



**ANNUAL REPORT  
2022-2023**



## **Community Living Options Founded in Victor Harbor, 1982**

Community Living Options was established in Victor Harbor in 1982 by parents who wanted independent accommodation for their adult children who were living with disability.

They envisioned a life of opportunity, and for their children to thrive in their local community. Hence, Community Living Options was born.

Since then, CLO have grown from our humble beginnings and now support people living with disability, children and young people from the Fleurieu Peninsula to Northern Adelaide. We also provide Clinical and Therapeutic Services and Community Nursing Care across South Australia.

Our focus on excellence in active support models and our strong governance framework for quality and safeguarding is woven into our CLO values – respect, innovation, integrity, relationships, and quality.

Across 40 years, we are proud to have been able to support people with disabilities to pursue their dreams, choices, and individuality. This is why our vision continues to be Great Opportunities. Great Life.

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**Daniel does craft work at our Halloween party; Wayne fishes at West Lakes; Ritsa plans her week on her activities board.**

# PARTICIPANT SUCCESS STORY

## My Success Story

Hi, my name is Stacie. I am a young indigenous woman, and I am very proud of my culture and my tribe. My family is very important to me. I love doing aboriginal art and enjoy sharing my pieces with the people I care about.

I came to CLO in 2015 when I was 17 years old. I am now 25. When I first came into CLO, I had support 24 hours a day. I studied at Victor Harbor High School and completed year 12 there.

I was supported by my staff to build connections with the local community and joined the local netball club and the local football club. I am still playing football today and this year my team was in the finals. My staff have helped me to learn all the skills I need to be able to manage my home and my own budget. I can now cook a wide of variety of meals and keep my home and garden looking lovely. I have a cat named Bagel that I love.



I work at the local Reject Store and am saving for a car. I have my Learners permit and am looking forward to be able to learn how to drive, which will help me gain even further independence.

I have been able to go from having staff with me 24 hours a day to having staff support me for 6 hours a day. My staff still sleep over a couple of nights each week which I like. My staff continue to encourage me to grow and develop in all areas of my life. I choose my own staff, and CLO have always helped me to have the people that I like supporting me.

I am so proud of who I am today.

**“My staff have helped me to learn all the skills I need to be able to manage my home and my own budget. I can now cook a wide of variety of meals and keep my home and garden looking lovely”**

# CHAIR AND CEO



Melinda Kubisa - Chief Executive Officer  
Alan Oxenham - Board Chair

With a sector still undergoing its challenges and uncertainty, we can celebrate a successful year at Community Living Options. We thank our participants, families, employees, and stakeholders for contributing to the positive outcomes and achievements over the year. This year brings us to the end of Year One of our Strategic Plan 2022 – 2024. Some of our Year One milestones include:

- Attaining excellent results on the Midterm NDIS Practice Standards Audit – with 100% compliance and two areas being assessed as elements of best practice (Quality and Risk);
- Our Disability Access and Inclusion Plan – a person-centred plan that focusses on quality services that deliver outcomes under a Human Rights Framework;
- Achieving our financial sustainability goals.
- Our involvement in the Hospital Discharge Project at Regency Green – a fantastic sector initiative for both short and long-term options;
- Completion of the 31 Homes Project – a mental health project implemented with positive outcomes for participants and sector recognition for our achievements, as shown in our chart of Step Downs in Support;
- We underwent a re-scope and redesign of our Risk Wizard System, to support better risk reporting. We also developed a new internal Risk Management Committee focusing on emerging and current risks across the organisation;



## **CLO continues to strive for excellence, utilising an outcome-focussed, evidence-based approach to support increased independence and goal attainment while creating safe, quality services**

- We continue to innovate and expand our Learning and Development capabilities, such as the development of bundle training to support full-day training for our support staff;
- Our internal CLO Management System (CMS) has undergone several improvements and new initiatives. It now includes Quality Internal Audit information, Medication Reporting, and Incident Management Systems; These changes have streamlined these processes which allows for better reporting and risk management; and
- Our organisational committees delivered some great outcomes across CLO to enhance our quality, learning, and continuous improvement.

At the end of Year One 2022/23, CLO is supporting 116 participants across our Disability Services which includes NDIS SIL and Core Supports. We continue to strive for excellence, utilising an outcome-focussed, evidence-based approach to support increased independence and goal attainment while creating safe, quality services.

Our strategic project over the 2022-2023 year was the partnering with La Trobe University to participate in the evidence-based trials for active support to further ensure a person-centred active support culture.



## Child and Youth Services

Our Child and Youth Services ended the year with two residential care houses and three Placement and Support Package (PaSP) houses. We ended the year supporting 11 young people and 62 staff. Our Clinical and Allied Health team finished the year delivering 82 interim or comprehensive Behaviour Plans. This team is now made up of 5.89 FTE PBS practitioners.

**In August 2022 , we launched our Community Nursing Service, providing supports to our clients in their homes by our Registered Nurse, allowing for them and their carers to receive a high level of support, privately**

### Community Nursing Program and CLO's Registered Nurse

*In August 2022* , we launched our Community Nursing Service, providing supports in the community for continence assessment, diabetes management, wound care, and PEG training. The supports are provided to our clients in their homes by our Registered Nurse, allowing for them and their carers to receive a high level of support, privately. In just under 12 months, we have received 35 referrals and provided 246 hours of support. We are extremely pleased with our first year of providing this service.

Our Registered Nurse has also provided valuable clinical oversight of the high intensity skills descriptors roll out. This supported the development of training, competency assessments, and providing medication error reporting and activities of medication assist training across the organisation. This role has truly added value to CLO in supporting continued quality and safety.



## Regency Green

Through partnership and collaboration with the State Government and Uniting SA, we were approached to support a trial project for a hospital discharge facility. From this approach, Regency Green was opened in August 2022.

From August 22 to June 23, 41 participants have accessed Regency Green, with 25 exiting and finding their homes in the community. The average length of stay is 88.5 days. The opening of Regency Green to the end of June resulted in 4,884 hospital bed days being saved.



## Overall

We finished the year with 796 staff overall and 651 Frontline Person-Centred Support Workers. At CLO, and in our sector, we have faced immense workforce challenges to recruit and retain people in the disability sector. We have invested in a highly capable Recruitment Team and Learning and Development Team to ensure we can offer our employees the best journey and learning to undertake their complex roles.



Our highlights this year from the key result areas of our Strategic Plan are:

### Delivering excellence to Participants and Stakeholders

This year the results from our Family Survey demonstrated that of the responses received:

- 67% were very satisfied with CLO services and 33% were satisfied;
- 100% felt CLO listens to family members, participants, and carers;
- 100% of families felt CLO provide quality support;
- Quality improvement suggestions included: increasing communications with family, retaining frontline staff, and working with NDIA for increased funding to support changing needs; and
- 100% of complaints received are investigated, and complainants responded to over 20 continuous improvement actions taken in response to complaints.



Our Disability Access and Inclusion Plan yielded some amazing outcomes across the year to bring to life the vision for CLO. Some of these results included:

- The development of our Participant Advisory Committee, which consisted of nine CLO Participants and one family member encourages everyone to contribute to how things are run at Community Living Options;
- Regional My Life My Say Forums consult with our participants on choice and control in their lives;
- Zero Tolerance Training for staff, focusing on human rights and the right to live free from abuse, neglect, and violence;
- Diversity and Inclusion Training for staff;
- Support for participants to access health services and the criminal justice system;
- Utilising the WHOQOL to measure quality of life;
- Rolling out our Choice and Control Survey, and the National Standards Survey;
- Connections and supports to access community, including TAFE, art exhibitions, Australia Day events, transport training, and LGBTQIA+ events; and
- Social and recreational activities: the crows, open mic sessions, BBQ nights and the CLO Social club, trips to the beach, museums, and joining sports teams.



## To lead, serve and inspire

To ensure our governance model supports quality and safeguarding, our CLO Board, Clinical Governance Sub Committee and Finance, Audit and Risk Subcommittee meet regularly and actively discuss:

- Policy reviews;
- Medication Management;
- Reportable Incidents Analysis;
- Restrictive Practices;
- Complaints Analysis;
- Cybersecurity; and
- NDIS Practice Standards audit preparation (Governance and operational management).

**According to our latest Family Survey, 100% of respondents felt CLO listens to family members, participants, and carers, and 100% of families felt CLO provides quality support.**



We invested in our Leadership Development Programme during the 2022-2023 period. Some of its outcomes included:

- Leaders attending the AICD Governance Summit and the NDIS Royal Commission Governance Programme;
- The National Disability Services conference and the NDS Navigating Change Conference;
- Disability Services Conference – safeguarding for a good life;
- Executive managers developing and facilitating the 'brilliant at the basics' workshop;
- Restrictive practices authorisations scheme training; and
- Positive Behaviour Support implementation planning.



## **Driving engagement through our People and Culture**

CLO culture survey action plan rolled out with over 50 continuous improvement actions.

### **Driving learning and growth**

Throughout 2022-23, CLO's Learning and Development Team delivered 2,530 of training hours across the organisation. Of this, 678 hours of training was delivered directly to our new Regency Green service.

Over 3,669 hours of training was delivered to the organisation from both internal and external training providers.

Over 19,000 eLearning courses were completed across the organisation.

Committee outcomes demonstrated organisational learning and some of our committee topics include:

- The Active Support and Practice Leadership Model;
- Workforce capability frameworks;
- The new CLO reconciliation plan;
- Writing and presenting investigation reports;
- Abstracts developed for conference presentation, and
- Critical analysis of Royal commission releases.

### **Financially informed and sustainable organisation**

We ended the year financially sustainable while increasing our resources for quality. Our surplus was \$4.4million (7.4%) and our growth overall was 12%.

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

- Both Regency Green and our 31 Homes Project were submitted for the awards at the National Mental Health Conference in Adelaide 2023;
- A nomination for the Department of Child Protection Awards;
- Internal audit schedules and Continuous Improvement Action Plan;
- Our new Reconciliation Plan rolled out;
- Our Business Safety Plan – over 90% of objectives achieved.
- Our corporate social responsibility programme saw us participate in seven activities to support our communities in 2022- 2023.
- Our CLO green team roll out our environmental management plan with three activities across the year.
- Our technology development across the year included a quality audit development, document tracking register and improvements in the incident reporting and complaints management system.

Congratulations to everyone at CLO for bringing our vision to life. We continue to achieve our purpose and demonstrate social impact and outcomes for our participants, and thank you for choosing us to share your journey.

I would like to extend my gratitude and appreciation of our Board Directors for your dedication, and continued support for the leadership team. Our Board have supported us to achieve our quality, 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, Muriel and Amanda, and our General Managers, Sharon, Mel, Tory, Ashton, Joumana – 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'. Thanks to all who keep contributing to shape CLO as an outstanding and always evolving model within the disability services industry.

**Alan Oxenham – Board Chair**

**Melinda Kubisa CEO**





## 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

# STRATEGIC OUTCOMES HIGHLIGHTS

796  
EMPLOYEES



108

Continuous Improvements and 02 major innovations

284

Internal and External Quality Audits

127

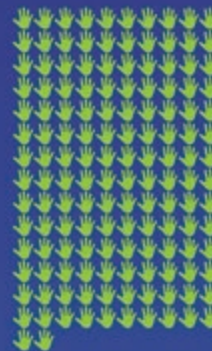
Site visits confirming that 95% of sites are using the PCAS model

+600k

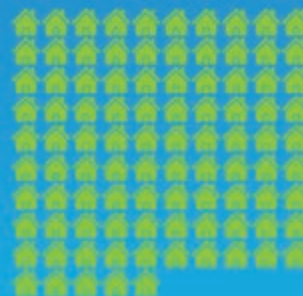
Hours of SIL provided



142 PARTICIPANTS



95 SERVICES



92 PARTICIPANTS SUPPORTED BY CLO ALLIED HEALTH



Participant Advisory Committee developed, championing the voice of our Participants directly to the CLO Board



Induction training reviewed and aligned with NDIS Practice Standards and compulsory CLO courses.



Person Centred Active Support Trainer role fully implemented



Leader of best practice recognition for Risk Management and Quality Management in the NDIS Mid-term Quality Audit.

# 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





**Kieran and Alecia dance and have fun together at the CLO 40<sup>th</sup> birthday party.**

# MEET OUR BOARD

CLO BOARD MEMBERS - 2022-23



Alan Oxenham



Richard O'Loughlin



Kathy Groat



**Ruth Firstbrook**



**Denice Wharldall**



**Mike Bessen**



**Jan McConchie**



**Marc Keegan**



**Christine Dennis**

# DISABILITY SERVICES

Muriel Kirkby – Executive Manager, Disability, C&YS, Regency Green

Wendy Pettifer - Executive Manager, Disability & Clinical Services

## 2022/23 has been a bumper year for our participants and staff alike.

We have all adjusted to the new world living with COVID, working with the new rules of engagement as we got used to our 'new normal'. We have had lots to celebrate at CLO, with the achievement of best practice in aspects of our NDIS Mid-term audit in January. Our staff take great pride in the quality of the work that they do, so it was great to see that work recognised through the quality audit.

The NDIS Practice Standards: High intensity support skills descriptors were launched in November; this created a lot of work to ensure compliance and best practice across our services.

These descriptors describe the skills and knowledge that NDIS providers should ensure their workers have when supporting participants who rely on high intensity daily personal activities. These supports present some of the highest risks for participants. Many of these supports are intensely personal in nature and require workers to communicate and work closely with the participant to understand when and how to deliver supports safely in ways that meet the participants' preferences and daily routines. There was a short timeframe for implementation, and we are pleased to say CLO achieved compliance.

In June, the Minister for Human Services, Hon. Nat Cook, opened a purpose-built home developed in partnership with CLO and Access 2 Place housing for one of our participants who has high and complex autism. This is an exciting project that will see the participant live near his family and enable him to live in the community in a robust home that has been built with his needs in mind.

### 22/23 ACHIEVEMENT HIGHLIGHTS



**NDIS Audit**  
Successful



**100%**  
NDIS Practice  
Standards  
compliant



**Housing**  
partnerships



**Leadership**  
forums  
Brilliant at the  
basics

## We have had lots to celebrate at CLO, with the achievement of best practice in aspects of our NDIS Mid-term audit in January

Great things have been achieved with this service and we look forward to seeing further growth for this young man as he embarks on his new life, close to his family, living in a home that will support his growth, development, and safety into adulthood.

From a leadership perspective we have had a rigorous recruitment strategy in place to recruit the best people to CLO into our Service Coordinator and General Manager positions.

We launched a series of leadership forums with the first one titled, "Brilliant at the Basics" held in May, Executive led the training with a focus on how CLO strategy meets operational practice. It was a great opportunity for Service Coordinators, General Managers and Executive to ensure that our plans are living documents and there is clarity of expectation from the people leading operations. With clarity of purpose and expectation comes clarity of deliverables to achieve a high quality service.

Wendy and I would like to take this opportunity to sincerely thank all the frontline staff, the people that make CLO a great place to work and a great place to be. We are grateful for all the amazing work that you do each day and always have the participant at the centre. It has been my absolute pleasure to join CLO in September 2022 as Executive Manager, Disability, Child & Youth Services and Regency Green. I am very proud, as is Wendy to work in such a values driven organisation and look forward to a bumper new year ahead.

**Muriel Kirkby**  
Executive Manager, Disability,  
Child & Youth Services, Regency Green

**Wendy Pettifer**  
Executive Manager,  
Disability & Clinical Services





**“One of our young people experienced their first ever birthday celebration. Seeing this young person joyfully receiving their first birthday cake and open their gifts was a humbling experience for our support team.”**



# CHILD AND YOUTH SERVICES

Muriel Kirkby - Executive Manager Disability, Child & Youth Services

## Child & Youth Services has seen growth and development in such a positive way for our young people and our youth workers.

CLO now have five homes which provide supports for both short-term and long-term residential care. We are supporting eleven young people who are under the guardianship of the DCP Chief Executive. By providing trauma informed care and active support, the young people in our care continue to thrive and achieve in many facets of their life.

Over the past 12 months, our young people have made many great memories and had new experiences. These have included visiting the zoo, going bowling, hiking in the outdoors and joining Auskick. Through these experiences they have been building friendships and participating in their communities. Our young people have also been travelling interstate to reunite and connection with family which is so important in helping them grow.

One of our young people experienced their first ever birthday celebration. Seeing this young person joyfully receiving their first birthday cake and open their gifts was a humbling experience for our support team. They have also been building the capacity to make their own purchases at the shops engaging with selection of ingredients to make their favourite food 'hot dogs' and developing an interest in shopping for shoes and clothes. It's been wonderful to watch this young person flourish and build their capacity.

It is great to see the CLO values come to life within our teams and the progress we see within the young people we support.

2022-23 welcomed new team leaders to Child and Youth Services who bring a wealth of child centred knowledge and best practice to the service. Our key focus remains to ensure that the voice of the child remains in the centre of all we do. The year ahead will build on the existing model by the introduction of The Sanctuary Model, this will create more trauma informed focus, so that staff can be more effective in the care they provide to vulnerable young people.

I am pleased to share that the hard work of our Youth Workers has not gone unnoticed as the program has received its fourth South Australian Child Protection Award 2023 nomination.

I would like to thank all staff for their support and dedication, you are the difference each day in the lives of the young people in our service. With the support of such a dedicated staff team, I look forward to meeting the challenges of 2023-24.

**Muriel Kirkby**  
Executive Manager, Disability,  
Child & Youth Services, Regency Green





**Sally, Jodie and Kerry make the most of the winter sun, with heaps of cosy blankets included**





# PEOPLE AND CULTURE

Brett Rankine - P&C Executive Manager

## People and Culture

In 2022-23, the People and Culture team continued its transition from a support function to a partnership model. The team has been refreshed and we have welcomed a new People and Culture Manager in June 2023, Claire Brus.

CLO's Annual Culture Survey showed positive movements between 2021 and 2022 in the three main outcomes that are related to organisational performance. Engagement was 5% higher, wellbeing was 3% higher, and progress 4%.

In readiness for CLO's enterprise agreement expiration in November 2023, discussions commenced for a new enterprise agreement, which will set the industrial framework for CLO until 2027.

To support CLO's growth, scoping for a new human resource management software occurred, which incorporates rostering, with the aim to implement the new system by the end of 2023/24.

## Recruitment

Throughout 2022-23 the Recruitment Team has worked creatively to find solutions to the workforce challenges within the disability sector, with the focus high calibre employees, who align with both CLOs values and participants, creating a person-centred recruitment process to recruit the 'best fit candidate' for participants.

The Recruitment Team worked collaboratively with Operations Leadership to develop a bespoke recruitment process for each participant. This method delivers a more holistic approach to person centredness, by creating person-centred job ads, individualised person-centred phone screens and bespoke interview guides that discuss with candidates' various scenarios based on the participant they will be supporting.

Participants or family members were invited to all recruitment interview panels, including Executive Management, to aid in the recruitment of the right person for the role.

In this financial year, candidates have rated their experience as 4.76 overall star rating out of 5. Our recruitment team have received a star rating of 4.66 for a timely and efficient recruitment process and a star rating of 4.75 for the likeliness to recommend CLO to others.





## Participants or family members were invited to all recruitment interview panels, facilitating we hire the right person for the role

### Learning and Development

The Learning and Development team's focus remains on providing our staff with the skills to deliver high quality supports.

During 2022-23, our induction process was reviewed to align training to the NDIS practice standards. To address attendance challenges raised by staff, we have developed bundled training which packages like training modules together to form a full day. This ensures that CLO support staff are compliant with either sector or CLO required trainings.

A Capability Framework was developed in line with the NDIS release. Orientations for all roles were built to ensure all employees are set up for success upon commencement and have a holistic view across the organisation of each function. Competency assessments were developed to measure all employees against the framework.

Learning and Development facilitated 2529 training hours and developed nine new trainings to meet HISSD requirements. CLO also welcomed 238 new employees through 32 inductions during 2022-23.

The Person-Centred Active Support Trainer continued driving our person-centred active support model with dedicated training programs and on-site coaching and mentoring, through 127 site visits evidencing 95% active support with 88.67% assessed as competent.

### Work Health and Safety

Over the latter part of 2022-23 COVID-19 became 'business as usual' and the mature and robust COVID Management procedures allowed CLO to focus on our proactive Health and Safety initiatives.

An external WHS audit was conducted by Adelaide OHS Consultants during April, informing continuous improvement initiatives align with legislative compliance and best practice.

Health and Safety continues to score highly in our Annual Staff Culture Survey with 84% staff scoring safety as favourable, a 4% increase from the previous survey.

All new employees as part of their induction, attend a Health and Safety Day, which focuses on staff safety and wellbeing.

The Health Safety and Wellbeing Committee continues to be an integral function of CLO's WHS Management System reviewing policies, procedures, injury, incident and hazard reports, ensuring consultation and communication throughout CLO in relation to health and safety matters. During Safework Week in October 2022 a SafeTea was held at the Edwardstown office and via Teams the theme was 'Know Safety, work safely' focusing on hazard awareness and reporting, which promoted a discussion regarding hazards in the office and at services.

**Brett Rankine**  
Executive Manager,  
People and Culture



**Rene and Asheri enjoy the attractions of the Royal Adelaide Show**



**Sally helps out pruning the trees at her lovely backyard garden**



# CLINICAL AND THERAPEUTIC SERVICES

Wendy Pettifer - Disability & Clinical Executive Manager

**It's been another great year for the Clinical Team at CLO who have been working tremendously hard to achieve great outcomes for their participants.**

In the Positive Behaviour Support team during the 22/23 financial year there has been a focus on further improving the quality of our services, and ensuring that we are delivering positive behaviour support in a way that really works for our participants and their Implementing Providers. For example, we introduced new technology so that participants could benefit from a range of different training types for their support staff, including online training to plans for new staff who had not attended face to face training yet. The team also provided short videos modelling the use of strategies and scripted responses for participants to some support teams, and the same technology used for online training was also used to develop visual and interactive social stories that can be streamed to mobile devices for use by the PBS practitioner or other support staff with participants.

Across the team an average of 384 hrs of positive behaviour support was provided per month, producing 90 Positive Behaviour Support plans and 97 Functional Behaviour Assessments. We recognise the importance of our Positive Behaviour Support practitioners being an integral part of a participant's support team and they attended 187 case conferences, delivered 94 training sessions to frontline workers, attended 78 team meetings and made 470 visits to participants in their homes.





## **Our Registered Nurse has developed and rolled out training to support participants with complex and high risk health needs, providing community nursing services as well**

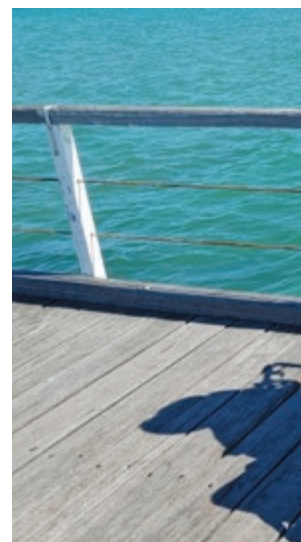
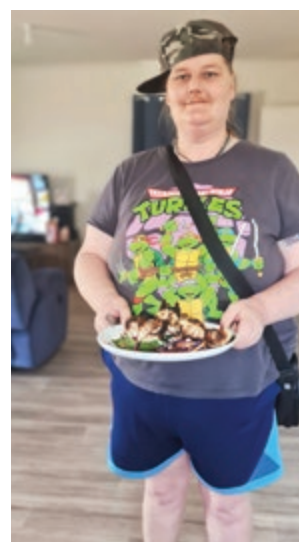
We use evidence-based strategies to deliver participant outcomes. For example, trauma informed positive behaviour support strategies were used to support a participant who had been transitioned from a secure forensic unit to meet her goals of accessing her community and finding community activities she enjoys. The participant joined the CLO Participant Advisory Committee, attended the CLO Christmas Party, and enjoyed a trip to the Adelaide Royal Show. Although this might appear to be a small achievement to some, this is great progress for someone with a very complex mental health diagnosis and at CLO we know how important it is to celebrate these small steps.

Another participant who had significant behaviours of self-harm was supported to reduce those behaviours. Her positive behaviour support practitioner introduced strategies to increase her emotional regulation

using self-reflective exercises and expressing her feelings through art. During the course of the year the frequency of her self-harming behaviours decreased by 50%.

A social skills program supported another participant to differentiate between 'safe' and 'unsafe' people better, which led to the removal of a restriction related to 'unsafe' visitors. As a result, the participant has begun to make some new friends who he can safely have visit him at home and attend social events.

Underpinning these great outcomes for our participants has been our robust approach to the quality of our positive behaviour support plans. We evaluate these plans using an evidence-based tool called the BSP-QEII (the Behaviour Support Plan Quality Evaluation II), which is the same tool used by the Quality and Safeguarding Commission in an August 2022 report which



showed the distribution of evaluated plans across the scoring system (weak, underdeveloped, good and superior) for a data set of 2744 behaviour support plans across the nation. The report found that nationally 51.6% of plans were weak and only 19.7% were either good or superior. This has given our team a benchmark to compare our plans to, and we are proud that our dataset showed that the majority of our plans were assessed as good (62%).

High quality plans lead to great outcomes for our participants, so it's great to be able to report on a few of their achievements with support from their Positive Behaviour Support Practitioner and their Implementing Provider.

This financial year has also seen the full launch of our Community Nursing services through our Registered Nurse. Across the year we commenced contracts for a total of 531 hours of support to 24 participants, for services such as continence assessments, wound care, bowel management and PEG feeding training and assessments.

Having a Registered Nurse on our team also meant that we were able to respond quickly to changes in High Intensity Support Skills Descriptors released by the Quality and Safeguards Commission, developing and rolling out training to staff supporting participants with complex and high-risk health needs. Our RN has also played an essential organisational role in training staff in medication administration, providing high level clinical governance reviews of our services management of hospital discharges and providing analysis and recommendations to our operational teams of medication error incidents. Her work in training our staff in medication administration and the related analysis of medication error incidents has played a significant role in an overall reduction in the average number of avoidable errors per month of 30% across the year.

This team has been a pleasure to work with and they should be rightly proud of their achievements. I thank them for their hard work and look forward to seeing them grow during the next year.

**Wendy Pettifer**  
Executive Manager,  
Disability & Clinical Services





**At Regency Green, we believe everyone deserves a positive future and it is our goal to encourage and support our participants to strive to meet their goals**





# REGENCY GREEN

Muriel Kirkby - Executive Manager, Disability

## Regency Green was opened in August 2022 as a collaborative pilot partnership with SA Health, Uniting SA, and CLO.

We provide 24/7 support and accommodation for up to 24 participants on a 1:3 ratio.

We work in partnership with participants to assist them build capacity, support their independent living skills and behaviours that will enable them to engage successfully with loved ones, the community and support services as they transition to long term accommodation.

We implement person centred supports built into individualised therapeutic care plans. Participants receive individualised support for personal care, daily structure, medication supports, meal supports, independent living skills: budgeting, doing laundry, shopping etc. Prior to admission to Regency Green the range of days a participant spent in hospital while 'discharge ready' was 48 - 427 days.

Early evaluation of the first three months of operation showed positive results with CLO meeting the 90-day target to transition participants to their long-term housing placement.

From August 22 – June 23, 41 participants have accessed Regency Green. The average length of stay is 88.5 days. Since Regency Green opened 4,884 hospital bed days have been saved in the first year of its operation.

Feedback from participants who have transitioned through Regency Green has been largely positive. One participant said that Regency Green was "a good way to transition, to return home".

At Regency Green, we believe everyone deserves a Positive future and it is our goal to encourage and support our participants to strive to meet their goals. The partnerships with Community Mental Health, Local Health Networks, NDIA and Integrated Care Systems are integral for achieving sustainable hospital discharge back to community for this complex participant cohort.

## OUR FIRST YEAR'S ACHIEVEMENTS



**88.5 days**  
Average Stay



**4,884**  
Hospital Bed Days Saved



**41**  
Residents



**23 People**  
Transitioned to Home Care

# WHAT OUR PARTICIPANTS SAY

*"I have been learning how to cook and do my laundry."*

*"I have worked out who is supporting me and when they will come."*

*"It has been a good way for me to return home."*

*"I have designed my own programs to manage medications, live by myself and go out safely."*

*"Very nice workers. Very responsible and helpful."*

*"Workers are very supportive."*

*"Workers looked after my needs and helped arrange my appointments."*

*"I will miss staying here with the staff, but I am very happy to be going to my own home, I am excited to put up my own Christmas tree."*

We have learned a lot about transitioning and hospital step-down services during this period and look forward to building on our learnings as we prepare to tender for the service in the upcoming financial year.

I would like to thank the staff for their dedication to Regency Green and the participants who use this service. A unique model, different to SIL in many ways with a focus on transition and creating sustainable change while building capacity for participants to live their best lives.



## **Muriel Kirkby**

Executive Manager, Disability,  
Child & Youth Services, Regency Green

# REGENCY GREEN: SUCCESS STORY

## A journey at Regency Green

Our participant is an enthusiastic, gregarious 22-year-old man with a love of music, gaming, basketball and playing practical jokes on others. He has a complex diagnosis of Autism Spectrum Disorder (ASD), ADHD, Schizophrenia (historical), and Adjustment Disorder.

After a lengthy hospital stay, he came to stay Regency Green Transitional Accommodation in November 2022, and he stayed with us for four months until he found a home and a housemate who shares the same interests.

In his short time at Regency Green, our participant accomplished so many things. He secured volunteer work, attending two days a week. He worked on developing his daily living skills, so he could be as independent as possible when he moved out. He was involved in obtaining feedback, so we could make RG a better place to stay. What participants and staff found most appealing about him was his bubbly personality and his helpful attitude. He often entertained us with his singing and breakdancing, or by challenging staff to a basketball game. When he moved out to his new home, we were very happy for him, but it left a big hole in our RG community.

As he had done so well while staying at RG, his Support Coordinator asked for tips to assist staff at new accommodation. Our response was simple “to value to him for the person he is - a wonderful young man who wants to be treated just like his peers without disability. He is an adult. He wants to be valued and included. He should not be defined by his disabilities or conditions”. His Mum added that “other accommodation had treated him like a child, and he was defined by his disabilities”.

On the day that he moved out we reflected on his journey and acknowledged how much he would be missed. Once again, his mum provided feedback that humbled staff at RG “You guys, must be doing something right... he has been so happy here” and the program has “helped him find himself again”. It was both a pleasure and a privileged to have him stay at Regency Green.



**Eugene gives his plants a refreshing sprinkle of water on a warm summer day**



# QUALITY, RISK & COMPLIANCE

Rabecka Stokes - Manager Quality and Compliance

## 2022/2023 was a year of growth, change and continuous improvement in the areas of quality, risk, and compliance.

### Delivering Excellence across 2022/2023

2022/2023 was a year of growth, change and continuous improvement in the areas of quality, risk, and compliance. As the height of the pandemic mandates reduced across the state, we welcomed staff back to the office and supported the reduction in COVID 19 compliance and reporting obligations.

In December we saw the release of the revised NDIS High intensity Skill descriptors. Providing further explanation of the skills, knowledge and competency expected of staff delivering high intensity supports. The release of these new descriptors prompted robust internal auditing of our current policies, processes, training, and competency assessments of our staff, further assisting our internal quality and continuous improvement approach to best practice.

2022/2023 saw the launch of our first Participant Advisory Committee (PAC). Comprising of 10 members the 22/23 PAC met four times through the year reviewing Participant easy read policies, CLOs Emergency and disaster management response and assisting to drive CLOs Disability Access and Inclusion Plan 22/23.

### Best practice

In January we undertook our NDIS Mid-term quality audit and were recognised as a leader of best practice in the areas of Risk Management and Quality Management.

Our Manager of Quality & Compliance was nominated for the Risk Management Institute of Australia (RMIA) Risk Manager of the year, following the release of CLOs revised risk management system, the establishment of CLOs risk management committee and the outstanding results of our NDIS mid-term audit in the areas of Risk Management.





### Achievements across 2022/2023

Through our system of mature quality assurance processes, we welcomed **112** policy reviews and achieved a total of **278** internal quality audits, we monitored our compliance obligations and reporting structures against legislation and quality standards and welcomed **13** external quality audits whilst celebrating the successful renewal of 5 DCP housing licences. As part of our quality continuous improvement program, we rolled out **108** continuous improvement initiatives across the business and **2** new innovations.



#### Total audits 2022/2023

External Audits: 13  
 Scheduled Internal Audits: 278  
 Total: **284**

Whilst we prepare for our approaching external Australian Service Excellence Standards quality review, scheduled for late **2023** we will continue to strive for excellence whilst navigating the disruptions and increased pressure to meet emerging administrative compliance and regulatory responsibilities.

**Rabecka Stokes**  
 Manager, Quality and Risk



Rabecka Stokes - Chair of Quality and Safeguarding Committee 22-23

# QUALITY & SAFEGUARDING COMMITTEE

## **CLO's Quality and Safeguarding Committee is vital in supporting the effective delivery of CLO's quality management systems.**

The committee also plays a key role in monitoring the quality and safety of services provided across CLO. Our Quality & Safeguarding Committee membership comprises of staff who represent all areas across our organisation and held seven meetings across 2022/23. In line with our strategic priorities, the committee was focused to maintaining the quality and integrity of our services whilst supporting our clinical governance framework for quality and safeguarding.

Committed to a continuous improvement approach to quality and safeguarding, the committee focused on continuous improvement opportunities throughout the year, reviewing systems and processes to further enhance the quality of our safeguarding practices.

In December 2022, the NDIS released revised High Intensity Skill Descriptors. This release prompted a robust internal auditing of our current policies, processes, training, and competency assessments of our staff. This audit process further assisted our internal quality and continuous improvement approach to best practice.

In January 2023, CLO underwent the NDIS Mid-term Quality Audit Process where the quality of CLO's Quality Management systems and robust policies and procedures were commended. CLO was formally recognised as a leader of best practice in the areas of Risk Management and Quality Management.

## 22/23: COMMITTEE REVIEWS AND IMPROVEMENTS



Across 2022/23, the Committee undertook a number of activities, including:

- reviewing trends and patterns from reportable incidents and quality site audit data;
- supporting the implementation of risk assessments by role;
- reviewing the PBS capability framework self-assessment process;
- supporting the design and implementation of CLO's CMS Quality Audit System and the roll out of the DHS Reportable Incidents Authorisations Scheme;
- implementation and monitoring of a Compliments Register;
- supporting design and implementation of a Participant Document Tracking System; and
- reviewing of various other safeguarding monitoring practices.

2022/2023 saw the launch of our first Participant Advisory Committee (PAC) which comprises of Participants and their family members. The Participant Advisory Committee is paramount to ensuring that the voice of Participant is at the heart of CLO's strategic planning. The PAC is part of how we achieve the outcomes set out in CLO's Disability Access and Inclusion Plan (DAIP).

The committee continues to focus on best practice, participating in sector submissions, tabling royal commission reports, reviewing articles specific to quality and safeguarding, reviewing policy and benchmarking for best practice.

CLOs Quality and Safeguarding Committee will continue to drive quality and best practice throughout 2023/2024.

**Sharon Partington**  
Chair, Quality and Safeguarding Committee





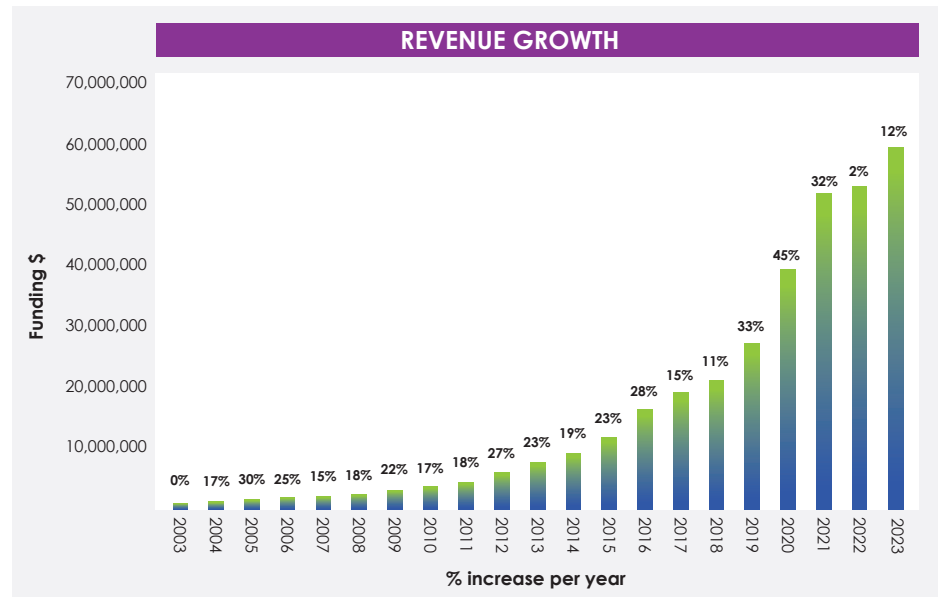
**Wayne tests our new accessible van, all adapted and featuring plenty of space for wheelchairs**

# FINANCE REPORT



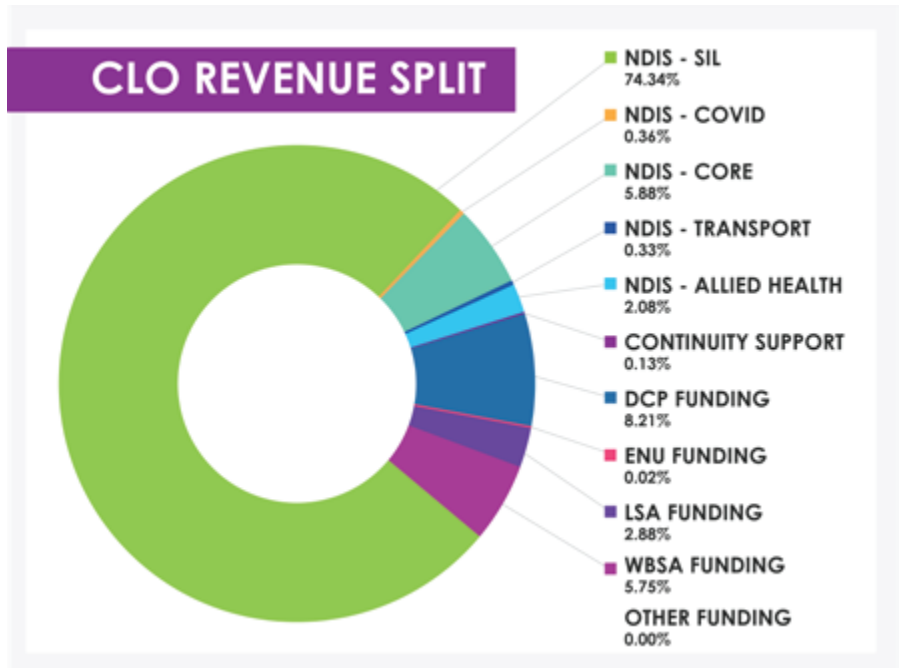
Tiff Hodge - Chief Financial Officer

The financial position of Community Living Options in the 2022/2023 financial year shows a revenue increase of just over 12% from the previous financial year, with total revenue of over \$59 million.



CLO's operating surplus for the financial year ended at 7.4%. This surplus is an achievement in a financial year where there has been an increased costs and economic pressures and continued impact of COVID. The surplus does continue to allow CLO to invest in future infrastructure that will help support people for years to come through accommodation for Child & Youth Services, commencing the Regency Green service to assist in transitioning from hospital to a forever home, and expanding allied health services including delivering nursing supports.

The surplus also allows CLO to continue to build training capacity to ensure our staff are provided the training and support to deliver on high quality services to our participants.



The diagram above shows the breakdown of revenue source, NDIS SIL revenue comprising of just over 73% of total revenue.

## **Total expenses for the 2022/2023 year equated to just over \$55 million, 92% or \$50 million paid in employee expenses.**

In 2023 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 her team. 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, including our admin, Information Technology, Marketing, and Intake staff, 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 2023

	Note	2023 \$	2022 \$
Revenue	4	58,916,976	50,750,390
Other income	4	554,563	2,091,980
Employee benefits expense		(50,682,169)	(46,424,247)
Depreciation and amortisation expense		(2,118,724)	(1,096,696)
Other expenses		(2,191,228)	(2,271,768)
Finance expenses	5	(76,691)	(97,621)
<b>Surplus before income tax</b>		<b>4,402,727</b>	<b>2,952,038</b>
Income tax expense		-	-
<b>Surplus from continuing operations</b>		<b>4,402,727</b>	<b>2,952,038</b>
<b>Surplus for the year</b>		<b>4,402,727</b>	<b>2,952,038</b>
<b>Other comprehensive income, net of income tax</b>			
<b>Total comprehensive income for the year</b>		<b>4,402,727</b>	<b>2,952,038</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 2023

	Note	2023 \$	2022 \$
<b>ASSETS</b>			
<b>CURRENT ASSETS</b>			
Cash and cash equivalents	7	25,276,320	14,171,133
Trade and other receivables	8	2,408,730	7,178,332
Other assets	10	1,892,511	3,016,410
<b>TOTAL CURRENT ASSETS</b>		<b>29,577,561</b>	<b>24,365,875</b>
<b>NON-CURRENT ASSETS</b>			
Property, plant and equipment	11	3,770,595	3,745,998
Intangible assets		7,000	-
Right-of-use assets	12	1,123,698	1,744,534
<b>TOTAL NON-CURRENT ASSETS</b>		<b>4,901,293</b>	<b>5,490,532</b>
<b>TOTAL ASSETS</b>		<b>34,478,854</b>	<b>29,856,407</b>
<b>LIABILITIES</b>			
<b>CURRENT LIABILITIES</b>			
Trade and other payables	13	2,091,267	1,685,765
Borrowings	14	45,900	38,570
Contract liabilities	9	313,937	479,014
Lease liabilities	12	765,015	792,630
Employee benefits	15	3,776,020	3,336,457
<b>TOTAL CURRENT LIABILITIES</b>		<b>6,992,139</b>	<b>6,332,436</b>
<b>NON-CURRENT LIABILITIES</b>			
Borrowings	14	440,608	489,933
Lease liabilities	12	457,719	1,060,817
Employee benefits	15	877,024	664,584
<b>TOTAL NON-CURRENT LIABILITIES</b>		<b>1,775,351</b>	<b>2,215,334</b>
<b>TOTAL LIABILITIES</b>		<b>8,767,490</b>	<b>8,547,770</b>
<b>NET ASSETS</b>		<b>25,711,364</b>	<b>21,308,637</b>
<b>EQUITY</b>			
Reserves		99,862	99,862
Retained earnings		25,611,502	21,208,775
<b>TOTAL EQUITY</b>		<b>25,711,364</b>	<b>21,308,637</b>

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

Public Officer: .....



Melinda Kubisa (CEO)

Date: 19 October 2023

## Independent Audit Report to the members of Community Living Options Inc

### Opinion

We have audited the financial report of Community Living Options Inc, which comprises the statement of financial position as at 30 June 2023, 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 2023 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.

The responsible entities are responsible for overseeing the registered entity's financial reporting process.

GPO Box 1373 Adelaide SA 5001 Level 9 81 Flinders Street Adelaide SA 5000 T: +08 8373 5588 [www.pkf.com.au](http://www.pkf.com.au)

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## Independent Audit Report to the members of Community Living Options Inc

### 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.



## Independent Audit Report to the members of Community Living Options Inc

### Independence

We confirm that the independence declaration required by the ACNC Act, which has been given to the responsible entities of Community Living Options Inc, would be in the same terms if given to the responsible entities as at the time of this auditor's report.

PKF Adelaide

A handwritten signature in black ink, appearing to read "Jasmine Tan". The signature is written in a cursive, flowing style.

Jasmine Tan  
Director

Adelaide  
19 October 2023

Aakriti Sapkota  
Aaqib Ashraf  
Aaron Ellis  
Aashish Gautam  
Abdshesh Gupta  
Abdullah Fataki  
Abeodu Jackson  
Abidemi Akande  
Adam Mutisya  
Adebimpe Longe  
Adhieu Bior  
Ador Aciek  
Adrian Baum  
Agnes Anderson  
Aiguli Bulire  
Ajay Sharma  
Aju Kuruvilla Thomas  
Alek Akoy  
Alex Jones  
Alex Kigotho  
Alexander Seeley  
Alexandra Harrison  
Alexandra Hatzipanagiotis  
Alfredo Carrasco  
Alice Maxwell  
Alice Munene  
Alicia Pickett  
Alise Uwimana  
Alison Bell  
Alison Nohlmans  
Alok Goswami  
Amanda Brock  
Amanda Easterbrook  
Amanda O'Gorman  
Amanda Smallacombe  
Amandeep Kaur  
Amandeep Kaur  
Amandeep Kaur  
Amandeep kaur Chatha  
Amandeep Kohli  
Amar Mansalay  
Amara Kamara  
Amarinder Singh  
Amber Marchesini  
Amber McKinlay  
Amisu Sule  
Amit Kaplesh  
Amninder Sidhu  
Amrit Nath  
Amrita Homagain  
Amu Shree Maharjan  
Amy Cooling  
Amy Di Donna  
Anab Kinyua  
Anderson Gaye  
Andrea Merrigan  
Angeleen Ralph  
Angu Baby  
Anish Appukkuttan  
Anjali Nain  
Ann Mariya Sojan  
Anna Jeffery  
Anna-Marie Strauss  
Annette Adasen  
Anoop Kumar  
Anthony Beilby  
Anthony Bryant  
Anton McNeela  
Antonietta Thomas  
Antonio Pedicini  
Apsara Oli Khadka  
Arku Kormah  
Arti Patel  
Arun Remadevi  
Arvinder Singh  
Arvinder Singh  
Aseem Jain  
Asheri Bukuru  
Ashleigh Haynes  
Ashleigh Oaten  
Ashley Cole  
Ashma KC  
Ashton Tarbard  
Asmita Tiwari  
Assumpta Mchena  
Awuopi Bior  
Ayomiposi Adeyeye  
Baljeet Singh Sidhu  
Baljinder Singh

Barry Snider  
Beatriz Jalosjos  
Bellami Ephraim  
Benayo Nimubona  
Benjamin Hutton  
Benjamin Kuol  
Beverley Cameron  
Bhim Giri  
Bhuvan Devkota  
Bidur Chhetri  
Biju Mathew  
Bikash Panta  
Bilha Nang'Ole  
Binay Homagain  
Bipin Pokharel  
Birat Ghimire  
Blessing Chukwu  
Bolaji Alayaki  
Bonfils Bakundukize  
Bonnie Pullens  
Brahimu Batanga  
Brenda Keago  
Brenton Drogemuller  
Brett Rankine  
Brett Schild  
Brian Ruto  
Brianna Nicoll  
Bronwyn Robinson  
Brooke Riley  
Brunilda Tarus  
Caitlin Curnow  
Caitlin Holmes  
Caitlin Sakovits  
Cameron Foster  
Cameron Pearce  
Camilo M. Sanchez  
Cara Furner  
Carly Mc Watters  
Carmel Swearse  
Caroline Buchanan  
Caroline Waite  
Carren Chepkirui  
Casey-Patricia Smith  
Casmir Chinweuba  
Cassandra Williams  
Catherine Momo  
Catherine Njeri Wairimu  
Catherine Norcliffe  
Cathryn Douglas  
C.Chandramauli  
Charles Eze  
Charles Ezeigbo  
Charles Gathiani  
Charlie Mole  
Cheryl Foxwell  
Cheryl Hubbard  
Chiemele Obi-Okonkwo  
Chijioke Edeh  
Chima Agu  
Chinanso Ajuora  
Chinonso Nnachetam  
Chinonso Nweji  
Chioma Okoye  
Christian Domagas  
Christian Edhughe  
Christine Featherston  
Christine Lewis  
Christopher Fradley  
Christopher Kearney  
Chukwuebuka Ehidonye  
Chukwuebuka S. Ezeh  
Chyann Norden  
Cindy Burke  
Claire Brus  
Claire Schofield  
Clare Gillespie  
Clement Kibatcha  
Cleopas Cherop  
Cleopatra Cohen  
Cleophas Muguti  
Clinton Idehen  
Collins Asinugo  
Constance Dube  
Covenant Ogunleye  
Craig Schoneweiss  
Cristiana Lopresti  
Cyriaque Nijenhagera  
Cyril O. Amunike  
Dakota Smith

Damaris Muraguri  
Damon Bradley  
Dana Bischof  
Daniel Eze  
Daniel Mmerem  
Daniel Sorpini  
Daniel Williams  
Danielle Iveson  
Danielle Spalding  
Darpan Garg  
Darren Murphy  
David Ayiga  
David Pankhurst  
David Tarley  
David Vassallo  
David Watts  
Davinder Singh  
Dawn O'Brien  
Dawt Zathing  
Dean Simpson  
Debbie Mateos  
Deborah Daniel  
Deborah Richards  
Debra Waller  
Dechen Yeshi  
Deeanne Mesecke  
Deepak Dhungana  
Deepak Poudel  
Della van Gils  
Deng Akol  
Deng Anok  
Denise Cortis  
Dennis Okwuonu  
Desmond Collins  
Destiny Nzeadibe-Ugochukwu  
Deval Oza  
Dharminder Sandhu  
Dhiraj Karki  
Diana Aleu  
Diana Davis  
Diana Yokwe  
Dianne Russell  
Dianne Tilley  
Dianne Winnard  
Dickson Malibe  
Difei Zhang  
Dikchhya Gautam  
Dion Rinaldo  
Dionne Redman  
Dipa Gaudel  
Dipendra Poudel  
Dishi Singh  
Divya Gupta  
Divyanka Khanna  
Dominic White  
Dona Abeywickrama  
Donna Brandon-Brown  
Donna Simkin  
Dorah Kurgoi  
Dorothea Mapeenzi  
Dwayne Turner  
Edgar Omondi  
Edwin Mwangi  
Efemena Alibor  
Eilish Scholar  
Ekele Nwabueze  
Elan Sapkota  
Eleesha Carolan  
Elisha Richards  
Eliza Young  
Elizabeth Ewing  
Elizabeth Kivikoski  
Elizabeth Mock  
Elizabeth Power  
Elizabeth Schocroft  
Emeka Eburuo  
Emeka Innocent Ikeonu  
Emeline Percy  
Emerson Bangura  
Emily Franzone  
Emily Lawrence  
Emily Mungai  
Emma West  
Emma Whitehead  
Emmanuel Adusei-Opoku  
Emmanuel Kallon  
Emmanuel Kutto

Emmanuel Nang'ole  
Erick Geke  
Erick Kinyua  
Erik Roa  
Erin Mckay  
Ermas Habtamu  
Esther Imanirakiza  
Esther Nganga  
Esther Toritseju  
Eugene Chilaka  
Eunice Mwoho  
Eva Martin  
Evalyn Ngari  
Evelyn Akoma  
Eyerusalem Woldemariam  
Fahad Samejo  
Faidha Changelima  
Faith Anyalebechi  
Faraja Nshangalume  
Fatuma Ibrahim  
Fatuma Likico  
Fayia Bundoo  
Felicity Taylor  
Fiona Dale  
Fiona Mail  
Fiona Marriott  
Francis Erhunmwunse  
Francis Korir  
Francis Okonkwo  
Francis Okunbor  
Fredrick Sunela  
Fredmena Kamara  
Gabriel Ogwuche  
Gabriela Facciano  
Gabriele Di Caterina  
Gagandeep Kaur  
Gagandeep Kaur  
Gagandeep Singh  
Gale Baker  
Garang Duot  
Gary Francis  
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George Kiama  
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