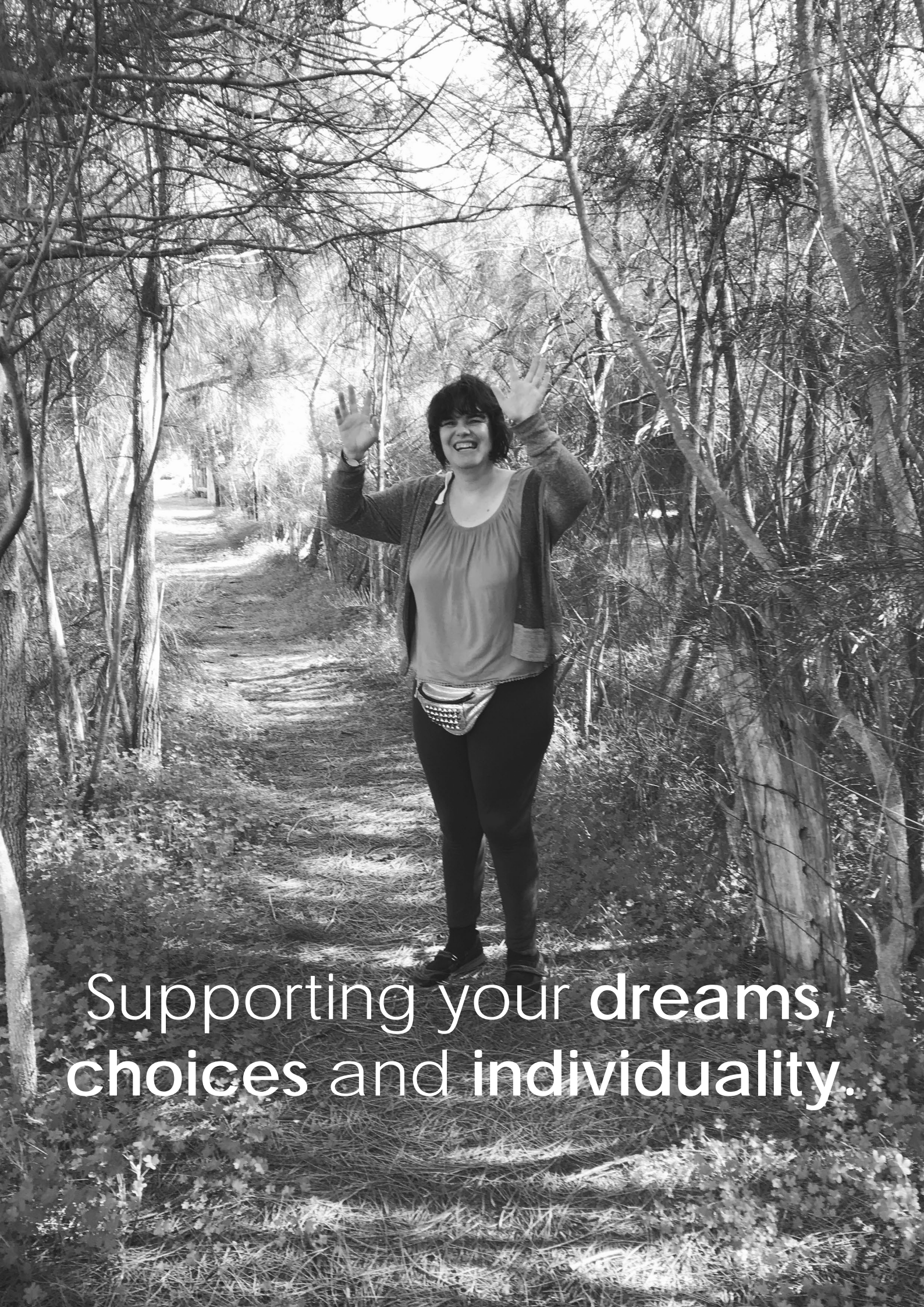




# annual report

2019/2020





Supporting your dreams,  
choices and individuality.

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**Melinda Kubisa**  
Chief Executive Officer



## CEO and Chairperson Report

It is with great pleasure we present our annual report for the year 2019-2020. This year brings to close our strategic and business planning cycle for 2018 - 2020. I would like to take this opportunity to thank all our participants, staff and families for the support to achieve some truly positive outcomes throughout that time. The dedication to achieving our vision and mission every day has been truly valued.

Throughout 2019-2020 we all settled into the NDIS operating world and shifted to preparing for our NDIS Practice Standards audit. To prepare for the audit we engaged both external and internal audit processes. A big thank you to our Business Learning and Development committee who undertook the internal gaps analysis and action plan to prepare for our audit. Our desk top audit took place in March and our on-site audit in June. We are now registered for two new groups: Community Nursing Care and Early Childhood Supports. Our audit report demonstrated 100% conformity and no major or minor non conformities, a very pleasing result overall.

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, our Community Housing Partners, The National Disability Insurance Scheme (NDIS), the Office of the Chief Psychiatrist and the Quality and Safeguards Commission (QSC).

### **We finished the year with 804 staff, a 53% increase in our workforce over the year.**

Our staff provided support for 145 people, living in group homes, clusters and independent tenancies from Kangaroo Island, the Fleurieu, and Southern Metro, Metro regions to Elizabeth. At the end of the year we had 59 Supported Independent Living (SIL) houses, and clusters. Our 4th region, supporting the roll out of 27 houses under the psychosocial/SIL project has now rolled out 17/27 of the 24/7 houses and therefore 59% progressed towards full roll out.

Another 21% of participants have commenced transition supports.

We remain fully committed to the Royal Commission to support 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 continue to steer our Royal Commission Organisational Strategy to support all our participants and staff to access and participate in the Disability Royal Commission.

Of course 2019-2020 brought unprecedented times again, just when we think our sector would settle into a new normal the World Health Organisation (WHO) announced COVID-19 as a global pandemic on March 11th 2020. This caused much fear and anxiety for everyone, but our essential workers at the frontline provided support for our vulnerable participants. I am truly amazed at how well CLO staff mobilised to provide supports throughout COVID-19. We quickly operationalised our COVID-19 Risk and Action Plan and our COVID-19 Safe Plan. Our communications increased via email alerts and weekly newsletters to ensure our information flow and connection during such a challenging time. We also saw innovation emerge from our training team who quickly mobilised many of our induction and training courses for virtual classrooms and on line learning to ensure continuity of support for our staff during this time. Our IT department mobilised our 'Teams' app to ensure we could all have meetings and stay connected while working from home, which surely demonstrates the strength of our IT systems to adapt so quick to change. A huge thank you to all our essential workers and staff supporting the safety of our participants and the continued care they received during COVID-19.

The strategic intent of our plan objectives is to measure how we achieve our vision and mission.



## Participants

We continue to place our participants at the centre of everything we do and champion our person centred and active support culture. Therefore, 100% of our participants have engaged in the My Life, My Way person centred planning process and goal setting which focused on providing a range of recreational, health, social, community, and cultural opportunities. CLO continue to provide consumer forums quarterly and our Human Rights and Ethics Committee allows participants to provide feedback and participate in setting the direction of CLO.

**We provided 70 participants with positive behaviour support plans which is underpinned by our therapeutic model of support.**

Our clinical team continue to grow and provide services for positive behaviour support. We now have a dedicated Support Coordinator role in the clinical team.

We continue to emphasise our consumer feedback and rolled out the standards questionnaire, the family survey and the choice and control questionnaire. Through this engagement process we are able to set our goals for continuous improvement through the Disability Access and Inclusion Plan that demonstrates quality outcomes within a human rights framework. Again, we thank you for completing these surveys, your feedback is valued. Our participant 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 (QSC) for reporting on restrictive practices and reportable incidents. We have 170 approved restrictive practices across 43 participants. We reported 10 unauthorised restrictive practices for emergency use, or safeguarding participants. We provided 66 other reportable incidents to the QSC across the year.

## HIGHLIGHTS ☆

**100%** of respondents indicating CLO provide quality services.

**83%** of families believe we provide participants with choice and control.

**OVER 1000**

goals set across 145 participants.



**86%** of participants feel safe and confident to utilise the complaints and feedback mechanisms.

**97%** of participants indicate they choose how to plan their day.

**90%** of participants like where they live.

**100%** of participants risk assessments have been completed.

**84%** of participants indicate CLO protect their human rights.

**82%** of participants say we excel at participation and inclusion in the community.

**94%** indicate that we mostly or always support building independence.

## Leadership

To deliver excellence in leadership is a cornerstone to achieving our purpose. Our Board undertook training for the NDIS Practice Standards: Governance and Operational Management. We also commenced our Clinical Governance subcommittee in January 2020, commencing development of a clinical governance framework for CLO. Our Board has maintained focus on the strategic planning and direction for CLO, focusing the latter part of 2020 on the development of our Strategic Plan for 2020-2022.

Our organisational structure was reviewed to ensure a strategy supporting structure heading into the 2020-2022 strategic plan, the new positions created in 2019 include: Registered Nurse, Health Safety and Wellbeing Partner, NDIA Admin role, Marketing trainee, Manager, Quality and Compliance and a restructure of our HR department to support a larger workforce, which includes dedicated recruitment officers.

We developed and rolled out a leadership framework across 2019-2020. Some of the key outcomes for this plan include: structured succession planning for leadership and management positions, the development of an emerging leader's programme, the 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 more complex. Our leadership team supported many sector initiatives and forums to contribute to resolving systems issues.

We presented our therapeutic model at the ASID 2019 Conference in Adelaide and were to present at the International Association of Positive Behaviour Support (ABPS) Conference in March 2020. The presentation ended up a virtual presentation due to COVID-19. The presentation demonstrated PBS and therapeutic outcomes for people with psychosocial disability.

## People + Culture

Culture is critical in delivering on strategy and this culture must flow throughout the organisation. Therefore, we are committed to bi-monthly pulse checks with our staff and our yearly culture survey. Our HR team provide regular feedback through our Employee Representative and Advisory Committee (ERAC) that demonstrate what we do based on your feedback. Through our values and our people we ensure we lead our culture as authentically as possible.

We developed and implemented the workforce plan 2019-2020 investing in high level training opportunities to develop a resilient, competent and knowledgeable workforce. We commenced our EBA negotiations late 2019 and our consultative committee was formed.

## PEOPLE + CULTURE HIGHLIGHTS



- 94%** of staff believe our vision, mission and values statements are inspiring.
- 88%** of staff believe CLO is an inclusive place to work with a diverse workforce.
- 70-90%** of staff believe their opinions matter and feel comfortable raising issues at team meetings and with Managers.
- 92%** of staff feel pride in the work they do, 81% feel they have the support and resources needed to do their job and 93% believe expectations are clear.
- 88%** of staff have accessed information on health and wellbeing.
- 82%** of staff are aware of the groups and committees they can join.
- 94%** of staff are confident with implementing training in their role.
- 80%** of staff are confident using IT systems at CLO.
- 78%** of staff believe CLO training sessions improved skills and knowledge.

## Learning + Growth

We continue to provide high level training, having delivered over 200 training programmes across 2019-2020. 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. The Employee Representative and Advisory committee also provided valuable feedback on what our staff wanted and needed.

This ensures our commitment to continuous improvement and delivering excellence.

## LEARNING + GROWTH HIGHLIGHTS

- 64** specialised staff trained to support Borderline Personality Disorder.
- 100** Induction sessions across the year - a four day programme which accounted for 51% of training.
- 8** staff completed diversity and Inclusion training.
- 153** sessions across the year of the new Professional Culture training.
- 10** staff completed Dysphagia refreshers.
- 95** training sessions for Autism rolled out.
- 45** MAPA Sessions across the year (2 day training) with 4 dedicated MAPA trainers.

## PBS + CRISIS INTERVENTION TRAINING RE-DESIGNED DUE TO COVID

- 149** staff attended PBS and RP training (19 sessions across the year)
- 229** staff had specialised training 'to plans' to support new participants.
- 325** staff attended Assist with medication training.
- 100%** of staff completed Infection Control training.
- 153** staff completed Manual Handling training.

## Sustainable Financial Performance

**Our 2019-2020 year indicated a growth of 45% with a 13% surplus.**

The outcomes demonstrate a sound business model that supports us to move confidently into the future environment. 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. The Business and Finance team have maintained the focussed effort to ensure financial sustainability moving into the NDIS and achieving our financial objectives.

We were successful in tendering for the Placement and Support Packages (PaSP) Panel through the Department of Child Protection.



## Process Management, Improvement + Innovation

We achieved 95% of our objectives against the Business Safety Plan 2019-2020 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 also commenced the PeopleStreme HR system roll out in January 2020.

We thank our Restrictive Practices committee for the work to provide monitoring of practices in restrictive practices across the organisation and the commitment to the reduction and elimination of restrictive practices.

Our Business, Learning and Development committee remained focused on demonstrating outcomes against our innovation and continuous improvement register.

Our organisational plans that underpin our strategic plan outcomes are:

- Disaster Recovery and Business Continuity Plan (and COVID-19 risk action plan)
- The Business Safety Plan
- The Disability Action and Inclusion Plan
- The Workforce Plan and Leadership Action Plan
- The Clinical Strategic Action Plan
- The Marketing Plan
- ICT Strategic Plan
- Environmental Management Plan
- NDIS and QSC Change and Quality Improvement 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 and the Regional Managers for leading their teams to great outcomes, we cannot do this without your dedicated leadership. This year I would like to say a special thank you to Lyn Morris who retired in June 2020 after 25 years with CLO. We worked with Lyn for many years and her dedication and passion for what we do will be greatly missed.

A special thank you to our volunteer members of the Board who have given their time, shared their skills and knowledge and a big welcome to our new members, Ruth and Christine. We would also like to thank our retiring members, Carolyn and Bernadette, 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 participants, 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.



# Strategic Plan

*Our vision is that all people experience great opportunities and a great life.*

*Our mission is supporting your positive life journey, your dreams, your choices and your individuality.*



## In practice, we place a great value on:

### **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 fulfill our roles and responsibilities to achieve our Vision and Mission.***



# Strategic Outcomes Highlights



## Participants

- 90% of participants have goals in place
- 100% of participants engaged in the 'My Life, My Way' person centred planning process
- The Clinical Team continue to grow and provide services for Positive Behaviour Support and introduced a dedicated Support Coordinator
- Standards questionnaire, the family survey and the choice and control questionnaire rolled out
- 90% of the Disability Access and Inclusion Plan targets met
- We are fully operational under the Quality and Safeguards Commission (QSC) for reporting on restrictive practices and reportable incidents



## Learning + Growth

- Australasian Society for Intellectual Disability (ASID) Conference presentation 2019: Service Development and Implementation of PBS in Forensic Psychosocial Disability
- Culture Masterclass rolled out and culture action plan developed
- Over 80% of CLO staff have completed the NDIS orientation module
- Over 65% of CLO staff have completed the Zero Tolerance: Freedom from Abuse Training
- Over 53% increase in workforce
- Student placement framework rolled out
- Staff Development Coordinator position created



## Internal Business Processes

- CLO registered for two new NDIS registration groups; Community Nursing Care and Early Childhood Supports
- Registered nurse position created
- IT development project continuing with the CLO Management System
- 95% of the Business Safety Plan targets met
- Clinical business processes implemented
- Revamp of the CLO website included feedback mechanisms and dynamic content
- Emerging leaders development plan for staff rolled out
- HR system software implementation commenced

# Meet the Board



**Alan Oxenham**  
Chair



**Melinda Kubisa**  
Chief Executive Officer



**Chris Meyer**  
Vice Chair



**Mike Bessen**  
Board Member



**Kathy Groat**  
Board Member



**Robert Melino**  
Board Member



**Doug Hicks**  
Board Member

**“Thank you to our volunteer members of the board who have given their time, shared their skills and knowledge”.**

- Melinda Kubisa





Providing quality person  
centred supports since 1982

**Sharon Partington**  
Senior Manager of Operations



# Operations Report

**2**019-2020 has been another wonderful year with some great outcomes, so thank you to everyone for your ongoing commitment to helping our participants to experience great opportunities and a great life.

We remain committed to providing quality person centred services and ensuring that we deliver initiatives from our Disability Access and Inclusion Plan and our Strategic plan.

Upholding the rights of people with a disability has remained a focus across the year and has included the establishment of the Human Rights and Ethics committee and the development of the Disability Royal Commission strategy. We also developed an easy read Charter of Rights and Human Rights training package and the Fleurieu ran a 'Making Group Homes Great' project.

100% of participants have a support plan, crisis plan and risk assessment in place and 88% have the person centred "My Life, My Way" plan. Over 90% of participants have their goals recorded and reported against monthly and this year we saw goals move to CMS to allow for more real time reporting and tracking.

## **Overall we had 800 developmental programmes implemented**

In the last year to build skills for participants in all areas of daily living including cooking skills, healthy eating, kitchen safety and food handling; social skill development and healthy relationships; personal safety and well-being; self-esteem and emotional regulation and tenancy skill building to assist with building independent living skills.

We hosted three major events over the year for Christmas, Halloween and Melbourne Cup day. The Social Club programme also rolled out across the organisation and hosted events including picnics, aquatic days, art day, bowling and lunch/dinner outings.

Personal participant achievements include completing a certificate 3 in community services; completing a certificate 3 in book keeping; moving from SIL supports to a tenancy model; engaging in community sports; maintaining employment; publishing the quarterly person centred CLO Inspire newsletter for participants and families; attending dance classes; the Marion Cultural Arts Centre arts display and creating a veggie garden.

***Overall it has been a great year, so well done everyone!***





**Sarah Johnston**  
Senior Manager People and Culture



# Human Resources Report

**2** 019-2020 was another year of significant growth for CLO, our workforce doubled bringing a need for CLO to look at some of our workforce tools and processes. 2019-2020 has seen the HR department looking at technology advancement and system integrations. We have commenced the introduction of a HRIS system and continued to grow our e-learning suite of programmes.

Our Workforce and Leadership plans were rolled out for another year and delivered the following outcomes:

## **Strategic Human Resources**

- Integrated HR Management system selected – PeopleStreme.
- Star Customer service rating introduced to New Starter and Exit Surveys – New Starter Survey: 4.2 star average rating for new staff experience.
- Enterprise Bargaining Agreement - A renewal negotiations draft commenced and EB consultative committee created – meetings commenced.
- 2 x employee videos completed by the marketing department: A day in life of a CLO PCSW and Career Progression at CLO.

## **Workforce Capacity – Recruitment and Retention**

- New Roles commenced and Role reviews in response to organisational needs
  - 2 x Recruitment Officer Positions
  - 2 x HR Trainees
  - 2 additional Roster Coordinators
  - Support Coordinator role
  - Registered Nurse
  - Manager Recruitment, Learning and Development
- Person centred and values-based recruitment continued
- Expanded Recruitment methodologies trialled
  - Group recruitment with assessment centres
  - Outsourced recruitment
  - Employee referral programmes
  - Retention and turnover benchmarked to the

Disability Workforce report.

- Increased person centred rostering trialled
- Workforce matrix working tool introduced to support casual management for operations and rostering
- Employee on boarding journey reviewed - Induction, orientation and probation assessment to ensure high level customer service

## **Workforce Capability: Training and Development**

- 75% of training hours was face to face and 25% was online
- E-learning modules expanded to include: WHS general, fatigue management, complaints resolution
- Clinical team supervision model developed
- Induction set up to be virtual classroom
- Assist With Medication delivered in-house and theory made available online
- Trialled PDP template aligned to the capability framework
- Staff and leadership forums quarterly: risk management, leadership and culture, culture and change, standards
- 12-week module developed for Client Services Coordinators and implemented online for Support Workers
- Learning and Development department introduced 4th quarter
- Leadership development was a key focus
  - Succession planning policy developed and implemented
  - Regional Manager Induction PowerPoint reviewed and rolled out
  - New Service Coordinator probation assessment tool developed and rolled out
- Masterclass for Service Coordinators topics included:
  - NDIS business acumen,
  - Leadership for reportable incidents,
  - Complaints and investigations,
  - Integrated models and implementing a therapeutic model,
  - Risk management,
  - Culture masterclass for train the trainer.

## Organisational Culture & Development

- Culture Masterclass with leaders - leaders then rolling out to the whole organisation
- 4 x pulse checks 19-20 topics included:
  - What training do I need to deliver excellence in my role
  - Staff engagement
  - COVID-19 needs and wellbeing
  - Vision and Mission alignment
- Reward and Recognition programme monthly and end of year at the AGM
- Employee Representative and Advisory Committee meets bi-monthly. Outcomes against the TOR reported yearly
- Two organisational members sponsored to attend the ASID conference

## Leadership

- Leadership forums – focuses covered leadership, culture, HR transformation and risk management
- Workforce plan workshops run quarterly with leaders (HR/Operations collaboration)
- Strong succession planning /coaching plans for management and coordinator roles
- Emerging leaders programme development commenced
- Leadership retention for management 87% and coordinators 72%
- 2 x conference presentations: aiming for sector leadership in high and complex models
  - ASID (November 2019, Adelaide)
  - The International APBS conference (March 2020)

## 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 year milestone with CLO in 2019/2020

- Bronwyn Robinson
- Sam Farrell
- Janet Quintrell
- Cara Furner
- Sharon Partington



290

staff training sessions

493

staff recruited



96.1%

of staff feel their personal

values match CLO's



**Grace Wu**  
Positive Behaviour Support Team Lead



# Clinical Services Report

It has been a wonderful year together having supports from the CLO Operational Team to ensure we are working collaboratively to support our participants to achieve their goals and improve their quality of life! The Clinical Services Team support CLO participants who are funded for Positive Behaviour Support, as well as providing Support Coordination under the NDIS:

- 70 x Positive Behaviour Support (PBS) internal contracts (includes MH project)
- 14 x External PBS referrals
- 11 x Support Coordination contracts, an increase of 10. We now have a dedicated role for Support Coordination in the Clinical Team Structure
- 2 x Specialist Support Coordination
- 1 x Therapy participant

## Consumer Forums and CLO Special Programmes

Consumer Forums are held every three months at the CLO offices at Victor Harbor and Edwardstown. This year, we have been doing fun activities and learning about what was happening at CLO and shared what was happening in our lives. We also held our first online Consumer Forum in May 2020 via the Teams App under COVID-19 safety guidelines. We discussed information that is important to you and may support you to improve your quality of life such as:

- Charter of Rights and Responsibilities
- Update from the Royal Commission
- Easy-read COVID-19 Fact Sheet and Safety Awareness information
- Coping skills to support us stay calm, stay wise and stay kind during the period of this pandemic
- How to use NDIS plans
- UN Convention of Rights for people with a disability

We seek your feedback to support our continuous improvement and innovation to ensure your voices are being heard and valued and we will continue to support you in a way you need.

## What we do:

- We have a team of PBS Practitioners who develop PBS plans and deliver 'training to plans' for staff teams.
- We conduct Functional Behaviour Assessments and other assessments to identify what support you need.
- We have Support Coordinators support you to get the most out of your NDIS plan and connect you to the supports you need.
- We provide guidance and supervision for social work placement students.
- We work closely with Operational Teams to support you to stay safe and achieve your goals.
- We make easy read and accessible versions of documents and plans.
- We help you have your say to the CLO Board.
- We conduct the Choice and Control Questionnaire.
- We conduct Human Rights in a Pandemic Questionnaire.
- We conduct developmental programming.
- We continue to update the "Developmental Programming tile" on SharePoint.
- We provide ongoing training to CLO employees in PBS and Restrictive Practices, Autism Spectrum Disorder and Borderline Personality Disorder training.
- We review all restrictive practices to ensure your human rights are maintained and that all restrictive practice have appropriate consents and authorisations in place.

## What special days did we celebrate?

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

## Sharing our passion with others

CLO continue to be leaders in the disability sector by being active and contributing members to various communities of practice including:

- NDS Support Coordination
- PBS CoP
- NDIS Mental Health Interest Group
- MHPN Psychosocial CoP
- Association for Positive Behaviour Support Australia (APBSA)

Our CEO and former Clinical Manager co-presented at the 2019 ASID Conference held in Adelaide. We are actively providing sector knowledge and experience to state and national disability service forums.

This year, we have also attended The Big Meet to share the CLO Mission and Values with graduates and introducing what we do and our career options. The aim was to inspire and empower graduates to join CLO in supporting our participants to achieve great opportunities and great life!

## Continuous development:

We are dedicated to continuous development to deliver high quality of services. This year, we have two nominees for the 5th DEAI Outstanding Achievers Award 2019. We held a Clinical Team Culture Master Class and regular Clinical Focus Group meetings to ensure continuous development in our practice.

70 x

Internal PBS contracts

14 x

External PBS contracts

11 x

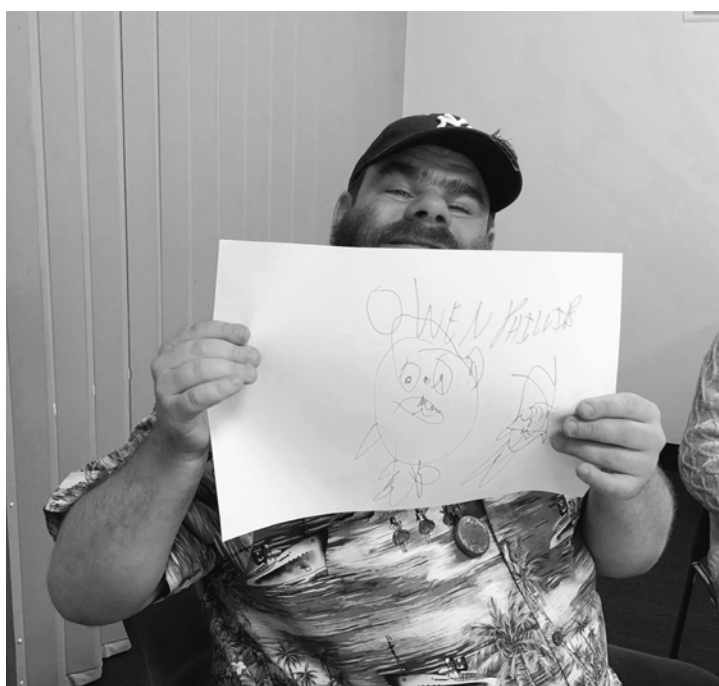
Support Coordination participants

2 x

Specialist Support Coordination participants

1 x

Therapy participant



**Tiff Hodge**  
Chief Financial Officer



# Financial Report

The financial position of Community Living Options in the 2020 financial year shows continual improvement with a revenue increase of just over 45% from 2019 to arrive at total revenue of over 39 million. This significant growth is due to the incredible work continuing to roll out our 4th region with 27 houses under the psychosocial/SIL project as well as new SIL services throughout the financial year.



CLO's operating surplus for the financial year ended at just over 13%. This surplus allows Community Living Options to provide more opportunities to the people we support and to continue to build on important working capital. It also allows CLO to invest in future infrastructure that will help support people for years to come through accommodation, clinical therapy services and highly trained and skilled staff.

Diagram 1

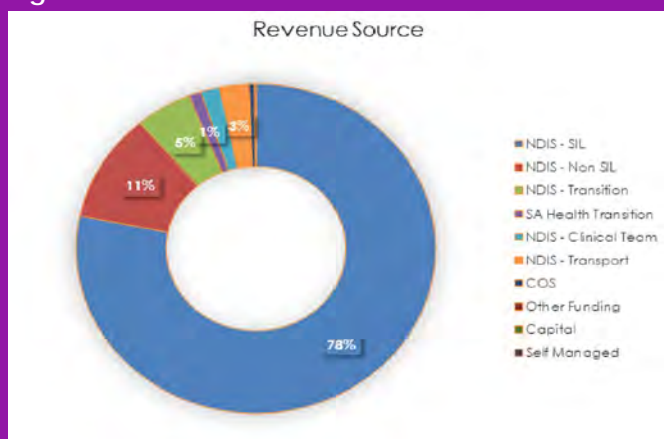


Diagram 1 shows the breakdown of revenue source, NDIS SIL revenue comprising of 78% of total revenue.

Total expenses for the 2019/2020 year equated to just over 34 million, 92.4% or 31.4 million paid in employee expenses.

Other financial matters:

- Net assets have increased by 79% from 6.4 million to 11.5 million.
- Cash holdings have increased from 4.7 million to 12.5 million reflecting the increase in revenue over the period.

In 2020 Pitcher Partners was retained by the board to provide independent auditing services to CLO. The audit was conducted by Jim Gouskos, Principal, and Andy 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 participants and our organisation.



**COMMUNITY LIVING OPTIONS INC.**  
**ABN 60 857 492 274**

**DETAILED PROFIT AND LOSS STATEMENT**  
**FOR THE YEAR ENDED 30 JUNE 2020**

	Note	2020 \$	2019 \$
<b>Revenue and other income</b>			
Supported independent living	2(a)	34,749,696	13,922,940
Other core supports (incl' capacity building)	2(a)	3,848,390	1,296,082
Brokerage funding	2(a)	13,379	7,038,629
Grant funding	2(b)	459,461	4,302,960
Interest income	2(b)	74,734	78,172
Other revenue	2(b)	40,868	385,841
		<u>39,186,528</u>	<u>27,024,624</u>
<b>Less: expenses</b>			
Motor vehicle expense		(156,673)	(154,432)
Depreciation and amortisation expense	3	(653,451)	(67,539)
Employee benefits expense	3	(31,485,198)	(23,259,083)
Occupancy expense		(56,214)	(24,672)
Repairs and maintenance expenses		(63,168)	(13,818)
Lease expense	3	(79,504)	(517,540)
Advertising expense		(68,894)	(57,459)
Finance costs	3	(75,948)	(213)
Doubtful debt expense	3	(294,919)	-
Professional fees		(172,565)	(97,670)
Set up costs		(73,370)	(30,948)
Capital expenditure minor		(144,322)	(49,161)
Write-off of assets	3	(5,560)	(1,205)
Other expenses		(751,535)	(541,498)
		<u>(34,081,321)</u>	<u>(24,815,238)</u>
<b>Surplus for the year</b>		<b>5,105,207</b>	<b>2,209,386</b>
Income tax expense		-	-
<b>Surplus after income tax attributable to the members of the Association</b>		<b>5,105,207</b>	<b>2,209,386</b>
Other comprehensive income for the year, net of tax		-	-
<b>Total comprehensive income attributable to the members of the Association</b>		<b>5,105,207</b>	<b>2,209,386</b>

**COMMUNITY LIVING OPTIONS INC.**  
**ABN 60 857 492 274**

**STATEMENT OF FINANCIAL POSITION**  
**AS AT 30 JUNE 2020**

	Note	2020 \$	2019 \$
<b>Current assets</b>			
Cash and cash equivalents	4	12,575,759	4,780,979
Receivables	5	582,483	2,537,816
Other financial assets	6	2,508,795	521,170
Other assets	8	1,749,069	1,256,994
<b>Total current assets</b>		<u>17,416,106</u>	<u>9,096,959</u>
<b>Non-current assets</b>			
Property, plant and equipment	7	2,030,787	2,003,109
Lease assets	14	1,403,173	-
<b>Total non-current assets</b>		<u>3,433,960</u>	<u>2,003,109</u>
<b>Total assets</b>		<u>20,850,066</u>	<u>11,100,068</u>
<b>Current liabilities</b>			
Payables	9	982,068	998,902
Other liabilities	10	-	804,365
Contract liabilities	11	3,113,387	-
Borrowings	12	38,568	14,143
Provisions	13	2,583,384	1,664,074
Lease liabilities	14	504,857	-
<b>Total current liabilities</b>		<u>7,222,264</u>	<u>3,481,484</u>
<b>Non-current liabilities</b>			
Borrowings	12	567,069	625,857
Provisions	13	562,978	527,158
Lease liabilities	14	926,979	-
<b>Total non-current liabilities</b>		<u>2,057,026</u>	<u>1,153,015</u>
<b>Total liabilities</b>		<u>9,279,290</u>	<u>4,634,499</u>
<b>Net assets</b>		<u>11,570,776</u>	<u>6,465,569</u>
<b>Equity</b>			
Retained earnings		11,246,616	6,141,409
Reserves		324,160	324,160
<b>Total Equity</b>		<u>11,570,776</u>	<u>6,465,569</u>

The accompanying notes form part of these financial statements.

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 - 28:

1. Giving a true and fair view of its financial position of Community Living Options Inc. as at 30 June 2020 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 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 15<sup>th</sup> day of October 2020



**INDEPENDENT AUDITOR'S REPORT TO THE  
MEMBERS OF**

**Community Living Options Inc.**

**Report on the Financial Statements**



**PITCHER  
PARTNERS**

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Adelaide SA 5000

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PO Box 7006 Hutt Street  
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**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 2020, 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 2020 and of its performance for the year 30 June 2020 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.

Adelaide Brisbane Melbourne Newcastle Perth Sydney

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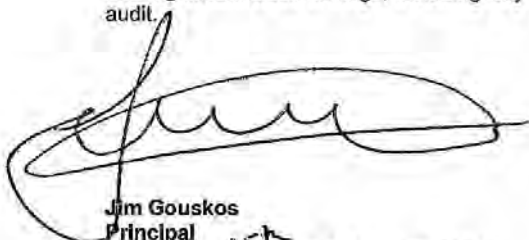
### Auditor's Responsibilities for the Audit of the Financial Report

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.



Jim Gouskos  
Principal

Dated this 15<sup>th</sup> day of October 2020

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 Aciek Ador  
 Addison Kim  
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 Agu Chima  
 Ahammad Shamim  
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 Carolan Eleesha  
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 Chaternuch Suzy  
 Chauhan Vikas  
 Cheatle (nee Dredge) Sharon  
 Chepketer Isaac  
 Cherop Cleopas  
 Chhetri Gopal  
 Chhetri Bidur  
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 Cohen Cleopatra  
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 Ebehiremen Obehi  
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 Ellis Aaron  
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 Emurugat Juliet  
 Ewing Elizabeth  
 Eze Daniel  
 Ezeigbo Charles  
 Ezeobi Arinze  
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 Fradley Chris  
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 James (nee Toubia) Nadia  
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 Jeffery Anna  
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 Jiang Pan  
 Jiang Wanmei  
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 Jolo Gloria  
 Jones Lorraine

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 Jones Alex  
 Jones Katrina  
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 Kaushal Ricky  
 Kavishe Angela  
 Kayumba Mwema Marie Dominique  
 KC Susma  
 Kearney Christopher  
 Keelan Mathew  
 Keeler Steven  
 Keir Jonathon  
 Kemboi Gladys  
 Kempster Hayden  
 Kennedy Peta

A big thank you  
 all of our employees

Kennett Amy  
 Khadka Surendra  
 Khan Sikander  
 Khareh Yograj  
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 Kiama George  
 Kibatcha Clement  
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 Mathew Tharakan Ren  
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 Maxwell Michelle  
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 Neck-Kelly Prilyn  
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 Nelson Sophie  
 Nemmoe Chloe  
 Nganga Esther  
 Ng'ang'a Virginia  
 Ngenzi Kabaya  
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 Poudel Sonia  
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 Proctor Kathy  
 Prokes Alexander  
 Pryer Troy  
 Pullens Bonnie  
 Quintrell Janet  
 Quintrell Imogen  
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 Raine Victoria  
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 Ramadhan Nur  
 Raval Rucha  
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 Redman Samuel  
 Redman Dionne  
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 Reid Natasha  
 Renshaw Sandra  
 Rhode Shannon  
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Rinaldo Dion  
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 Roberts Abbey  
 Robertson Heather  
 Robinson Bronwyn  
 Rowe Cameron  
 Rowe Melodi  
 Russell Glyn  
 Russell Steven  
 Russell Belinda  
 Rutherford Brittany  
 Saint Heather (Ann)  
 Saleh Nader  
 Salerno (nee Feuerriegel) Yasmin  
 Sandhu Dharminder Singh  
 Sapara Hira  
 Sapkota Elan  
 Sapkota Raju  
 Sarao Ravinder  
 Sarwar Zunair  
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 Schier Dylan  
 Schoepf Marianne  
 Schweinsbergen Michelle  
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 Singh Parminder (Jay)  
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 Somerset Moira  
 Spagnolo Domenica (Mim)  
 Spalding Danielle  
 Springhall Molly  
 Stapleton Julie  
 Strickland Robyn  
 Styles Stephen  
 Sumaoro Fatumata  
 Swan Renee  
 Swati Swati  
 Swearse Alleah  
 Swearse Carmel  
 Tan Angel  
 Tandon Nitin  
 Tarbard Casey  
 Tarbard Ashton  
 Tarley David  
 Tarley Johnson  
 Taye Prince  
 Taylor Jess  
 Taylor Samuel

Thapa Shankar  
 Thiamiyou Ichiaou  
 Thomas Aju  
 Thomas Carol  
 Thompson Lorraine  
 Thompson Lisa  
 Thompson Brooke  
 Thorn Hayley  
 Tilley Dianne  
 Tisdale (nee Hammerstein, nee Hilton) Kerrie  
 Tohl Tracy  
 Townsend Mikaela  
 Tswanu Enerty  
 Tswanu Debra  
 Turczynowicz Jade  
 Turner Dwayne  
 Ude Patrick  
 Udeze Obinna (Kingsley)  
 Umeh Valentine  
 Umeh Victor  
 Uppal Pritpal  
 Utoh Patrick  
 Uwimana Rachel  
 Vaid Karan  
 van Gils Robert  
 Van Gils Della  
 Vardas John  
 Vedamoorthy Gowri  
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 McFadzean Jamie  
 McGrail Samantha  
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 McKay Erin  
 McKenna Rachel  
 McLachlan Sarah  
 McNeela Anton  
 McNeil Rachael  
 Mechan Sonya  
 Megaw Karen  
 Mehta Pradeep  
 Mills Christine  
 Mistry Nima  
 Mobbs Jacob  
 Modi Pinkesh  
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 Molzer Tania  
 Montanari Noemi  
 Moorman Vikki  
 Morgan Leigh  
 Morris Lyn  
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 Mudahemuka Albert  
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 Muguti Cleophas  
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 Muon (nee Nguen) John  
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