




ANNUAL REPORT 2021-2022

CONTENTS

Participant Success Story	04
Chair and CEO	05
Strategic Highlights	09
Strategic Priorities - 2022-24	11
Meet the Board	13
Disability Services	15
Child and Youth Services	18
People and Culture	20
Clinical Report	24
Our Surveys	27
Quality and Compliance	30
Quality and Safeguarding Committee	32
Finance Report	34
Auditor's Report	36

A man with short brown hair, a light beard, and black-rimmed glasses is smiling and looking upwards. He is wearing a black jacket with a thick black fur collar and a white fur lining. He is holding a rectangular sign with both hands. The sign has a pink circular shape on the left, a green triangle on the right, and an orange triangle at the bottom right. The background is a solid purple color with faint, stylized white and light purple shapes.

Where do you like
spending time? Why?



Jamie was the BBQ specialist at our Easter Picnic (top); Andrew picked a wonderful perfume as a gift for his mum in Mothers' day (left).

PARTICIPANT SUCCESS STORY

My Success Story

I want to share my story and what I have achieved in my life with you all.

In May 2021 when CLO first started supporting me, I had a lot of support, but I was able to show that I could be independent and take care of myself. I started to manage my sleep better and understand my emotions which improved my wellbeing.

By December 2021, I was engaging in the community by independently attending social events and managing my own life by developing my menu and shopping list. I arranged my weekly routine and schedule which enable me to advocate for my full independence and become my own Guardian. My need for support has reduced a lot.

With help from a Developmental Educator, I have been able to learn to cook for myself and get my scooter licence and buy a scooter. I am now able to get myself around my local area which gives me even more independence.

I am proud of what I have achieved and have goals to be completely independent and have minimal supports.



“I have been able to learn to cook for myself and get my scooter licence and buy a scooter. I am now able to get myself around my local area which gives me even more independence”

CHAIR AND CEO



Melinda Kubisa - Chief Executive Officer

We celebrate another successful, yet challenging year at Community Living Options. We thank our participants, families, employees, and stakeholders for contributing to the positive outcomes and achievements which support our vision 'great opportunities and a great life'. This year also brings to an end our 2020-2022 strategic planning cycle.

The 2021-2022 year was an extremely challenging year due to the COVID-19 pandemic, and again we saw many disruptions across the sector and some hurdles to overcome ourselves. A vaccine mandate was rolled out across the disability sector and by December 2021 we were supporting positive COVID-19 cases in the community. This had a significant impact on our workforce, hence some of our support initiatives included:

- hosting vaccination clinics at CLO to provide easy access to the vaccine for participants and staff;
- rolling out Rapid Antigen testing across our sites;
- ensuring an ongoing supply chain of PPE;
- providing workforce training for the correct use of PPE; and
- providing an allowance for any staff supporting participants who became COVID-19 positive so they could avoid hospital.

An enormous thank you to our frontline staff and leaders that rose to the challenge of the COVID-19 pandemic. By working together

through this seemingly never-ending pandemic, we have been able to keep our Participants safe.

Our strategic plan was created to support our participants to achieve 'great opportunities and a great life.'

We finished the year with 115 participants across our disability services and demonstrated outcomes to support increased independence, goal attainment and creating safe, quality service where people.

Our Department of Child Protection Services ended the year with two residential care houses and two Placement and Support Package (PaSP) houses. We ended the year supporting nine young people and 45 staff.

Our Clinical and Allied Health team finished the year with over 80 Positive Behaviour Support Contracts and 40 support coordination contracts. This team is now made up of seven PBS practitioners two Specialist Support Coordinators and our Resident Registered Nurse.

We finished the year with 706 staff overall and 591 Frontline Person-Centred Support Workers. After a period of consolidation, our workforce growth over the year ended at -5.1% while our overall retention rate was 92.5% on average each quarter.

Key focus areas for 2021-22 were:

- The development and roll out of our **Clinical Governance Framework** which is

"An enormous thank you to our frontline staff and leaders that rose to the challenge of the COVID-19 pandemic. By working together through this seemingly never-ending pandemic, we have been able to keep our participants safe."

underpinned by our new Risk Management Framework and the **Quality and Compliance Framework**;

- Strengthening our COVID-19 organisational Risk Assessment and COVID-19 Response Plan;
- The development and implementation of our new Reconciliation Journey Plan to embed a cultural framework at CLO;
- Restructure of our Leadership Team and the new Executive Manager positions across CLO;
- Our new Active Support Training Role to review and embed person centred active support training and practice leadership training across CLO.

Our strategic highlights and achievements:

Delivering excellence to participants and stakeholders

- 100% of participants achieving their goals and aspirations through the 'my life my way' goals;
- Evidence-based support models – person centred active support and positive behaviours supports ensured our staff provided high quality services and supported our participants to achieve quality of life goals;
- We continue to support our participants to advocate to the NDIS to get the right funding to support their needs. Many of our participants have faced funding challenges over the year;
- Our My Life My Say and the human rights participant committees ensure the voice of our participant is heard across the organisation, right to the board level. The committee informs us in regard to policy feedback, how we can improve things and provides valuable feedback as to how we are achieving safe

services and upholding human rights;

- 80% achievement of Disability Access and Inclusion plan targets including:
 - Reduction of restrictive practices and RP auditing through our RP committee;
 - Zero tolerance training for all staff;
 - NDIS induction and orientation module; and
 - The roll out of a suite of health policies and health alerts.
- Our National Disability Standards yearly survey – what our participants say:
 - 83% of participants feel comfortable to make a complaint;
 - 86% of participants feel workers would stand up for them if they were hurt, disrespected, or abused;
 - 87% of participants feel treated with respect and dignity;
 - 68% of participants feel CLO is always trying to improve;
 - 84% of participants feel they have choice and control; and
 - 81% of participants feel staff support and encourage them to reach for their goals.
- Our family survey – what you said:
 - The carers at CLO are amazing and always go above and beyond.
 - Staff are family and participant focussed.
 - Staff have supported community access.
 - Some suggestions: communications, staffing, stability and more social and recreational opportunities.





To lead, serve, and inspire

- Commitment to Governance through governance structure, policy, and Board education programme.
- Organisational learning through our business learning and development committee includes - partnering with SAHMRI to roll out resilience training, the NDIS Practice Standards used to measure excellence, evidence based best practice models: active support, PBS implementation, our continuous improvement register, organisational SWOT analysis.
- Implementation of the leadership and workforce plan.

Our first ever CLO conference, an opportunity to connect, share, and learn after many months WFH and managing remotely.

We observed some inspiring presentations over the two days, including:

- My Journey in Joining the Disability Sector and Reflections as a Disability Advocate and Lived Experience Leader by Maurice Corcoran
- My Story by Jamie Matthews-Batanas
- Learnings from the Royal Commission by Sharon Partington
- Case Study: A High and Complex Support Model by Alana Atkinson and Angela Britton
- My Recovery - The Status and Importance of

Support Workers by Trish Ellard

- My Journey to Independence Mahendra Panwar
- Person Centered Leadership by Denice Wharldall
- Six Things to Stop the NDIS Becoming the New Institution by Richard Bruggemann
- Learning from History by Ruth Firstbrook
- Embedding Good Support Practice and Quality of Life Outcomes for People with Intellectual Disabilities Living in Supported Accommodation by Christine Bigby
- The Value of Engagement: A function, or a Culture by Leanne Phillips
- Adaptive Leadership – Leading in an Everchanging World by Morgan Cundy, Sam Farrell, Sarah Johnston
- Let's Talk 'Quality' by Rabecka Stokes
- A Whole Organisation Approach to PBS Implementation for Participants with Complex Needs by Ashton Tarbard and Sam Warren
- How to Make the Most of your NDIS Plan by Kerry Boss

Driving engagement through our People and Culture

- Our People and Culture team conducted an external yearly culture survey benchmarked to the sector. It was great to hear from our people ways we can strengthen our organisational culture, ensuring we remain an employer of choice and retaining excellent staff. I was inspired to hear that our people believed our key strengths were the learning and development opportunities and our health and safety and that 92% of

respondents felt engaged in the kind of work they do. Our core focus for the culture action plan improvements include; recruitment and selection processes, change management consultation, and process efficiencies.

Driving learning and growth

- Reward and recognition programme and the annual inaugural CLO Awards to celebrate excellence in our staff.
- A dedicated Registered Nurse who has supported the development of health-related training and policy: epilepsy, dysphagia, COVID-19 /PPE management.
- A dedicated learning and development team facilitating 17 F2F programmes and 52 e-learning.

Financially informed and sustainable organisation

- Surplus = 5.6%
- Development of a 3-year financial plan for financial sustainability
- Diversification through:
 - Community Nursing Care
 - Department of Child Protection
- Growth = 2 %
- Process management, improvement, and innovation for delivering excellence
- New risk system and reporting established.
- Our new risk committee established.
- A great achievement against our business safety plan with 89 injuries, 137 incidents, and 113 hazards investigated and reported and an internal legislative audit conducted.
- 100% compliance against the NDIS Practice Standards audit.

- IT plan achieved significant outcomes across the year in cybersecurity auditing and CMS development. Incident reporting improvements to risk assess all incidents.
- 158 Reportable Incidents across the year. 32% of these were unauthorised restrictive practices utilised for safeguarding purposes or requirements of administrative compliance.
- Restrictive practices governance through our restrictive practices committee, with 172 restrictive practices authorised across CLO for 48 participants. This is a total of 26% of our participants with restrictive practices authorised and in a positive behaviour support plan.

Congratulations to everyone at CLO for bringing our vision to life and thank you for your commitment and hard work over the year.

I would like to extend my thanks and appreciation of our Board Members for your dedication, and skills that support us to promote our values, quality, and person-centred approach whilst balancing the need to remain focussed on the governance of risk and sustainability.

To the Executive and Management Team; Tiff, Brett, Wendy, Rabecka, Morgan, Amanda, and our Regional Managers; Sharon, Ashton, Miriama, and Tory. I thank you for your dedicated leadership and support.

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'.

Alan Oxenham – Board Chair
Melinda Kubisa – CEO



STRATEGIC OUTCOMES HIGHLIGHTS

377.56 FULL-TIME
EQUIVALENT
EMPLOYEES



92.5%
EMPLOYEE
RETENTION
RATE



365 DAYS
IN THE
YEAR



Delivering Excellence to
Participants and Stakeholders



Compliance reported
against NDIS Practice
Standards Audit and
ASES Audit



Staff trained in the CLO
human rights and
therapeutic model,
including the introduction
course for PBS and RP.



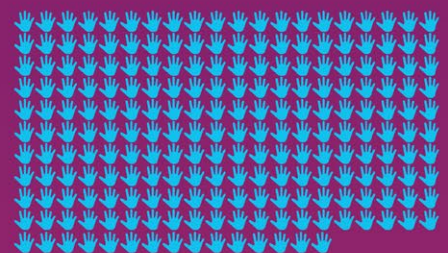
participants with a My life
My Say (goals) person-
centred plan, support
plan and crisis plan



Participants with
a risk assessment
on file

100%

115
PARTICIPANTS



First CLO conference



L&D Department
developed and expanded,
E-learning set up



Developed and
Expanded Children
and Youth Services



Started Clinical and
therapeutics services

STRATEGIC DIRECTION

WHAT WE STRIVE TO ACHIEVE

Delivering Excellence.

OUR VISION

WHO WE ARE, WHAT WE DO

Great opportunities. Great Life.

OUR PURPOSE

WHAT WE ASPIRE TO BE

Supporting your dreams, choices and Individuality.



OUR VALUES

RIGHTS



We value the right of all people to contribute to society, to be valued and respected, to choose and have control over their lives and individuality and to live free from abuse, neglect and exploitation

INTEGRITY



We value reliability, honesty and accountability

RELATIONSHIPS



We value the strength of families, friends and partners in creating an enriched enjoyable life

QUALITY



Delivering excellence

INNOVATION



New ideas and creativity

OUR KEY RESULT AREAS



OUR STRATEGIC PRIORITIES

Service excellence that delivers on purpose

The 2022-2024 strategic plan continues to focus on our vision for creating great opportunities and a great life. To achieve this, we focus on:

- Accountable leadership that embeds our clinical governance framework for quality and safeguarding
- High quality supervision structures
- Capable staff through learning and development
- Stable, high performing teams
- Evidenced-based positive behaviour support
- Therapeutic models and person centred approaches in our Child and Youth team
- Building excellence in active support models and practice leadership
- Financial stewardship and managing our resources with care and due diligence
- Supporting you to achieve your dreams and goals, while achieving independence



Jodie with a home-made tray of her delish muffins, ready to share.

MEET OUR BOARD

CLO BOARD MEMBERS - 2021-22



Alan Oxenham



Chris Meyer



Kathy Groat



Ruth Firstbrook



Denice Wharldall



Mike Bessen



Robert Melino



Marc Keegan



Christine Dennis



DISABILITY SERVICES

Brett Rankine - P&C Executive Manager

Wendy Pettifer - Disability & Clinical Executive Manager

Our 2021/22 year in the Disability space of the organisation experienced many positive moments in spite of the continuing restrictions and impacts of COVID. We are so proud of how our participants have continued to thrive and achieve their goals when the year has brought so much uncertainty. Here are just some of the achievements our participants reached this year.

- Our participants have been very mobile over the last 12 months, with many taking holidays in Victor Harbour, day trips to Mount Compass, Hahndorf and Willunga. A group also went to camp on Kangaroo Island camping, everyone reported that they had the best time.
- Others are planning trips to see family and friends interstate, developing goals to support their travels.
- One of our participants has been building a more independent life by getting his scooter licence, and saving for and buying a scooter. He is now buzzing around his local area! Check out the full story on the section 'Participant Story'.
- Reconnecting has been a focus for many of our participants. Re-establishing relationships with family by cooking dinner and doing their weekly shopping together has been a feature for two of our participants. Another participant was able to attend the movies with his family for the first time in two years.
- Our participants have been out and about in their communities by engaging in organised events, attending arts and crafts lessons, and coming to CLO Social Club events. One Participant has been attending karate lessons and achieved his brown belt.
- Gardening has been popular while COVID kept us at home. Five of our Participants have been outdoors in their yards this year. They have developed edible gardens with vegetables and herbs, achieving goals of self sustainability and maintaining their homes.
- Other success stories for the regions include participants who have been supported to get their learners licence and start driving lessons, managing their own finances and learning how to budget, joining clubs and learning new skills, learning new musical instruments, visiting the Garden of Unearthly Delights, engaging with cultural events and arts and one Participant having their artwork displayed in a local café. We have been swimming, having cooking lessons (and then cooking for our friends).

OUR PARTICIPANTS ACTIVITIES AND GOALS





We went bowling, played mini-golf, had picnics in the park, held movie nights, functions, Halloween parties, and Easter events. The connections made at our Social Clubs are encouraging participants to meet up and visit each others homes

We have been able to continue with our CLO Social Clubs across all regions, taking extra care when needed. This year we went bowling, played mini-golf, had picnics in the park, held movie nights, had a Melbourne Cup function, Halloween parties, and Easter events. The connections being made at our Social Clubs are encouraging outside visits, with Participants meeting up at each others homes, planning regular social catch-ups and enjoying some take-away. This is a fantastic outcome for our Participants, and staff.

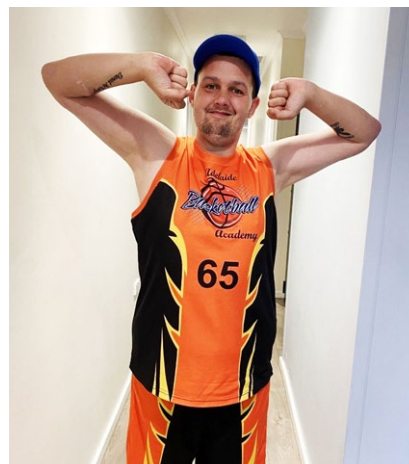
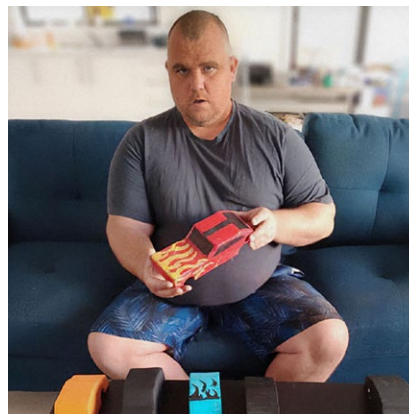
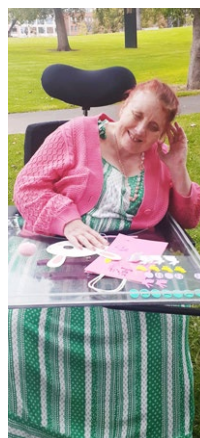
A total of ten My Life My Way forums were held across the regions during the year, which is an important part of understanding the wishes and concerns of our Participants. We were also really pleased to have 100% participation in our annual Choice and Control survey.

We are so proud of our participants who have gotten through another difficult year with plenty to celebrate.

We are also so very proud of our staff who have supported our Participants fantastically in trying and sometimes confusing times. We thank them for their continued dedication to our Participants and CLO.

Brett Rankine
People and Culture Executive Manager

Wendy Pettifer
Disability & Clinical Executive Manager





“The child we see today is not the same child who came into care 3 months ago. CLO have done an amazing job in providing him safety, support, and consistency in care. This has now created a solid foundation for the new placement. Well done CLO”.
- Department of Child Protection



CHILD AND YOUTH SERVICES

Miriama Harpur - Manager Children Services

When reflecting on the past 12 months in Child and Youth Services, it has been a period of growth and development for all involved.

With an increase in capacity, we are now able to support 13 children and young people across five homes. We support them in both short and long term care as part of being under the guardianship of the DCP Chief Executive.

All of our young people aged (5 years – 18 years) are leading busy lives engaging with family, schooling, and participating in community activities. Regardless of age, our Participants are learning life skills to support them into the future. They are learning how to help cook dinner, jobs around the house, helping with the shopping, and learning how to do their own laundry.

Two of our young people have commenced part time employment and one young person achieved their learner drivers license. One house hosted our CEO and a Board Director for dinner one night; planning the menu together and drawing a special invite for them.

The key focus of our CYS staff is to ensure that all children and young people in our care have a voice and remain at the centre of all decision making in their lives and at home.

**Miriama Harpur
Manager Children Services**



13
Children



05
Homes



**+5 to 18
Years**



Ashlee brightened our day with a flower bouquet during the lockdown



PEOPLE AND CULTURE

Brett Rankine - P&C Executive Manager

People and Culture is made up of our Recruitment, Learning and Development and People and Culture teams; all working together to provide support and advice, ensuring that we are all aligned with CLO's vision.

People and Culture

The past 12 months has seen a restructure of the People and Culture team to support a more proactive approach. We completed our Annual Staff Culture Survey, highlighting strong staff engagement and alignment to CLO values. The Culture Survey also resulted in culture action plans across CLO and the results of this survey guided the structure of our new two-year Strategic Plan. Our Enterprise Agreement was implemented, meeting our industrial and compliance obligations. We also led the COVID vaccine mandate for CLO, ensuring compliance for staff providing support to participants.

Recruitment

Our Recruitment team is responsible for recruiting the right person for the right role. This is a vital step to support CLO in realising its vision. As such we have reviewed and implemented improvements in how we assess and select our new employees.

The Recruitment team introduced tailored person-centred interview guides and supported participants, families or guardians to attend and contribute to our staff interviews, particularly for their own team members. This includes our Senior Executive roles.

We have introduced Work Assessments for staff who are applying for internal positions. The purpose is to demonstrate performance and provide transparency when we appoint staff to a new position. We have also developed a panel interview process for our Leadership roles.

Interview Skills Training delivered to our Operations Leadership Group, in conjunction with partnerships with training providers, have resulted in CLO's candidate journey being reduced by 15%.



238

New Staff



30

Induction Programs



15% Faster
Candidates
Journey



4.68 Stars
Recruitment



649

Training Sessions



Improved
WHS Policies



The P&C teams work has enabled the whole of CLO to connect with CLO's vision

Our Recruitment Team have received a star rating of 4.68 for a timely and efficient recruitment process and a star rating of 4.73 for the likeliness to recommend CLO to others. We are very proud of this achievement.

Learning and Development

Our Learning and Development team are responsible for training our staff and maintaining skills to enable CLO to achieve our Vision.

It has been a big year. Learning and Development held 649 face-to-face trainings, developed nine new Child and Youth Services training programs to meet DCP requirements and increase staff capability. We also welcomed 238 new employees who participated in 30 induction programs over the year.

The introduction of the Person-Centred Active Support Trainer role (welcome Fiona!) which will assist in driving our person-centred active support model with dedicated training programs. This role is directly targeted at realising CLO's Vision.

Health and Safety

As mentioned previously, COVID continued to be an issue throughout 2021/22. Our Health Safety and Wellbeing Partner was vital in ensuring CLO was able to quickly understand and implement the continually changing requirements. The implementation of the Outbreak Management Procedure and the COVID Organisational Risk Assessment safeguarded our staff and ensured our participants could continue working towards and achieve their goals.

But it was not all COVID for Michelle Rogers. She spent time delivering investigation skills training for Team Leaders to develop their capacity to investigate work health and safety incidents and further develop their understanding of creating a safe workplace for both our staff and Participants.

Safety Alerts have also been introduced as a continuous improvement, giving practical examples for Team Leaders to discuss safety incidents and the learnings in team meetings, and applying them to the site.

The alignment of the People and Culture teams work with CLO's vision, has enabled the whole team to connect with CLO's vision and visualise how they contribute to great opportunities and a great life for our Participants.

Brett Rankine
People and Culture Executive Manager



Erin enjoys the sea on Adelaide's Beach Accessibility Day



Andrew nurtures and waters his own beautiful garden



CLINICAL AND THERAPEUTIC SERVICES

Wendy Pettifer - Disability & Clinical Executive Manager

The 2021/22 financial year brought some great outcomes for our Participants.

Our team of six Positive Behaviour Support (PBS) Practitioners continued to support their Participants to achieve goals and improve their quality of life with some great success stories. Here are some examples:

- A participant has successfully transitioned from living with foster parents to living independently with support. Our PBS Practitioners supported them to set SMART goals and implement a rewards program for increased engagement in personal care and daily living tasks. They have been engaging well with the program and has been achieving rewards every week. Since moving into their own home, they have been attending cooking classes and living a more relaxed life. This has helped them develop new goals of joining a gym, taking driving lessons and perhaps going on a camping trip.
- Another great success has been working with a DCP participant who agreed to support and guidance from one of our PBS Practitioners, which was a catalyst for many positive changes. They have learned self care and how to make healthy and nutritious food choices. This positive support has led them to getting a full time job, which is a remarkable turnaround for a person who rarely engaged in activities outside the house. We are incredibly proud of this participant and the good work that we have achieved together.

Our Registered Nurse has continued to support our staff in training for Assist with Medication, and other health related training.

GOALS ACHIEVED WITH PBS SUPPORT



Gym



School



Driving Lessons



Working



Better Personal Care



Camping



Daily Living Tasks



Cooking



Our Positive Behaviour Support Practitioners continued to support their Participants to achieve goals and improve their quality of life with some great success stories

She also made an important contribution to our response to COVID, providing training and onsite support to support to both staff and Participants. Importantly, all work to launch community nursing services under the NDIS was completed and the next financial year will show the fruits of these endeavours.

Finally, our Support Coordinators continued to provide important support to Participants, ensuring that they were connected to the services they needed, and often working exceptionally hard to gather evidence to support higher levels of funding. Examples of their great outcomes for their Participants include:

- A participant who was connected to Flinders University and has now completed a Foundation Studies program with the Student Learning Support Service.

- Sourcing of a Filipino interpreter who has helped a participant's voice be heard.
- A teenage participant with an intellectual disability who created a design for Scouts which was approved to be used on a Scout's activity uniform.
- Birdwatching and photography project support for a participant with a schizophrenia diagnosis living on KI.

It's been a pleasure working with the team this year, and I want to thank them all for their hard work.

Wendy Pettifer
Clinical Executive Manager

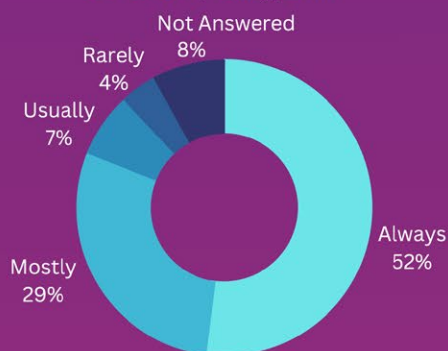




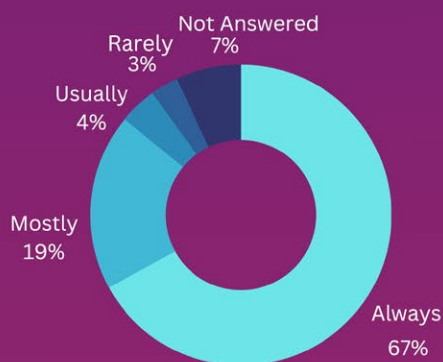
**Jodie meets the cutest farm animals
in a lovely day out**

NATIONAL DISABILITY STANDARDS SURVEY

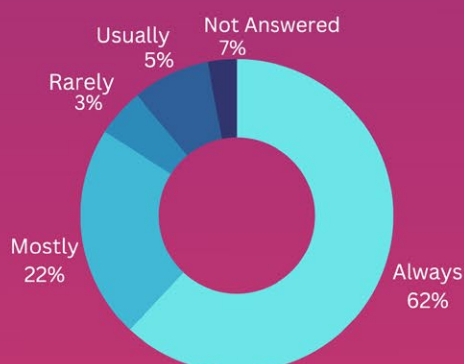
Do your support workers listen to and encourage you to reach your goals?



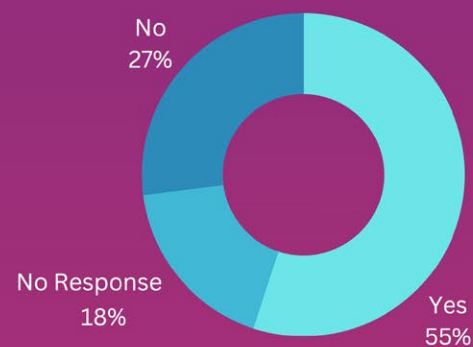
Do your support workers stand up for you if you are being hurt, disrespected or abused?



Do staff/workers encourage and help you to make up your own mind and make your own choices?



Are you satisfied that CLO kept Participants safe and well during COVID-19?



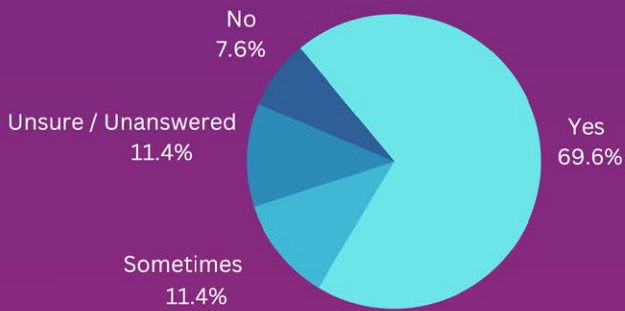
Integrate more into the local services that are available

WH

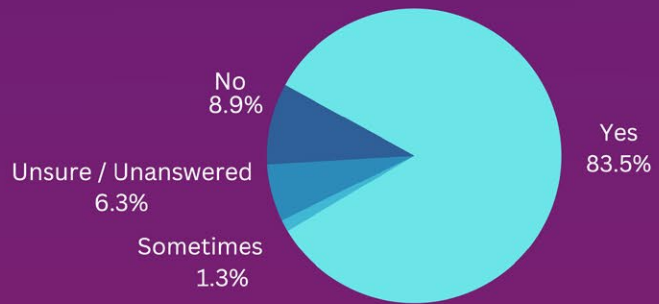
OUR SURVEYS

CHOICE AND CONTROL SURVEY

Do your staff support your independence by allowing you to do an activity by yourself?

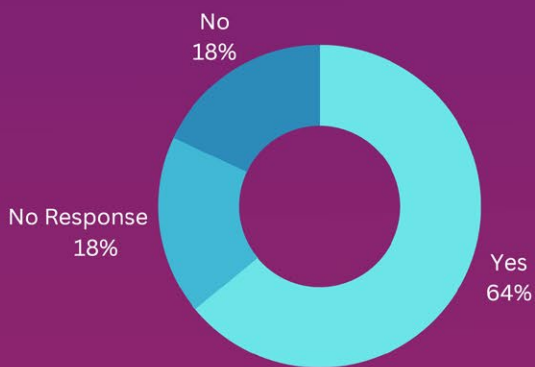


Do you like how you plan your goals?

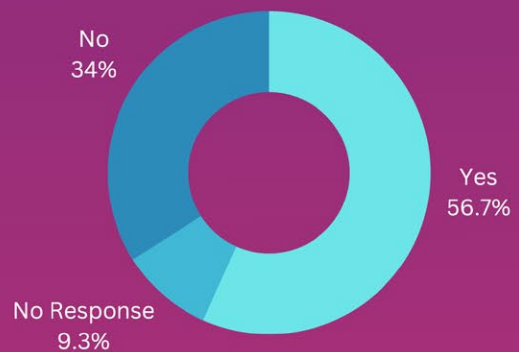


OUR FAMILY SURVEY

CLO staff are professional and family focussed



Does CLO provide great choice and control?



AT OUR FAMILIES WOULD LIKE FOR THE FUTURE



More CLO recreational opportunities and social events



Facilitating job opportunities



Paperless communication



**Bianca was a medallist in 2021 SA
Special Olympics**



QUALITY AND COMPLIANCE

Rabecka Stokes - Manager Quality and Compliance

Since the introduction of the NDIS Quality and Safeguards Commission and the Disability Royal Commission,

there has been an increased focus on quality and safeguarding across the sector. In 2020 we said we would commit to constantly working to better our services through continuous improvement and consolidation, by implementing changes in structure, technology, process redesign, and strategy (CLO Strategic plan 2020/22). Whilst a pandemic may have interrupted the way we were used to operating, we continued to strive for excellence, introducing new quality and continuous improvement initiatives across the organisation. We have continued embedding principles of good practice in quality management and service provision in accordance with statutory quality standards through a system of strong quality assurance processes, self-assessment, compliance monitoring and a culture of quality and continuous improvement.

In Pursuit of Excellence across 21/22

The past year has been extremely busy in all areas of quality, risk, compliance, and continuous improvement. Managing the ongoing impacts that COVID-19 has brought to all areas of the business was an added challenge. The release of the Emergency Management Act and associated compliance and reporting obligations for the disability sector added additional complexities to our workforce management.

In November we saw the release of three additional NDIS Practice Standards; Severe Dysphagia Management, Mealtime Management, and Emergency and Disaster Management, which came further quality assurance and compliance reporting obligations. We welcomed the launch of our first Risk Management Committee and celebrated the introduction of our newly built Risk Management System for further ease of managing our organisational risk and compliance obligations. Though we were faced with additional quality and compliance pressures across 21/22, critical thinking and pivotal leadership has allowed us to continue to drive excellence and strengthen the unique value of the programmes and services offered to participants.

TOTAL AUDITS 21-22

7
External
Audits

65
For Cause
Audits

175
Scheduled
Internal Audits

247
Total Audits





Our commitment to quality saw the development of a Quality & Compliance Framework, functional compliance guides, enhanced continuous improvement processes, and the initial development of an electronic quality service audit process, all forming the structure of our roadmap to excellence.



Through our system of mature quality assurance processes, we welcomed 96 policy reviews, and achieved a total of 240 internal quality audits, monitored our compliance obligations and reporting structures against legislation and quality standards, and welcomed seven external quality audits whilst celebrating the successful renewal of five DCP housing licences. As part of our quality continuous improvement program, we rolled out 144 continuous improvement initiatives across the business and three new innovations.

Whilst we prepare for our approaching external NDIS mid-term review that is required to retain our NDIS registration (scheduled for late 2022), we will continue to strive for excellence whilst navigating the disruptions and increased pressure to meet emerging administrative compliance and regulation responsibilities.

Rabecka Stokes
Manager Quality and Compliance



Sharon Partington - Chair of Quality and Safeguarding Committee 21-22

QUALITY & SAFEGUARDING COMMITTEE

Highlighting quality and safeguarding at CLO

With the relaunch of our Quality and Safeguarding Committee at CLO, we wanted to share our highlights and achievements this year. Our committee is accountable for monitoring quality and safety in services across CLO. Some of the things we explored were:

- Reviewed royal Commission stories and reports to see if we can do better and improve. As providers we can learn from these findings.
- We reviewed medication reporting, systems and trainings.
- We looked at all risk assessed roles as the worker screening rules rolled out.
- We reviewed our supervision structures and expectations to ensure all support workers have quality supervision.
- We discussed continuous improvements and corrective actions for complaints by analysing the quarterly trends and patterns in our complaints analysis.
- Our committee monitored and discussed our reportable incidents and ensured 'check-ins' are in place to monitor safety.

Committee members presented quality audit reports, and discussed findings, actions and how service quality is assessed across CLO. And overall, we participated in sector submissions to advocate for a better NDIS for our participants. Some of these submissions include, pricing reviews and the home and Living reviews to advocate for SIL funding increases after seeing SIL funding decrease considerably over the year.

Sharon Partington
Chair – Quality and Safeguarding Committee 21-22



Sophie up-cycled her old furniture to an amazing garden decor set

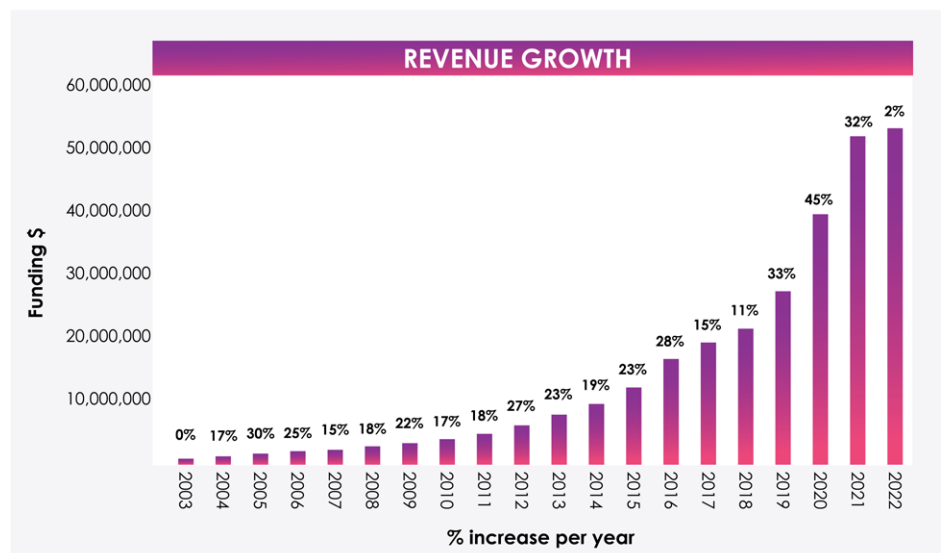


FINANCE REPORT

Tiff Hodge - Chief Financial Officer

The financial position of Community Living Options in the 2022 financial year shows a revenue increase of just over 2% from 2021 with total revenue of over \$52 million.

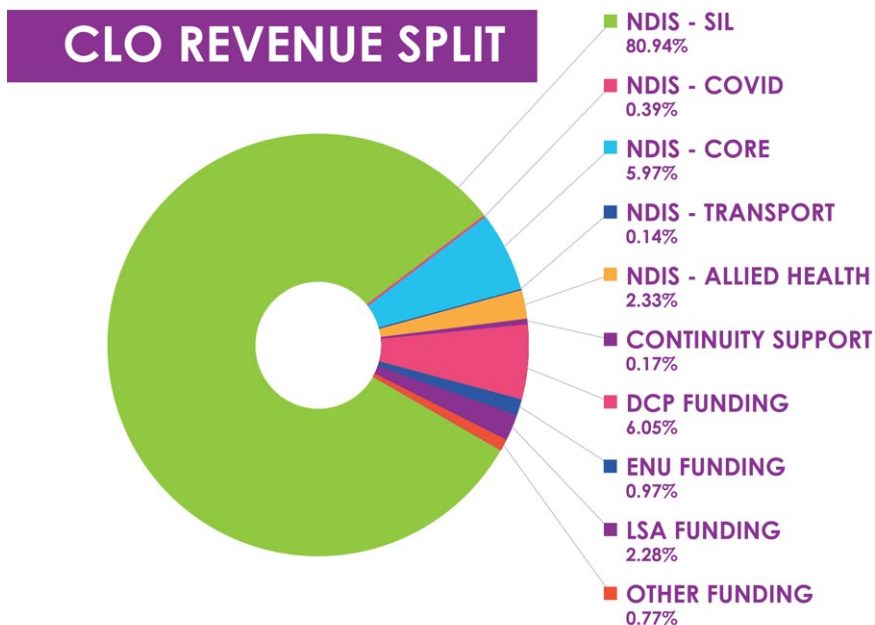
CLO's operating surplus for the financial year ended at 5.6%. This modest surplus is an achievement in a financial year where there has been increased pricing pressures and COVID pressures in the 2021/2022 financial year.



The surplus does continue to allow CLO to invest in future infrastructure that will help support people for years to come through accommodation, allied health services, and the ongoing development of our children and youth services.



The diagram below shows the breakdown of revenue source, with NDIS SIL revenue comprising of just over 80% of total revenue.



Total expenses for the 2021/2022 year equated to just over \$49.8 million, 93% or \$46.4 million paid in employee expenses.

Other financial matters:

- Net assets have increased by 16%; and
- Cash holdings have decreased by 21%.

In 2022 PKF Adelaide was engaged by the board to provide independent auditing services to CLO. The audit was conducted by Jasmine Tan (Director – Audit and Assurance) and Selina Li (Senior Auditor). 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 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.

Tiff Hodge
Chief Financial Officer

Community Living Options Inc

ABN 60 857 492 274

Statement of Profit or Loss and Other Comprehensive Income For the Year Ended 30 June 2022

	Note	2022 \$	2021 \$
Revenue	4	50,750,390	51,191,700
Other income	4	2,091,980	658,702
Employee benefits expense		(46,424,247)	(42,194,919)
Depreciation and amortisation expense		(1,096,696)	(882,631)
Other expenses		(2,271,768)	(1,875,884)
Finance expenses	5	(97,621)	(66,846)
Surplus before income tax		2,952,038	6,830,120
Income tax expense		-	-
Surplus from continuing operations		2,952,038	6,830,120
Surplus for the year		2,952,038	6,830,120
Other comprehensive income, net of income tax			
Total comprehensive income for the year		2,952,038	6,830,120

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 2022

	Note	2022 \$	2021 \$
ASSETS			
CURRENT ASSETS			
Cash and cash equivalents	7	14,171,133	17,350,868
Trade and other receivables	8	7,178,332	2,782,096
Other assets	10	3,016,410	2,345,659
TOTAL CURRENT ASSETS		24,365,875	22,478,623
NON-CURRENT ASSETS			
Property, plant and equipment	11	3,745,998	3,076,869
Right-of-use assets	12	1,744,534	1,223,556
TOTAL NON-CURRENT ASSETS		5,490,532	4,300,425
TOTAL ASSETS		29,856,407	26,779,048
LIABILITIES			
CURRENT LIABILITIES			
Trade and other payables	13	1,685,765	2,097,829
Borrowings	14	38,570	38,568
Contract liabilities	9	479,014	366,984
Lease liabilities	12	792,630	584,517
Employee benefits	15	3,336,457	3,580,235
TOTAL CURRENT LIABILITIES		6,332,436	6,668,133
NON-CURRENT LIABILITIES			
Borrowings	14	489,933	528,501
Lease liabilities	12	1,060,817	712,864
Employee benefits	15	664,584	512,950
TOTAL NON-CURRENT LIABILITIES		2,215,334	1,754,315
TOTAL LIABILITIES		8,547,768	8,422,448
NET ASSETS		21,308,638	18,356,600
EQUITY			
Reserves		99,861	279,862
Retained earnings		2,952,0379	18,076,738
TOTAL EQUITY		21,308,638	18,356,600

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 declare 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 Board members' opinion:

- there are reasonable grounds to believe that the registered entity is able to pay all of its debts, as and when they become due and payable; and
- the financial statements and notes satisfy the requirements of the *Australian Charities and Not-for-profits Commission Act 2012*.

Signed in accordance with subsection 60.15(2) of the *Australian Charities and Not-for-profit Commission Regulation 2013*.

Chairperson
Alan Oxenham

Board member
Melinda Kubisa (CEO)

Dated 26 September 2022

Independent Audit Report to the members of Community Living Options Inc

Report on the Audit of the Financial Report

Opinion

We have audited the financial report of Community Living Options Inc, which comprises the statement of financial position as at 30 June 2022, the statement of profit or loss and other comprehensive income, the statement of changes in equity and the statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies, and the statement by 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:

- (i) giving a true and fair view of the Registered Entity's financial position as at 30 June 2022 and of its financial performance for the year ended; and
- (ii) complying with Australian Accounting Standards to the extent described in Note 1, and Division 60 of the *Australian Charities and Not-for-profits Commission Regulation 2013*.

Basis for Opinion

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Report* section of our report. We are independent of the Registered Entity in accordance with the auditor independence requirements of 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 (including Independence Standards)* (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 opinion.

Emphasis of Matter - Basis of Accounting

We 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 Registered Entity's financial reporting responsibilities under the ACNC Act. As a result, the financial report may not be suitable for another purpose. Our opinion is not modified in respect of this matter.

Responsibilities of Responsible Entities for the Financial Report

The responsible persons of the Registered Entity are 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 responsible persons are responsible for assessing the Registered Entity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the responsible entities either intend to liquidate the Registered Entity or to cease operations, or have no realistic alternative but to do so.

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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 Registered Entity's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the responsible entities.
- Conclude on the appropriateness of the responsible entities' 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 Registered Entity'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 Registered Entity 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 those charged with governance 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.

PKF Adelaide



Jasmine Tan CA, RCA
Audit Director
26 September 2022

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Aashish Gautam
Abdullah Fataki
Abed Karogo
Abeodu Jackson
Abigail Parker
Abu Kamara
Adam Mutisya
Adebimpe Longe
Adebimpe MacGregor
Adiat Awotunde
Ador Aciek
Adrian Baum
Adrian Polydorou
Agueda Castro
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A BIG THANKS TO ALL OUR

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