income levels while NDIS reviews lead to reduced funding in clients plans
- Undergoing the review process with NDIS Quality and Safeguarding reaccreditation
- Continued to grow and explore other products and services to a wider client base in SA
- Continued to promote the LDS brand to targeted customer segments to reduce vacancies
- Developed relationships with housing providers to secure more long-term accommodation solutions for our clients.

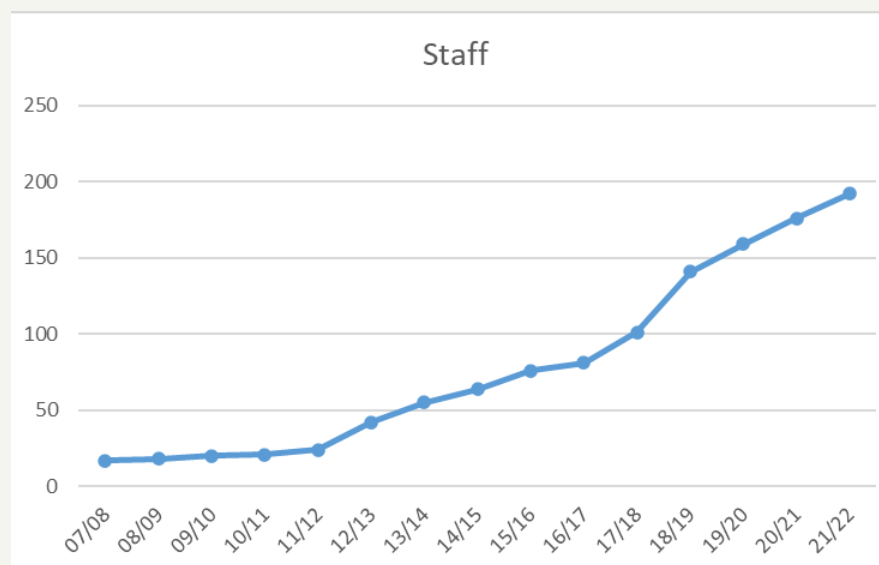
During 21-22 LDS continued to focus on delivering exceptional service and care to our clients. Utilising our values of faith, empowerment, excellence and fun we have continued to:

- Deliver quality, safe & caring client-focused services
- Create disability housing options and other services that help our clients thrive
- Continue to build financially sustainable support and advocacy for our clients
- Continue to attract, train & develop an awesome team to support our clients



83

Clients served in the
past 12 months



18

New staff to help
support our clients

Our vision for next year:

- Investigate new products and services to support current and future clients
- Replicate our program of providing our clients with pathways to be included and integrated into communities through our Serving Communities program
- Invest in our property program and deliver on the creation of suitable housing stock pipeline for our clients
- Continue to improve our financial due diligence, risk, governance and management systems that are client centric and efficient for better service delivery to our clients and community
- Investing in new programs and opportunities so clients can meet their goals and to endure long term financial sustainability for our organisation

4. Expressions of Faith

The expression of faith is important to LDS, it is one of our values and it is important that we offer our clients the opportunity to build connection and community through visiting a church. During the year LDS have supported clients to attend or visit a church as an expression of their faith and curiosity. Mark attended a local Catholic Church and Sean paid a visit to one of Adelaide's Cathedrals.

At LDS we are committed to support our clients to express their faith in any way that want to as a core value of our organisation. This may include volunteering in their community, through work, attending fun activities at faith based community groups or by attending services.



When Sharon, one of our clients who lives independently, found her TV not working she was worried that she would miss out on watching her favourite programs and the Crows game the next day.

Sharon's support team of Team Leader, Sandy and Support Worker Bryan knew how much a TV means to Sharon and made a quick call to the Senior Client Services Manager to access the LDS Empowerment Fund – an allocated budget enabling clients to make their house a home by replacing or fixing broken items or by adding that personal touch.

While Sharon could have waited to go through the process to apply for the money for a new TV via the Public Trustee, her support team knew that Sharon couldn't wait a week or so for the approval. By using the LDS empowerment funds, a new TV was gifted by LDS and purchased the next day allowing Sharon to have company over the weekend and was able to watch her beloved Crows, even though they lost.



5. Governance

CHAIR

Mr. Kym Wallent

BOARD MEMBERS

Ms. Sam Paor

Ps. Geoff Burger

Mr. John Inglis

Mr. Ben Raw

Ms. Lucinda Osborne

Ps. Peter Miller

Ms. Louise Trinkle

LDS's dedicated group of Board volunteers espouse our faith based values and provide the guidance and oversight to ensure client centric outcomes.

The Board has met 7 times this financial year. The Board has developed a structured Board calendar to manage and focus upon oversight of budgets, policies, risk management, finances and client outcomes

The Audit Risk & Compliance committee met 3 times.



"We're good mates" -
David & David

6. Our Awesome Team

Chief Executive Officer:
John van Ruth

Senior Managers:
Michael Kromwyk (Chief Operating Officer)
Ben Natt (Client Services - South)
Matt Stevens (Client Services - North)
Carman Wilson (Finance)

Management Team:
Carla Pantelis (Human Resources)
Graeme Duncan (Finance)
Caleb Dally (Finance)
Rebecca Hammat (Client Intake)
Jordan Matthews (New Clients)

The heart and soul of LDS is the Support Workers and Team Leaders who everyday go above & beyond to deliver exceptional service and care to our clients.

During the year we implemented our employee recruitment & onboarding programs to assist LDS in recruiting staff who share our values and service ethics.



"I love working at LDS"
- Abbey

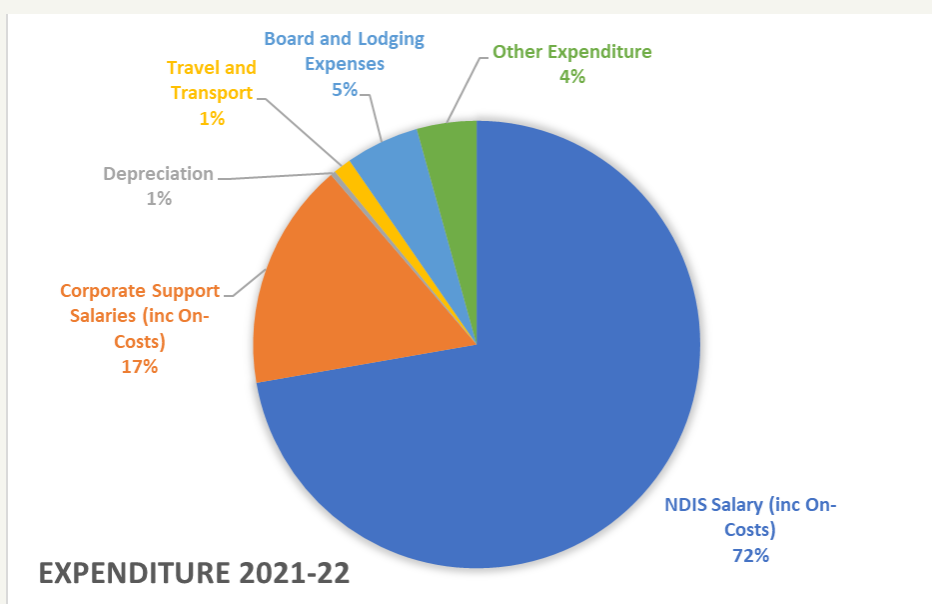
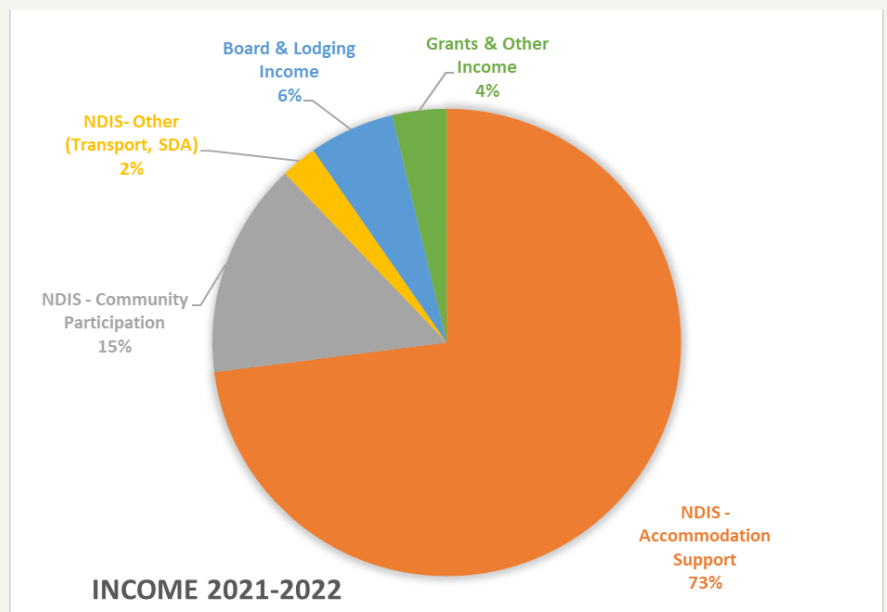
7. Financials

LUTHERAN DISABILITY SERVICES IS GROWING.

Our organisation continues to grow as we positively impact the lives of our clients.

During FY2021/22 LDS consolidated its income from NDIS accommodation-based support for our clients living with a disability and continued to grow income from providing SDA and Community Participation services.

- Our outstanding supported accommodation and community support services continued to be our core source of funding, representing 88% of income in the FY22 year, which enables our clients to create their happy home and fulfilling lives.

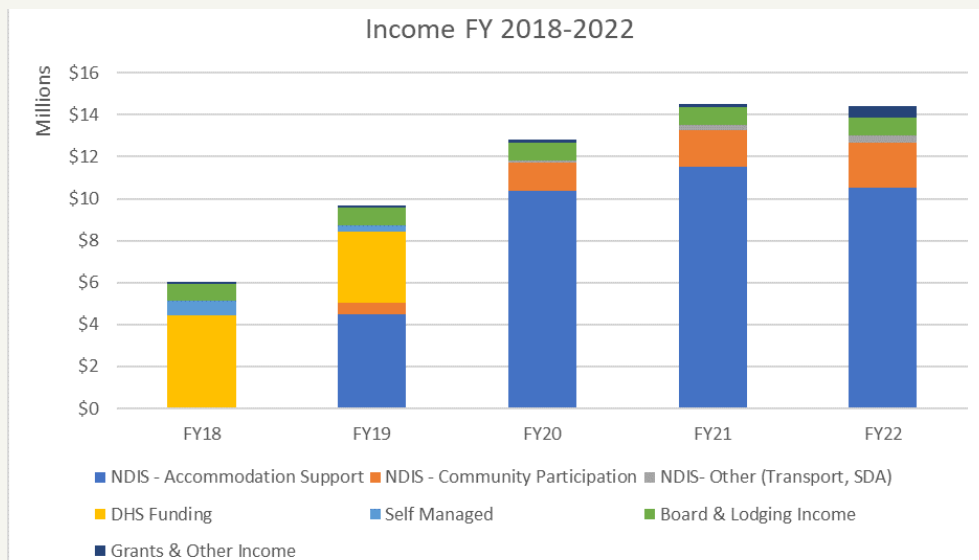


LDS continues to effectively manage the expenses in line with the growth

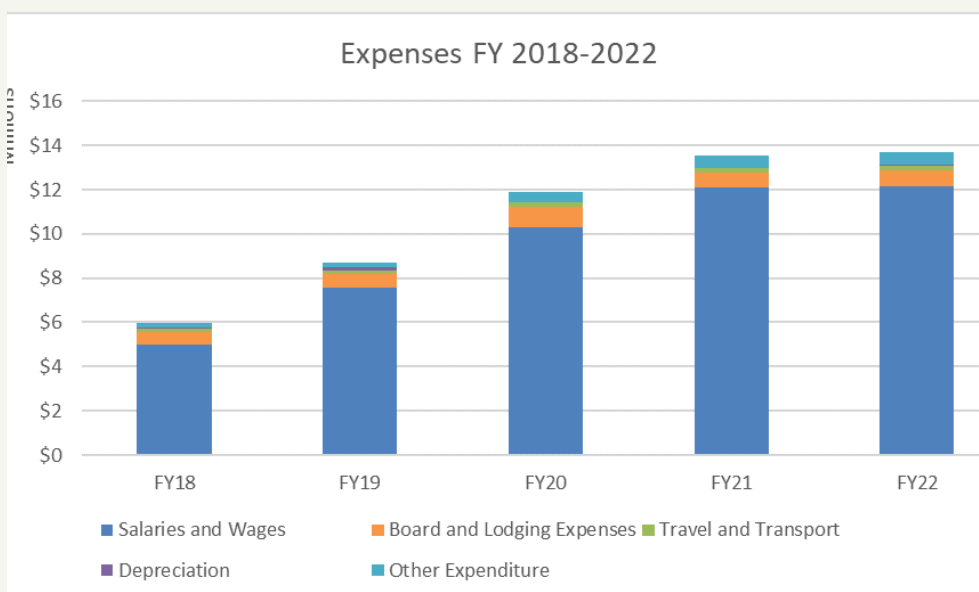
- Salaries and Wages is our major expense item that ensures our clients receive the outstanding service they deserve and expect within the funding limits.

7. Financials (cont.)

Over the past 7 years, LDS has continued to grow through providing services to more clients via increased properties and community support. NDIS provided a minimal increase to prices during the 2021-22 financial year, which impacted the income generated in the year.

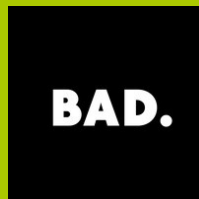
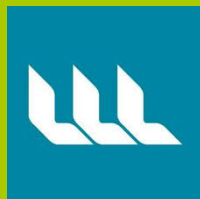


- LDS has continued to grow supported accommodation services as well as increasing community participation and SDA options for our clients
- Strong financial management ensures the retained surpluses are invested into capital and investment opportunities that will continue to improve the outcomes of current and potential clients.

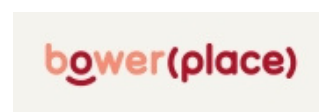


8. Partners in our Mission

Lutheran Disability Services would like to thank the following supporters - without your support LDS cannot make the difference we do for our clients and those who care for them.



A big thank you to our community partners - helping LDS and our clients to serve the community



We thank you for your continued support in our programs.





lutheran disability services

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