



**GREAT
OPPORTUNITIES.
GREAT LIFE.**

ANNUAL REPORT

2018/2019



AGENDA

WELCOME! TO THE 18/19 ANNUAL GENERAL MEETING

1. Acknowledgment of country
2. Welcome and apologies
3. Minutes of the 2018 AGM
4. Chairperson and CEO's report
5. Operations report
6. Clinical Services Report
7. Human Resources Report
8. Financial Report
9. Renominations to the board
Nominees: Alan Oxenham, Chris Meyer
10. New nominations to the board
Nominees: Carolyn Lawlor-Smith, Robert Melino
11. Appoint auditor for 2019/2020
12. Other Business

Close of meeting

Celebrations!

PREVIOUS MINUTES

Annual General Meeting 22nd November 2018

Present:

Lisa Godwin, Donna Clayson, Vanessa Lenarcic, Sharon Partington, Priscilla Gill, Sue Goodall, Joumana El-Merhibi, Emily Lawrence, Kathy Holt, Bernadette Farrugia, Danielle Collard, Tracey Patrick, Allan Oxenham, Tiff Hodge, Sarah Johnston, Mel Kubisa, Leanne Phillips, Jason Pentlow, Nicole Holbrook, Shannan Kimberley, Roweena Evans, Fiona Howlett, Hayley Barnes, Hayden Hill, John Ainsworth, Lorraine Jones, Alice Dayman, Daniel Lock, Shannen Buckland, Domenica Spagnolo, Greg Portman, Cassandra Dunne, Lara Huxtable, Sarah Lehmann, Phil Hathaway, Sam Farrell, Dawn O'Brien, Steve Russell, Andrew Freeman, Kathryn Davies, Jodie Scheer, Judy Scheer, Rae Bogaerts, Kim Addison, Sarah Priestley, Suzy Chaternuch, Karen Lee, Kahla Davies, Tianlin (Grace) Wu, Scott Murphy, Laura Rowe, Samantha Bartalos, Bianca Schulze, Kirra Elliss, Robert Love, Jamie Matthews-Batanas, Peta Kennedy, Susan Morrissey, Catherine Woods, Karmen Power, Stacie Findlow, Bev Cameron, Jan Fantasia, Darcy Cutten, Peter Rathjen, Aaron Shelley, Meisha Brokenshire, Ryan Lehmann, Julie White, Keiren Howard, David Digby, Sue Tolsher, Lakein Maddocks, Doug Hicks, Helen White, Judy Pulford, Michael Pulford, Sally Carmichael, Chris Lewis, Herbert Piepkorn, Andrew Gilbert, Sharon Atkinson, Alex Jones, Maxine Mahoney, Andrew Blaess, Andrew Johnson, Sally Corbett, Patrick Labinjan, Allan Everuss, Cheryl Hubbard, John Vardas, Amanda Smallacombe, Megan White, Hailee Davies, Angela Britton, Trish Ellard, Josie Proctor, Abby Gowland-Jones, Kara York, Emma Marks, Matthew Skorup-Maekin, Andrew Stubbings, Evanson Kihanya, Wayne Thompson, Navi Sekhon, Janet Daher, Owen Phillips, Peter Schaefer, Jessica Cappeluti, Jessica Cawte, Matthew Ellesworth, Nick Vlaholias, Ryan Willis, Dale Lawrence, Johnson Tarley, Zoe Brooks, Sam Warren, Kirsty Kiss, Brittany Rutherford, Chris Meyer, Mike Bessen, Kathy Groat, Bernadette Walsh.

Apologies: Kathy Groat, Peter Passalacqua

Minutes taken by: Lyn Morris

Acknowledgement of Land: Read by Stacie Findlow

Welcome: Alan Oxenham

Confirmation of previous minutes:

Moved: Chris Meyer

Seconded: Sarah Johnston

Motion Carried

Business Arising:

- Nil

New Business:

1. Alan Oxenham presented Chair Report

2018 has been a year of change for CLO which has seen considerable growth, including with our number of employees. CLO has seen a growth from 19 million dollars last year, to 23 million this year. It has been noted that the NDIS has brought with it many challenges but that due to Mel's foresight, CLO is in a good position to be competitive in the sector, with a reputation for providing quality services. On behalf of the board, the Chair has expressed appreciation to Mel in the CEO role and acknowledges her efforts since moving from the Acting role to that of the CEO. A big thanks to all staff for their hard work and professionalism over the past year and to all clients and families, and to the board members for their past 12 month's service and all contributions.

2. Mel Kubisa presented CEO report

This year brought to a close our strategic and business planning cycle for 2016 - 2018 and we commenced our new strategic direction: delivering excellence. During this year we again faced unprecedented and rapid change in our sector and organisation with the transition to the NDIS full steam ahead. We finished the year with 441 staff, a 20% increase in our workforce over the year. Our staff provided support for 112 people, living in group homes, clusters and independent tenancies. At the end of the year we had 33 Supported Independent Living (SIL) houses, and clusters. We opened our fourth office at Thebarton and we continue to operate from Kensington, Morphett Vale and Victor Harbor to support our workforce and clients from Elizabeth through to Kangaroo Island. We acknowledge our partnerships within the sector, for without the collaboration and an interagency approach many of our outcomes are not possible. This year continued to bring a shifting landscape within our partnership model to include our Local Area Coordinators (LAC's) and NDIA. We have signed an agreement with the NDIA to provide interim crisis responses in South Australia, an illustration of service providers and the NDIA working together to ensure this state and sector have appropriately resourced crisis response mechanisms. The strategic intent of our plan objectives is to measure how we achieve our vision and mission. We emphasised consumer feedback and rolled out the choice and control questionnaire, the standards questionnaire, 'We Listen' feedback forms and our family survey. Through this engagement process we are able to ensure that we have a consumer action plan that demonstrates quality outcomes within a framework of continuous improvement.

PREVIOUS MINUTES

Some highlights from Strategic /Business plan 17 – 18 final outcomes include:

We continue to provide a high level developmental programming and capacity building in all sites with a focus on goal attainment for clients, thus reporting over the year an average of 80% goal achievement.

We supported 100% of clients through NDIS pre-planning and provided pre-planning support summaries, Supported Independent Living (SIL) quoting development and functional assessment roll out to support the NDIA reasonable and necessary framework.

We provided 25 clients with a positive behaviour support plans which is underpinned by our therapeutic model of support due to high and complex needs. Our client outcomes are underpinned by an average 95% successful outcomes for our Disability Action and Inclusion Plan, with an innovative initiative to create adequate hardened housing by partnering with Renewal SA in response to housing needs. We continue to provide high level training, having delivered over 250 training opportunities across 17 -18. We focus heavily on human rights, person centred/active support training, positive behaviour support /restrictive practices and manual handling. We focus on creating a truly person centred culture with the continued person centred recruiting and values based recruitment models and methodologies to ensure we support our clients with values driven, passionate staff.

We were successful in gaining external accreditation through the Australian Service Excellence Standards (ASES) at Certificate and Award level. The standards assess quality across consumers and outcomes, continuous learning and innovation, valuing people and diversity and evidence based decision making. A highlight this year has been our Clinical team, our new team under the leadership of Sue supported our regions to great outcomes through developmental programming, group programmes, positive behaviour support programmes, and functional assessments.

Our external safety audit report indicated a 94.6 % compliance rate. The success of this audit is underpinned by average of 95 % success rate for our Business Safety Plan. Our 2017 – 2018 year showed a revenue growth of 9.6% with a 3.2% surplus. We therefore continue to show steady growth in this time of change, while at the same time remain dedicated to ensuring quality as we monitor the NDIS operating environment and the challenges this brings to all levels of the organisation.

Our new strategic direction:Delivering excellence commenced in July 2018 and is underpinned by the following Key result areas:

- Clients and stakeholders
- Leadership
- People and culture
- Learning and growth
- Sustainable financial performance
- Process management, improvement and innovation

Congratulations to all our teams for your continued passion and commitment, we thank you for your contribution over the year.

Moved to be accepted: Mike Bessen Seconded: Doug Hicks Motion carried

1. General Manager of Operations Report presented by Sharon Partington

1.1. Summarised report on achievements and highlights.

Moved: Doug Hicks Seconded: Alan Oxenham Motion carried

2. Human Resources Report presented by Sarah Johnston

2.1. Summarised report on achievement and highlights

Moved: Lyn Morris Seconded: Bernadette Walsh Motion carried

PREVIOUS MINUTES

3. Financial Report presented by Tiff Hodge

3.1. Discussed financial report for the 2017/2018 financial year.

Moved: Alan Oxenham

Seconded: Mike Bessen

Motion carried

4. Renominations to the Board:

Mike Bessen

Peter Passalacqua

Adam Bishop

Moved: Alan Oxenham

Seconded: Chris Meyer

Motion carried

New Nominations:

Bernadette Walsh

Doug Hicks

Kathy Groat

Retiring member: Lyn Morris

5. Constitutional Changes

7.1 Clause re staff representative on the board. ERC will now become an advisory role to the board

7.2 Secretary position removed; CEO can act as secretary and public officer as required.

Moved: Doug Hicks

Seconded: Lyn Morris

Motion carried

Appointment of Auditors To reappoint Pitcher Partners for the financial year 2018/2019

Moved: Alan Oxenham

Seconded: Chris Meyer

Motion carried

Other Business:

CLO Awards presentation

- Employee of the Year (Peer-Nominated): Joumana El-Merhibi
- CLO Gold Star – Person Centred Support Worker: Vikram Attri
- CLO Gold Star – Team of the Year: Drew Team
- Professional Development Award: John Ainsworth
- Innovation Award: Clinical Team
- Outstanding Achievement Award: Trish Ellard and Joumana El-Merhibi
- CLO Values Champion: Janet Quintrell
- Leadership Award: Sam Farrell

Any other business:

- Nil

Meeting closed: 1.50 pm



Calvin Klein Jeans

STRATEGIC PLAN

OUR VISION

All people experience great opportunities and a great life

OUR MISSION

Supporting your positive life journey, your dreams, your choices and your individuality



OUR VALUES

Integrity and Honesty

We expect everyone to be trustworthy, reliable and honest.

Individuality and Independence

Every person is different, we value the things that make each person unique. Everyone should then be supported to be the unique person they are and achieve as much independence as possible at home, at work and in the community.

Safety and Security

Everyone has the right to feel safe and live free from abuse, neglect and exploitation.

Dignity and respect

We all have the right to be valued and respected within society and act in ways that develop self respect and respect for others, acknowledging privacy, choice and control over one's life.

Rights and inclusion

Every person has the right to realise their potential in all aspects of their life and to participate and contribute to society.

People and relationships

We acknowledge the strength of families, friends and partners in creating an enriched enjoyable life. We believe in providing great staff and great services to enable a great life for everyone. We believe in creating the best people by supporting value centred leadership practice.

Innovation and Quality

We believe in new ideas, flexibility, dependability and continuous improvement. We enjoy being creative and dynamic to provide a great service and support a great life for everyone.

Valuing customer experience and a passion for service

Putting our customers at the centre of everything we do and ensuring we deliver value to support people to achieve their dreams and aspirations.

CODE OF CONDUCT

We show respect for all people and we will deliver truly person centered support that acknowledges individual rights, freedom of expression, choice, control and decision making in accordance with our values.

The integrity of our organisation depends upon the collaborative, supportive, open and transparent relationships that we establish and maintain with people with disabilities, their families and supporters, our colleagues and the community.

We treat information confidentially and respect the privacy of all people.

We will provide individualised person centred quality services and supports in a competent and skilled manner demonstrating both care and skill in all that we do.

We place our trust in each other to be professional, honest and to take steps to be responsive to any concerns that impact on the quality and safety of supports and services we provide.

We act in ways that are safe and lawful.

This is how we fulfil our roles and responsibilities to achieve our Vision and Mission.

STRATEGIC OUTCOMES HIGHLIGHTS



CLIENTS

- 100% of clients transitioned to the NDIS
- 100% of clients given the opportunity to engage in person centred planning through the 'My Life, My Way'
- 15 x quality site assessments undertaken
- Clinical Team expanded, providing Positive Behaviour Support and the introduction of Specialist Support Coordination
- Capacity building group programmes for our clients: 'Taking Control', 'Personal Safety and First Aid', 'Get Roofed'.
- 90% of the Disability Action and Inclusion Plan targets met



LEARNING AND GROWTH

- Australasian Society for Intellectual Disability (ASID) conference presentation 2018: Therapeutic Accommodation Model
- Four day Induction programme introduced for Support Workers
- Dedicated training sessions quarterly for Person centred Planning and Active Support and Positive Behaviour Support and Restrictive Practices
- Capability framework for performance development rolled out
- E-learning commenced
- The NDIS orientation module rolled out
- The Zero Tolerance framework rolled out



INTERNAL BUSINESS PROCESSES

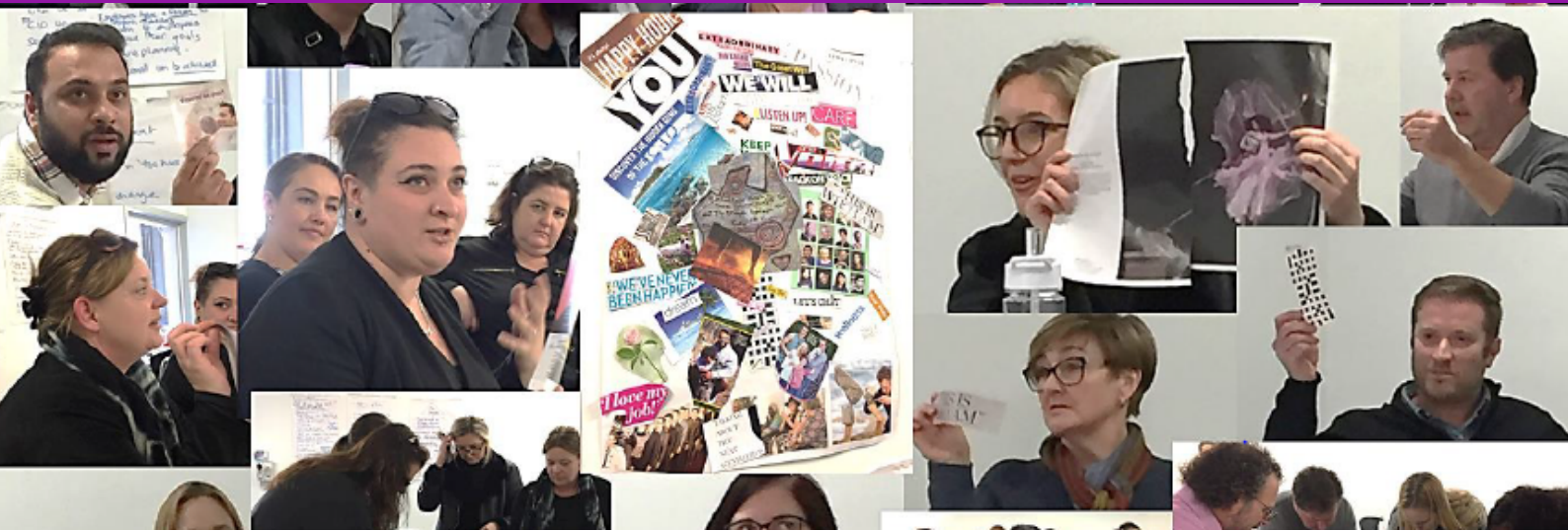
- New Clinical Services Manager position created
- Staff Development Coordinator position created to support excellence in our staff journey
- IT development project underway: CLO Management System
- 95% of the Business Safety Plan targets met
- Continuous improvement register implemented
- Values based recruitment process reviewed and implemented across the organisation
- Leadership plan developed and implemented for leader's coaching development and succession planning



FINANCIAL MANAGEMENT

- 33% growth achieved
- Negotiated new office premises in Edwardstown
- Reviewed business systems and processes to implement the new pricing structures of the NDIS
- Fourth region opened with the roll out of the psychosocial SIL project
- Successful internal branding workshop 'Bringing the Brand Alive' through our marketing plan which focussed on culture and living our values
- We purchased a purpose built house in Pasadena to continue to provide community living for people with disability to ensure access to appropriate housing in the community continues

CEO AND CHAIRPERSON'S REPORT



ALAN OXENHAM

Chair



MELINDA KUBISA

Chief Executive Officer

It is with great pleasure we present our annual report for the year 2018-2019. This year brings us into the second year of our strategic and business planning cycle for 2018-2020 as we continue to achieve our mission and purpose and strive to deliver excellence.

Throughout the 2018-2019 period we saw the transition to NDIS escalate and we can now report that 100% of our clients have transitioned to NDIS funding and we are now well and truly in an NDIS operating world. We believe in our families having choice and control in regards to their funding and choosing how their supports are delivered and by whom. Our challenges have been in supporting people to navigate service agreements, changes of circumstances, exploring housing assessments and inconsistent plans, with some claiming and service booking issues throughout the year. We do remain optimistic that this year will bring a settling to all the disruption the sector has seen and that the original intent of the scheme is now possible to provide positive

change in people's lives and create greater choice, control and support to achieve your dreams. Such a large scale social reform is not without challenge and we look to support families to overcome these hurdles and challenges and support the philosophy and opportunity that NDIS brings.

I would therefore like to take this opportunity to thank all our families and clients who continue to support CLO. While our staff, families and clients remained very busy with the transition, your patience and support has been much appreciated. To all our employees, your hard work and dedication to ensure quality and excellence has been truly valued.

We would like to acknowledge our partnerships within the sector, for without the collaboration and an interagency approach many of our outcomes are not possible. We continue to work with the Department of Human Services, the Office of the Public Advocate, Community Mental Health, the National Disability Insurance Scheme (NDIA) and the

Quality and Safeguards Commission (QSC). This year we pay particular thanks to the Office of the Chief Psychiatrist who has worked closely with us on our new mental health project.

We finished the year with 527 staff, a 20% increase in our workforce over the year. Our staff provided support for 142 people, living in group homes, clusters and independent tenancies. At the end of the year we had 39 Supported Independent Living (SIL) houses, and clusters. Early in 2019 we made the decision to consolidate office space in our metro areas and negotiated new premises at Edwardstown, closing our Morphett Vale, Kensington and Thebarton offices, what an incredible opportunity for team collaboration this brings.

The strategic intent of our plan objectives is to measure how we achieve our vision and mission. We continue to emphasise our consumer feedback and rolled out the standards questionnaire and the choice and control questionnaire.

CEO AND CHAIRPERSON'S REPORT

Through this engagement process we are able to ensure that we have a consumer action plan that demonstrates quality outcomes within a framework of continuous improvement.

Some highlights from Strategic Plan 2018-2019 outcomes include:

1. Clients:

We continue to place our clients at the centre of everything we do and champion our person centred and active support culture. Therefore, 100% of our clients have engaged in the 'My Life, My Way' person centred planning process and goal setting which focussed on providing a range of recreational, health, social, community and cultural opportunities.

We are pleased to report an average achievement of 71% goal attainment. CLO continue to provide consumer forums quarterly and our Human Rights and Ethics Committee for clients to provide feedback and participate in setting the direction of CLO. Our team have been dedicated to ensuring that our clients are fully aware of their NDIS plan and are assisted to fully maximise their plans under the scheme to fully achieve outcomes.

A key highlight this year is the addition of a fourth region at CLO. We have been excited to be a part of the new 31 homes project, a joint project with the office of the Chief Psychiatrist, Community Mental Health, Housing SA and NDIA to support the roll out of psychosocial disability supports in South Australia. CLO have undertaken project management for a community based therapeutic support model for 27 of the 31 houses. During the 2018-2019 period two of the 24/7 houses opened with 17 service agreements for transition underway. While an exciting opportunity to innovate, there have been many complexities working in the project management space for psychosocial disability support models under NDIA as the complex pathway roll out for psychosocial disability is very new for us all.

We do remain committed to trialling support models that work and continue to enjoy the challenges of navigating this new pathway.

We provided 32 clients with a positive behaviour support plan which is underpinned by our therapeutic model of support due to high and complex needs. Our Clinical Team continue to grow and provide services for Positive Behaviour Support, Specialist Support Coordination and Support Coordination. We presented our therapeutic model at the ASID 2018 Conference, and have been accepted to present again at ASID in 2019.

Our client outcomes are underpinned by an average 90% successful outcomes for our Disability Action and Inclusion Plan. We are now fully operational under the Quality and Safeguards Commission for reporting on restrictive practices and reportable incidents. We have ensured that our policies and systems that underpin restrictive practices, complaints and reportable incidents are robust for operating in this new environment with a strong culture for open and transparent reporting.



2. Leadership:

To deliver excellence in leadership is a cornerstone to achieving our purpose. Our Board undertook a Governance external audit with Constitutional review across 2018 with members approving the constitutional changes at the 2018 AGM. Our Board has maintained focus on the strategic planning and direction for CLO, upholding a strong Governance framework for Community Living Options. Our organisational structure was reviewed to ensure a strategy supporting structure heading into the 2018-2020 strategic plan, the new positions created in 2018 include: Clinical Services Manager to ensure clinical governance outcomes through evidenced based best practice and team supervision plus a Quality/RTW/WHS Coordinator, for dedicated outcomes for our Business Safety Plan and quality return to work coordination supports. We also implemented a staff Development Coordinator to ensure quality training and an excellent employee journey during for our new employees.

We developed and rolled out a leadership framework across 2018-2019, some of the key outcomes for this plan include: structured succession planning for leadership and management positions, roll out of a new capability framework for assessing competency and a leadership programme to engage leaders in our sector. We believe through our leadership plan that we support pathways to leadership positions in the disability sector which are becoming increasingly more complex.

3. People and Culture:

A cornerstone of operating in a consumer market is culture; the brand must now deliver excellence in a crowded NDIS market place. Culture is critical in delivering on strategy and this culture must flow throughout the organisation. Therefore, we engaged Fran Connelly to deliver her strategic marketing programme with CLO to 'Bring the Brand Alive.'

CEO AND CHAIRPERSON'S REPORT

Through our values and our people we ensure we lead our culture as authentically as possible.

We rolled out our culture survey in December 2018 with 93% of staff feeling inspired by the CLO Vision, Mission and Values statements and over 80% of staff feeling respected and valued and that their suggestions matter. The pulse check in April 2019 focused on the NDIS and change and how engaged and knowledgeable our employees feel, with 87% of staff feeling confident regarding the function of the NDIS and 95% now aware of the responsibilities CLO have to the Quality and Safeguards Commission.

We developed and implemented the Workforce Plan 2018–2019 investing in high level training opportunities to develop a resilient, competent and knowledgeable workforce that delivers high level engagement and performance. Our induction programme was reviewed to a four day intensive programme and the professional culture and communication training rolled out to develop strong teams, with an emphasis on performance development support and health and wellbeing. Our Employee Representative Committee became the Employee Representative and Advisory Committee to ensure staff feedback reaches our executive and Board.

4. Learning and Growth:

We continue to provide high level training, having delivered over 80 training programmes across 2018-2019. We focus heavily on human rights, person centred/active support training, positive behaviour support/ restrictive practices and manual handling. Our staff training is underpinned by our training needs analysis and performance development plans feedback with the Employee Representative and Advisory Committee providing valued feedback on what our staff want and need. This ensures our commitment to continuous improvement and delivering excellence. Our Business Development and Learning Committee have been working towards evidence for the NDIS practice standards audit and we thank you all for your hard work on the internal audit throughout 2018-2019. We engaged Engels Floyd for an external audit against the NDIS practice standards to underpin this work and feel that we are indeed well prepared for our quality audit in the coming 2019/2020 year.

5. Sustainable Financial Performance:

Our 2018–2019 year indicated a growth of 33% with an 8% surplus. This has been a year of phenomenal growth. This growth however is attributed to new SIL services and clients choosing CLO for their transport, core and clinical supports. We do remain dedicated to ensuring quality as we monitor the NDIS operating environment and the challenges this brings to all levels of the organisation to operate within the NDIS pricing framework. Growth and efficiency are always balanced with sound risk management and quality indicators as we come through this time of business transformation that required us to reconstruct business processes and IT systems to ensure our sustainability. The Business and Finance Team have maintained the focussed effort to ensure financial sustainability moving into the NDIS and achieving our financial objectives.

6. Process Management, Improvement and Innovation:

We achieved 95% of our objectives against the Business Safety Plan 2018-2019; an outstanding performance by our Organisation and Safety Committee.

We continue to focus on our IT strategy with the ongoing development of our own integrated system (The CLO Management System) to provide the person centred platform required to deliver quality, choice and control in the NDIS environment. We do thank Jason Pentlow for his dedication to this project.

We thank Shannan Raneley and her dedicated work as our Green Team chair and the outcomes against our Environmental Plan and the development of a corporate social responsibility programme.

We thank our Restrictive Practices Committee and our chair, Sue Goodall for the work to provide continuous improvement practices in restrictive practices introducing audit tools across the year and monitoring restrictive practice implementation and training to ensure we minimise restrictive practices across the organisation.

Also we are pleased to report our corporate social responsibility programme supported some great initiatives such as; the 5K Foam Fest, raising money for the Make a Wish Foundation, initiatives to support the Sea Shepherd, participation in the 'Big Food Drive' for homelessness, the 'Give a smile CLO Christmas tree,' and the RSPCA Cupcake Day and SA Dog rescue donation bins around our offices.



CEO AND CHAIRPERSON'S REPORT

We cannot end the year without mentioning the announcement of the Disability Royal Commission. The Royal Commission was announced by parliament in April 2019. We fully support the Royal Commission and remain committed and passionate about supporting people with disabilities to speak up and be heard. Everyone has a fundamental human right to live free from fear, abuse or neglect. This is embedded in our Mission and Values and we will continue to support and uphold the human rights for all people that live with disability. The CLO Human Rights Committee are steering our Royal Commission Organisational Strategy to support all our clients and staff to access and participate in the Disability Royal Commission.

Our organisational plans that underpin these strategic plan outcomes are:

- Disaster Recovery and Business Continuity Plan
- Business Safety Plan
- Disability Action and Inclusion Plan
- Workforce Plan and Leadership Action Plan
- Marketing Plan
- ICT Strategic Plan
- Environmental Management Plan
- NDIS and QSC Change Action Plan

Congratulations to all our teams for your continued passion and commitment, we thank you for your contribution over the year. I thank Tiff, Sarah, Sue and our Regional Managers for leading your teams to great outcomes, we cannot do this without your dedicated leadership.

A special thank you to our volunteer members of the Board who have given their time, shared their skills and knowledge, with a big welcome to our new members, Robert and Carolyn. We also say thank you to Adam and Peter who will be retiring from the Board. Their dedicated support for CLO, business knowledge and skills have been an asset to our Board and have been greatly appreciated.

We remain committed to supporting our staff to achieve greatness and to our clients, we remain dedicated and passionate about supporting you to achieve a 'Great Life.' We are here to support you to achieve your dreams, may we continue to do so.

MELINDA KUBISA

Chief Executive Officer





MEET THE BOARD



ALAN OXENHAM

Chair



MELINDA KUBISA

Chief Executive Officer



CHRIS MEYER

Vice Chair



ADAM BISHOP

Board Member



MIKE BESSEN

Board Member



PETER PASSALACQUA

Board Member



BERNADETTE WALSH

Board Member



DOUG HICKS

Board Member



KATHY GROAT

Board Member

OPERATIONS REPORT



JOHN AINSWORTH

Acting Senior Manager of Operations



100% of clients have goals in place



15 x new clients commenced with CLO



100% transitioned to the NDIS

2018/2019 has been another fantastic year! Today we would like to celebrate the amazing outcomes our clients have achieved through the support and dedication of our support teams. Without the support of our teams, many of these achievements would not be possible, so thank you.

Abbeyfield joined CLO in January 2019: An 8 x person SIL home with some fantastic people. Jack Tweed, Joshua Tait, Matthew Skorup-Meakin, Serina Greco and Danielle Chadwick were also welcomed to CLO.

To finish off I would just like to pay our respects to the clients and friends we lost this year. Hailee Davies, Roxanne Taylor and Andrew Stubbings. They all touched our lives in some way and will not be forgotten.

Thanks for making 2018/2019 a very special year at CLO and I look forward to seeing more fantastic achievements in the year ahead.

JOHN AINSWORTH

Acting Senior Manager of Operations

Some of the fantastic events and camps CLO hosted in 2018/2019

- Halloween
- Christmas Party
- Australia Day
- Easter
- Riverland Houseboat
- Westbeach Caravan Park
- Winter Wonderland
- Dolphin Cruise
- Urimbirra
- Fasta Pasta
- Pizza Hut
- Rock 'n' Roll festival
- Sound and Vibe festival
- Movie Night
- North Adelaide Football Club visit
- Cleland Wildlife Park

Some Achievements! (Too many to mention them all!)



Darcy

Achieved his Black Belt in Karate



Matthew

Matthew on purchasing his own car "The good thing about having my own car is that I can be more independent and visit my family and friends more than what I was able to do before I got a car. I can also just go for a drive when I feel like it and it is great".

HIGHLIGHTS



CLINICAL SERVICES REPORT



SUE GOODALL

Clinical Services Manager



47 x Active Internal
PBS Contracts



2 x External PBS
Clients



5 x Support
Coordination Clients



2 x Specialist Support
Coordination Clients

What has the Clinical Team been up to?

What a year! 100% of CLO clients have now transitioned to the NDIS; what an enormous achievement for everyone involved. This has meant an increase for the Clinical Services Team in CLO clients being funded for, and provided, positive behaviour support (PBS), as well providing support coordination under the NDIS.

The Quality and Safeguards Commission

July 2018 also saw another big change in the world of the NDIS, with the introduction of the NDIS Quality and Safeguards Commission (QSC).

The QSC is an independent body to regulate NDIS providers, ensure national consistency, promote quality and safe services for clients, and resolve any problems and identify areas for improvement.



NDIS Quality
and Safeguards
Commission

CLO are excited to say they now have 7 provisionally registered PBS Practitioners providing behaviour support to internal CLO clients and some external clients.

Consumer forums and CLO special programs

Consumer forums are held every three months at the CLO offices at Victor Harbor and also at Edwardstown.

We get together to do fun activities, learn about what is happening at CLO and to share what is happening in our lives.

Sometimes there are mystery door prizes that you can win and we always have snacks and nibbles. We also put on special programs for you to learn new and exciting things.

This year we learnt how to live together well with others from the "Get Roofed" program and we learnt first aid in the "Personal Safety and First Aid" program. We also had the "It's up to me" program which taught us to be confident, to look after ourselves, how to treat others and to be respectful of our differences.

What does the Clinical Team do?

- We develop positive behaviour support plans.
- We work with you to find out what your goals are and how we can help you meet them.
- We make Consumer versions of documents and reports.
- We help you have your say to the CLO Board.
- We conduct the Choice and Control Questionnaire and Consumer Outcomes Reports for 2018.
- We conduct developmental programming.
- We developed the "Developmental Programming tile" on SharePoint where all developmental resources are saved.
- We provide ongoing training to CLO employees including PBS and Restrictive Practices, Person-centred active support, Autism Spectrum Disorder, Borderline Personality Disorder and Dysphagia training.
- We review all restrictive practices; to make sure your human rights are maintained and that all restrictive practices have appropriate consents and authorisations in place.

**"CONSUMER FORUMS ARE A GREAT
WAY TO GET TO KNOW OTHER PEOPLE"**

CLINICAL SERVICES REPORT

What special days did we celebrate?

- National Developmental Educators Week
- Borderline Personality Disorder (BPD) Awareness Week
- R U OK? Day

Sharing our passion with others

CLO continue to be leaders in the disability sector by being active and contributing members of various Communities of Practice (NDS Support Coordination, PBS CoP, NDIS Mental Health Interest Group, MHPN Psychosocial CoP).

We are scheduled to co-present, along with our CEO Mel, our Mental Health Project findings at the November 2019 ASID conference, to be held in Adelaide this year.

We were involved in a Flinders University study, under the leadership of Dr Alinka Fisher, and completed the final survey in May 2019. We are looking forward to hearing the final results as this will no doubt directly impact on behaviour support services in South Australia, and nationally.

We submitted a grant proposal in May 2019 with Dr Astrid Birgden and Dr Alinka Fisher. Unfortunately we were not successful in receiving this grant; but what a fabulous experience in working with two of the most highly regarded behaviour support practitioners in the disability and forensic areas – certainly knowledge we can use in upcoming grant applications.

We are active in providing sector knowledge and experience to state and national disability services forums; such as the National Disability Strategy and the upcoming Disability Royal Commission.

Mel and Sue went to the ASID conference!

We presented the CLO model at the ASID conference on the Gold Coast in November 2018. We shared the way we do things here at CLO and the way it has helped the people we work with.

The theme of the conference was “Let’s shake it up!”

SUE GOODALL

Clinical Services Manager



HUMAN RESOURCES REPORT



SARAH JOHNSTON

Human Resources Manager

- ★ 1669 staff attended various trainings
- ★ Over 90% of our workforce are proud of their roles
- ★ Retention 70.16%
- ★ 219 new CLO staff recruited
- ★ 4th region established in response to Mental Health Project!

2018-2019 was another year of growth and change for CLO and saw the rolling out of our targeted workforce and leadership plans, specifically created to address the environmental business changes that the NDIS brings to our sector and the vital workforce that supports it. Some of the outcomes we saw this year were:

Strategic Human Resources

- Strengthened workforce metrics
- Introduction of benchmarking
- Strengthened our staff related partnerships with external organisations, such as Auctus, Career Partners, Disability Workforce Hubs and Flinders University



Left to right: Greg, Cassandra, Sarah, Tish, Leanne, Lilly

Workforce Capacity - Recruitment and Retention

- Group Recruitment introduced
- Student Placements success – 11 placements with 8 commencing employment
- Values based recruitment expanded to all roles
- New roles and role reviews in response to organisational needs within the NDIS
 - Business Development and Marketing Manager
 - Administration Assistant
 - Senior Manager Business and Finance
 - Additional Regional Manager for Mental Health Project
 - Commenced a multi-disciplinary clinical team
 - Assistant Manager Human Resources

Workforce Capability - Learning and Development

- 116 Internal training sessions run
- 45 External group training sessions
- CLO learning hub and new e-courses introduced - infection control and food safety
- Introduction of the Capability framework for operations staff
- 12 week Client Services Module introduced
- Variety of training remained an important CLO focus. Trainings offered included; Induction day 1, 2 and 3, Autism Training, BPD, MAPA, Mental Health, Restrictive Practices and Positive Behaviour Support
- New trainings created and run, such as Professional Culture training



HUMAN RESOURCES REPORT



Years of Service Milestones:

We would like to express our appreciation for the loyalty and dedication shown by these employees who have reached a 10 and 20 year Milestone with CLO in 2018/2019

10 years of service

- Janette Rees

20 years of service

- Anna Jeffery

Congratulations to all our reward and recognition recipients for 2018/2019!

- Donna Brandon-Brown
- Chloe Payne
- Sam Farrell
- Manish Kumar
- Kathy Proctor
- Team Piza
- Daniel Lock
- Charlotte Kitson
- Rachel Wren
- Patrick Utoh
- Team 57 Kirra
- David Morris
- Michael Overeem
- Robert Overeem
- John Sheehan
- Kara York
- Phil Hathaway
- Amrit Nath
- Alice Dayman
- Suzanne O'Flaherty

Organisational Culture and Organisational Development

The 2018/2019 Culture survey showed:

- Over 90% of our employees believe our CLO workforce has a strong values alignment
- 90% of our workforce feel confident in their roles and in their teams
- 90% of employees state they have a clear understanding of structures and how to seek assistance/guidance when needed
- Our workforce is proud of their roles at CLO and the work we all do – over 90% of employees agree!
- ERAC created with a focus on increasing staff contribution and voice in organisational objectives

Student to CLO employees!

- Aaron Elis
- Michael Jurisevic
- Jodie Hunt
- Raj Warriar
- Sharon Wright
- Kylie Raines
- Alexander Prokes
- Neil Oliver

Leadership

Champion Corporate Social Responsibility (CSR)

- Day Of Disability - YMCA Partnership
- Foam Fest participation (Make a Wish Foundation)
- Foodbank drive
- Dog shelter drive

Leadership development a key focus in 2018-2019

- Leadership and Network Masterclass
- NDIS forum participation
- Positive Culture Day
- WHS and RTW Trainings
- Performance training with the new capability framework



SARAH JOHNSTON

Human Resources Manager

FINANCIAL REPORT



TIFF HODGE

Business and Finance Manager

The financial position of Community Living Options in the 2019 financial year shows continual improvement with a revenue increase of just over 33% from 2018 arrive at total funding of over 26 million bringing total income for 2019 financial year to \$27,024,624. This significant growth allows CLO future proof financial sustainability as well as implement key strategic activities.

CLO's operating surplus for the financial year ended at just over 8%. This surplus, allows Community Living Options to provide more opportunities to the people we support and to continue to build on important working capital.

Total expenses for the year equalled just under 25 million, 93.7% or 23 million paid in employee expenses.

Since 2007 CLO has enjoyed funding growth above the CPI and wages increases with an average funding growth of just under 25%.

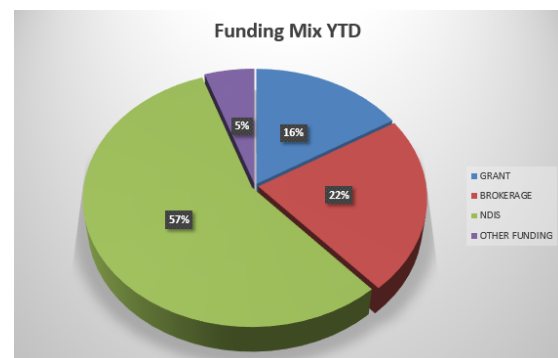
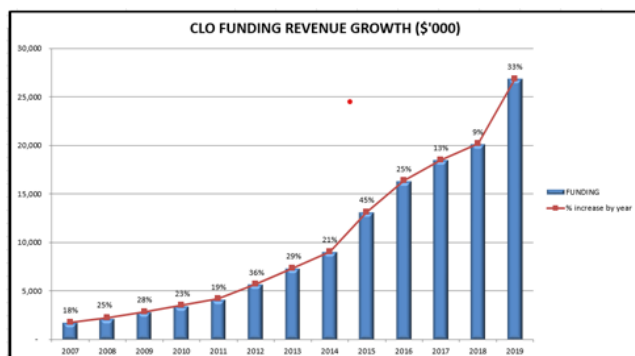


Diagram 1 shows the breakdown of funding type, NDIS income comprising of 57% of income

Other financial matters:

- Net assets have increased by 51.9% from 4.2 million to 6.4 million.
- An increase in non-current assets with the purchase of a new property at Pasadena to meet strategic objective with a corresponding increase in borrowings.
- Cash holdings remain steady at the end of the 18-19 period and whilst cash flows from operating activities has reduced due to the devolving of the board and lodging/head lease model of operation there was an overall net increase in cash held.
- CLO have reduced our reserves slightly in the 18-19 financial year from \$377,000 to \$324,160. The reserves have been utilised for repairs and maintenance.

In 2019 Pitcher Partners was retained by the board to provide independent auditing services to CLO. The audit was conducted by Jim Gouskos, Principal, and Ronnie Chen, Audit Manager. The independent audit report is included as part of the annual report.

Please note extracts of the financials are included in the report provided, full versions available upon request.

I would also like to take this opportunity to thank the hard work and dedication that each member of the Business and Finance team have shown over the year. It is their support and commitment that enable this department to continue to provide an outstanding service to our clients and our organisation.

FINANCIAL REPORT

COMMUNITY LIVING OPTIONS INC.
ABN 60 857 492 274

DETAILED PROFIT AND LOSS STATEMENT FOR THE YEAR ENDED 30 JUNE 2019

		2019	2018
		\$	\$
Revenue and other income			
NDIS funding	2	15,219,022	252,960
Grant and brokerage funding	2	11,341,589	19,705,580
Continuity of support funding	2	240,086	121,359
Client service revenue	2	55,838	167,928
Interest income	2	78,172	124,994
Other revenue	2	89,917	366,293
		<u>27,024,624</u>	<u>20,739,114</u>
Less: expenses			
Motor vehicle expense		(136,386)	(115,872)
Depreciation and amortisation expense	3	(67,539)	(66,351)
Employee benefits expense	3	(23,237,883)	(18,577,758)
Occupancy expense		(24,672)	(24,630)
Lease expense	3	(517,540)	(520,554)
Advertising expense		(57,459)	(29,457)
Finance costs		(213)	(122)
Doubtful debt expense		-	(801)
Professional fees		(97,670)	(73,097)
Set up costs		(30,948)	(24,016)
Capital expenditure minor		(49,161)	(51,775)
Write-off of assets		(1,205)	(80,000)
Other expenses		(594,562)	(507,000)
		<u>(24,815,238)</u>	<u>(20,071,433)</u>
Surplus for the year		2,209,386	667,681
Income tax expense		-	-
Surplus after income tax attributable to the members of CLO		2,209,386	667,681
Other comprehensive income for the year, net of tax		-	-
Total comprehensive income attributable to the members of CLO		2,209,386	667,681

FINANCIAL REPORT

COMMUNITY LIVING OPTIONS INC.
ABN 60 857 492 274

STATEMENT OF FINANCIAL POSITION
AS AT 30 JUNE 2019

	Note	2019 \$	2018 \$
Current assets			
Cash and cash equivalents	5	5,302,149	5,013,036
Receivables	6	2,444,856	550,239
Other assets	8	1,256,994	131,493
Total current assets		<u>9,003,999</u>	<u>5,694,768</u>
Non-current assets			
Property, plant and equipment	7	2,003,109	1,377,397
Total non-current assets		<u>2,003,109</u>	<u>1,377,397</u>
Total assets		<u>11,007,108</u>	<u>7,072,165</u>
Current liabilities			
Payables	9	905,942	893,188
Other liabilities	10	804,365	286,716
Borrowings	11	14,143	-
Provisions	12	1,664,074	1,211,151
Total current liabilities		<u>3,388,524</u>	<u>2,391,055</u>
Non-current liabilities			
Borrowings	11	625,857	-
Provisions	12	527,158	424,927
Total non-current liabilities		<u>1,153,015</u>	<u>424,927</u>
Total liabilities		<u>4,541,539</u>	<u>2,815,982</u>
Net assets		<u>6,465,569</u>	<u>4,256,183</u>
Equity			
Retained earnings		6,141,409	3,878,959
Reserves		324,160	377,224
Total Equity		<u>6,465,569</u>	<u>4,256,183</u>

The accompanying notes form part of these financial statements.

FINANCIAL REPORT

COMMUNITY LIVING OPTIONS INC.
ABN 60 857 492 274

STATEMENT BY MEMBERS OF THE COMMITTEE

The committee has determined that the association is not a reporting entity and that this special purpose financial report should be prepared in accordance with the accounting policies outlined in Note 1 to the financial statements.

In the opinion of the committee the financial report as set out on pages 4 - 22:

1. Giving a true and fair view of its financial position of Community Living Options Inc. as at 30 June 2019 and performance for the year ended on that date; and
2. At the date of this statement, there are reasonable grounds to believe that Community Living Options Inc. will be able to pay its debts as and when they become due and payable.

This declaration is made in accordance with accordance with subs 60.15 (2) of the *Australian Charities and Not-for-profits Commission Regulation 2013* and a resolution of the committee and is signed for and on behalf of the committee by:

Chairperson:



Alan Oxenham

Dated this 17th day of October 2019

FINANCIAL REPORT



PITCHER PARTNERS
ACCOUNTANTS AUDITORS & ADVISORS

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Adelaide SA 5000
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INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF

Community Living Options Inc.

Report on the Financial Statements

Opinion

We have audited the accompanying financial report of Community Living Options Inc. ('the Association'), which comprises the statement of financial position as at 30 June 2019, the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, a summary of significant accounting policies, other explanatory information and the statement by the members of the Committee.

In our opinion the financial report of Community Living Options Inc. 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 Association's financial position as at 30 June 2019 and of its performance for the year 30 June 2019 then ended; and
- b) complying with Australian Accounting Standards and Division 60 of the *Australian Charities and Not-for-profits 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 Association in accordance with the Australian Charities and Not-for-profits Commission Act 2012 "ACNC Act" and the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants* (the Code) that are relevant to our audit of the financial report in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

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

Emphasis of Matter - Basis of Accounting

I draw attention to Note 1 to the financial report, which describes the basis of accounting. The financial report has been prepared for the purpose of fulfilling the financial reporting responsibilities under the ACNC Act. As a result, the financial report may not be suitable for another purpose. My opinion is not modified in respect of this matter.

Responsibilities of Committee's for the Financial Report

The Committee of Community Living Options Inc. is responsible for the preparation of the financial report that gives a true and fair view and have determined that the basis of preparation described in Note 1 to the financial report is appropriate to meet the requirements of the ACNC Act and the needs of the members. The responsible entities' responsibility also includes such internal control as the responsible entities determine is necessary to enable the preparation of a financial report that gives a true and fair view and is free from material misstatement, whether due to fraud or error.

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

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FINANCIAL 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 the 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 Association's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Committee.
- Conclude on the appropriateness of the Committee'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 Association'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 Association 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 Committee 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.

A handwritten signature in black ink, appearing to read 'Jim Gouskos'.

Jim Gouskos
Principal
Dated this 18th day of October 2019

A handwritten signature in black ink that reads 'Pitcher Partners'.

PITCHER PARTNERS

EMPLOYEES

Addison, Kim
Adeyeye, James
Agu, Chima
Ahammad, Shamim
Ahmed, Mujahid (Muji)
Ahola, Kristiina
Ahuja, Ajay
Ainsworth, John
Akther, Sharmin
Aladesaye, Michael
Albanese, Caroline
Aleu, Diana
Allert, Jacqualine
Allwood, Scott
Amuna, Jenifer
Anderson, Danielle
Aneja, Nikhil
Anyalebechi, Aloysius
Arnoux, Clarissa (Sasha)
Arora, Rachit
Arora, Girish
Atkinson, Sharon
Atkinson, Alana
Attri, Vikram
Ayika, David
Babikha, Michael
Bailey, David
Bain, Mel
Ball, Darren
Barnes, Hayley
Barre, Carolyn
Bartalos, Samantha
Bartlett, Judith
Bartolic, Jordan
Bassi, Nishant
Batanga, Brahimu
Beattie, Leonie
Beilby, Anthony
Benn, Jason
Bennett, Peter
Bennett, Michelle
Bhandari, Monia
Bhandari, Biplov
Bilney, Neridene
Bior, Awuoi (Elizabeth)
Bird, Pauline
Bischof, Dana
Bleckly, Linda
Blunden, Sarah
Bogaerts, Rae
Bormann, Timothy
Boss, Kerry
Bottrell, Matthew
Bouayou, Queengirl
Bradley, Robert
Brandon-Brown, Donna
Brewer, Sandra
Briscoe, Beau
Britton, Angela
Brooks, Zoe
Brown, Jason
Brown, Sharon
Brown, Charles
Brown-Pinder, Ashley
Bryant, Kayleigh
Buchanan, Caroline
Buchanan, Jodi
Buckland, Shannen
Bull, Karen
Bundoo, David
Burke, Cindy
Butler, Brenton
Button, Clare
Byrt, Greg
Cameron, Beverley
Campbell, Alyssa
Campbell (nee Sandelin - McCann), Heidi
Carling, Rosita
Carolan, Eleesha
Carvalho, Micaela
Castine, Denise
Chaternuch, Suzy
Cheatle (nee Dredge), Sharon
Chirara, Tino
Chua, Jonathan
Clarke, Kerrie
Coates, Jacinta
Cohen, Cleopatra
Cole, Ashley
Corbett, Sally
Coulter, Marilyn
Cowlam-Poyner, Graham
Crago (nee Ratcliffe), Vivien
Crouch, Robert
Crouchman, Anne-Marie
Crow, Joanne
Cunningham, Yvette
Custance, Letitia (Tish)
Dabovich, Caron
Dahal, Milan
Dahal, Ramesh
Daher, Janet
Dale, Fiona
Davies, Heather
Dayman, Alice
Degenhardt, Joy
Devda, Sajid
Dew, Leah
Dhaliwal, Gurjit (Ruby)
Dhingra, Tarvinder
Digby, David
Dixon (nee Brook), Margaret
Doolette, Tom
Doosjen, Ryan
Douglas, Donna
Drummond, Sarah
Dubas, Rosemarie
Dubois, Stephane
Dudman, David
Dunkin, Susan
Dunne, Cassandra
Dziwak, Marion
Eburuo, Emeka (Raymond)
Edwards, Michelle
Ehighibe, Isabella
Ekwueme, Vitalis
Ellard, Trisha
Ellis, Kylie
Ellis, Aaron
El-Merhibi, Joumana
Emurugat, Juliet
Ezeigbo, Charles
Ezeobi, Arinze
Fallon, Andrew
Fantasia, Janice
Farrell, Samantha
Farrell, Karen
Farrugia, Bernadette
Fataki, Abdullah
Faustino, Lucy
Featherston, Christine
Fitzgerald, Karen
Flannagan, Patrick
Flatman, Kym
Fletcher, Morgan
Foxwell, Cheryl
Fradley, Chris
Francis, Gary
Furechi, James
Furner, Cara
Gardner, Kerry
Gates, Peter
Gautam, Aashish
Gazmere, Jenesa
Geele, Mohamed
George, Somy
Gibbs, Michelle
Gichuhi, Joy
Gill, Priscilla
Gillen, Curtis
Gillen, Cassandra
Girardo, Monique
Goodall, Susan
Goyal, Naveen
Graham, Scott
Graham, Alison
Gray, James
Green, Colin
Griffiths, Rosemarie
Hambley, Gregory
Hamze, Hermes
Harrison, Bryce
Harrison, Jayne
Haskell, Tanya
Hathaway, Phillip
Hawkins, Lauren
Heinrich, Lynlee
Hennessy, Russell
Henschke, Sophie
Hewitt, Kharlyn
Hill, Hayden
Hodge, Latefee (Tiff)
Hogan, Colleen
Holbrook, Nicole
Holmes, Daniel
Holt, Kathy
Hosszu, Stacey
Howe, Kym
Howell, Michael
Howlett, Fiona
Huang, Pei-Yin
Hubbard, Cheryl
Hunt, Jodie
Huxtable, Lara
Ibironke, Oluwadunsin (Dee)
Idehen, Clinton
Ismail, Asad
Iveson, Danielle
Jabete, Mohammed
Jackson, Gary
Jalosjos, Beatriz
James, Marie
James (nee Toubia), Nadia
Jeffery, Anna
Jentner, Mark
Johnson, Rita
Johnson, Richard (Rick)
Johnston, Sarah
Jones, Lorraine
Jones, Alex
Jones, Katrina
Jones, Peta
Joshan, Jasbir
Joy, Heather
Jurosevic, Michael
Justin, Rose
Kaba, Sekou (Ben)
Kakoliris, Nicholas
Kanneh, Varmuyan (Kanneh)
Karagianis, Dimitri
Karogo, Abed
Kaur, Rupinder (Ruby)
Kaur, Sandeep
Kaur, Jagdeep
Kayumba Mwema, Marie
Dominique

EMPLOYEES

Kearney, Christopher
Keelan, Mathew
Keeler, Steven
Kelly, Catherine
Kennedy, Peta
Khatiwada, Narayan
Kiama, George
Kigochi, Alfred
Kihako, Leonard
Kihanya , Evanson
(Evans)
Kinuthia, Moses
Kinyanjui, Irene
Kinyua, Hellen
Kinyua, Erick
Kiss, Kirsty
Kitoko, Samba (Sam)
Kitson, Charlotte
Kivikoski, Michelle
Klein, Stacey
Klement, Leanne
Knuckey, Lisa
Kohli, Amandeep
Kollias, William (Billy)
Krueger , Jennifer
Kubisa, Mel
Kuhar, Chelsea
Kumar, Rajeev
Kumar, Manish
Kuol, Benjamin
Kurgoi, Dorah
La Pira, Salvatore
Landers, Cheryle
Latham, Trudy
Lawrence, Emily
Leahy, Nicole
Lee, Karen
Levi, Tina
Lewis, Christine
Likico, Fatuma
Lindsay, Melanie
Lock, Danie
lLoots, Julie
Lopresti, Cristiana
Lucas, Tim
Ludemann, Georgia
Lukaszewicz, Marta (Athira)
Macharia, Caroline
Madhavapeddi, Goutham
Madu, Ogochukwu (Ogo)
Magee, James
Maina, Elaine
Maina, Kelvin
Maina, Brian
Mapor, Yar
Mapore, Edward
Marlow, Anne
Martin, Sheryl
Mary, Pradeep
Mason, Tamryn
Mason, Clint
Mathew, Melly
Mathieson, Robbie
Maxwell, Alice
McCall, Benjamin
McDonnell, Tracey
McEwen, Kate
McGrail , Samantha
McIntyre, Ruth
Mechan, Sonya
Megaw, Karen
Mills, Christine
Mistry, Nima
Mobbs, Jacob
Molzer, Tania
Momanyi, Webster
Montanari, Noemi
Morris, Lyn
Morris, David
Morris, Sally
Morrisey, Susan
Mudahemuka, Albert
Muguti, Cleophas
Muir, Paige
Muiruri, Jacqueline
Munene, Alice
Murphy, Darren
Murphy, Scott
Muscat, Rachael
Mutisya, Adam
Mutuota, Shiku
Mwangi, Edwin
Nath, Amrit
Nelson, Darryn
Nguyen, Thien (Jason)
Niblock, Tamara
Nichols, Michelle
Nijenahagera, Cyriaque
Njuthi, Samuel
Nkurunziza, Jean
Nnagbo (nee Schneider), Kayla
Noble, Christabel
Obiasulu, Nkemdilim (Nkem)
O'Brien, Dawn
O'Connor, Lisa
O'Flaherty, Suzanne
Ogunleye, Covenant
Oliver, Neil
Onley, Tricia-Anne
O'Shaughnessy, Lucy
Othigba, Onome (Joy)
Overeem, Michael
Overeem, Robbie
Owolabi-Merus, Olasunkanmi
Pankhurst, David
Panta, Bikash
Partington, Sharon
Patrick, Tracey
Patterson, Michael
Paul, Justin
Payne-Hill, Chloe
Pentlow, Jason
Petherick, Anthony
Phillips, Leanne
Pollard, Karina
Polydorou, Adrian
Poole, Joanne
Portman, Greg
Power, Karmen
Priest, Cassandra
Proctor, Kathy
Prokes, Alexander
Pryer, Troy
Quintrell, Janet
Quintrell, Imogen
Raines, Kylie
Raji, Olumide
Ralph, Angeleen
Raneley, Shannan
Redman, Samuel
Redman, Dionne
Rees, Janette
Rees, Chantal
Reese, Jerry
Reichelt, Justin
Rhode, Shannon
Rinaldo, Dion
Rismondo, Emily
Roberts , Abbey
Robertson, Dale
Robinson, Bronwyn
Rowe, Melodi
Russell, Steven
Russell, Belinda
Russell, Glyn
Rutherford, Brittany
Saleh, Nader
Sandhu Dharminder, Singh
Schaefer, Peter
Schier, Dylan
Schoepf , Marianne
Sekhon, Naunihal (Navi)
Selebay, Abraham
Senft, Wolfgang
Shaka, James
Sheehan, John
Shelley, Aaron
Shrestha, Nirbachan
Shrimpton, Melissa
Sibley, Michael
Simper, Rose
Simpson, Dean
Singh, Arvinder
Singh, Baljinder
Singh, Parminder (Jay)
Singh, Dilip
Siriwardhana, Niroshan
Sithole, Blessing
Skeldon , Jermaine
Skinner, Elizabeth
Slade, Suzanne (Sue)
Smallacombe, Amanda
Smith, Jennifer
Smith, Shane
Smith, Mary (Rebecca)
Snaddon, Jordan
Snel, Maria
Snider, Barry
Somerset, Moira
Spagnolo, Domenica (Mim)
Spalding, Danielle
Springhall, Molly
Stapleton, Julie
Stearnes, Teresa
Strauss, Anna
Swan, Renee
Swati, Swati
Swearse, Alleah
Swearse, Carmel
Tarbard , Ashton
Tarley, David
Tarley, Johnson
Tatt, Leeanne
Tavakoli, Zahra
Taylor, Samuel
Taylor, Jess
Thomas, Carol
Thomas, Rachel
Thompson, Rosella
Thompson, Nicholas
Thompson, Lisa
Thyer, Luke
Tilley, Dianne
Tisdale (nee Hammerstein,
nee Hilton), Kerrie
Tohl, Tracy
Tolsher, Suzanne
Umeh, Victor
Unogu, Felix
Utoh, Patrick
Van Gils, Della
Van Gils, Robert
Vardas, John
Vlaholias, Rebecca
Vlaholias, Nicholas
Vlassopoulos, Larina
Waller, Debra
Wamuyu, Lydia
Wanyoike, Irene
Warren, Sam
Warrier, Raj
Watson, Amy

EMPLOYEES

Watson, Ruby
Weah, Hailey
Weldegiorgise, Meseret
Wellecon, Jacob
Wenham, Brian
White, Joanne
White, Megan
White, Dominic
Whyte, Edward
Wiblin, Hilary
Wilde, Katie
Wilding, Ricky (Shane)
Williams, Daniel
Willis, Ryan
Wilson, Peter
Winnard, Dianne
Wirth, Jonathon
Wisniewski, Jason
Woldemariam, Eyerusalem
Woods, Shirley
Woods, Diane
Woolley, Paul
Worrall, Lachlan
Wren, Rachel
Wright, Sharon
Wu, Tianlin (Grace)
Wyatt, Joshua
Wyatt, Isabelle
Wye, Sarah-Jane
Yang, Xi (Cassie)
Yelland, Justine
York, Kara
Zhao, Wenjia (Martin)
Zrim (nee Smith), Lisa



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