

ANNUAL REPORT

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Community Living Options Founded in Victor Harbor, 1982

Community Living Options (CLO) was founded in 1982 in Victor Harbor by a passionate group of local parents who wanted their children to have access to quality respite and accommodation – and, most importantly, the chance to thrive in their own community.

Fast forward to today; CLO has grown into a leading NDIS provider, with over 800 dedicated staff supporting participants across Metro Adelaide, the Fleurieu Peninsula, Adelaide Hills, Kangaroo Island and Tasmania. This incredible growth is a testament to the trust our participants place in us and the quality of care we deliver.

We're also very proud to have achieved NDIS reaccreditation, meeting 26 elements of best practice with zero nonconformities – a truly outstanding result that reflects our unwavering commitment to quality and excellence.

As CLO continues to grow, we remain focused on creating a future which supports and empowers participants.



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Same Wave - Good times and new skills

Alecia's Story

I used to be really scared of the water. The ocean felt overwhelming, and I didn't know how to keep myself safe. But thanks to the Same Wave program run by the Port Elliot Surf Life saving Club, everything changed. I've learned how to be safe in the water, and now I feel really brave. I even have my surf life saving certificate proudly framed in my lounge room – it reminds me of how far I've come. The program gave me confidence, and I've gone on to try Sailability in Goolwa, which I never imagined I'd do. I look forward to the Same Wave program every year. It's not just about swimming – it's about growing, trying new things, and feeling proud of myself.

Kieren's Story

The Same Wave program is so much fun! I can swim really far and really fast now. I love being in the water with other people – we laugh a lot and have a great time. Same Wave has helped me feel confident and strong. I look forward to the program every year because it's something I really enjoy, it's helped me get ready for new adventures. Soon, I'll be learning to body board at our beaches with my support worker, Jasper. I'm excited to keep building my skills and having fun in the water. The program has made a big difference in my life.

Same Wave is a program run by Port Elliot Surf Life Saving Club that enables neuro-diverse people with a disability to enjoy time in the water. By understanding water dangers, basic lifesaving techniques and first aid program, participants learn how to be safe in the water. They also enjoy swimming, boogie boarding and paddleboarding.

The program is run by volunteers, including one of our Board Directors, Mark Morelli and our CEO, Mel Kubisa.





Alan Oxenham
Board Chair

BOARD CHAIR REPORT

As Board Chair, I confirm that the board continues its long-standing commitment to ensure that Community Living Options supports our participants to a high standard through the implementation of our strategic plan, that we retain sight of our values and purpose, and continues to operate in a sound financial position.

Putting the participant at the centre of everything we do is our guiding principle.

The CLO Board meets bi-monthly for a full Board meeting, with members also serving on two key subcommittees: the Finance, Audit and Risk Subcommittee, which oversees CLO's finances and business risks, and the Clinical Governance Subcommittee, which reviews clinical risk, quality, and compliance. This structure ensures thorough monitoring and review of CLO's operations.

Exceptional service to participants remains central to CLO's ethos. The Board recognises that staff are vital to achieving this goal, consistently demonstrating CLO's values of Trust, Kindness, Inclusion, Learning and Connection every day. Their dedication is supported by robust policies, systems, and processes, enabling them to deliver outstanding services.

The past year saw changes in Board membership. The organisation farewelled Jan McConchie from the Board, however she continues to contribute as an Independent Member of the Clinical Governance Subcommittee. CLO welcomed Mark Morelli, a Chartered Accountant with broad commercial experience, and Sharon Paulson, an ICT expert with over 25 years in education, aged care, and disability. Their expertise will be invaluable as CLO navigates future challenges.

CLO has made significant progress in implementing strategic objectives and ensuring quality services. With the support of CEO Mel Kubisa and the management team, the Board is confident in CLO's ability to build on recent achievements and deliver excellent outcomes for participants.

I would like to thank our participants for coming with us on the journey over the past financial year and I welcome those new participants who have joined us. We appreciate the trust that you have placed in us. On behalf of the Board, I would like to express my sincere appreciation for the efforts of our CEO Mel Kubisa and her management team in continuing to successfully manage and grow CLO's business over the past financial year.

I would like to take the opportunity to thank all members of staff for their efforts and dedication during the year. CLO's achievements would not have been possible without your hard work and commitment.

Finally, I extend my thanks to all Board members for their dedication, engagement in Board processes and for providing the Board with their expertise over the last financial year.

I would like to take the opportunity to thank all members of Staff for their efforts and dedication during the year. ClO's achievements would not have been possible without your hard work and commitment.







Melinda Kubisa
Chief Executive Officer

CEO REPORT 2025

In July 2024 we launched our new Vision, *Enabling Opportunity, Exploring Possibility, Establishing Connection*. Our commitment to delivering high-quality, person-centred support has remained steadfast amidst sector-wide reforms and the ongoing challenges of NDIS pricing and long-term sustainability for the sector.

This year marked the beginning of our new Strategic Plan 2024–2027, which builds on the achievements of the past two years and sets a clear and ambitious direction for growth, clinical excellence, and sustainable service delivery. We continue to demonstrate resilience in a sector facing significant disruption, while showcasing our financial stability, strong governance, and the meaningful outcomes we deliver for the people we support.

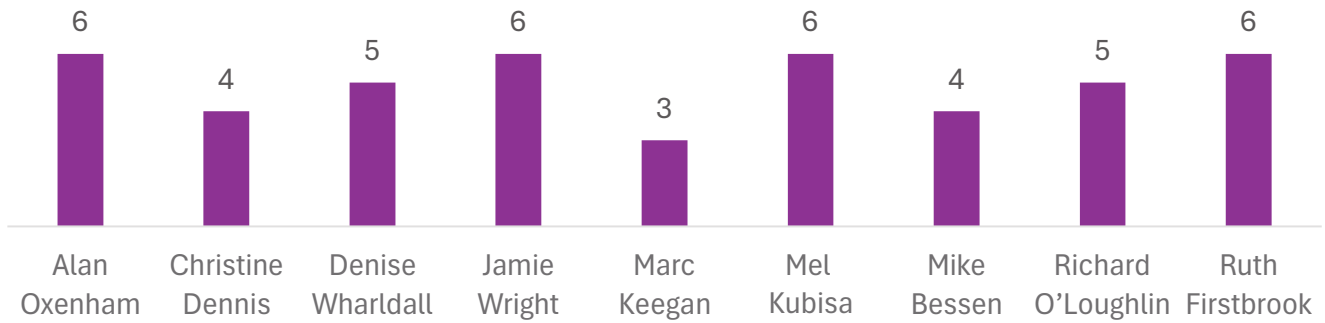
Delivering on our Strategic Directives: Our Highlights

Governance

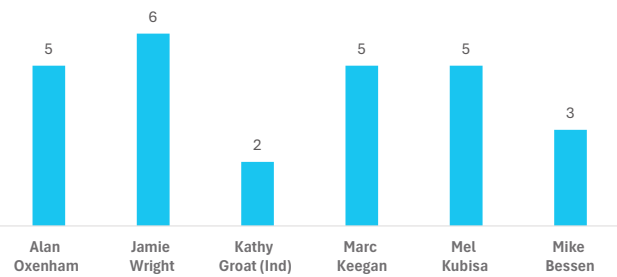
As a registered not-for-profit with the Australian Charities and Not-for-profits Commission (ACNC), our governance practices are underpinned by transparency, public accountability, and a commitment to continuous quality improvement aligning with both NDIS standards and broader community expectations.

In 2024, our focus was on shaping the strategic direction of Community Living Options (CLO) through the development and implementation of our Strategic Plan. We proudly achieved reaccreditation as a NDIS provider, meeting 26 elements of best practice with no nonconformities – an exceptional outcome that reflects our commitment to quality and excellence.

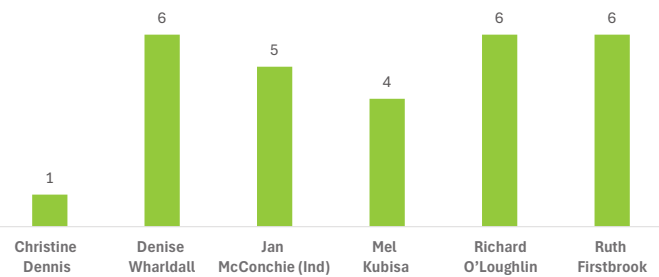
Board



Finance Audit and Risk



Clinical Governance



**Noting Christine Dennis' approved leave of absence from December 2024 to April 2025*

We also strengthened the voice of our Participants through the Participant Advisory Committee and regular feedback forums. We remain deeply committed to inclusive governance, ensuring our Participants have a meaningful voice at the Board level. Our bi-monthly Board and Subcommittee meetings ensured strong oversight of clinical governance, finance, risk, and compliance responsibilities, as shown in the charts above.

Financial sustainability

Despite sector-wide financial pressures, CLO achieved a 2.43% surplus with 0% growth, reflecting stable, sustainable performance. Our strong financial management supports continued investment in high-quality, person-centred services amid a complex funding environment.

Disability, psychosocial support and hospital transition

CLO supported 109 Participants across five disability services regions throughout metropolitan and regional South Australia, delivering SIL and core NDIS supports tailored to individual needs.

Our hospital discharge service, Regency Green, facilitated the transition of 101 Participants from hospital settings, resulting in 4,881 bed nights saved for the hospital system. Of those, 86 individuals successfully transitioned from Regency Green into their permanent homes – an outcome we are proud to celebrate. We continued to reduce restrictive practices, driven by a dedicated committee committed to implementing best-practice approaches and safeguarding participant rights.

Our Disability Access and Inclusion Plan and Social Inclusion Program delivered a strong impact this year and remains focused on delivering high-quality services under a robust Human Rights Framework. This commitment was further reflected in our *Choice and Control Survey*, which reinforced our genuine dedication to empowering Participants through informed decision-making. Our teams deliver participant focussed goals across all life domains including:

- Through our *My Life, My Say* forums, Participants played an active role in shaping how CLO operates. These forums provided a platform for meaningful, participant-led contributions, ensuring that lived experience continues to inform and guide our service delivery and organisational decision-making.
- Partnering with SACID for personal growth workshops, safety workshops and inclusive governance training 'I can lead'
- The CLO Social Club.
- Community outings and programs including the Port Elliot Same Wave Program, the Fleurieu Aquatics Centre.

We proudly achieved reaccreditation as a NDIS Provider, meeting 26 elements of best practice with no nonconformities – an exceptional outcome that reflects our commitment to quality and excellence.

We successfully tendered for the Supported Independent Living (SIL) Quality Supports pilot program with the National Disability Insurance Agency (NDIA). The pilot will run over 2025-2026. The Quality Supports Program is a grant funded strategic initiative by the NDIA aimed at enhancing the quality, safety, and sustainability of SIL services for NDIS participants with complex and high support needs. The purpose of the pilot is to identify and promote features of high-quality SIL service delivery and to develop cost models that reflect the true cost of delivering quality supports.


Child and Youth Services

CLO supported 12 children under the Department for Child Protection across six residential care homes. Three young people transitioned out of residential care upon turning 18, moving into adult services. We provided short-term care for two children through our Placement and Support model and are continuing to support their transition into a long-term home.

These homes were purchased by CLO and formally licensed as residential facilities. Our dedicated team has worked to create warm, safe, and homely environments, each personally customised to foster a strong sense of belonging.

Our Child and Youth Services team continues to provide compassionate, trauma-informed support to some of the most vulnerable children and young people in our community – those who have been removed from their homes under the care of the Department for Child Protection.

SAFE AND
CARING
ENVIRONMENT



In a space where trust must be rebuilt and healing begins with safety; our team walk alongside children through some of the most challenging moments of their lives. Our workers create environments where young people can feel seen, heard, and valued.

- We deliver tailored, therapeutic support that prioritises stability, emotional wellbeing, and developmental growth.
- Our team works collaboratively with care teams, families, and allied professionals to ensure each child's voice is central to their care journey.
- We are proud of the resilience, dedication, and heart our teams bring to this work every day – making a lasting difference, one child at a time.

This work is not easy – but it is essential. And we remain deeply committed to advocating for and empowering children and young people to thrive, no matter their starting point. We deeply value our ongoing partnership with the Department for Child Protection and remain committed to providing safe, trauma-informed care for some of our community's most vulnerable children.

As we reflect on a year of progress, resilience, and commitment to excellence, we remain hopeful for a future where the NDIS continues to evolve in ways that truly empower participants and keep them safe.

Clinical and Allied Health Services: Driving Excellence in Complex Care

Our Clinical and Allied Health team continued to deliver high-quality Positive Behaviour Support (PBS) and Community Nursing services, underscoring our commitment to person-centred care in a highly regulated and complex environment.

- We delivered 90 PBS contracts, demonstrating our team's dedication to improving outcomes for Participants with complex behavioural needs.
- Our services included interim and comprehensive Specialist Behaviour Support Plans under the NDIS Commission's Restrictive Practices framework, highlighting our leadership in clinical excellence within high-risk service models.
- To strengthen clinical governance and support the strategic growth of our Behaviour Support services, we introduced a dedicated PBS Manager role focused on enhancing service quality and oversight.
- In response to unmet needs in regional South Australia, we launched an innovative fly-in/fly-out PBS service in Mount Gambier, expanding access to specialist support for rural communities.
- Our commitment to workforce development was reflected in the successful completion of our Graduate Program by three practitioners, building future capacity in clinical service delivery.



We delivered 362 hours of direct support for community nursing care and are excited to continue expanding this vital service. Our Registered Nurse played a pivotal role in:

- Providing clinical governance for hospital discharge assessments in SIL settings.
- Delivering high-intensity medical training and competency assessments, including medication assistance, to our support workforce.

We are proud of the continued excellence demonstrated by our PBS practitioners and nursing team, whose expertise ensures high-quality clinical care for Participants with complex health needs.

Workforce and Culture

At year-end, CLO employed 757 staff members, maintaining a strong average quarterly retention rate of 94%. Our workforce reflects deep knowledge and commitment, with:

- 44 staff members having served for over 10 years,
- 179 staff members with 5 to 10 years of tenure, and
- 67 staff members with 4 to 5 years of service.

These figures highlight the loyalty and experience within our team, which continues to be a cornerstone of CLO's success. We have continued to invest in leadership development and frontline training, alongside the implementation of a new HR system designed to enhance compliance, improve oversight, and support future growth. Our culture survey, launched in January 2025, showed improved results across the organisation.

GOOD & RELIABLE
SUPPORT AND GOOD
COMMUNICATION

Innovation and Improvement:

We are actively strengthening our human rights-based approach and embedding evidence-informed practices across all areas of service delivery, including recovery-oriented psychosocial supports and trauma-informed care in our ongoing work with individuals experiencing personality disorders.

The Supported Decision-Making (SDM) project involving Dr. Michelle Browning and Melanie Ingham is a collaborative initiative focused on enhancing personal agency and reducing restrictive practices for people with complex behavioural support needs.

Our Organisational Learning Committee continued to champion best practice and innovation throughout 2024–25. Key outcomes included:

- Ongoing participation in La Trobe University's Active Support Trials, reinforcing our commitment to evidence-based practice.
- Continued involvement in the SA Virtual Care Programme Pilot, helping to alleviate pressure on emergency services.
- Strengthening our Risk Management and Emergency Planning Frameworks.
- Developing evidence-informed practice models for supporting individuals with Korsakoff's syndrome and dementia.
- Trialling the Observing Practice Quality Tool to enhance active support delivery.
- Contributing to the Inclusive Governance Research Project.
- Trialling and implementing the Comprehensive Health Assessment Program (CHAP) tool to improve health assessments.
- Preparing and submitting responses to regulatory reform consultations.
- Applying PBS principles to psychosocial disability practice.

Listening, Learning, and Improving

We responded to 156 complaints and feedback submissions over the year – each one an opportunity to listen, reflect, and improve. Participant and stakeholder feedback directly informed a range of meaningful improvements across CLO, including updates to policies, enhancements in staff supervision and training, and responsive support plan reviews. These actions reflect our commitment to a culture of continuous improvement, where every voice matters and drives better outcomes for the people we support.

Our Family Survey indicated that 73% of families believe we offer quality, flexible services. Over 60% of respondents felt we offered choice and control in all aspects of support, while 100% of families felt that we were participant and family focussed and 100% felt 'listened to'. Families highlighted areas for improvement in supporting participants to make informed decisions, particularly

We responded to 156 complaints and feedback submissions over the year – each one an opportunity to listen, reflect, and improve.

regarding safety, nutrition, and financial matters. They also expressed a desire for more consistent staffing and stable rosters, along with improved communication around any changes.

What people value most about CLO: *'safe and caring environment'* *'good and reliable support and effective communication,'* *'listens to concerns we have'*. What do our families want for the future: more online *'real time systems'* they can access and communicate through, enhanced transport support, and more personalised communication.

As we reflect on a year of progress, resilience, and commitment to excellence, we remain hopeful for a future where the NDIS continues to evolve in ways that truly empower Participants and keep them safe. CLO is proud to stand alongside our community, advocating for a system that is fair, inclusive, and responsive to the diverse needs of those it serves. With our strategic direction in place, strong governance, and the voices of our Participants guiding us, we look forward to continuing our journey – *empowering that opportunity and exploring possibility* which will be a more inclusive future for all.

As CLO continues to achieve its purpose and demonstrate a positive impact for our Participants, we thank our Board Directors, Executive and Management Team, and all employees for their dedication and commitment. The values-based culture and commitment to quality services is what makes us exceptional. To our Participants, we thank you for your voice and are privileged to support your journey.

Family survey results – Listening to what you want

100%

Feel CLO are Participant and Family focussed & feel listened to

73%

Believe we offer quality, flexible services

60%

Feel we offer choice and control in all aspects of support

74

Compliments received



2024-2029 strategic plan

OUR VISION

Enabling opportunity,
Exploring possibility,
Establishing connection

OUR PURPOSE

Supporting your dreams,
choices and Individuality.

OUR VALUES

TRUST

We are open and
honest. We act
with integrity.

INCLUSION

Embracing value
in diversity and
breaking down
the barriers.

LEARNING

In learning we
will grow.

CONNECTION

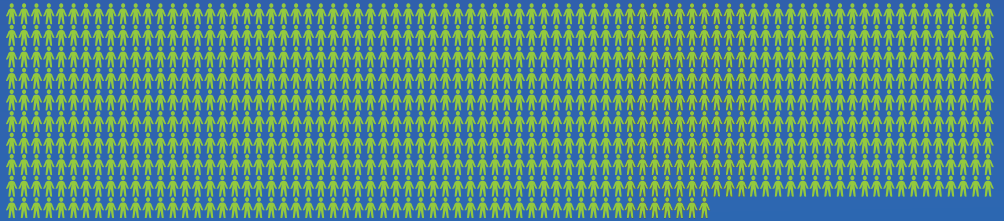
We work together
to achieve our
goals.

KINDNESS

We support each
other, we are
compassionate.

strategic outcomes and highlights what we achieved in 2024-2025

757
dedicated
employees



26

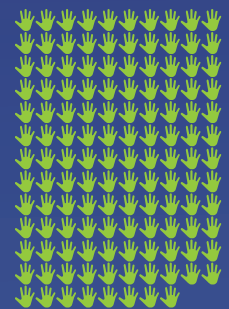
NDIS Re-certification
Audit Elements of
Best Practice
achieved

2.43%

CLO surplus
for
2024-2025

128 participants

we provided
support to in
Disability



350

Participant goals set
were either fully or
partially achieved

Our participants
achieved a

39%

reduction in
Restrictive
Practices for
2024-2025

99 services



102 participants supported by PBS



757
full time
equivalent



11%
full time



56%
part time



33%
casual



Alan Oxenham

Alan is a practising Solicitor in Strathalbyn and has been on the Board since 1998. Alan is the CLO Board Chair and a member of the Finance Audit and Risk Sub Committee.



Christine Dennis

Christine has held senior executive roles in government and health services across Australia. Christine has over forty years' experience in health service management, strategic and operational planning, quality and safety systems and, in leading and implementing change in complex health care organisations. Christine is the CLO Board Vice Chair and a member of the Clinical Governance Sub Committee.



Marc Keegan

Marc is a registered Pharmacist with experience in both hospital and community settings. He brings significant experience in both business management and clinical governance in the healthcare sector. Marc is a member of the Finance Audit and Risk Sub Committee.



Mike Bessen

Mike has a Bachelor's degree in Geospatial Science (Surveying) from the University of South Australia. With his background in executive and project management, Mike brings a wealth of experience in strategy and risk with in-depth expertise in business drivers and business improvement. Mike is a member of the Finance Audit and Risk Sub Committee.



Jan McConchie

Jan McConchie is an experienced senior executive with a diverse background in the public and private sectors including government, international corporations and organisations, business consulting, the NGO sector, health, academic and digital startups. She has specific expertise in transformation through digital, strategy and program management.



Jamie Wright

Jamie is an experienced board member, CEO, adviser and mentor with more than 20 years' experience in business, with a focus on leadership, finance and strategy. He has a Bachelor of Engineering, Bachelor of Applied Science (geology), a Graduate Diploma in Applied Finance. Jamie is the Chair of the Finance Audit and Risk Sub Committee.



Denice Wharldall

Denice has worked in the disability sector for over 45 years. She has worked in senior management positions for over 30 years, including the CEO of Cara and Lighthouse. Denice is the Chair of the Clinical Governance Sub Committee.



Ruth Firstbrook

Ruth has worked in the intellectual disability services sector since 1970 in a career that has progressed from disability nursing to nurse education, staff training and management. Ruth is Vice Chair of the Clinical Governance Sub Committee.



Richard O'Loughlin

Richard is a qualified Clinical Psychologist with a Bachelor of Science and a Master of Clinical Psychology. Richard has spent over 30 years working with adults and young people with severe behaviours and disability across a variety of settings, as well as working with people who present with a range of mental health issues. Richard is a member of the Clinical Governance Sub Committee.

MEET OUR BOARD

CLO BOARD MEMBERS 2024-25





Wendy Pettifer
Chief Operating Officer

DISABILITY SERVICES

The first year of our 2024-2027 Strategic Plan has been a busy one with much achieved by our participants and staff.

We started the financial year with the launch of five specialist business units to reflect the different supports we provide.



**DUAL
DISABILITY**



**DISABILITY
AND AUTISM**



**RURAL AND
REGIONAL**



**PSYCHOSOCIAL
SUPPORTS**



**FORENSIC AND
SPECIALIST
TRANSITIONS**

Structuring our service delivery in this way is aimed at supporting the development of specific evidence-based models with highly trained staff who have specialist skills relating to the business unit within which they work. This first year of the new structure has been focussed on the development of those models of support. We updated our models of support for Borderline Personality Disorder and Forensic Disability, and developed new ones for autism, palliative care, dementia in people with disability, and dual disability.

We were of course thrilled with the results and feedback from our NDIS recertification audit, with our 26 areas of best practice a reflection of the fantastic work our staff do every day to ensure that we provide the highest quality supports. Even with such a great outcome, there is always room for improvement and

learning, and we have been focussing our efforts on addressing those areas where best practice was not achieved, to look at what more we can do. This attention and passion for ensuring we are always looking for ways to improve was reflected in the 62 continuous improvements recorded in disability services across the year.



We updated our models of support for Borderline Personality Disorder and Forensic Disability, and developed new ones for autism, palliative care, dementia in people with disability, and dual disability.

An important continuous improvement was the roll out of new, validated, best practice tools to measure our participant's quality of life. All participants were encouraged and supported to complete a quality of life assessment, which showed that more than 75% of participants felt their overall quality of life was either high or average. The highest scoring domain in these assessments was 'home', and this relates really well to the focus in our model of support on ensuring that people with disability have a home which is stable, safe, suited to their support needs and reflective of their individuality. We are clear that our participants' homes are just that, and never a workplace, and we are pleased to see this approach making such an impact on quality of life. These assessments are being used to inform how we support our participants and to help in goal setting, and it will be repeated annually.

We've had a real focus on ensuring that our participants are really involved in both their support and in the way that support is provided. As part of that work, we've rolled out a new person driven support plan in the Forensic and Specialist Transitions business unit. We also worked with participants to develop a new, co-designed emergency plan, which will help support workers to know exactly what is needed to keep participants safe when there is a crisis. And we've trained all our Service Coordinators in the use of a Supported Decision Making tool, which will help participants make informed decisions about their lives, and support dignity of risk approaches. We are really excited to continue to drive this work in the next financial year.

We held eleven *My Life My Say* forums across the year, giving us the opportunity to hear feedback and ideas about CLO and our services from participants and families. These forums are a really important part of how we ensure we are keeping up with the expectations of our participants, and addressing any concerns raised.

Supporting participants to get out and about in their local communities is an important part of the work we do. This year participants attended the Pride march and Picnic in the Park, and others participated in the International Day of Disability Walk. In our Disability and Autism services, staff organised a beach BBQ and Sports Day, which was really well attended by participants and their families, and in Rural and Regional, a fantastic community

ELEVEN MY SAY MY
LIFE FORUMS ACROSS
THE YEAR



wide Social Mixer event was organised to support the development of positive peer relationships. This event was attended by CLO participants and 15 other community members, and its success has meant that we will hold other similar events in the next financial year.

Our participants have definitely been kicking goals this year as well. We are proud to have a number of successful artists amongst us, who have exhibited and sold works this year. Our participant told us that seeing people pay for her artwork made her feel really good and we can see why! She's looking forward to next year's South Australian Living Artists Festival where she hopes to exhibit again. Our participant has been pursuing her dream of becoming a superstar and has showcased her singing and rapping talents at CLO events, captivating audiences with her energy and creativity.

We understand the importance of supporting our participants to look after their health and wellbeing through taking part in exercise and sport and this year we have participants involved in surf lifesaving, swimming and surfing. Our participant has been working with a personal trainer, which has not only built skills and supported his fitness, but also strengthened his ties to his community. As well as training with his PT, he regularly attends Dance Down, plays basketball weekly, and encourages his friends to stay active by walking with them, often reaching 10,000 steps. We could all benefit from this example.

Employment brings many benefits beyond income – it provides real integration into our communities. This year, our participant successfully obtained a part time, permanent position at SACID and has been a great advocate for people with intellectual disability through her LinkedIn account and activities. Another participant celebrated an amazing 20 years of service at Woolworths, and as a well-recognised and respected figure in his local community.

Some achievements are simpler but still have enormous impact. Our participant was supported to be able to independently use public transport. He's used this new skill to widen his experiences and become more connected to his community.

Prior to being supported by CLO, our participant had not been able to access the community for two years. He joined us during 2024 and is now enjoying picnics in our beautiful National Parks with his support workers and family and has been having great fun at Rock The Spectrum regularly each week.

As always, we continued to have a really keen focus on quality and safety, and our work with participants and other members of their support teams led to a significant reduction in reportable incidents and unauthorised restrictive practices, and the removal of 22 restrictive practices. These are great outcomes for our participants.

These great outcomes would not be possible without the passion and expertise of our Frontline Staff, our Service Coordinators, our Rostering Officers and the General and Senior Managers who lead our Disability Operations. We are so fortunate to have such an amazing team, and it's important always – and not just in annual reporting! – to acknowledge all our staff and thank them for their work throughout this year.



WE ARE SO
FORTUNATE TO
HAVE SUCH AN
AMAZING TEAM

Disability Services

11

My Life
My Say
Forums held

62

Continuous
Improvements
Recorded

75%

Participants feel
their quality of life is
high or average

5

Specialist Business
Units launched in
July 2024

PCAS

Our collaborations with La Trobe University continued and the Observing Quality Practice (OQP) tool was embedded in 2024-2025 to guide Practice Leaders in evaluating staff interactions across key domains like offering choice, communication, engagement, and assistance.

Person Centred Active Support report

Our continued focus and belief in the principles of Person Centred Active Support (PCAS) is driven throughout our organisation by our dedicated PCAS Trainer. Our PCAS Trainer promotes the principles of Person-Centred Active Support, Human Rights, Zero Tolerance, Positive Behaviour Support and the least restrictive practices possible to our Frontline Support Workers and Service Coordinators to ensure consistent service delivery. But more importantly, that our participants are encouraged and supported to grow and engage with their community positively.

Building the PCAS capacity of our workforce across 2024-2025

84

Participants
visited across
68 services

337.75

Hours of training
delivered to
228 staff

200

Site observations
completed

7

Practice
Leadership Training
Courses held

Our collaborations with La Trobe University continued and the Observing Quality Practice (OQP) tool was embedded in 2024-2025 to guide Practice Leaders in evaluating staff interactions across key domains like offering choice, communication, engagement, and assistance. Eleven core items and optional indicators help identify strengths and areas for improvement in staff's practice. It supports feedback, coaching, and continuous quality improvement.



What impact is PCAS having for our Participants across 2024-2025?

- One person has become a host and welcomes friends to lunch and hosted Christmas for family. They also have become an artist, making art and proudly displaying at home. They have also become a carer to a menagerie of animals, looking after a dog, cat, chickens and fish.
- Over the past six months, a person has made remarkable strides in mobility and social engagement. Enjoying regular walks that can sometimes exceed a kilometre, they have embraced dining out and relaxing with a coffee at local cafés. This independence and confidence have led to the complete transition away from using a wheelchair.
- Another person has increased her confidence in community engagement frequently window shopping, travelling to the Brickworks and staying for lunch and a cappuccino. Participant also gains social stimulation from weekly attendance at the Adelaide West Uniting Church and visits her sister at her home.
- One person enjoys going to the pub to hear/see live bands and has purchased tickets to see Katy Perry, staying over with family and socialising with friends at Day Options and in the community.
- Another person has significantly increased their social skills, their ability to engage and follow prompts. They are now choosing their own outfits when getting dressed, playing games with staff and watches and follows prompts in food preparation.



Eugene has been working with his support staff to improve his road safety – this is a really important part of ensuring that he can be as independent as possible and stay safe. He told us:

- Before I cross the road I look for cars.
- A safety rule I always remember is to look both ways. That makes me feel safe crossing the road.
- I feel proud when I cross the carpark safely by checking for cars.



Speaking up and helping others find their voice

Sarah's Story

Hi, my name is Sarah, and I'm proud to be a person with a disability who's been advocating for inclusion and empowerment for over 22 years. Speaking up and helping others find their voice is something I care about.

I work as an Inclusion Advisor at SACID, and I co-facilitate workshops that focus on important topics like healthy habits and how to support people with disabilities to speak up and use their voice. I believe everyone deserves to be heard, and I love helping others build the confidence to do that.

I am the Assistant Chair of Inclusion Australia. In these roles, I give speeches and presentations, and I help with the running of meetings. I also support the CLO staff with the house meetings every fortnight.

One thing I always try to make others aware of is how important it is to explain changes clearly. When something changes, it's really important to break it down so we can understand what's happening and what it means for us.

I would love to be a teacher one day because my passion is to support and educate other people with disabilities. I want to help others learn and feel proud of who they are.

Another dream of mine is to be a dance teacher. Dance means so much to me. I'd love to bring a group of people with disabilities together to sing and dance to the song You're the Voice by John Farnham. That song means a lot to me because it's all about using your voice and that's what I've been doing my whole life.

Supported Decision Making Project

This year CLO participated in the Supported Decision Making (SDM) and Restrictive Practices Project, a federally funded initiative, running from September 2024 to October 2025. This project is the final element of the “Living My Life” project which has introduced and trained many people in the SA Disability, Guardianship, Health and Mental Health Sectors on the foundations of supported decision making.

This project set out to reimagine how we support individuals with complex behavioural needs, who often have restrictive practices in place. By using current research and real-life examples, the project aimed to move away from a focus on risks, instead putting the person’s independence, choice, and quality of life at the centre of behaviour support, while still managing risks without taking away the person’s involvement or freedom.

The framework is designed to support Behaviour Support Practitioners and Implementing Providers to balance safety with empowerment – ensuring that people are included in decision-making processes and developing their behaviour support plans.

This project has developed a practical, evidence-informed framework and a suite of tools that enable practitioners to:

- understand environments in which people live and how these influence behaviour.
- facilitate collaboration that includes assuming capability of the person and enables safe risk taking to support ongoing learning and growth of the person.
- identify existing supports and service gaps.
- collaborate with the person and stakeholders to support realistic and progressive goal setting.
- engage participants meaningfully in decisions that affect their lives, and
- co-design action plans that reflect the participant’s goals and preferences.

These tools and concepts are now being shared with broader audiences, including the Developmental Educators Association (DEA), Behaviour Support Practitioners Association (BPSA), Australasian Society for Intellectual Disability (ASID), and various Communities of Practice (CoP) nationally. Early feedback has been overwhelmingly positive, with many noting the value of having a practical, structured approach to applying supported decision-making theory within behaviour support in real-world settings.

This project has laid the groundwork for more inclusive, person-centred behaviour support practices and has sparked important conversations about how we can better uphold the rights and dignity of people with disability who have complex behavioural needs.

We thank everyone associated with this project, including Mel Ingham (CLO), Jan McConchie, Associate Professor Caroline Ellison (UniSA) and Dr Michelle Browning, Decision Agency.

EMPLOYEE MILESTONES

At the heart of our organisation lies a steadfast commitment to fostering professional growth, recognising dedication, and celebrating the achievements of our team. This year, we proudly acknowledge the staff members who have reached **significant CLO Milestones** – markers of extended tenure, continuous learning, and meaningful contribution within our disability services community.

These milestones are not merely indicators of the length of time that someone has been with CLO; they represent a journey of perseverance, adaptability, and unwavering commitment to our shared mission. Each individual who reaches a CLO Milestone exemplifies the CLO's values, and demonstrates a dedication to improving the lives of people with disability.

Their hard work and pursuit of excellence have not only strengthened our organisation but have also had a lasting impact on the people that we support. Through ongoing professional development and a commitment to learning, these team members continue to grow in their roles, bringing fresh insights and enhanced capabilities to their work.

As we reflect on the year's accomplishments, we honour those who have reached these important milestones. Their continued presence and influence are a testament to the strength and resilience of our workforce. We thank them for their passion, and the positive energy they bring to our team. Well done to all who have reached a CLO Milestone. Your commitment inspires us, and your impact is deeply valued.

25 years | Mel Kubisa

23 years | Rae Bogarts

17 years | Danielle Spalding

15 years | Bronwyn Robinson
Cara Furner
Sharon Partington

14 years | Elizabeth Kivikoski
Greg Portman
Julie Loots

13 years | Dawn O'Brien
Tiff Hodge
Sharon Cheatle

12 years | Caroline Buchanan
Hayley Barnes
Marion Dziwak
Tracey McDonnell

11 years | Cheryl Hubbard
Dianne Tilley
Dianne Winnard
John Vardas
Johnson Tarley
Leonie Beattie
Naunihal Sekhon
Paige Muir
Peter Wilson

10 years | Alice Maxwell
Barry Snider
Chris Fradley
Greg Byrt
Jacob Mobbs
James Furechi
Jason Pentlow
Justin Reichelt
Karen Lee
Lucy O'Shaughnessy
Mark Jentner
Michelle Gibbs
Monia Bhandari
Nicole Hooker
Niroshan Siriwardhana
Robbie Mathieson
Shirley Woods
Tarvinder Dhingra
Timothy Lucas

Leanne Klement
Leigh Hudson
Leigh Morgan
Leonard Kihako
Leonie Beattie
Levi Rotich
Lillian Cooper
Linda Dally
Lissa Warburton
Liu Yang
Lokendra Gurung
Longinus Ugochukwu
Lord Osei Bonsu
Lorraine Gitonga
Lorraine Marshall
Lorraine Thompson
Lucy O'Shaughnessy
Lucy Watson
Lukas James Centrella
Lydia Ndungu
Lynley Matthews
Ma. Hana Jade Huxley
Maddison Crocker
Madhu Blaggan
Mafata Conneh
Magdi Eltahir
Magnus Duruibe
Mahesh Lamichhane
Makomborero Mahuku
Malik Isah
Mandeep Bhullar
Mandeep Gill
Mandeep Kumari
Maninderjeet Singh
Manish Dahal

Merylin Coulter
Meriya Poudel
Mgbeodichinma Ogbodo
Micaela De Jesus
Michael Bentley
Michael Gongar
Michael Howell
Michael Kimai
Michael Paul
Michael Venas
Michael Zehle
Michele Murray-Walpole
Michelle Bennett
Michelle Buttfield
Michelle Craig
Michelle Edwards
Michelle Gibbs
Michelle Maxwell
Michelle Rogers
Milena Fonseca Lima
Miriam Mwaura
Mitu Dhiman
Modupeoluwa Adewale
Mohammed Tofazzal Hossain
Mohit Kapoor
Monia Bhandari
Monica Anyanga
Monsoon Shrestha
Morgan Cundy
Morgan Fletcher
Muriel Kirkby
Muskan Dahuja
Muskan Kumar
Nader Saleh
Naineshkumar Patel

Nongnuch Thorneycroft
Nur Ramadhan
Nyabol Ayom
Nyanthich Wuoi
Obinna Udeze
Odangi Guwey
Ogochukwu Madu
Ola Uzoma
Olanrewaju Oyekale
Olubiyi Fijabi
Opeyemi Akinlamilo
Ori Diogo Mutanda
Osazuwa Ebehiremen
Paige Muir
Pan Jiang
Parampreet Singh
Pardeep Sharma
Parminder Gill
Parminder Singh
Parminder Singh Ajji
Parteek
Parveen Kaur
Pascaline Chebet
Paul Grennan
Paula Roberts
Peta Jones
Peter Gates
Peter Wilson
Pitamber Acharya
Pooja Nain
Prabhraj Singh Bamra
Pradeep KC
Pradeep Mary
Pradeep Mehta
Pramod Pokharel
Precious Ajuora
Precious Oha
Precious Ongubo
Princess Joyce Celimen
Priscilla De Souza Vilarinho
Priyanka Chaudhary .
Prulyn Neck-Kelly
Purushottam Malla
Pusp Pandeya
Qiaoting Deng
Qing Shi
Quadri Olawoye
Queengirl Bouayou
Rabecka Stokes
Rachael Muscat
Rachana Adhikari
Rachel McKenna
Rae Bogaerts
Raghu Dhungana
Rahul Phutela
Rahul Salwan
Rajagopal Warriar
Rajbeer Kaur
Rajdeep Singh
Rajinder Kaur
Rajinder Kooner
Rajneesh Arora
Rajneesh Kapoor
Rakesh Jaiswal
Rakesh Kumar
Ram Maya Dahal
Rama Khadka
Raman Bajwa
Ramandeep Kaur
Ramesh Diyali
Ramesh Pyakurel
Ramneet Sidhu
Ran Boss
Ranjan Devkota
Rashpal Singh
Ravi Rajput
Ravinder Kaur
Ravneet Kaur
Ravneet Virk
Rebecca Lee Schulz
Rebekah Marino
Reet Arora
Reeta
Reinke Cook
Renata Moreira Santos
Renzhi Luo
Resina Sitoula

Rhea Kruse
Ridham Mehra
Rita Hamal
Rita Joseph
Robbie Mathieson
Robel Asfaw-Tadesse
Robert Bradley
Robin Becker
Robyn Strickland
Rochelle Latimer
Rohit Dhammi
Rojee Shrestha Dhakal
Rosaline Ellie
Rose Justin
Rozmari Skara
Ruby- Rose Watkins
Ruhani Joshi
Runa Gautam Ghimire
Rupinder Dhillon
Rupinder Kaur
Russell Hennessy
Ryan Rahbar
Saber Nafees
Sabina Khadka Chhetri
Sagar Karki
Sagardeep Walia
Sahil Sharma
Sakcham Ghimire
Sally Corbett
Sally Ledgard
Salvatore La Pira
Saman Rijal
Samantha Bowker
Samantha Moon
Samba Kitoko
Sammy Wainaina
Samuel Aidoo
Samuel Chappell
Samuel Kimani
Samuel Njuthi
Samuel Redman
Samuel Tonkin
Samuel Warren
Sandeep Kumar
Sandeep Singh
Sandeep Singh
Sandeep Yadav
Sandie Thomas
Sandra Felix
Sandra Okereafor
Sanjita Adhikari
Santosh Koirala
Santoshia Bista
Sara Cook
Sarah Blunden
Sarah Entwistle
Sarah Fassos
Sarah Potter
Sarah-Jane Wye
Saran Kamara
Sarita Tiwari Uprety
Satwinder
Scott Sachse
Sekou Kaba
Serah Iloube Greno
Shalini Srivastava
Shane Orr
Shania O'Connell
Shankar Chhetri
Shankar Thapa
Shantare Kibatcha
Shanti Filmer
Sharon Cheatle
Sharon Dikel
Sharon Gitonga
Sharon Kimani
Sharon Partington
Sharon Wright
Sharyn Linnett
Shaun Neukother
Shedrack Okoidigun
Sheryl Martin
Shirley Woods
Shola Boyede
Sikander Khan
Sikha
Simmerjeet Kaur

Simon Kagira
Sirjana Timilsina Subedi
Sladjana Ostojic
Solomon Eitokpa
Solomon Igbomezie
Sony Francis
Sonya Mechan
Sonya Sayer
Stefan Ndamubuki
Stephane Dubois
Stephen Gray
Stephen Kamau
Steven Lowe
Steven Riddle
Sudesh Adhikari
Sudip Adhikari
Sujan Sharma
Sukhdeep Kaur
Sukhdeep Kaur
Sukhpreet Kaur Sandhu
Sukhsimran Kaur
Sulav Poudel
Sulov Kumar Upadhyay
Sumanpreet Kaur
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Surendra Khadka
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Tammy Templeton
Tanetta Wells
Tanvi Mehta
Taranjeet Singh
Tariro Masawi
Tarun Kalra
Tarun Kumar
Tarvinder Dhingra
Taustin Kamara
Taylah Redman
Taylor Leane
Tejaskumar Desai
Tejinder Singh
Teresa Helmling
Tewodros Tessema
Theodora Tagbo
Thimalka Kuruppu Arachchilage
Thomas Snaddon
Tiarna Eshman
Tiff Hodge
Timothy Lucas
Tina Kamara
Todd Williams
Tonia Emina
Tory Caltabiano
Tracey Ann Sinclair
Tracey McDonnell
Travis Wyman
Treena Hutchins
Trent Lambell
Trent Swearse
Tricia Onley
Trudy Latham
Tulashi Bhattarai
Tyson Lockyer
Uday Adhikari
Utkarsh Chhabra
Valentine Umeh
Valeria Waweru
Vaneet Juneja
Vanessa Weah
Varmuyan Kanneh
Veeral Singh
Vicky Jain
Victor Agbasi

Victoria Raine
Vijay Korat
Vikas Singh
Vikki Moorman
Vikram Aditya Parvathapu
Vincent Kok
Vipul Thukral
Viraj Patel
Virginia Ng'ang'a
Vritant Sawhney
Wanmei Jiang
Wayne Njoroge
Wendy McFadden
Wendy Pettifer
William Ngari
Wilson Koross
Xi Yang
Yamuna Aryal
Yan Zhu
Yana Guidera
Yanping Huang
Yaqoub Ahmad
Yar Mapor
Yatinkumar Patel
Yel Dut
Yelena Mamisashvili
Yifan Shuai
Yishu Li
Yujan Shrestha
Yuk Lam Yim
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Zachary Girling
Zackary Miller

THANK YOU EMPLOYEES

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Manjot Kaur
Manpreet Kaur
Manpreet Kaur
Manpreet Singh
Manpreet Singh
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Maria Zabanias
Marianne Schoepf
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Marion Dziwak
Marita Raftery
Mark Jentner
Marvi
Mateusz Pudlik
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Matoula Hristodoulou
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Narayan Khatalwada
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Nicole Hooker
Nicole Morssink
Nicole Seaman
Nicolle Wait
Nilamben Desai
Nilima Nasrin
Nilina Upreti
Nirbachan Shrestha
Niroshan Siriwardhana
Nirupak Rijal
Nishant Bassi
Nitasha Arora
Nitika Sharma
Nitin Kumar
Nitin Suri
Nitin Tandon
Nkemdilim Obiasulu
Nkemjika Janet Ohaegbulem
Noemi Montanari
Nongluck Nehme





Muriel Kirkby
Chief Strategy and
Specialist Services Officer

CLO SPECIALIST SERVICES: A YEAR OF IMPACT

The 2024–2025 year has been one of delivery, impact, and change across five specialist service areas: Child and Youth Services, Community Nursing, Positive Behaviour Support, Regency Green Transitional Care Support Services, and Business Development. Each area has contributed to creating safer, healthier, and more independent lives for the people CLO supports, while positioning CLO as a leader in person-centred and child-centric practice.





Child and Youth Services (CYS)

CYS continued to create safe, stable, and nurturing environments for children and young people, underpinned by trauma-informed practice and strong sector collaboration.

Impact highlights 2024–2025:

- **Growing opportunities:** A new home was purchased, giving more children the chance to live in a safe, stable environment.
- **Transitions to adulthood:** Four young people successfully moved into independence at 18, supported to build life skills and confidence, while three new young people were welcomed.
- **Education & engagement:** 9 of 10 young people remained engaged in education, with tailored plans.
- **Youth voice & rights:** A new Youth Committee and Child Advisory Group empowered young people to influence recruitment and service design. The Charter of Rights was embedded, and the Listen to Me feedback system gave children a direct voice in shaping their care.
- **Staff capability:** Every staff member completed Training to Plan and embedded reflective supervision, ensuring children are supported by a highly skilled workforce.

CYS impact is seen in young people who feel safe, valued, and heard and who have a genuine voice in decisions about their lives.

Creating a safe and nurturing space

100%

Young People achieve their goals

4

Young people moved into independence

100%

Of staff completed training to plan

7

Total houses in Child and Youth Services for use



The nursing team's work not only improved clinical outcomes but also gave people greater confidence, independence, and peace of mind.

Community Nursing

Community Nursing grew as a trusted provider of specialist health supports, helping people live well at home and avoid unnecessary hospital admissions.

Impact highlights 2024–2025:

- **Improved health outcomes:** Over 362 hours of specialist nursing delivered, enabling participants to manage complex health needs at home and reducing reliance on hospitals.
- **Timely access to care:** 44 new referrals were supported, each receiving personalised care to restore dignity and independence.
- **Specialist tools:** New falls risk, wound tracking, continence, and dysphagia tools gave participants safer and more responsive care.
- **Continence care innovation:** 32 comprehensive continence assessments led to individual management plans that improved independence and quality of life.
- **Virtual integration:** SA Virtual Care and telehealth options were embedded, providing faster support and reducing emergency presentations, particularly for regional participants.

The nursing team's work not only improved clinical outcomes but also gave people greater confidence, independence, and peace of mind.

Providing Support in the Community

362

Specialist
Nursing Hours
delivered

44

Referrals
Received

100

External
Training Hours
Delivered

5

New, Updated
or Developed
Clinical Tools

16

TRUSTED PROVIDER
OF SPECIALIST
HEALTH SUPPORTS

99





PBS impact is seen in people gaining more control over their lives, families experiencing less stress, and communities benefiting from inclusive practice.

Positive Behaviour Support

Positive Behaviour Support focused on increasing independence, reducing restrictive practices, and embedding trauma-informed care for people with complex behavioural needs.

Impact highlights 2024–2025:

- **Increased independence:** 102 people received Positive Behaviour Support, with several able to reduce supports and live with greater autonomy.
- **Tailored planning:** 115 individualised support plans were developed, enabling people to achieve personal goals and live more fulfilling lives.
- **Restrictive practices reduced:** 32 restrictive practices were reduced or eliminated, restoring dignity and choice.
- **Regional growth:** A permanent practitioner was established in Mount Gambier, expanding access for people in regional South Australia.
- **Workforce development:** Three graduates, and five students were supported through placements, growing the next generation of Positive Behaviour Support practitioners.

Positive Behaviour Support impact is seen in people gaining more control over their lives, families experiencing less stress, and communities benefiting from inclusive practice.

Helping People Gain Control

102

People received PBS support

115

Support Plans developed

32

Restrictive Practices reduced or eliminated

3

Graduates supported through placements

The impact of Regency Green is clear: lives restored, hospital beds freed, and people moving forward into community living.

Regency Green Transitional Care Support Services

Regency Green remained a vital step-down service, helping people transition from hospital back into the community while reducing pressure on the health system.

Impact highlights 2024–2025:

- **Pathways to independence:** 86 people moved out of Regency Green this year, with 79% transitioning successfully into long-term housing.
- **Lives rebuilt:** In total, 101 people were supported to leave hospital and reconnect with community life, regaining independence and dignity.
- **Safety and quality:** Despite a doubling of participant numbers, avoidable incidents were reduced by 17%, and medication errors by 5%.
- **Participant voice and wellbeing:** 81 participants shared feedback, directly shaping service improvements. Dog therapy, art programs, and garden projects gave people new ways to heal and reconnect.
- **Stories of change:** Several participants transitioned from secure care into the community – rebuilding daily living skills, engaging in activities, and reconnecting with families.

The impact of Regency Green is clear: lives restored, hospital beds freed, and people moving forward into community living.



Specialist Services Positive Futures for all

110

Referrals
Received

77

Participants
entered
Regency Green

101

Participants
supported across
2024-2025

4881

Bed nights
saved across
2024-2025



Business Development – Tasmania

This year marked the beginning of CLO's expansion into Tasmania, laying the groundwork for new services that will respond to local needs.

Impact highlights 2024–2025:

- **Building trust:** CLO engaged with Tasmanian government and sector leaders, establishing our reputation as a provider committed to quality and evidence-based practice.
- **Identifying community needs:** Mapping of service gaps highlighted opportunities in robust housing and specialist clinical supports.
- **Preparing for growth:** Early feasibility and regulatory work means CLO will be ready to deliver new services in 2025–2026.

This work ensures that Tasmanian communities will have access to high-quality, person-centred supports, with CLO well-placed to make a lasting difference.

The 2024–2025 year has been defined not only by delivery, but by the social impact CLO services created every day: children who feel safe and heard, young people transitioning successfully into adulthood, participants regaining independence after hospital, and families who can trust in the care provided. These achievements are the result of the dedication and compassion of our teams, who bring CLO's values to life in every interaction. I thank them sincerely for their commitment and contribution to creating better lives for the people we serve.

COMMUNITY LIVING OPTIONS EXPANSION INTO TASMANIA







Morgan Cundy
Manager, People and Culture

INVESTING IN PEOPLE, DELIVERING ON PURPOSE

The role of the People and Culture Department is to support and develop CLO employees by recruiting the right person for the right role, providing high quality and meaningful learning and development opportunities and providing safe working environments. Over the past 12 months, our People and Culture team has completed a wide range of projects to maintain a positive culture where people can thrive.

During 2024-2025, the People and Culture team embedded a new Human Resource Information System across CLO. Workday will support the streamlining and centralising of core HR functions and support quality services and safeguarding of our participants.

We continued to advance CLO's commitment to reconciliation through partnering with Kornar Winmil Yunti (KWY) for the development and implementation of our Reconciliation Action Plan (RAP). This framework guides our efforts to foster respectful relationships with Aboriginal and Torres Strait Islander peoples and promote cultural understanding. Our RAP will be rolled out across 2025-2026.

CLO's Annual Culture Survey demonstrated that we continue to positively engage with our employees who are aligned to our vision and purpose, and who recognise the importance of a collaborative approach to wellbeing and safety at work. We use this survey, as well as regular engagement 'pulse checks' to make sure we highlight what is working well, but also to help us plan for the future; areas that we continue to focus on, include:

- Developing future leaders.
- Promoting resilience and psychosocial health strategies.
- Professional development and growth based on partnerships and meaningful conversations.
- Continuing to recognise our people who go above and beyond.



Checking in to see what our people think

86%

Level of CLO's staff job satisfaction

97%

Staff who believe in CLO's values

81%

Staff believe the future in CLO is positive

92%

Staff value CLO's focus on outcomes for participants

Recruitment

In 2024–2025, CLO welcomed 156 new team members, reflecting our continued evolution and commitment to providing high-quality, person-centred support. Our Recruitment team played a key role in driving operational efficiency by using the advanced functionality now available to us in Workday.

We refined the screening process by aligning assessments with service profiles – ensuring the right person for the right role. We have created a better experience for candidates by automating our processes from application to onboarding/commencing work. Additionally, the launch of an internal Jobs Hub gave current employees improved visibility of career pathways tailored to their aspirations and growth goals.

The team proudly represented CLO at seven employment expos across Metropolitan Adelaide and Victor Harbor, strengthening our brand presence and attracting values-aligned talent.

Engaging participants, guardians and family members in recruitment remained a key priority throughout 2024-2025. Invitations were extended for involvement in 67 recruitment interviews as part of this focus and, as a result, 23 interviews were directly supported by participants, guardians, and family members. Our person-centered hiring practices are a significant point of difference from other providers and is a great example of our commitment to our participants.

We have continued to strengthen internal talent pipelines through collaboration across the organisation, supporting career progression and mobility for our existing workforce. Our Operations teams lead robust coaching and mentoring practices to support staff to grow in alignment with their career aspirations. This has been a key driver in addressing talent shortages. As a result, CLO promoted 11 employees this financial year, each supported to achieve their career development goals.

We are delighted that candidates applying for positions at CLO have rated their recruitment experience as a 4.84 overall rating out of 5.

Recruiting the right people into the right roles

156

New members
of the CLO team

23

Interviews attended
by Participants
or Family Members

11

CLO employees
promoted into
new roles

4.84

Overall rating
of recruitment
experience (from 5)



Learning and Development

The disability sector continues to grow in line with the NDIS which brings an increased demand for skilled workers, but there is a well-publicised persistent labour market shortage. This presents both challenges and opportunities across learning and development.

Sector and workplace trends highlight the importance of customised training that responds to diverse participant needs, the ongoing digital transformation of systems, and the need to keep our employees up to date with compliance requirements.

This year, CLO's Learning and Development and Operations teams have collaborated to ensure we can effectively transition theory into quality practice and to build workforce capacity through formal learning, plan based learning and coaching. Our comprehensive 5-day induction and our training to plans model are significant pillars of driving person centered supports that are of the highest quality and that promote safeguarding and prevention of harm.

Delivering effective training

1423

Face to face
training hours
delivered

200

E-learning
courses available

45

Active Support
Training Sessions
held

7

Practice
Leadership Training
Courses held

Staff have reflected the value of these initiatives through the annual culture survey with 74% indicating that their wellbeing was favourable at work, a 4% increase from the previous year.

Work Health and Safety

Over the past 12 months, CLO has continued to demonstrate our commitment to the wellbeing, health and safety of our employees through initiatives such as the CLO Health and Wellbeing Calendar, our Mental Health Framework, the introduction of the CLO Mental Health Safety policy and ongoing support from our Employee Assistance Program service – EAP Assist.

Staff have reflected the value of these initiatives through the annual culture survey with 74% indicating that their wellbeing was favourable at work, a 4% increase from the previous year.

CLO's Business Safety Plan and robust Safety Management System, which is closely monitored by the Health Safety and Wellbeing Committee resulted in Lost Time Injuries (LTI) and Lost Time Injury Frequency Rates (LTIFR) reducing for the third consecutive financial year. These are important indicators of workplace safety.

Our employees actively took part in 172 WHS inspections and 1122 Evacuation drills during 23-24, demonstrating that, as a workforce, we each play a role in keeping ourselves and our colleagues safe.

16

WELLBEING
INCREASED AT
COMMUNITY
LIVING OPTIONS

99

Keeping everyone safe

74%	172	1122	620
Staff who feel their wellbeing is favourable	WHS inspections completed	Evacuation drills completed	Corrective Actions implemented from incident investigations



SOUTH AUSTRALIAN VIRTUAL CARE SERVICE

In 2023, only 48% of ambulance arrivals to major metropolitan emergency departments in South Australia transferred care within 30 minutes, falling short of the 90% target, mainly due to hospital capacity issues and non-acute cases. To improve this, SA Health introduced the South Australian Virtual Care Service (SAVCS), enabling ambulance crews to consult with hospital clinicians via video, allowing real-time assessments and referrals that often prevent unnecessary emergency department visits.

This service was trialled then implemented at our Regency Green facility in August 2023 and across our SIL services in early 2024. It is now fully integrated into our service delivery model. This strategic implementation marks a transformative shift in how care is accessed and delivered, particularly for individuals requiring timely support without the need for physical attendance in emergency departments.

SAVCS pathways are now fully embedded into our response plans, enabling more efficient escalation processes and contributing to improved health outcomes for participants. By utilising SA virtual consultations and remote clinical support, we have reduced



SAVCS pathways are now fully embedded into our response plans, enabling more efficient escalation processes and contributing to improved health outcomes for participants.

the pressure on emergency departments and enhanced the accessibility of care without having to attend the ED. This approach aligns with our broader goals of sustainable, person-centred care and reflects our commitment to innovation in healthcare delivery.

The integration of SAVC not only supports better clinical decision-making but also strengthens our compliance with evolving healthcare standards. It represents a proactive step toward future-proofing our services and demonstrates our dedication to delivering high-quality, responsive care in a rapidly changing healthcare landscape.

Access to healthcare without a hospital visit

56

SIL healthcare access via SAVCS

21

SIL care avoided hospitalisation

72%

SASS avoided via SAVCS (Regency Green)

16

Sites who utilised the SAVCS service





Wendy Pettifer
Chair of Quality
and Safeguarding
Committee 2024-2025

QUALITY AND SAFEGUARDING COMMITTEE

The Quality and Safeguarding Committee plays a pivotal role in driving best practice across CLO, with a strong focus on continuous improvement, best practice, and person-centred service delivery aligned with evidence-based practice.

Throughout the year, the committee reviewed reportable incidents to identify trends and implement preventative strategies that enhance safeguarding across services. Medication incident data was also analysed, leading to strengthened approaches in staff training and medication support practices.

The committee undertook regular reviews of quality and site audit policies, ensuring that audit findings were actioned and closed out in a timely and effective manner. Each meeting featured a spotlight presentation from one service, showcasing how best practice is being implemented at the frontline to achieve meaningful outcomes for participants. As part of our commitment to quality, we reviewed feedback from our August 2023 NDIS recertification audit and had lively, productive discussions to identify actions to further improve our service delivery.

Organisational complaints data was reviewed quarterly, with the committee providing recommendations for systemic improvements. In addition, the committee assessed evidence submitted for organisational audits to ensure alignment with core practice standards, including human rights, person-centred approaches, and the principle of "nothing about me without me."

A range of targeted presentations supported the committee's focus on safe and competent care. Topics included learning from recent prosecutions of NDIS providers, risk assessment processes, redesigned emergency response documentation, evolving health needs assessments, and workforce capability – such as the use of agency staff and ensuring staff documentation is current and appropriately reviewed.



Rabecka Stokes
Quality Manager

QUALITY & CONTINUOUS IMPROVEMENT

Delivering excellence and achieving quality best practice outcomes

CLO continues to demonstrate a high level of commitment to driving quality outcomes whilst achieving best practice under the NDIS practice standards with our internal audit instruments and external audit certification results demonstrating this commitment.

During 2024–2025 we undertook our NDIS recertification quality audit and were recognised as a leader of best practice within the disability sector, achieving 'Elements of best practice' in 26 out of 52 quality standards. These results have assisted us in preparing and delivering sector workshops, webinars and conference presentations on the topic of 'Conformity to Best Practice in the NDIS environment'.

Achievements across 2024–2025

Throughout the year our system of mature quality assurance processes, achieved a total of 260 internal quality audits, we monitored our compliance obligations and reporting structures against legislation and quality standards and welcomed 12 external quality audits including the successful renewal of 4 DCP housing licences. As part of our quality continuous improvement program, we rolled out 216 continuous improvement initiatives across the business and welcomed 5 new innovations.

Across 2024–2025 we recorded compliments received, both internal and external from across the business, with a total of 74 compliments recorded across the year.

Striving for Best and Better

26

Elements of
Best Practice
achieved

260

Internal
Audits
completed

12

External
Audits
completed

216

Continuous
improvements
initiatives implemented

The audit team identified elements of best practice across most areas based on their commitment to quality and transparency and models of practice that are based on human rights, person-cantered planning, active support, and Positive Behaviour Support (PBS) implementation. CLO's approach emphasizes capacity building, quality of life improvement, and the development of independent living skills through evidence-based practices.

NDIS Auditor

Thank you all so much for your excellent support of 'X' over these last few months - it's really made so much difference in his life and overall wellbeing "

Participant Support
Coordinator



Jane Anderson
Compliance Manager

COMPLIANCE

At CLO, we hold ourselves accountable to ensure that compliance is not just about rules, but about upholding responsibility, respect, and delivering measurable, positive impact in people's lives.

Compliance as a Catalyst for Innovation and Impact

Compliance is a powerful driver of innovation, improvement and strategic service delivery. We collect and analyse various data and information to monitor compliance, maintain safe working environment, monitor strategic objective progression and achievement, prevent incidents, improve service delivery and support participants to achieve their goals.

As an example, the CLO incident management system is a structured and robust mechanism for managing and responding to incidents and improving processes and systems leading to incident prevention. This may incorporate additional or targeted staff training, policy improvement, supervision enhancement or system development.

At the heart of our compliance strategy is a deep commitment to human rights. CLO actively promotes, protects and advocates for the full and equal enjoyment of rights and freedoms for people with disability. Our strategic focus on reducing and eliminating restrictive practices is a testament to this. In 2024 - 2025, through collaborative planning with Participants, their support networks and Behaviour Support Practitioners, CLO successfully reduced or eliminated 38% of restrictive practices and a 35% reduction in Unauthorised Restrictive Practices. A clear result of thoughtful, person-centred approaches.

Keeping everyone safe

38%

Reduction in
Restrictive
Practices

20

Restrictive Practices
eliminated across
14 Participants

11%

Reduction in
Reportable
Incidents

22%

Reduction in
Medication Error
Incidents YOY





Tiff Hodge
Chief Financial Officer

FINANCE REPORT

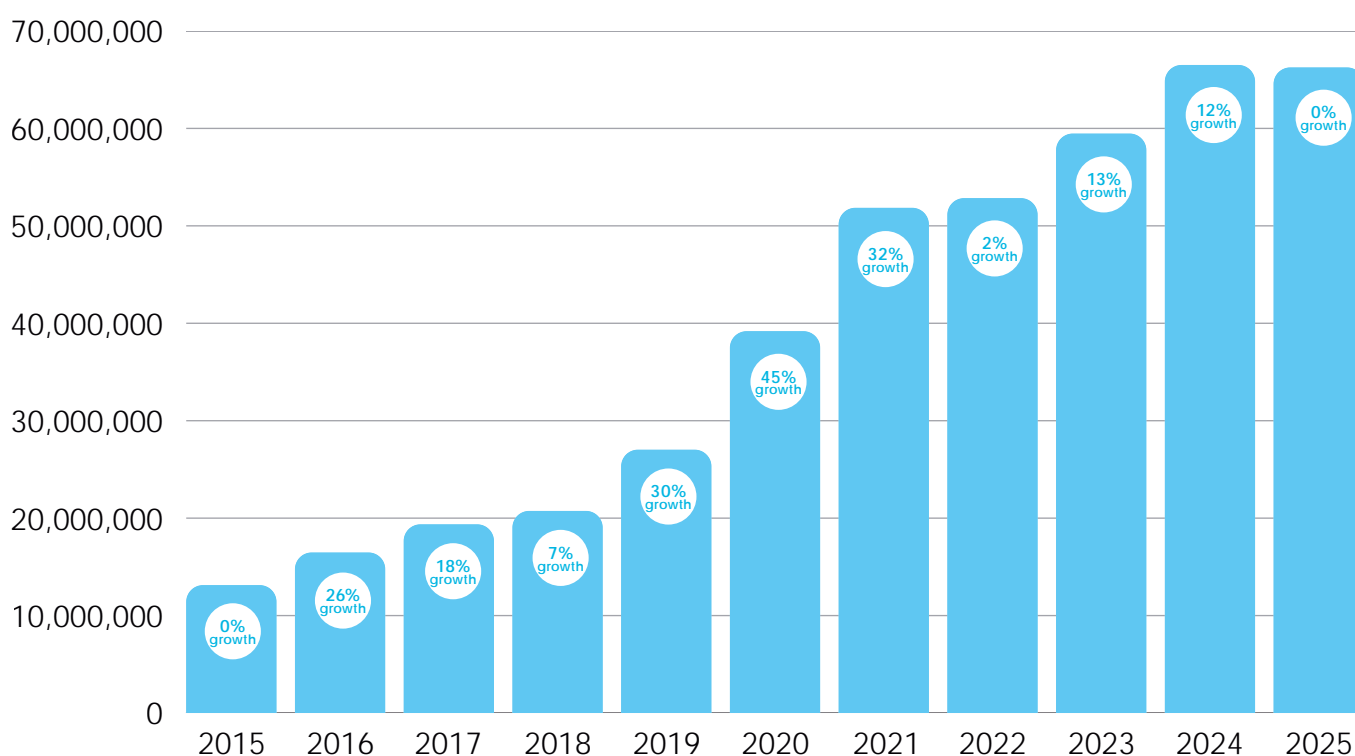
Community Living Options maintained a stable revenue stream throughout the 2024-2025 financial year, with total income exceeding \$66 million and consistent results compared to the prior year.

Financial Performance and Strategic Investments

This year, Community Living Options achieved a modest financial outcome, recording a 2.43% operating surplus despite ongoing economic challenges and continued evolution of the NDIS pricing structure. This result reflects prudent fiscal management and positions the organisation for ongoing strategic investment.

Key investments during the year included the expansion of Child and Youth Services infrastructure to address unmet accommodation needs and continued support for Regency Green, enabling smooth transitions from hospital care to permanent homes. Allied health services were enhanced, with a particular focus on nursing support, ensuring quality of care and continuity for our participants.

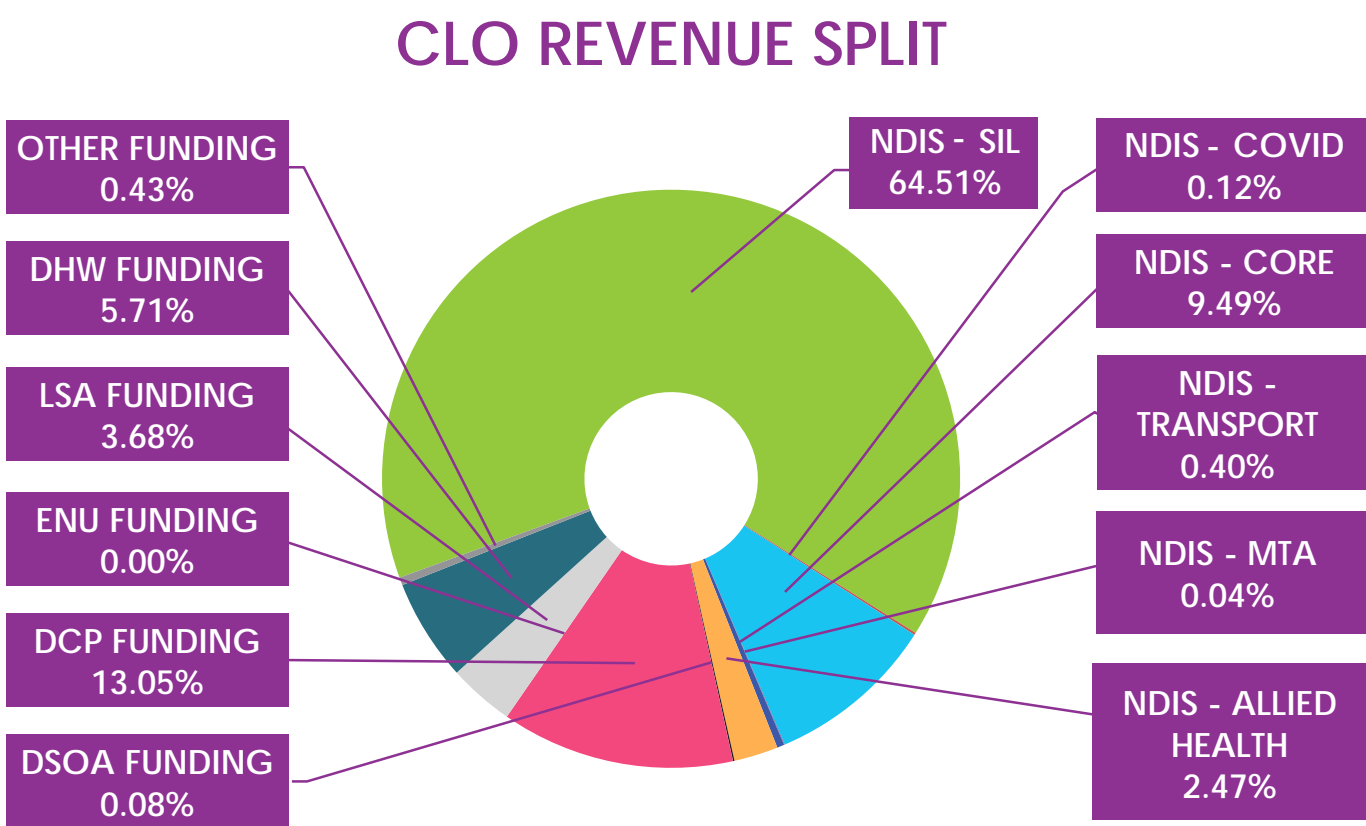
REVENUE GROWTH



We also advanced our commitment to organisational resilience by strengthening cyber security frameworks and implementing comprehensive staff training programs. These investments underscore our dedication to safeguarding the organisation and supporting the professional development of our workforce.

Overall, our financial performance enables Community Living Options to continue delivering exceptional services and remain well-positioned for future growth.

The following chart illustrates how our revenue is allocated, with NDIS SIL revenue accounting for just over 64% of our total income. Our total expenses for the year amounted to a little over \$64 million, with employee expenses making up 91% of this figure.



This year, PKF Adelaide was once again appointed by the Board to carry out independent auditing services for CLO. Jasmine Tan, Director of Audit and Assurance led the audit alongside her team. You'll find the independent audit report included in this annual report.

For reference, extracts from our financial statements are available in the provided report, and full versions can be requested if needed.

I would also like to take this opportunity to sincerely thank the entire Business and Finance team. Your dedication and consistent hard work are instrumental to CLO's achievements, allowing us to deliver outstanding services to our participants and organisation. Your commitment truly makes a difference.

Community Living Options
Statement of profit or loss and other comprehensive income
For the year ended 30 June 2025

	Note	2025	2024
		\$	\$
Revenue			
Revenue	4	64,700,606	65,304,696
Other Income	5	1,557,050	1,205,393
		<u>66,257,656</u>	<u>66,510,089</u>
Expenses			
Finance expenses	6	(312,271)	(121,226)
Employee benefits expense		(58,886,443)	(57,690,218)
Depreciation and amortisation expense		(2,479,047)	(2,215,029)
Loss on disposal of assets		(1,551)	-
Doubtful debt expenses		(5,053)	(128,345)
Other expenses		<u>(2,960,934)</u>	<u>(2,988,510)</u>
Surplus for the year attributable to the members of Community Living Options		1,612,357	3,366,761
Other comprehensive income for the year		<u>-</u>	<u>-</u>
Total comprehensive income for the year attributable to the members of Community Living Options		<u>1,612,357</u>	<u>3,366,761</u>

The above statement of profit or loss and other comprehensive income should be read in conjunction with the accompanying notes

Community Living Options
Statement of financial position
As at 30 June 2025

	Note	2025 \$	2024 \$
Assets			
Current assets			
Cash and cash equivalents	8	30,639,437	27,736,753
Trade and other receivables	9	4,148,112	5,026,936
Other assets	11	783,539	1,107,312
Total current assets		<u>35,571,088</u>	<u>33,871,001</u>
Non-current assets			
Property, plant and equipment	12	6,183,094	4,401,921
Right-of-use assets	10	3,628,600	3,089,511
Intangibles		7,000	7,000
Total non-current assets		<u>9,818,694</u>	<u>7,498,432</u>
Total assets		<u>45,389,782</u>	<u>41,369,433</u>
Liabilities			
Current liabilities			
Trade and other payables	13	3,156,766	2,962,277
Contract liabilities	14	19,559	140,572
Borrowings	15	40,728	46,248
Lease liabilities	16	2,281,805	988,794
Employee benefits	17	4,815,183	4,411,195
Total current liabilities		<u>10,314,041</u>	<u>8,549,086</u>
Non-current liabilities			
Borrowings	15	354,003	393,790
Lease liabilities	16	1,510,640	2,161,780
Employee benefits	17	1,470,390	1,186,652
Total non-current liabilities		<u>3,335,033</u>	<u>3,742,222</u>
Total liabilities		<u>13,649,074</u>	<u>12,291,308</u>
Net assets		<u>31,740,708</u>	<u>29,078,125</u>
Equity			
Reserves	18	1,150,088	99,862
Retained surpluses		<u>30,590,620</u>	<u>28,978,263</u>
Total equity		<u>31,740,708</u>	<u>29,078,125</u>

The above statement of financial position should be read in conjunction with the accompanying notes

Community Living Options
Statement by Members of the Board
30 June 2025

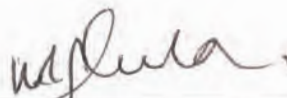
In the Board Members' Reports' opinion:

- the incorporated association is not a reporting entity because there are no users dependent on general purpose financial statements. Accordingly, as described in note 2 to the financial statements, the attached special purpose financial statements have been prepared for the purposes of complying with the Australian Charities and Not-for-profits Commission Act 2012 and Australian Capital Territory legislation the Associations Incorporation Act 1991, the Charitable Collections Act 2003 and associated regulations;
- the attached financial statements and notes comply with the Accounting Standards as described in note 2 to the financial statements;
- the attached financial statements and notes give a true and fair view of the incorporated association's financial position as at 30 June 2025 and of its performance for the financial year ended on that date; and
- there are reasonable grounds to believe that the incorporated association will be able to pay its debts as and when they become due and payable.

On behalf of the Board Members' Reports



Alan Oxenham
Chairperson



Melinda Kubisa
Public Officer

16 17 October 2025

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THE COMMUNITY LIVING OPTIONS INC.

Opinion

We have audited the financial report of Community Living Options Inc. ('the Association'), which comprises the statement of financial position as at 30 June 2025, the statement of profit or loss and other comprehensive income, statement in changes in equity and statement of cash flows for the year then ended, a summary of material accounting policies, other explanatory notes and the board of management's declaration.

In our opinion, the accompanying financial report of Community Living Options Inc. is in accordance with Division 60 of the Australian Charities and Not-for-profits Commission Act 2012 ('ACNC Act'), including:

- (a) giving a true and fair view of the Association's financial position as at 30 June 2025 and of its financial performance and cash flows for the year ended; and
- (b) 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 Association in accordance with the Australian Charities and Not-for-profits Commission Act 2012 (ACNC Act) and the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 Code of Ethics for Professional Accountants (the Code) that are relevant to our audit of the financial report in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

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

Responsibility of the Responsible Entities for the Financial Report

The board of management is responsible for the preparation of the financial report that gives a true and fair view and have determined that the basis of preparation described in Note 1 to the financial report is appropriate to meet the requirements of the ACNC Act. The Association's responsibility also includes such internal control as the board of management determines is necessary to enable

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the preparation of a financial report that gives a true and fair view and is free from material misstatement, whether due to fraud or error.

In preparing the financial report, the board of management is responsible for assessing the Association's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless the responsible entities either intend to liquidate the Association 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.

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 the 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.

A further description of our responsibilities for the audit of the financial reports is located at the Audit and Assurance Standards Board website (<http://www.auasb.gov.au/Home.aspx>) at: https://www.auasb.gov.au/auditors_responsibilities/ar4.pdf

This description forms part of our auditor's report.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and material audit findings, including any significant deficiencies in internal control that we identify during our audit.

Independence

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

PKF Adelaide

A handwritten signature in black ink, appearing to read 'Jasmine Tan', written in a cursive style.

Jasmine Tan
Audit Partner

Lvl 9, 81 Flinders Street, Adelaide SA 5000

Dated this: 24th October 2025



GREGORY J. A GOOD NEWS STORY

My name is Gregory, and I'm 56 years old. My journey with Regency Green has been one of rediscovery, growth, and finding new meaning in life.

When I first arrived at Regency Green, I was welcomed with warmth, care, and a strong sense of encouragement. The team worked with me to build my independence step by step, supporting me to develop new skills and confidence along the way. I learned how to take part in everyday activities – from preparing my own breakfast, watering the gardens, and keeping my space tidy, to contributing to shared projects like painting and setting up the library and arts room. These small steps made a big difference in helping me feel capable and valued.

One of the highlights of my time at Regency Green was working with the Delta dog therapy program. Spending time with the therapy dogs brought me joy, comfort, and companionship. It gave me

Today, I look back with gratitude at how far I've come. The support I received helped me to rebuild my confidence, reconnect with the community, and find purpose through volunteering.

a sense of calm and purpose, and reminded me of how important connection is. The dogs inspired me to think about how I could give back, and this led me to take on a volunteer role with the RSPCA. Being

able to contribute to the wellbeing of animals has been incredibly rewarding and has given me a renewed sense of meaning in my life.

After 157 days at Regency Green, I was ready to move into long-term accommodation with greater independence and a strong support plan in place. Today, I look back with gratitude at how far I've come. The support I received helped me to rebuild my confidence, reconnect with the community, and find purpose through volunteering.

My story is a reminder of the difference transitional care can make. With the right support, it's possible to regain hope, build skills, and move forward into a life that feels meaningful and fulfilling.





Enabling opportunity,
Exploring possibility,
Establishing connection.

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