

# Annual Report 20/21



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**Melinda Kubisa**  
Chief Executive Officer



## CEO and Chairperson Report

**T**his year brings a celebration of the first year of our 2020-2022 strategic planning cycle.

Again, our sector faced unprecedented times and challenges in the face of the COVID-19 pandemic, sector disruption and organisational change. Our Team responded with flexibility and agility which assisted and supported CLO to adapt to these times. Our Annual Report is a reflection of the work of our CLO Team and an opportunity to recognise you and all that you do to drive quality and continuity of support.

**We thank you for providing high quality services during the pandemic to safeguard our participants and continue to drive outcomes and outstanding person-centred support.**

Our sector continues to see disruption and increased pressure to meet administrative compliance and regulation. Whilst we credit the NDIS Commission and NDIA for offering provider relationship and education programmes, tools and alerts to support our policy and compliance systems, at times, sector regulation is incompatible with NDIA pricing pressures. Reduced funding and pressures for overall sustainability of the scheme are certainly having an impact. To our leaders, management, and coordination teams, we thank you for your values-based leadership and partnering with participants, families and communities. Your support ensures high quality outcomes and continued achievements for our participants, even when the sector has seen many challenges over the year.

We continue to acknowledge our sector partnerships and know that without their collaboration our successes would not be possible.

Our strategic plan continues to underpin delivering 'great opportunities and a great life.' It is these plans that bring our human rights, accommodation and therapeutic model to life.

- Disability Access and Inclusion Plan
- Business Continuity and Disaster Recovery Plan
- Leadership and Workforce Plan
- Clinical Strategic Action Plan
- Marketing and ICT Plans

We finished the year with 165 participants across our operations division.

The roll out of our Department of Child Protection Services in November 2020 commenced with three houses for the residential facilities panel operational, servicing five children. Our Placement and Support Packages (PaSP) panel house is ready to undertake licencing.

Our clinical and allied health team finished the year with 79 Positive Behaviour Support Contracts, two Therapy Assistant roles, team of two Support Coordinators with a Lead Specialist Support Coordinator provide 38 support coordination contracts over the 2020-2021 period.

We finished the year with 744 staff. After a period of consolidation our workforce growth over the year ended at -6.7% while our overall retention stood at 91.1%.

Our new Manager, Quality and Compliance Rabecka, supports our audit and accreditation work. We have had great outcomes with 100% compliance for both the ASES Award and Certificate accreditation and the NDIS Practice standards audit.

A great reward for all the hard work of the CLO team to prepare the audit work. We remain committed to quality and compliance systems to underpin a safeguarding approach and meet regulatory requirements including an internal audit schedule and continuous improvement register.



## Our Strategic Highlights and Achievements

### To lead, serve and inspire

- Commitment to Governance through governance structure, policy and Board education programme.
- Clinical Governance subcommittee drive the development of the Clinical Governance Framework.
- Business Development and Learning Committee outcomes for organisational learning: family survey, tender applications, review of PDP and supervisions structures, and the roll out of the HR growth and risk plan targets.
- Restructure of the People and Culture department, regional Manager onboarding review.
- 34 leadership professional development opportunities.
- Trial of our emerging leaders' program for Service Coordinators and Regional Managers to build capabilities of organisational leaders.

### Driving engagement through our People and Culture

- Our external yearly culture survey benchmarked to the sector: key strengths including teamwork, values, vision alignment, wellbeing, health and safety. Our key improvement targets in the culture action plan: recruitment, collaboration, and processes review.
- Our employee pulse checks on safety, culture, systems and processes, personal leave.
- The restructure of our People and Culture department with additional resourcing to our recruitment team to ensure the right people in the right job, with the right values to achieve organisational goals.
- Our Employee Representative and Advisory Committee: driving actions from our pulse checks, and the leadership and workforce plan – supporting what staff need to feel valued and ensuring they have a voice.

### Driving Learning and Growth

- New Learning and Development team (our learning hub opened).
- New training hub on SharePoint.
- Reward and recognition programme and the annual inaugural CLO Awards at our AGM celebrate successes and excellence from our staff.

- Trainers accredited to facilitate the circles of security and Child Safe Environments training.
- A review of our Induction and orientation programme to provide a 7 day programme for new starters.
- A dedicated Registered Nurse (welcome Jodie) to support and assist with medication training.

### Financially Informed and Sustainable Organisation



Above surplus target of 13.17%



Diversification through NDIS registration groups and Department of Child Protection



Growth of 32%

### Process Management, Improvement and Innovation for Delivering Excellence

- Systems design for the new condition of registration (0107) supporting participants with one staff.
- Implementation phase of the Human Resources technology, PeopleStreme to create efficiencies.
- 90% achievement against our marketing plan: website redesign, office branding with origin stories, social media celebrations, recruitment.
- Celebrating through our corporate social responsibility programme: National Pyjama Day, Walk A Mile in My Boots, R, U OK day, Loud Shirt Day, Food Bank Drive, Starlight Superswim, Salvation Army giving back for Christmas, Dignity Drive and the World's Greatest Shave.

### Delivering excellence to participants and stakeholders

- 100% of participants achieving their goals and aspirations through the 'my life my way' planning process with a strong emphasis on risk assessments.
- Finishing the year with 85% of our Mental Health Project rolled out and expanding to a 5th region for service delivery to manage the growth.
- Key Independent Living Skills Programmes: cooking, budgeting, gardening, cleaning, healthy lifestyles, relationships, and social skills.



- 80% achievement of Disability Access and Inclusion plan targets including:
  - Reduction of restrictive practices and RP auditing through our RP committee.
  - 'We listen' participant feedback mechanisms.
  - Education to support informed choice and dignity of risk.
  - Household safety skills programme and assessment.
  - Supports to access the criminal justice system.
  - An Auslan signing programme developed.
  - Quality of life measures.

I would like to extend my thanks and appreciation of our Board Members for your dedication, time and skills to promote our values, quality and person-centred approach whilst balancing the need to remain focussed on the governance of risk and sustainability. Welcome to two new members, Marc Keegan and Denice Wharldall who bring new skills, views and support to our board.

**As we make our way through another year, we remain committed to achieving service excellence and supporting you all to achieve 'great opportunities and a great life'.**

Congratulations to everyone at CLO for bringing our vision to life and thank you for your commitment and hard work over the year. To my Senior Team, Tiff, Sharon, Rabecka, Nicole, Sarah, Morgan, Sam and our Regional Managers, John, Ashton, Vikki, Kathy and Joumana, I thank you for your dedicated leadership and support.

Welcome to Louise, our Senior Manager, Clinical and Therapeutic Services and Amanda Easterbrook our new Executive Administrator. We have also farewelled Vivien Crago who has retired after ten years of dedicated service. A huge thank you to you, Vivien.



# Strategic Plan

What we aspire to be

## OUR VISION

All people experience great opportunities and a great life.

Who we are, what we do

## OUR MISSION

Supporting your dreams, choices and individuality.

What we live by

## OUR VALUES

### RIGHTS



Every person has the right to participate and contribute to society, to be valued and respected within society and to develop self respect and respect for others. The right to choice and control over one's life. 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.

We expect everyone to be trustworthy, reliable, honest and accountable.



### INTEGRITY



### RELATIONSHIPS

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

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



### SAFETY



### INNOVATION

We believe in new ideas, flexibility, dependability and continuous improvement.



### QUALITY

We believe in delivering excellence.



# Strategic Outcomes HIGHLIGHTS

165

Participants Supported  
across our Operations Division

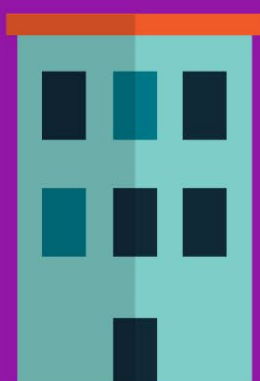


744

Employees

91.1%

Retention Rate



## EXPANDING OUR OFFICE LOCATIONS

New office space dedicated to Allied Health at  
Edwardstown

New office space at Grenfell Street to be used as a  
training hub and home to our Children Services team



100%

Compliance for ASES  
Accreditation and NDIS  
Practice Standards

181

Internal and  
External Audits  
Completed

79

Positive Behaviour  
Support Contracts



34

Support Coordination  
Contracts

# 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



**Marc Keegan**  
Board Member



**Christine Dennis**  
Board Member

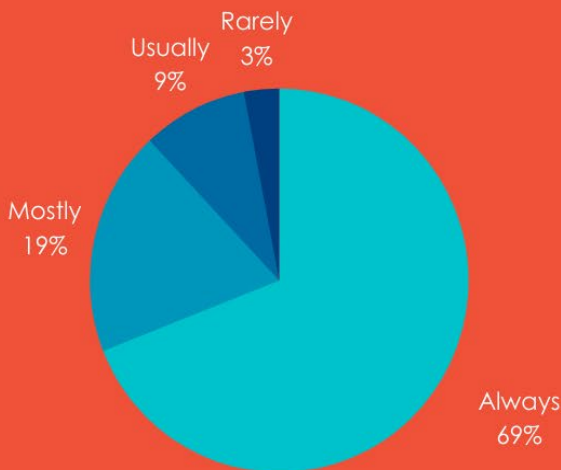


**Ruth Firstbrook**  
Board Member

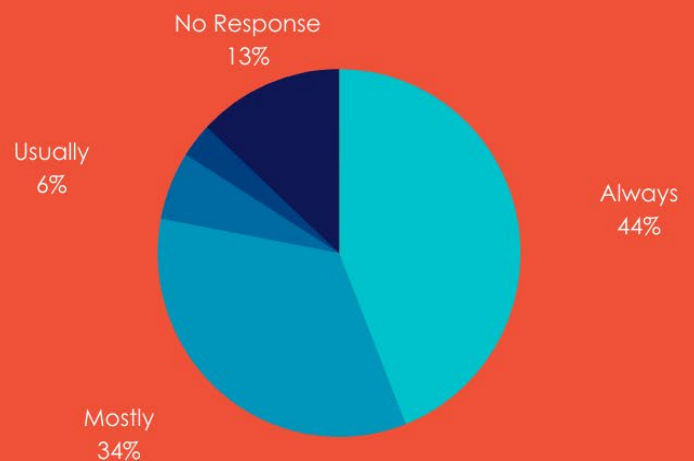
# OUR SURVEYS

## NATIONAL DISABILITY STANDARDS SURVEY

Does your CLO Team give you the help you need to go out and do things with other people?



Does your CLO Team listen to your goals and encourage you to reach them?



## OUR FAMILY SURVEY

**100%**

of respondents said our staff were professional and family focussed

**78%**

of respondents said we provide great choice and control

**78%**

of respondents say we listen to concerns of participants, carers and families

**100%**

of respondents said we kept our participants safe during COVID-19



## WHAT OUR FAMILIES WOULD LIKE FOR THE FUTURE

- more day options
- more housing options
- expansion of housing options
- more social and recreational opportunities
- more work options for people

**Sharon Partington**  
Senior Manager of Operations



# Operations Report

**O**ver the last year there have been some wonderful person-centred outcomes achieved with participants. Delivering excellence, providing quality services and helping participants achieve their goals and dreams is the core of what we do each and every day. I would like to thank all our participants for choosing CLO to support you to live your best life.

I would also like to thank all our staff. Each one of you play an important role in delivering quality supports. Your ongoing commitment to be the 'best you' is what helps our participants achieve so much. It is so rewarding to be able to recognise how much has been done over the last year. Well done to everyone.

## Fleurieu Highlights

- Participant was supported to get Eye Gaze assistive technology and is now able to communicate with her staff.
- Participant was supported to commence driving lessons and save up to purchase his own vehicle.
- Four participants were supported to obtain employment or gain work readiness skills.
- Social club events including Bowling, Halloween Movie night, Urimbirra Wildlife Park, Christmas lunch, BBQ and games night, Easter party in the park with easter egg hunt and ventriloquist and attending the Parndana Show on Kangaroo Island.
- Two participants supported to a 3-day holiday in the city of Adelaide. Highlights included their very first ride on a tram to

the bay, shopping at Rundle Mall, visit to the Zoo/Central Markets, and cruise on the Popeye.

- Participant supported on a 5-day Murray River cruise on the Murray Princess.

## South Metro Highlights

- Three participants were supported to undertake volunteer work.
- Several participants were supported to attend Club slick events across the year.
- One participant achieved his goal of identifying with his cultural heritage. During the year he planned a holiday to Alice springs, Uluru, attended events during NADOC week, went to Murray Bridge to view paintings by Cedric Varco, a Ngarrindjeri man, visited the Kaurna Cultural centre and Warripringa wetlands.
- One participant achieved his Goal of attending art classes weekly to increase his skills and knowledge and learn new techniques.
- Social club events including bowling, the dolphin cruise, day at the zoo, Marion swimming centre fun day, Christmas dinner, lunch at Fasta pasta and picnic lunch at Glenelg.

## Metro Highlights

- One participant engaged in an ongoing TAFE course focused on working towards qualifications to become a medical receptionist.
- One participant was supported to go to Whyalla to visit family.



- One participant was able to achieve long term goal and move into own home.
- A participant was supported to obtain paid employment, delivering pamphlets in their local area and this has contributed to two of their goals of obtaining paid employment as well as increasing physical activities to assist with their physical health and wellbeing.
- One participant has attended her sister's wedding, attended five group activities, and expanded her word sign vocabulary from 250 word to 300. These goals have been very meaningful to the participant and her family.
- Social club events including 10 pin bowling, Easter BBQ and easter egg hunt, Christmas lunch, day out at Latitude, Halloween party and shared meal outings.
- Participant achieved their goal of attending a football game each fortnight. CLO also supported this participant to relocate to be closer to family.
- Two participants joined local Gyms for swimming and exercise and have been engaging regularly.

#### **Organisational outcomes included:**

- There were two camps. One was held at the Marion Holiday Park. Activities included movie night, games day, jumping pillow and water slides. The other camp on Kangaroo Island needed to be rescheduled as the ferry was cancelled due to poor weather and occurred in October 2021 instead. Activities included day at Seal Bay, visiting Raptor Domain to see the famous Birds of Prey show and visiting Parndana Wildlife Park.
- The participant portal on CMS rolled out. "MyCLO" is a platform that provides access to information on the participant's service agreement, NDIS fund updates, person centred plans, upcoming events, assists with staff selection and provides access to easy read policies.
- Participant document tracking was added to CMS to increase efficiencies through technology.
- The Human Rights committee provided updates to the organisation on United Nations Convention on the Rights of Persons with Disabilities through our newsletter, discussed issues that affect the rights of participants, prepared a submission on the National Disability Strategy for 2020-2021 and gave feedback on participant policies under review.

#### **Metro East Highlights**

- Three participants transitioned to their own home in the community.
- Two participants completed the 'ride a bike' training course and purchased bikes for greater independence.
- One participant started up his micro enterprise of t-shirt printing.
- Two participants engaged in drumming therapy.
- Social club events including BBQ lunch and sports day activities, Christmas lunch, art and craft day, 10 pin bowling and dinner at Fasta Pasta.

#### **Metro West Highlights**

- Social club events including "speed friendship", karaoke, pizza and games day and Christmas lunch.
- Three new participants joined the Metro West region and are engaging in outreach programs to live in the community.
- Participant completed level 1, 2 and 3 Mathematics to achieve their numeracy goals.
- Participant received a 10-year lease after completing their "good neighbour" developmental program.





**Rabecka Stokes**  
Manager Quality and Compliance



# Quality and Compliance Report

It is with great pleasure I present to you the incredible outcomes achieved across 2020/21 for Quality, Continuous Improvement, Risk and Work Health Safety.

This year CLO was recognised as a leader in the sector and was successful in achieving both award and certificate level accreditation against the Australian Service Excellence Standards. This achievement has assisted CLO to further develop its capacity to strive for continuous improvement in quality service delivery.



Along with ASES Accreditation CLO also received its certificate of registration from the NDIS Quality and Safeguards Commission. These Quality Improvement achievements further support our quality roadmap to excellence as we continue striving to be the premier provider of choice, opportunities, and service.



This year we also welcomed external auditors to review the quality and effectiveness of our WHS management and Return-to-work systems and processes, further providing opportunities for improvement. CLO was commended for its commitment to WHS and the support provided to CLO staff.

We achieved 92% of our objectives against the Business Safety Plan 2020-2021 and launched our second cycle COVID 19 Risk Management Plan March 2021-2022 a remarkable achievement by team CLO and our Safety Committee.

With any accreditation and external audit process always comes continuous improvement initiatives and we have most certainly gone above and beyond this year in capturing opportunities for improvement and implementing new initiatives across the business.

We launched our new Risk Management Committee and Risk Management Plan. Our new Risk Management Committee evaluate and monitor all organizational risks, the effectiveness of our Risk Management System and drive CLO's Risk Management Plan.

**170**  
Internal Audits

**11**  
External Audits

**87**  
Continuous  
Improvements  
Initiatives  
Implemented

**Nicole Gent**  
Manager Children Services



# Children Services Report

**W**hen we look at all that we have achieved, it is hard to imagine that CLO only commenced Children Services on January 1 this year! CLO Children Services provides an innovative service in the Children Services Sector; by emphasising developmental programming with a therapeutic overlay we avoid a one dimensional or a 'one fits all approach' to the care that is provided.

100% of our participants have a person-centred support plan and crisis plan, and teams have worked with our young people to build skills in cooking, social skill development, personal safety and building self-esteem. Our young people are going to school more often than they have previously done, have increased their participation within community activities and have worked with staff to create their own homely environments where they feel safe, connected, and feel a sense of belonging. We also had one young person release a music album and be interviewed and get airtime on local radio!

CLO has purchased 3 houses which were selected purposely to create homely environments and 54 frontline staff have been recruited, trained and onboarded specifically meeting the needs and requirements of Children Services. The creation of this diverse CLO Children Services team ensure not only staff competency, but the implementation of best practice models which ensures that all that we do positively impacts their ability to engage successfully with school, the community and their loved ones.





**Sarah Johnston**  
Manager People and Culture



**Morgan Cundy**  
Manager Recruitment



**Sam Farrell**  
Manager Learning and Development

# People and Culture Report

**C**LO ended the year with 744 employees, and a 91.1% retention rate. This year saw a significant focus on technology and systems, the new employee journey and increasing employee feedback opportunities to support continuous improvement and building a positive culture.

This year has seen the restructuring of People and Culture division to better support the organisational needs post our significant growth. The division has been arranged into four departments, being People & Culture, Learning & Development, Recruitment and Health and Safety.

## People and Culture

Our People and Culture Department strongly focussed this year on retention, culture, and employee feedback. We rolled out the organisational Culture survey with an external partner for the first time, which introduced benchmarking of our results. The overall results reported outcomes through 3 key areas being Engagement, Wellbeing and Progress. Our organisation demonstrated high level commitment and job satisfaction (82%), with moderate levels of emotional wellbeing (71%) and satisfaction with the performance of the organisation (73%). Importantly all our results were on par with the Disability Services benchmark.

There were a total Six Pulse checks released to gain direct employee feedback on some of the key topics over the year, these included:

- Feedback Processes
- Safety Culture
- Welcome to PeopleStreme
- Performance at CLO
- Personal Leave
- Valuing Employees

We reviewed our Reward and Recognition program to include period of service milestones, recognition for all departments and the revamp our Reward and Recognition page on SharePoint to celebrate all the successes.



**YEARS OF SERVICE  
MILESTONES**

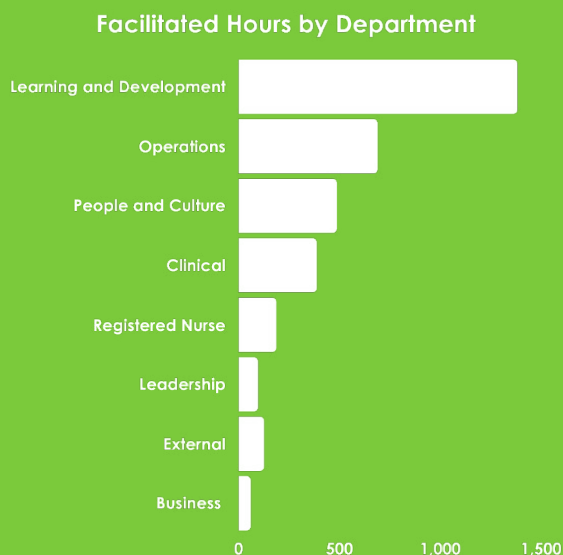
We would like to say thank you to the following employees for their long-standing commitment to CLO

Brian Wenham	15 years
Julie Loots	10 years
Greg Portman	10 years
Michelle Kivikoski	10 years
Fiona Howlett	10 years
Desmond Collin	10 years
Shannan Kimberley	10 years

## Learning and Development

Over 2020-2021 the L&D team delivered on innovation and achieved many great outcomes exceeding expectations for the year. L&D were also integral to the implementation, training and roll out of PeopleStreme recruitment, onboarding and learning modules. L&D highlights include but not limited to; CLO trained facilitators who specialise in delivering Child Safe Environments and the Circles of Security Parenting Program as well as our ongoing commitment to delivering quality inductions, resources and training targeting our frontline employees, human rights, person-centred, core and compliance training.

For the 2020-2021 financial year CLO had projected 592 Face to Face training sessions and delivered 849 sessions, accounting for 3412 facilitator hours as well as over 700 online hours and 1242 blended training hours of the 78 online courses and quizzes developed employees accessed and completed 11231 times over the year.



CLO's continued growth saw 277 new employees attend our inductions, resulting in L&D delivering 56 inductions, 1123 facilitator hours, exceeding the expected 24 scheduled for 2020-2021, inductions accounting for 81% of L&D facilitator hours.

## Recruitment

This past year Recruitment have worked closely with Operations to introduce a number of initiatives aimed to increase the workforce with a heightened focus between person and role. We also saw the introduction of PeopleStreme to streamline candidate management to support a more positive new employee experience as well as a strong partnership between Learning and Development and Recruitment to ensure the candidate journey was seamless and timely. Through this financial year the following strategies have been implemented to support the recruitment needs within a job market where supply is not meeting demand and so employer competitiveness is key.

- Increased the Recruitment Team - elevating the front facing role to four Recruitment Coordinators, Recruitment Admin and a Recruitment Manager to ensure quality and timely recruitment campaigns.
- Increased Recruitment and Marketing partnering.
- Review of advertising platforms and upgrade of memberships to increase impact and extend the search abilities of Seek and Linked in platforms.
- Total New Starters for the year: 276.
- New starters retained 209 – 75% retention.
- 83% of completed New Starter surveys identified that the recruitment process was timely and efficient.
- Feedback on the onboarding and induction process was largely positive with 83.3% finding the onboarding system easy to use.
- Interview questions were reviewed, and Value Based questions revised and implemented with 1 targeted culture question.
- 7% reduction in average time to commencement.
- PeopleStreme Onboarding Modules reduced from 27 to 18 to support a more positive new employee experience.
- Recruitment Trackers to ensure communication is timely and effective to uphold and enhance the candidate experience.
- 7-day appointment model for onboarding to deliver on compliance.



**Louise Mountford**  
Senior Manager Clinical and Therapeutic Services



## Clinical Services Report

**A**s a new incumbent to the role of the Senior Manager of Clinical and Therapeutic Team I was inducted towards the end of the strategic planning period. It was a fantastic start to my induction to the role and the organisation as we could celebrate the achievements of the team for this period. Within my first week we met as a team with Mel to discuss the outcomes from this period and set strategic goals for the coming year. I was instantly welcomed into a strong cohesive team with a shared vision of their values, purpose and vision.

For the annual overview this year I would like to extend congratulations and gratitude to existing and previous members of the team throughout this period for their individual and collective achievements as this has provided a well-established platform on which to build for the future.

Throughout this period the team have been able to deliver 79 positive behaviour support contracts across a wide geography, diverse participant group and a variety of implementing providers. This encompasses a broad range of evidence-based approaches tailored to individual needs of the participant and their experience, quantitative and qualitative data analysis, use of data collection methods with strong psychometric properties and strong implementation approaches in regard to training teams to the plan and ongoing troubleshooting through implementation.

The team have also played a pivotal role in supporting the operations team to enable transitions to the community for people living in long stay mental health settings. As a team we are proud to say that we have maintained the focus of our work grounded in human rights and maintaining a person-centred approach in all that we do.

During this year Community Living Options have placed an emphasis on expanding into working with children who are under Guardianship of the Chief Executive. During this time the Clinical Team have worked collaboratively with both Operations and external Stakeholders (including the Department of Child Protection). There have been some amazing outcomes and overall reductions in Behaviours of Concern. One such outcome for a specific teenage young man saw the implementation of successful strategies to reduce property damage which were occurring up multiple times a week to less than fortnightly now.

The support coordination team have been working tirelessly as well to support 37 people work towards goals and realise their potential through their NDIS supports. The work they provide is state-wide servicing not only metropolitan Adelaide but the Fleurieu and Kangaroo Island.



In addition to this the team provide ongoing training and support to the organisation through the development and delivery of training packages specifically in relation to the CLO therapeutic model such as Positive Behaviour Support, Least Restrictive Practices, Borderline Personality Disorder and Autism to name a few.

The My Life My Say forums have been conducted quarterly across the organisation to enable the people we support to have a say in organisational matters. These have provided valuable feedback for continuous improvement, informed policy direction and also provided a social engagement opportunity for many participants.

79



Positive Behaviour  
Support Contracts

37

Support Coordination  
Participants



Across metropolitan Adelaide, Fleurieu and  
Kangaroo Island



## Training Delivered

- Positive Behaviour Support
- Least Restrictive Practices,
- Borderline Personality Disorder
- Autism

Training packages specifically developed to  
the CLO therapeutic model.



**Tiff Hodge**  
Chief Financial Officer



# Financial Report

The financial position of Community Living Options in the 2021 financial year shows continual improvement with a revenue increase of just over 32% from 2020 arrive at total revenue of over 51 million. This significant growth is due to the incredible work continuing to roll out our psychosocial/ SIL project 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, allied health services and children's services.

Total expenses for the 2020/2021 year equated to just over 45 million, 93% or 42.1 million paid in employee expenses.

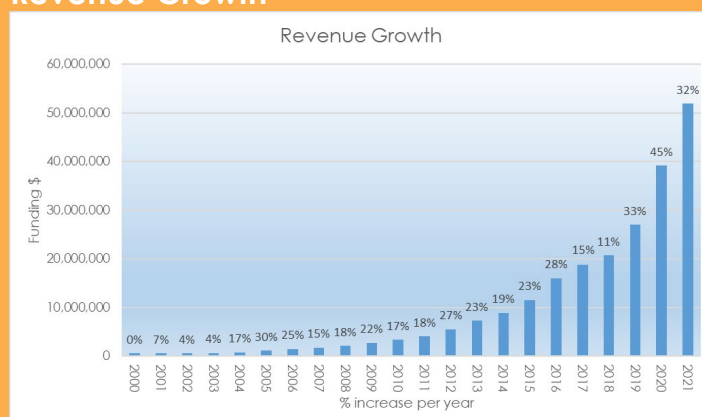
Other financial matters:

- Net assets have increased by 37%
- Cash holdings have increased by 15%

In 2021 Pitcher Partners was retained by the board to provide independent auditing services to CLO. The audit was conducted by Jim Gouskos, Principal, and Chris Leggett, 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.

## Revenue Growth



## Diagram 1

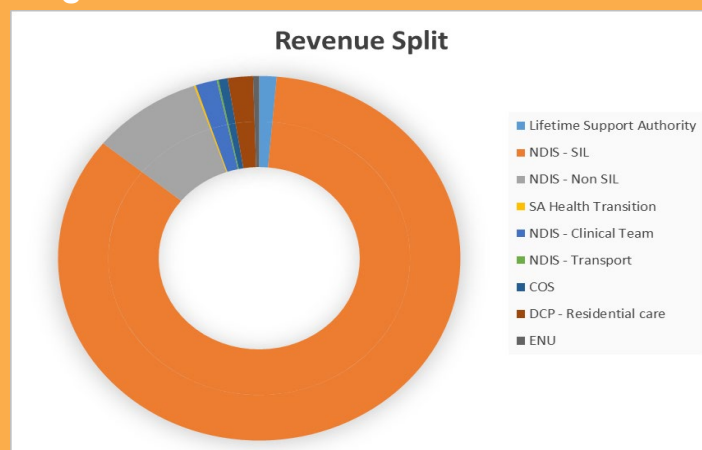


Diagram 1 shows the breakdown of revenue source, NDIS SIL revenue comprising of 84% of total revenue.

I would also like to take this opportunity to thank the Business and Finance team, for their dedication and hard work. 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**

**STATEMENT OF PROFIT AND LOSS AND OTHER COMPREHENSIVE INCOME**  
**FOR THE YEAR ENDED 30 JUNE 2021**

	Note	2021 \$	2020 \$
<b>Revenue and other income</b>			
Revenue	3(a)	51,191,700	38,611,465
Other income	3(b)	658,701	575,063
		<u>51,850,401</u>	<u>39,186,528</u>
<b>Less: expenses</b>			
Depreciation expense	4	(882,631)	(653,451)
Employee benefits expense	4	(42,194,919)	(31,485,198)
Interest expenses	4	(66,846)	(75,948)
Impairment loss for trade receivables		-	(294,919)
Other expense		(1,875,884)	(1,571,805)
		<u>(45,020,280)</u>	<u>(34,081,321)</u>
<b>Surplus for the year</b>		<b>6,830,121</b>	<b>5,105,207</b>
Income tax expense	1(k)	-	-
<b>Surplus after income tax attributable to the members of the Association</b>		<b>6,830,121</b>	<b>5,105,207</b>
Other comprehensive income for the year, net of tax		-	-
<b>Total comprehensive income attributable to the members of the Association</b>		<b>6,830,121</b>	<b>5,105,207</b>

The accompanying notes form part of these financial statements.

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

**STATEMENT OF FINANCIAL POSITION**  
**AS AT 30 JUNE 2021**

	Note	2021 \$	2020 \$
<b>Current assets</b>			
Cash and cash equivalents	5	14,842,074	12,575,759
Trade & other receivables	6	2,782,096	582,483
Other financial assets	7	2,508,795	2,508,795
Other assets	9	2,345,658	1,749,069
<b>Total current assets</b>		<u>22,478,623</u>	<u>17,416,106</u>
<b>Non-current assets</b>			
Property, plant and equipment	8	3,076,867	2,030,787
Right-of-use assets	14	1,223,556	1,403,173
<b>Total non-current assets</b>		<u>4,300,423</u>	<u>3,433,960</u>
<b>Total assets</b>		<u>26,779,046</u>	<u>20,850,066</u>
<b>Current liabilities</b>			
Trade & other payables	10	2,097,829	982,068
Contract liabilities	11	366,983	3,113,387
Borrowings	12	38,568	38,568
Provisions	13	3,580,235	2,583,384
Lease liabilities	14	584,517	504,857
<b>Total current liabilities</b>		<u>6,668,132</u>	<u>7,222,264</u>
<b>Non-current liabilities</b>			
Borrowings	12	528,501	567,069
Provisions	13	512,950	562,978
Lease liabilities	14	712,864	926,979
<b>Total non-current liabilities</b>		<u>1,754,315</u>	<u>2,057,026</u>
<b>Total liabilities</b>		<u>8,422,447</u>	<u>9,279,290</u>
<b>Net assets</b>		<u>18,356,599</u>	<u>11,570,776</u>
<b>Equity</b>			
Accumulated surplus		18,076,737	11,246,616
Reserves		279,862	324,160
<b>Total Equity</b>		<u>18,356,599</u>	<u>11,570,776</u>

The accompanying notes form part of these financial statements.

COMMUNITY LIVING OPTIONS INC.  
ABN 60 857 492 274

STATEMENT BY MEMBERS OF THE BOARD

The Board members have 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 Board members the financial report as set out on pages 4 - 24:

1. Giving a true and fair view of its financial position of Community Living Options Inc. as at 30 June 2021 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 Board members and is signed for and on behalf of the Board by:

Chairperson:



Alan Oxenham

Dated this 21<sup>ST</sup> day of October 2021



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



**Community Living Options Inc.**

**Report on the Financial Statements**

Level 1, 100 Hutt Street  
Adelaide SA 5000

Postal Address  
PO Box 7006 Hutt Street  
Adelaide SA 5001

p. +61 8 8179 2800  
e. reception@pitcher-sa.com.au

**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 2021, the statement of profit and loss and other 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 Board.

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 2021 and of its performance for the year 30 June 2021 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 Board Members for the Financial Report**

The Board Members 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 Board 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 Board 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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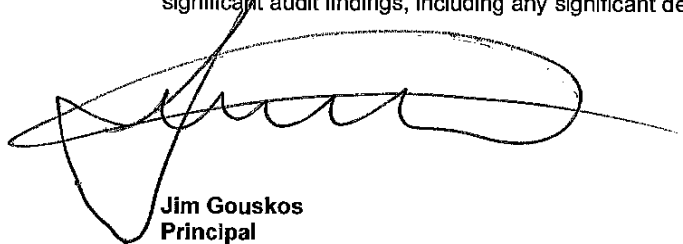
### **Auditor's Responsibilities for the Audit of the Financial Report**

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 Board.
- Conclude on the appropriateness of the Board'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 Board 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

**PITCHER PARTNERS**

**PITCHER PARTNERS**  
Adelaide

**Dated this 22<sup>nd</sup> day of October 2021**

Aaron Ellis  
Aashish Gautam  
Abbey Roberts  
Abdullah Falaki  
Abed Karogo  
Abeodu Jackson  
Abigail Parker  
Abu Kamara  
Achal Riny  
Adam Mufisy  
Adam Webster  
Adam Zain  
Adebinpe (Anita) MacGregor  
Adiat Awolunde  
Ador Aciak  
Adrian Baum  
Adrian Polydorou  
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Alana Atkinson  
Albert Mudahemuka  
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Alexander Natziuk  
Alexander Prokes  
Alexander Seeley  
Alexandra Harrison  
Alexandra Wilson  
Ali Al-Masoudi  
Alice Dayman  
Alice Maxwell  
Alice Munene  
Aise Uwimana  
Alison Graham  
Alison Matcham  
Alison Nahimans  
Alleah Swearse  
Alleah Swearse  
Aloysius Anyalebechi  
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Amanda Easterbrook  
Amanda Smallacombe  
Amanda Tuddenham  
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Amandeep Kohli  
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Amber McKinlay  
Amber Williams  
Amelia Ritter  
Amika Martens  
Amininder Sidhu  
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Andrew Hill  
Andrew Hilyer  
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Angela Kavishe  
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Anthony Bryant  
Anthony McCarthy  
Anthony Patherick  
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Apuk Deng  
Arinze Ezeobi  
Arvinder Singh  
Asad Ismail  
Aseem Jain  
Asher Bukuru  
Ashleigh Howes  
Ashleigh Mabbott  
Ashleigh Ooten  
Ashley Cole  
Ashton Torbard  
Assumpta Mchena  
Ava Crawford  
Awuoi (Elizabeth) Bior  
Ayomiposi (Faith) Adeyeye  
Babatunde (Baba) Odedario  
Baburam Sapkota  
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Baljinder Singh  
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Chanelle Jericho  
Chantelle Urquhart  
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Charlotte Sapio  
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Cheryl Landers  
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Chijioke (Emmanuel) Edeh  
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Chloe Payne-Hill  
Chris Fradley  
Christabel Noble  
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Christine Ferenchuk  
Christine Lewis  
Christine Mills  
Christopher Doyle  
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Dianne Winnard  
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Dionne Redman  
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Dorah Kurgai  
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Dwayne Turner  
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Edwin Mwangi  
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Emily Lawrence  
Emily Rimendo  
Emma Scarce  
Emma Whitehead  
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Erin Mackenzie  
Erin Mahony  
Erin McKay  
Esther Nganga  
Eugene Chidika  
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Fabiana Irumva  
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Fiona Dale  
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Gary Jackson  
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Gowri Vedamoorthy  
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Grace Musyoka  
Grace Pfiltzer  
Grace Wu  
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Grayson Lucas  
Greg Byrt  
Greg Partman  
Gregory Edwards  
Gregory Hambley  
Gurbachan Singh Sidhu  
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Gurinder Kaur  
Gurjit (Ruby) Dhaliwal  
Gurjot Brar  
Gurmeet Kaur  
Gurvir Singh Dahi  
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Hanpeng Zhang  
Haonon Qin  
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Harjinder Kaur  
Harman Kachharra  
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Harpreet (2) Singh  
Harpreet Kaur  
Harry Forest  
Harsh Patel  
Hayden Hill  
Hayden Kempster  
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Hayley Haigh  
Hayley Scholes  
Hayley Thorn  
Heather (Ann) Saint  
Heather Jay  
Heather Robertson  
Heidi Campbell (nee Sandelin - McCann)  
Heidi Faulkner  
Helen Weston  
Helen York  
Helena Hyde  
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Hermes Hamze  
Heshan Rathnasekara  
Hilary Wiblin  
Hirak Sapara  
Hiren Bhavsar  
Ian Karanja  
Ichiaou Thiamyoiu  
Imogen Quintrell  
Ioannis Papadopoulos  
Irene Kinyanjui  
Irina Glass  
Isack Chepketer  
Isabel Matene  
Isabella Eghibie  
Isabelle Mason  
Ishmail Munu  
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Isuru Senanayake  
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Jacqueline Muluri  
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Jessica Dinsdale  
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Jiaxiaoma Wu  
Jie Zhang  
Joanne Crow  
Joanne Poole  
Joanne White  
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Jodie Hunt  
Jodie-Anne Boundy  
John Ainsworth  
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Johnson Tailey  
Jonathan Kormah  
Jonathan Keir  
Jonathan Wirth  
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Joseph Wanjiku  
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Judith Bartlett  
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Juliet Ekwueme  
Juliet Emurugat  
Judy Ayuen  
Jumoke Abe  
Justin Brown  
Justin Reichelt  
Justine Inabeza  
Justine Mayne (nee Yelland)  
Kaboya Ngenzi  
Kala Doosjen  
Kaikal (Kaly) Cen  
Kaley Felice  
Kamal Singh  
Kanyoyochi Ifediora  
Kanneh Varmuyan  
Kara York  
Karan Vaid  
Karen Farrell  
Karen Fitzgerald  
Karen Lee  
Karen Megaw  
Karina Pollard  
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Karmen Power  
Kasey Barker  
Kate Llewellyn  
Kate Mackintosh  
Kate McEwen  
Katherine Boeck  
Katherine Curren  
Katherine Hocking  
Katherine Karr  
Kathy Hoti  
Kathy Proctor  
Katie Knight  
Katie Wilde  
Katrina Jones  
Kayla James  
Kayleigh Bryant  
Ke (Mark) Ma  
Kebah Kromah  
Kelvin Obidinma

A big thank you to all of our e

Kelvin Scarff  
Kenneth Bett  
Keren Holmes  
Kerrie Clarke  
Kerrie Tisdale  
Kerry Boss  
Kevin Hallbrook  
Kevin Wilson  
Kiara Hadland  
Kim Addison  
Kirsty Kiss  
Kristian Schultz  
Kuldeep Bhangu  
Kulwinder Singh  
Kylé Hairfallis  
Kylie Raines  
Kylie Snowden  
Kym Flatman  
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Lara Geach  
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Laura Crowther  
Lauren Cronin  
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Lawrence Egwin  
Lawrence Pila  
Lea (Kwok Kwan) Li  
Leah Fox  
Leah Smith  
Leah Smyth  
Leanne (Kelly) Bonshor  
Leanne Clement  
Leanne Phillips  
Leela (Rani) Guragai  
Leigh Morgan  
Leonard Kihaka  
Leonie Beattie  
Liberty Norris  
Linda Bleckly  
Linda Kruger  
Linda Murgure  
Lisa Feder  
Lisa Howe  
Lisa Knuckey  
Lisa Thompson  
Lisa Zim  
Lisa Zim (nee Smith)

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Michael Somers  
Michael Tiavuka  
Michael Venas  
Michael Zehle  
Michel Mutsiri  
Michele Murray-Walpole  
Michelle Bennett  
Michelle Buttfield  
Michelle Catford  
Michelle Edwards  
Michelle Gibbs  
Michelle Kivikoski  
Michelle Maxwell  
Michelle Schweinsbergen  
Mikaela Gallagher (nee Townsend)  
Milan Dhal  
Miranda Dyer  
Mireille Uwase  
Mohamed (Mo) Raafat  
Mohamed Geele  
Mohamed Ibrahim  
Mohamed Thaker  
Mohammed Jannah  
Mohpreet Kaur  
Moir Somerset  
Molly Springhall  
Monia Bhandari  
Monique Girardo Girardo  
Morgan Cundy  
Morgan Fletcher  
Moses Joseph  
Moses Kinuthia  
Musafiri Mugabo  
Muskanpreet Kaur  
Nader Saleh  
Nadia Caminiti (D'Antuoni)  
Nadia D'Antuoni  
Nadia James (nee Toubia)  
Nancy Sans  
Narayan Khatiwada  
Natalie Bradke  
Natalya Grace-Jones  
Natasha Draut  
Natasha Harrison  
Natasha Maher  
Natasha Reid  
Nathan Day  
Nathan Warner  
Naurinhal (Navi) Sekhon  
Navreen Goyal  
Navreen Rajput  
Navneet Kaur  
Navpreet Kaur  
Nayanthara Kishor  
Neil Raj Karithattu Ramanan  
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Niko Kordes  
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Nima Mistry  
Nimisha Vincent  
Niravkumar Patel  
Nirbachan Shrestha  
Niroshan Srinwardhana  
Nisa Mulholland  
Nisha Patel  
Nishant Bossi  
Nitin Tandon  
Nkemdim (Nkem) Obiasulu  
Noemi Montanari  
Nongluck Nehme  
Nonso Okaye  
Nur Ramadhan  
Obeki Ebehrem  
Obinna (Kingsley) Udeze  
Odangi Guwey  
Ogochukwu (Ogo) Madu  
Olanrewaju (Lanre) Oyekale  
Olasunkanmi Owolabi-Merus  
Olivia Hocking  
Oluwadunsin (Dee) Iboronke  
Onome (Joy) Adeyeye (nee Othigba)  
Onyedika Ogbunode  
Opeyemi Olanipekun  
Oreoluwa Farounbi  
Osuwazi Ebehrem  
Oyindieperere Raine  
Paige Muir  
Pamela Nwankwo  
Pan Jiong  
Parbati Bhattarai  
Parminder (Joy) Singh  
Parven Khan  
Patrick Kinyua  
Patrick Serenje  
Patrick Ude  
Patrick Utah  
Paul Brighton  
Paul Wallace  
Paul Woolley  
Pauline Kalunga  
Pawan Dip Singh  
Pawanpreet Kaur  
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Pitamber Acharya  
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Pradeep Mary  
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Pratima Shrestha  
Praveena Murelthran  
Precious Ajura  
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Rachael Chatzigiannis  
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Rachel McKenna  
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Rae Bogaerts  
Rafaela Caldera  
Raghu Dhungana  
Raj Warier  
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Rajbir (2) Kaur  
Rajbir Kaur  
Rajeev Kumar  
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Raju Sapkota  
Rajwant Kaur  
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Rahit Gupta  
Rosa Maharjan  
Rosario Forgione  
Rose Justin  
Rosemarie Dubas  
Rosemarie Griffiths  
Roshan Baral  
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Ruby Watkins  
Ruby Watson  
Rucha Raval  
Rume Afe  
Runyararo Jabangwe  
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Rupinder Dhilon  
Russell Hennessy  
Ruth Hall  
Ruth Mansaray  
Ruth McIntyre  
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Ryan Raygan  
Ryan Willis  
Saber Nafees  
Sally Corbett  
Sally Ledgard  
Sally Morris  
Salome Wangari  
Salvatore La Pira  
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Sam Warren  
Samantha Bartalos  
Samantha Bowker  
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Samantha Farrell  
Samantha McGrail  
Samantha Pedler  
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Samba (Sam) Kitako  
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Samaroka Dalley  
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Sarah Johnston  
Sarah Lovegrove  
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Sarah-Jane Wye  
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Sascha Bricknell  
Sash Zekanovic  
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Shannon Kimberley  
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Shayne Arakiel-Stone  
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Shiku Mufuata  
Shirley Woods

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Sikander Khan  
Sitiy Okaka  
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Simonne Oosthuizen  
Sky Zesty  
Skye Ratcliffe  
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Sonya Mechan  
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Sophie Furaha  
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Zachary Girling  
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Zara Milton  
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Zoe Williams  
Zunair Sarwar

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Lucy Faustino  
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Matthew Beckley  
Matthew Bottrell  
Matthew Hutchinson  
Matthew Mercieca  
Maureen Hutchinson  
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Melanie Watts  
Melinda Kubisa  
Melissa Billinghurst  
Melissa Shrimpton  
Melodi Rowe  
Mercy Egbunah  
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