Community Living Options

Annual Report 2025-2026



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.

More than four decades later, CLO has grown into a leading South Australian NDIS provider, with more than 800 dedicated staff supporting Participants across metropolitan Adelaide, the Fleurieu Peninsula, Adelaide Hills, Kangaroo Island and Mount Gambier. Today, our work extends across complex disability support, hospital discharge pathways including Regency Green in partnership with the Department of Health, and residential care, short-term accommodation and placement services for the Department for Child Protection and supports for Participants funded through the Lifetime Support Authority, including people who have acquired disability as a result of motor vehicle accidents.

This breadth is supported by CLO's growing clinical and allied health capability, including registered behaviour support and community nursing services, and our ongoing commitment to safe, evidence-informed, person-centred support.

As CLO continues to grow, we remain focused on the same purpose that shaped our beginning: creating a future where people with disability are supported to explore possibility, empowered and included in the communities they choose.



Summary

Participant Story - *Daniel*	2
Board Chair Report - *Alan Oxenham*	4
CEO Report - *Melinda Kubisa*	6
2024-2029 Strategic Plan	14
Our Year In Numbers	15
Meet Our Board	16
Disability and Mental Health Services - *Wendy Pettifer*	18
Person Centred Active Support	26
Participant Story - *Barb*	28
Participant Story - *Jeff and Paul*	29
Employee Milestones	30
Our Valued Staff	32
Support Decision Making Project - *Mel Ingham*	34
Participant Story - *Beau*	36
Participant Story - *Building a Strong Team Around the Child*	37
Specialist Services - *Muriel Kirkby*	38
People and Culture - *Peter Stewart*	44
Participant Advisory Committee	48
Participant Story - *Andrew*	49
Quality and Safeguarding Committee - *Wendy Pettifer*	50
Quality, Compliance and Continuous Improvement	52
Reconciliation Action Plan Outcomes - *Aaron Christmann*	54
Remembering	56
Finance Report - *Tiff Hodge*	58



Daniel's Story

Daniel's story is a powerful example of what can happen when support is built around trust, family partnership and deep understanding of a person's needs. A young man with autism, Daniel came to CLO with a family who knew him deeply and a team committed to taking the time to get support right.

Through patience, consistency and genuine curiosity, Daniel's team has built a meaningful relationship with him. They have worked hard to understand his communication, recognise what brings him joy, and create opportunities for connection through sensory activities he enjoys — playing in the garden, dancing, water activities, laughter and movement.

The impact has been profound. Daniel's dad told the stakeholder team that "coming to CLO wasn't just life-changing, it was life-saving." On a recent visit, he heard something he had never experienced in all the years Daniel had lived in supported independent living — Daniel laughing and giggling in the garden with his support staff. It was a moment of ordinary magic: simple, joyful and deeply significant.

We are incredibly proud of Daniel, his family and the CLO team who continue to show what high-quality, person-centred support can make possible.

** Daniel not pictured.*






NEW BALANCE



Board Chair Report

As Board Chair, I am pleased to report that the Board remains steadfast in ensuring Community Living Options delivers high-quality services and support. This commitment is reflected in the continued implementation of our strategic plan, adherence to CLO's values and purpose, and focus on maintaining a sustainable financial position.



Alan Oxenham
Board Chair

Exceptional Participant services remain at the heart of CLO's ethos, and the Board recognises that our staff are fundamental to achieving this.

Every day, our staff demonstrate CLO's values of trust, kindness, inclusion, learning and connection. CLO remains committed to supporting them through robust policies, effective systems and sound operational processes, enabling continued positive outcomes for Participants. Our achievements would not have been possible without their hard work, professionalism and commitment.

I thank our Participants for continuing this journey with us and warmly welcome those who joined CLO during the year. We greatly appreciate the trust you place in our organisation.

On behalf of the Board, I sincerely thank our CEO, Mel Kubisa, and her management team for their leadership and continued successful management and development of CLO's operations.

I also thank my fellow Board members for their dedication, active engagement and considerable expertise throughout the financial year.

The Board meets every two months, with members also contributing to two principal subcommittees:

- the Finance, Audit and Risk Subcommittee, which oversees financial performance and key financial, operational and strategic risks; and
- the Clinical Governance Subcommittee, which oversees clinical risk, service quality and regulatory compliance.

The Board composition remains unchanged, reflecting stability and members' deep commitment to CLO's governance, purpose and future.

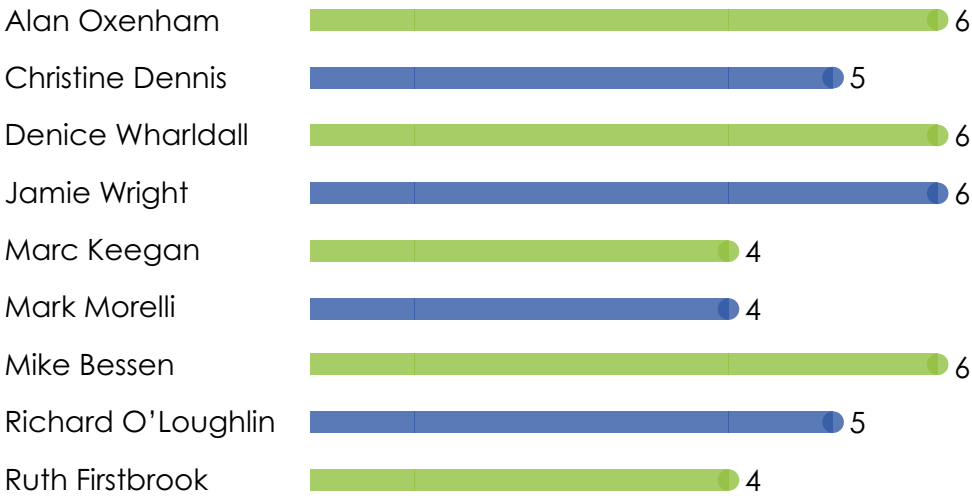
Sharon Paulson resigned as an independent member of the Finance, Audit and Risk Subcommittee due to work commitments. On behalf of the Board, I thank Sharon for her expertise, insight and valuable contribution.

The Constitution was amended some years ago to enable Board members to be remunerated for their time. After considering the responsibilities and commitments associated with their roles, the Board resolved to implement optional Board member remuneration from 1 July 2026. This recognises the significant time, expertise and responsibility contributed by Board members in carrying out CLO's governance functions.

The Board remains committed to building on recent achievements and delivering excellent outcomes for Participants. CLO is well positioned to fulfil its purpose by ensuring Participants have access to great opportunities and are supported to live great lives.

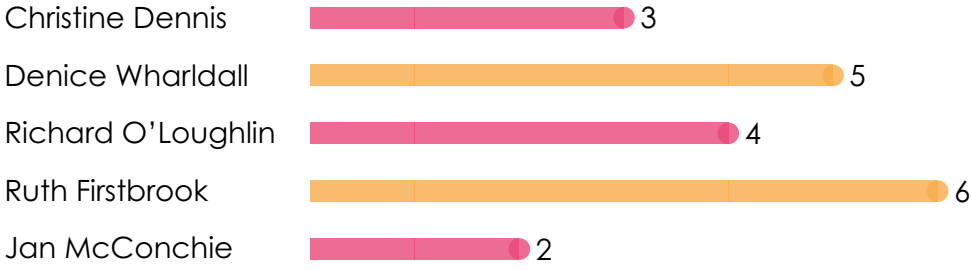


Board - *Meetings Attended*



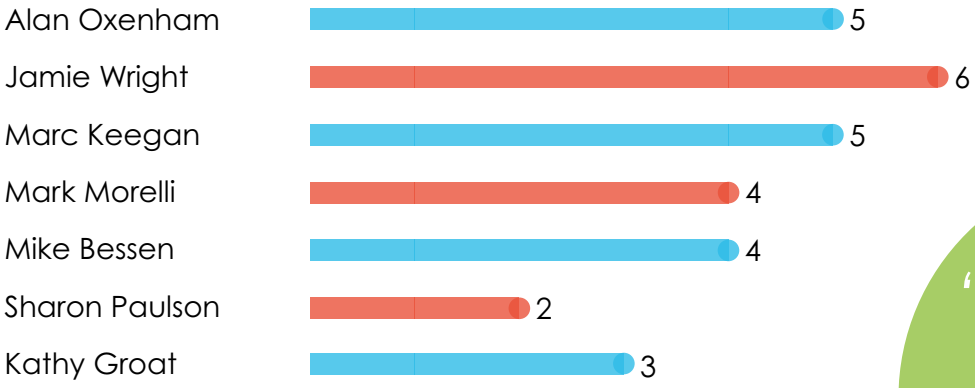
Noting Mark Morelli joined Board in August 2025

Clinical Governance - *Meetings Attended*



Noting Jan McConchie resigned in February 2026

Finance, Audit and Risk Committee - *Meetings Attended*



"The Board remains committed to building on recent achievements and delivering excellent outcomes for Participants."

CEO Report 2025-2026

Creating Possibility, Building Futures

At Community Living Options, we talk about supporting dreams, choices and individuality. This year, those words came to life in powerful ways.



Melinda Kubisa
Chief Executive Officer

When I reflect on the year that was, I think about our people. I think about the Participant who moved from hospital into a home they could finally call their own. I think about the young person who reconnected with culture and Country. I think about Participants who made decisions about where they live, how they spend their day, who supports them and what goals they achieve. I think of our staff who bring the 'magic and joy' of everyday moments to life and support people's journey.

I believe our staff should be proud to work in a sector supporting people to achieve their dreams through choices and individuality. These are the moments that define who we are as an organisation and why our work matters.

The disability sector continues to experience significant change. Ongoing NDIS and regulatory reform, evolving quality and safeguarding expectations and increasing complexity across support environments continue to challenge providers nationally. In this environment, CLO has remained focused on two equally important goals: delivering outstanding outcomes for Participants today while building the capability, systems and infrastructure needed for future sustainability.

Standing by our Participants, families and staff at challenging times with clarity of purpose is an achievement we should all celebrate.

I am incredibly proud to report that throughout this period of change, CLO has continued to deliver meaningful outcomes, innovate and ensure quality services for the people we support.

We ended the year with '129' Supported Independent Living and individualised support models across five disability and mental health service regions. Our hospital transition service, Regency Green, supported 84 Participants on their journey from hospital to community living and re-engagement with home and community. We supported 14 young people in residential care.

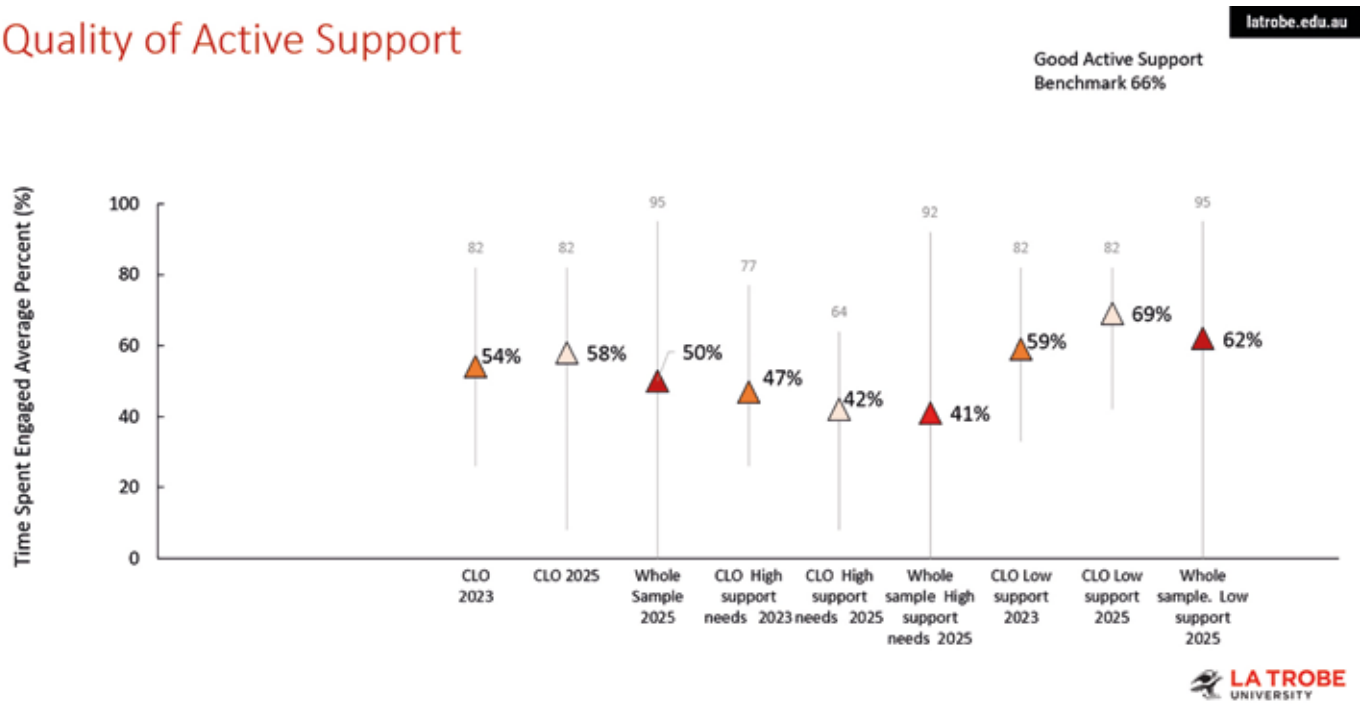


Every day, our staff work alongside children and young people who have experienced significant adversity, providing safe, nurturing and trauma-informed supports that help them rebuild confidence and create brighter futures. Throughout the year, young people participated in school, vocational training, employment opportunities, cultural activities and community experiences tailored to their individual strengths and aspirations.

We delivered over 8,000 hours of positive behaviour support, and nursing supports through our Clinical and Allied Health teams.

"Standing by our Participants, families and staff at challenging times with clarity of purpose is an achievement we should all celebrate."

Quality of Active Support



Our strategic impact – a year of exploring possibilities and establishing connections

CLO achieved a strong result in our NDIS mid-term audit, receiving best practice recognition across all nine standards assessed. This outcome provides independent validation of the strength of CLO's quality and safeguarding systems, and reflects the professionalism, discipline and commitment of our teams in delivering safe, high-quality supports.

This year, we received our second-round report from La Trobe University's Active Support trials. The results affirmed CLO's strong progress in embedding active support and practice leadership as foundations of high-quality, person-centred support. Importantly, the report also provided valuable feedback to help us continue strengthening evidence-based practice and improving outcomes for the people we support.



Our team participated in the National SIL Quality Supports Pilot, a national initiative focused on strengthening the quality of supported independent living by testing better ways to measure, understand and improve Participant outcomes. CLO's involvement reflected our commitment to evidence-based practice, continuous improvement and contributing to sector reform, particularly in defining what good SIL looks like in everyday practice — beyond compliance, and in the lives, choices and wellbeing of Participants.

Across the year we strengthened governance by reviewing internal governance structures and processes.

This year, we strengthened Participant voice through the Participant Advisory Committee (PAC), embedding it within our new governance framework as part of our commitment to inclusive governance.

Our Participants also continued to shape the way we deliver services through feedback opportunities and forums. Their ideas and experiences informed improvements to food services, maintenance responses, community participation opportunities and the overall Participant experience across multiple service areas. Their voices continue to influence both everyday decisions and long-term organisational planning.

I was pleased to have CLO's first Reconciliation Action Plan endorsed by Reconciliation Australia this year, marking an important step in our commitment to relationships, respect and opportunities with Aboriginal and Torres Strait Islander peoples.

We also reviewed our Risk Framework, reviewing reporting frameworks to improve governance assurance and conducted a governance evaluation leading to improvements through the development of a board charter.



Creating Homes, and enabling opportunity

Housing and creating a home in the community remains one of the most important foundations for independence, wellbeing and quality of life.

This year CLO implemented a housing strategy designed to increase opportunities and expand options for people with disability. CLO's $6 million housing investment program is delivering on our purpose by creating safe, secure homes in the community for people at risk of homelessness. This investment reflects our belief that quality housing creates the platform from which people can pursue their goals, build a home and establish relationships to participate more fully in their communities.

Investing in Quality, Safety and Best Practice

A commitment to quality sits at the heart of everything we do.

This year CLO successfully maintained its strong focus on quality and safeguarding while continuing to strengthen systems, practices and governance structures across the organisation. Internal audits, practice reviews, quality committees and continuous improvement initiatives have helped ensure that Participants receive safe, competent and effective supports.



Our commitment to reducing restrictive practices also continued. Through committee governance, positive behaviour support and evidence-based approaches, we remain focused on supporting people in ways that maximise autonomy, dignity and choice and reduce or eliminate restrictive practices.

We continued to strengthen the systems and infrastructure needed to support safe, scalable and sustainable services, including new technology, ongoing development of our internal CMS platform, strengthened cybersecurity frameworks and the establishment of our AI and Data Governance Committee.

We also continued to strengthen our culture of learning through our Organisational Learning Committee. The committee focusses on disciplined implementation of our strategic plan priorities, culture survey results, leadership framework development, workforce sustainability and capability. We are passionate about translating research into practice to create a person-centred organisation.



CLO remained actively engaged in broader NDIS reform, contributing to national discussions on pricing, regulation, quality and the future of supported independent living. We contributed through submissions, webinar presentations, sector consultations and participation in reform initiatives. Our focus was to ensure policy decisions were informed by the realities of delivering high-quality support in complex environments. We also continued to advocate for better funding and stronger safeguards for the people we support. Importantly, Participants contributed their lived experience through roundtable discussions linked to the SIL Quality Supports Pilot and the KPMG SIL Practice Standards Review. Their involvement helped keep the voices of people receiving support at the centre of sector reform.

CLO continues to be represented on NDS and sector committees, bringing provider perspectives to government and peak bodies to support quality, sustainability and effective sector reform.

This year, CLO leaders and practitioners contributed to national sector conversations through presentations at two national conferences. The presentations showcased practical examples of innovation, evidence-based practice and quality improvement. They also reinforced CLO's commitment to sharing learnings that strengthen outcomes across the disability and mental health sectors.

Three presentations at the National Mental Health Conference: envisioning 2050

- Wendy Pettifer presented: *"Changing the Narrative: Borderline Personality Disorder - A Call for Compassionate Care"*
- Mel Kubisa and Muriel Kirkby presented: *"My Life My Way: A Hospital Discharge Initiative Paving the Path to Recovery and Positive Futures"*
- Muriel Kirkby co-presented with Access-2-Place (Emma Calabro) *"Building Homes, Not Just Houses: A Co-designed Approach to Purpose-Built Homes for People with Disability and Psychosocial Needs"*

And two presentations at the Australasian Society for Intellectual Disability (ASID) conference: learning from the past, shaping the future

- Mel Kubisa and Rabecka Stokes presented *"Strategies for excellence – Navigating compliance and evidence-based practice"*
- Mel Ingham presented the supported decision-making project work *"Increasing Agency to Reduce Restrictive Practices"*



The People Behind the Outcomes

None of these achievements happen without great people.

This year CLO grew to a workforce of 846 employees – we hit the 800 milestone. Our workforce represents people from diverse backgrounds, cultures and experiences who share a common passion of supporting others. Across metropolitan and regional South Australia, our teams deliver thousands of moments of support every day, often in complex and challenging environments.

We continued investing in leadership development, workforce planning, supervision, learning and development, and the systems needed to support a modern and highly capable workforce.

Significant effort has also been invested into strengthening organisational capability, industrial compliance, workforce management and workforce sustainability to ensure CLO remains well positioned for future growth.

Our staff consistently demonstrate extraordinary professionalism, compassion, resilience and kindness. They support people through life's biggest challenges and celebrate life's biggest achievements. Our people are, without question, CLO's greatest strength.

Listening, Learning and Growing

Strong organisations listen.

This year we continued seeking feedback from Participants, families, employees and stakeholders to better understand what we are doing well and where we can improve.

Family survey feedback showed strong confidence in the quality, safety and responsiveness of our services, with most respondents reporting satisfaction with the supports their family members receive. Families consistently recognised the commitment and care demonstrated by our staff and highlighted the positive impact of strong communication and relationships. Where improvements were identified, particularly around communication and consistency, we have listened carefully and incorporated those themes into our ongoing improvement plans.

Complaints and feedback continued to play an important role in CLO's continuous improvement approach during 2025-2026. CLO received 206 complaints during the year, with increased reporting providing both greater visibility of Participant, family, stakeholder and staff experience, and an important governance signal for ongoing improvement. Complaints most commonly highlighted communication, consistency of support, workforce practice, rostering, stakeholder responsiveness and frontline service quality.

In response, CLO implemented corrective actions for all complaints. We also completed approximately 36 documented continuous improvements and service improvements across workforce systems, rostering controls, Participant planning, family communication, safeguarding, practice leadership and quality assurance. These improvements included enhanced supervision and practice leadership, strengthened rostering and workforce management processes, targeted service quality reviews, updated Participant plans and support protocols, and improved complaints
system accessibility and executive oversight.

Importantly, feedback led to practical changes, including strengthened family communication processes, enhanced practice quality monitoring, improvements to Participant environments and service settings, and changes to food services. This demonstrates that CLO's complaints process is not only a mechanism for resolution, but a key driver of organisational learning, quality improvement and better Participant outcomes.



A Strong Foundation for the Future

Financial sustainability continues to provide the platform that allows CLO to invest confidently in Participants, people and innovation.

Despite ongoing sector pressures, CLO finished the year with a surplus of 2.41%, supported by strong cash reserves, prudent financial management and a deliberate focus on long-term sustainability. We are focussed on:

- maintaining sustainability in a difficult provider environment
- investing despite sector pressure
- low overheads and disciplined financial management
- surplus enabling reinvestment into housing, people, systems and innovation

The environment around us will continue to evolve. Expectations will increase. Reform will continue. New opportunities will emerge.

But one thing remains unchanged.

Our purpose.

Every day, Participants entrust us with an important role in their lives. That trust is never taken for granted. It inspires us to keep improving, keep innovating and keep striving for excellence.

To our Participants, thank you for allowing us to walk alongside you on your journey.

To our families, thank you for your partnership, honesty and trust.

To our Board Directors, thank you for your dedication to good governance and support throughout the year.

And to our extraordinary team of over 800 staff, thank you for bringing our purpose and values to life every single day.

Together, we are enabling opportunity, exploring possibility and establishing connection. Most importantly, we are helping people build lives of choice, belonging and purpose, and there is no greater achievement than that.

2024-2029 Strategic Plan

Strategic Directions

- Service excellence that delivers on purpose
- Organisational sustainability and innovation
- We influence and deliver impact for our community
- Our people: a skilled and capable workforce
- Quality, risk and continuous improvement

Our Vision

Enabling opportunity,

Exploring possibility,

Establishing connection.

Our Purpose

Supporting 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.

Our Year In Numbers

217
Participants supported across Disability Services and Mental Health Services, Child and Youth Services and Regency Green

846
Employees

168
Clinical and Allied Health Participants

38
restrictive practices ceased

14
My Life My Say forums held

2.41%
surplus achieved

9/9
Nine from nine elements of best practice achieved in NDIS Audit

Meet Our Board



Alan Oxenham

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

Christine Dennis

Christine has held senior executive roles in government and health services across Australia for over forty years. She has extensive 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 Remuneration Subcommittee and the Clinical Governance Subcommittee.





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 CEO of Cara and Lighthouse. Denice is the Chair of the Clinical Governance Subcommittee.

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 Subcommittee.





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 Subcommittee.

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 Subcommittee.





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 Subcommittee.

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 Subcommittee.





Mark Morelli

Mark Morelli is an experienced executive, advisor and non-executive director who has held senior leadership positions, served on public, private and government boards and chaired finance committees. Across a career spanning accounting, senior leadership and advisory roles, he has worked with organisations in a range of industries, particularly in energy and infrastructure.

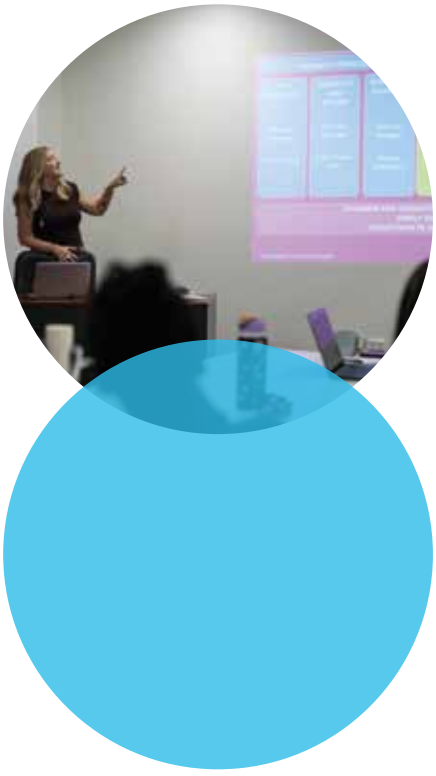
Disability and Mental Health Services



Wendy Pettifer
Chief Operating Officer

Our year of impact: achievements and outcomes in 2025-2026

The 2025-2026 financial year was a year of strong progress, thoughtful change and clear impact across Disability Services and Mental Health services at CLO. In a complex and changing sector, we continued to focus on what matters most: supporting people to live good lives, make choices, build confidence, stay connected and be safe.



This year, we strengthened the foundations of our services while also creating space for innovation. We invested in evidence-based practice, listened more deeply to Participant voices, improved our systems and continued to support people with some of the most complex needs in our community. Just as importantly, we saw what this work means in real life — people building independence, reconnecting with family and community, taking on leadership roles, achieving personal goals and having more say over the supports they receive.

As always, a strong theme for the year was Participant choice and control. Across the year, we continued to focus on ensuring that people are not only supported safely, but supported in ways that reflect who they are, what matters to them and what they want for their lives.

The impacts were significant. Two Participants were supported to build their capacity for independent decision-making to the point where guardianship orders were revoked. Another Participant transitioned into independent community housing with no ongoing supports. These are powerful examples of what can happen with high quality person-centred support which is consistent and focused on building capability.

Participants achieved goals that were more personal and meaningful. People increased their involvement in community activities by attending day options and joining gaming groups. They prepared fresh meals, attended medical appointments and developed budgeting skills. Budding artists took part in art classes, sold artwork, prepared for exhibitions and even submitted artworks to a national art prize.



Outcomes look different for each person, but they all reflect the same thing: people being supported to take part in life in ways that matter to them.

We ran 14 My Life My Say sessions, creating regular opportunities for Participants to talk about what quality means to them, what rights and choice look like in everyday life, and how CLO can continue to improve. We discussed privacy, confidentiality, consent, choice and control, healthy eating, healthy minds, person-centred planning, incident management and social connection.

These sessions led to practical outcomes. Participants co-designed the new *My Recovery Journey* plan for psychosocial supports, contributed to the development of a Healthy Eating recipe book in Rural and Regional services, and helped shape a 'Healthy Minds' booklet. Participants also took on leadership roles in planning and facilitating events, including My Life My Say and Social Club activities.



We conducted our Participant Choice and Control Survey, with the results showing many areas of strength. Participants spoke positively about where they live, what helps them feel at home, their ability to plan their day, and the importance of friendship, connection and independence. Participants reported that they plan their own days and are making their own choices. At the same time, the survey gave us clear areas to keep improving, particularly around Participant involvement in staff selection and more genuine co-production of goals.

Connection was another important theme. We held 12 Social Club events, giving Participants opportunities to meet, celebrate, have fun and try new experiences. Events included movie nights, a Christmas in July celebration, an 80s disco, bowling, Halloween, the AGM and Participant Awards, a Christmas party, and community outings.

Beyond organised events, Participants were supported to connect with their communities in many different ways. People attended church, sporting events, Pride Month activities, Rock the Spectrum, Down Dance, public swimming, SameWave and cultural events. Some Participants took part in advocacy and social actions, including protesting at Government House and marching in solidarity and celebration with Aboriginal and Torres Strait Islander communities.

A highlight of the year was the commencement of the CLO Music Group in Rural and Regional. The group has become a highly valued activity, with 12 to 14 Participants attending. Participants choose and learn songs together. This group is working towards putting on a concert for Participants and families next year. It is a brilliant example of how creativity, consistency and staff initiative can create joy, connection and confidence.





We continued to strengthen the systems that help keep people safe. High Intensity Support Skill Descriptors remained a major area of focus, with 90 HISSD plans in place at the end of the year. Almost half of all Participants had a high intensity health support need reminding us how important strong clinical governance, staff competency and timely plan reviews are to the people we support.

To respond to the large number of our Participants with a dysphagia support need, we launched mealtime management governance assurance checks and strengthened oversight of choking, swallowing and aspiration risks. Updated reporting allow for better escalation, tracking and monthly analysis of these events. Risks can be identified earlier, actions can be followed up more clearly, and Participants with dysphagia or other mealtime support needs can be supported with greater consistency and confidence. A highlight of this work was a national webinar convened and hosted by CLO on Mealtime Management and Preventable Deaths. This was attended by sector professionals from across the sector, and we were very lucky to have Dr. Jeffrey Chan, Alan Hough and Professor Bronwyn Hemsley join us as speakers.

Restrictive practice governance has remained a strong focus. We decreased authorised restrictive practices by 21% between 2024-2025 and 2025-2026, despite an increase in Participants, and ceased 45 restrictive practices during the year. This reduction matters because every restrictive practice that can safely be reduced or removed represents a step towards greater freedom, dignity and human rights for Participants.

We refined and strengthened therapeutic models across psychosocial support, autism, forensic disability and individualised support for people with complex needs. These evidence-based approaches have shown positive impact. We saw reductions in behaviours of concern, reduced self-harm, stabilisation of services for people with very high support needs, and significant reductions in the use of restrictive practices for individual Participants. These outcomes demonstrate what can be achieved when practice leadership, skilled teams, evidence-based models and person-centred support come together.

"We continued to strengthen the systems that help keep people safe."



Good outcomes for Participants depend on capable, supported and confident staff. This year, we continued to improve the systems, structures and processes that support teams to do their job well. We undertook value stream mapping across five key processes: training, roster development, Participant documentation currency, team meeting recording and related training, and staff recruitment. These projects helped identify duplication, gaps and unnecessary administrative burden. Tasks were realigned where appropriate, helping operations teams focus more of their time on Participant support, practice leadership and team support.

We experienced a significant increase in Participants being supported by CLO welcoming no less than 20 new Participants to the CLO community across the year. This was an 11.5% increase overall by comparison to the previous year and CLO continued to be approached directly by referrers for services for people with complex support needs. This growth is not simply about numbers — it was about responding to unmet need in the community, particularly where people required skilled, stable and therapeutic support.



Our rostering officers coordinated an average of 10,500 hrs of support to our Participants every week. Behind every shift is a Rostering Officer balancing Participant needs, workforce availability, continuity of care and safe staffing. Their dedication helps ensure the right support is delivered to the right person at the right time, every day.

1457 calls managed through our on-call service, provided critical frontline support and oversight to maintain Participant safety, service continuity, and effective responses to quality and safeguarding concerns.



And finally, we cannot end the 2025-2026 financial year without acknowledging that the hard work, dedication and skill of our people is the reason that we were independently evaluated to be providing best practice in all areas audited in our NDIS Midterm Audit. This was a fantastic reflection of what we already know – that we have an amazing team who are consistently providing high quality, safe supports.

This year showed the difference that thoughtful, person-centred support can make. Behind every plan, survey, model, meeting and report is a person with their own hopes, strengths, relationships and goals. Our role is to keep listening, keep learning and keep creating the conditions for people to live the lives they choose.

"This year showed the difference that thoughtful, person-centred support can make."

As we move into the next year of our strategic plan, Disability Services and Mental Health Services is well placed to continue building services that are safe, responsive, evidence-based and deeply human — services that enable opportunity, explore possibility and establish connection.



Business Unit Achievements

Rural and Regional

- Trialed the Observing Practice Quality tool
- "The Participant's Pantry" healthy eating recipe book created by Participants
- An oral health initiative supported seven Participants to attend a dentist

Disability and Autism

- Person centred staff meetings with Participants
- Supported an emergency transition of a Participant with autism into Supported Independent Living
- 54% of Participants with high intensity health needs supported

Dual Disability

- Five LSA-funded Participants received more tailored, stable support
- 100% of Participants completed a Quality of Life Assessment, with 50% reporting an overall high Quality of Life
- Implemented 17 Positive Behaviour Support Plans

Psychosocial

- Implemented new recovery oriented support plan
- 12 restrictive practices faded out
- 80% of Participants accessed an annual health check

Forensic and Specialist Transitions

- Rapid Response Model developed to safely transition three complex Participants into CLO services
- Polypharmacy audit completed
- 100% of Participant have Positive Behaviour Support Plans implemented with 17 ceased restrictive practices.





12
Social Club Events held

14
My Life My Say Forums held

83%
of Participants plan their own day or are supported to plan

79%
of Participants like their home

Person Centred Active Support

Person Centred Active Support (PCAS) is central to the way CLO supports people to live meaningful and connected lives. At its heart, PCAS is about creating opportunities for people to make choices about their everyday activities, develop skills and take part in home and community life in ways that reflect their interests, strengths and needs.

During 2025-2026, CLO continued to strengthen PCAS through staff training, service visits, coaching and practice leadership. Our PCAS trainer visited CLO services to observe, mentor and support the consistent application of Active Support, Positive Behaviour Support and trauma-informed approaches. Our trainer also promoted the principles of zero tolerance to abuse and neglect and the upholding of human rights.

PCAS impact is visible in the everyday achievements of Participants. Across services, staff use these principles to encourage participation, increase capability and independent living skills and build confidence. As a result, our Participants have developed daily routines, and become more involved in daily living tasks, reconnected with community activities, attended appointments, cooked meals, enjoyed music and art, and taken part in social and recreational opportunities.



We continue to adapt the model for people with psychosocial disability and people with high support needs, demonstrating that every moment has potential when support is thoughtful, skilled and focused on the person. CLO's commitment to Active Support is evidenced through our benchmarked results in the latest report of La Trobe University's Active Support in Accommodation Services study published in March 2026.

Through our PCAS program, 153 Participants were visited across our sites. These visits provided valuable opportunities to see how staff support people using person centred active support principles. 77.5% of sites demonstrated Active Support, reflecting strong progress in embedding the model across CLO services.

Training remained a significant focus throughout the year. 361 staff completed PCAS training in 2025-2026. CLO also introduced a Child and Youth Services Positive Behaviour Support Bundle in October 2025, strengthening staff knowledge of trauma-informed practice, children's rights, restrictive practices and Positive Behaviour Support for young people.

"our Participants have developed daily routines, and become more involved in daily living tasks"

153
Participants visited through the PCAS program

77.5%
of sites demonstrating Active Support

361
staff completed PCAS training

Barb's Story

Barb is well known for her chirpy demeanour and talent as an artist. This year she's been volunteering at the art gallery in Kingscote and they have been stocking cards featuring her art works.

She was thrilled to discover that one of her cards had sold and even more excited when she was asked to feature in new brochures for the gallery. A proud moment!

We asked Barb how she felt about volunteering at the gallery and selling her cards and she told us:

"I Love it! I'm a rich girl now! My Dr Who Tardis is my favourite!"





Jeff's Story

Jeff wanted to get out into the community more, so he decided he would create a weekly activity planner to help him achieve his goals.



Every Saturday, he explores upcoming events and activities in the local community online and decides which he would like to get involved with. Then they are added to the planner, which also mapped out other regular routines such as shopping days, meals out and medical appointments.

Jeff made sure the planner looks engaging and fun, and everyone agrees that cleaning chores should be written in smaller letters so that they aren't a focal point. Good idea!

One of Jeff's favourite activities is to visit the horses in North Adelaide. They seem to have a calming and positive impact on his wellbeing and the horses seem to like him too!

Jeff said:

"I like seeing the horses. I think they're friendly and they smile a lot. I like horses because I know what horses love. They love the rain. Horses really don't care if they get wet!"

Paul's Story



Paul is a big fan of AFL and supports both Port Adelaide and the Adelaide Crows. He's had a longtime goal for some years to go to the footy.

However, the idea of going to Adelaide Oval with such a big crowd has been overwhelming for him because of his anxiety. His team have been working with him to gradually build up his confidence and to support him to manage his anxiety and in May he finally went! And since then he's been a few times more. An amazing outcome for Paul, working so hard to achieve something so meaningful for him.

Paul told us:

"I had a good time and I am looking forward to going to games when they have Gather Round!"

Employee Milestones

At the heart of CLO is our people — their compassion, commitment and belief in creating opportunities for others. Each year, we take pride in recognising team members who reach significant CLO Milestones, celebrating not only their length of service, but the lasting contribution they have made to our organisation and to the people we support.

These milestones tell a story of dedication, growth and purpose. They reflect the many ways our staff continue to live CLO's values through their everyday actions — building trust, fostering inclusion, strengthening connection and approaching their work with kindness, professionalism and care.

The experience and knowledge of long-serving team members are an important part of CLO's strength. Their willingness to keep learning, adapt to change and share their expertise helps shape a workplace where people are supported to grow, contribute and make a meaningful difference.

As we look back on the achievements of the year, we proudly acknowledge the staff who have reached these important milestones. Their dedication strengthens the quality of our services, enriches our culture and reminds us that the impact of our work is built through the passion and commitment of people who care deeply.

Congratulations to everyone celebrating a CLO Milestone. We thank you for your service, your leadership and the positive difference you continue to make every day.



26 years	Mel	Kubisa
24 years	Rae	Bogaerts
18 years	Danielle	Spalding
16 years	Bronwyn	Robinson
	Sharon	Partington
	Cara	Furner
15 years	Julie	Loots
	Greg	Portman
14 years	Dawn	O'Brien
	Sharon	Cheatle
	Tiff	Hodge
13 years	Caroline	Buchanan
	Hayley	Barnes
	Tracey	McDonnell
12 years	Johnson	Tarley
	Naunihal	Sekhon
	John	Vardas
	Dianne	Tilley
	Dianne	Winnard
	Paige	Muir
	Leonie	Beattie
11 years	Barry	Snider
	Niroshan	Siriwardhana
	Tarvinder	Dhingra
	James	Furechi
	Monia	Bhandari
	Justin	Reichelt
	Jason	Pentlow
	Greg	Byrt
	Karen	Lee
	Lucy	O'Shaughnessy
	Michelle	Gibbs
	Robbie	Mathieson
	Shirley	Woods
	Alice	Maxwell
	Christopher	Fradley
	Mark	Jentner
	Nicole	Hooker
	Jacob	Mobbs
10 years	Noemi	Montanari
	Russell	Hennessy
	Sally-anne	Corbett
	Morgan	Fletcher
	Daniel	Williams







"At the heart of CLO is our people."



Thank you to all our employees

Aaqib Ashraf
Aaron Shaw
Aaron Christmann
Abdullah Fataki
Abhijeet Sharma
Abraham Oladeji
Adam Mutisya
Adebambo Odumosu
Adhieu Bior
Ador Aciek
Aiden Pitcher
Aimee-Jane Sellick
Ajay Sharma
Aju Kuruvilla Thomas
Akashdeep Sandhu
Akintomiwa Ojediran
Alakor Kuol
Albert Kibatcha
Alexander Seeley
Alexander Cambridge
Alexander Butterworth
Alice Maxwell
Alice Munene
Alison Nohlmans
Alissa Mcilwraith
Alpha Asiga
Alphanso Sayee
Amanda Smallacombe
Amanda Easterbrook
Amanda Kyriakopoulos
Amandeep Kohli
Amandeep Kaur
Amandeep Kaur
Amandeep Kaur
Amandeep kaur Chatha
Amanual Gebremedhin
Amara Kamara
Amardeep Singh
Amarinder Singh
Amber McKinlay
Amelia Lane
Amit Kaplesh
Amit Madaan
Amninder Sidhu
Amu Shree Maharjan
Amy Cooling
Anab Kinyua
Anamika Sharma
Anderson Gaye
Andrew Wesley
Angela Pearce
Angeleen Ralph
Anita Anita
Anita Shrestha Pyakurel
Anita Shrestha
Anjali Nain
Anjila Bista
Anna Strauss
Annie Davis-Ross
Anoop Kumar
Anthony Beilby
Anthony Bryant
Anthony Nwangu
Antoinette Nyarko
Anton McNeela
Antonio Pedicini
Apsara Oli Khadka
Arashdeep Randhawa
Arinze Ezeobi
Arku Kormah
Arshdeep Kaur
Arun Remadevi
Arvinder Singh
Arvinder Singh
Aseem Jain
Ashish Subedi
Ashish Chapagain
Ashley Richter
Ashmit Goswami
Ashu Ashu
Asmita Tiwari
Assumpta Mchena
Azam Salehi
Baljinder Singh
Baninder Sohal
Barry Snider
Benayo Nimubona
Benjamin Kuol
Benjamin Hutton
Benjamin Dean
Benny Raja
Benson Chege
Beverley Cameron
Bhagawat Neopaney
Bhanu Peroji
Bhim Giri
Bhuwan Devkota
Biar Garang
Bibek Dahal
Bibek Bhandari
Bidur Chhetri
Biju Mathew
Bill Wameyo
Binay Homagain
Binto Ibrahim
Bipanpreet Kaur
Blessing Chukwu
Bolanle Akinwunmi
Brenda Esegbue
Brett Rankine
Brian Hemmings
Bridget Burnell
Brodie Muller
Bronwyn Robinson
Caitlin Crawley
Cameron Pearce
Cara Furner
Carl Semets
Carly Mc Watters
Caroline Buchanan
Caroline Waite
Carren Chepkirui
Carsten John
Casmir Chinweuba
Chali Pokhrel
Chandan Jhanji
Chandanpreet Kaur
Chandramauli Chandramauli
Charles Ezeigbo
Charles Eze
Charles Korir
Charmane Lee
Cheryl Hubbard
Chibuike Agbasi
Chibundu Joy Obidike
Chibuzor Achuka
Chigozie Enemoh
Chijioke Edeh
Chijioke Nduaguba
Chimnadindu Mobi
Chinedu Obi
Chineme Okeke
Chinonso Nnachetam
Chinonso Nweji
Chinonso Ajuora
Chinweike Ifejika
Christian Domagas
Christian Edhughe
Christina Yi Wen Li
Christine Lewis
Christopher Fradley
ChudaRaj Phuyal
Chukwuebuka Ehidonye
Chukwuebuka Sunday Ezeh
Chyann Barnden
Claire Schofield
Claire Brus
Claire Gates
Claire Garcia
Clement Kibatcha
Cleopatra Cohen
Clint Howe
Clinton Idehen
Collins Asinugo
Collins Obila
Compangnage Ovini Fonseka
Connie Hrovat
Connor Thomson
Constance Dube
Covenant Ogunleye
Craig Schoneweiss
Cristy Webster
Cynthia O'Dea
Cyril Okechukwu Amuneke
Damaris Muraguri
Damilola Animasaun
Damon Bradley
Daniel Williams
Daniel Sorgini
Daniel Antwi
Danielle Spalding
Danielle Iveson
David Tarley
David Watts
David Ayiga
David Onuche
David Adjassou
David Nwankwo
Davinder Singh
Dawn O'Brien
Dawt Zathang
Deborah Daniel
Deepak Poudel
Deepak Dhungana
Deepak Kumar
Deepika Yadav
Deeptika Subedi
Dellan Kutto
Deng Anok
Denish Gurung
Deval Oza
Devendra Paudel
Dhanushka Gedara
Dharmender Sharma
Dharminder Sandhu
Dharmvir Jaswal
Di Yang
Dianne Tilley
Dianne Winnard
Dianne Russell
Dickson Malibe
Difei Zhang
Dikchhya Gautam
Dilip Singh
Dionne Redman
Dipendra Poudel
Dipesh Bhandari
Dipesh Tamang
Dirk Venema
Divya Gupta
Diwas Rijal
Djiu San Ho
Dominic White
Dona Abeywickrama
Dong Liu
Dorothea Mapenzi
Durga Sravani Sigili
Ebenezer Fahnbulleh
Edgar Omondi
Edwin Mwangi
Efemena Alibor
Ekele Nwabueze
Elan Sapkota
Eleesha Carolan
Elisa Indrajaya
Eliza Young
Elizabeth Kivikoski
Elizabeth Power
Elizabeth Schocroft
Elizabeth Mock
Elizabeth Jane Anderson
Ella Sibbald
Elsie Adu-Agyei
Emeka Eburuo
Emeka Innocent Ikeonu
Emerson Bangura
Emily Mungai
Emma West
Emmanuel Adusei-Opoku
Emmanuel Nang'ole
Emmanuel Fijabi
Emmanuel Atiti
Emmy Chepchirchir
Erick Kinyua
Erin Mckay
Ernest Ogwaro
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Eva Martin
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Faith Kigen
Faraja Nshangalume
Fatai Owoade
Fatima Adelakun
Fatuma Likico
Fatuma Ibrahim
Fiona Dale
Fiona Marriott
Fiona Tipple
Firmee Aligbe
Francis Okunbor
Francis Okonkwo
Francis Masade
Franklin Kibet
Fredick Sunela
Gabriel Ogwuche
Gabrielle Murphy
Gagandeep Kaur
Gagandeep Kaur
Ganraj Singh
Garang Duot
Gary Francis
Gaurav Soni
Geetha Benny
Gemma Beaconsfield
George Kiama
George Nyamigwa
George Waweru
Georgia Martin
Gerelmandakh Baatar
Gimms Andrews
Glory Akoma
Gopal Chhetri
Gorav Kumar
Goutham Madhavapeddi
Grace Paye
Grace Nderitu
Graham Cowlam-Poyner
Greg Williams
Greg Portman
Greg Byrt
Gregory Hambley
Guiqin Li
Gurdeep Singh
Gurinder Kaur
Gurjeet Singh
Gurjit Dhaliwal
Gurpreet Kaur
Gursevak Kumar
Gurvir Dahri
Gwyn James
Ha Young Song
Hadiza Adedokun
Haiqiu Yu
Hamsa Dahal
Hana Huxley
Hannah Austen
Hanpeng Zhang
Hardeep Sansoa
Hardip Singh
Hariharbhai Patel
Harjeet Kaur
Harmandeep Kaur
Harmanpreet Kaur
Harmeet Singh
Harpreet Kaur
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Harpreet Singh
Harpreet Singh
Harshpal Singh
Harsimranjeet Kaur Gill
Hassan Kenneth
Hayden Kempster
Hayley Barnes
Hayley Thorn
Hayley Scholes
Hayley Lowe
Helena Hyde
Helga Jacobs
Hema Neupane
Hemanta Shrestha
Hermes Hamze
Heshan Rathnasekara
Hiba Adam
Hirak Sapara
Holly McCallum
Holly McKinlay
Holly Reynolds
Hom Nath Bhusal
Huirong Yang
Huzaifa Naeem
Ian Karanja
Ichiaou Thiamiyou
Ifeta Gee
Ifunanya Okoye
Ihechukwu Blessing Eke-okoro
Ikenna Maduagwu
Ilanit Tzuberi
Inderjit Kaur
India Kubisa
Inutu Samui Mainza
Isabel Matene
Israel Shobowale
Jacine Sibomana
Jacinta Kimani
Jackie Tran
Jacob Mobbs
Jacqueline Muiruri
Jacqueline Silson
Jade Harrison
Jade Cooper
Jagdeep Singh
Jagjeet Toora
Jagpreet Kaur Sandhu
Jaherul Islam
Jaimi Zinnack
Jake Dahms
James Furechi
James Wolfenden
Jane Grant
Jane Szczotka
Jashanpreet Kaur
Jasleen Kaur
Jasmin Gillespie
Jason Pentlow
Jason Wood
Jason Mann
Jason Dalton
Jason Hamer
Jasper Ashmoore
Jaspreet Singh
Jaspreet Kaur
Jaspreet Kaur Malhi
Jaspreet Singh Bhandaal
Jatin Bajaj
Jay Mainali
Jayde Jones
Jeanette Johnstone
Jemima Jepleting
Jenna Manolopoulos
Jenni Phelps
Jennifer Cate
Jennifer Flaherty
Jennifer Markantonakis
Jeremy Glover
Jermaine Skeldon
Jerry Reese
Jess Dunn
Jessica Goulden
Jessica Wegner
Jessica Dolphin
Jessica Adair
Jian Chen
Joanna Backhouse
Jodi Glinister
Jodie Hunt
Jodie Deiesi
John Vardas
John Webster-Cooper
John Fearnside
John Joseph
John Ng'ang'a
John Warren
Johnson Tarley
Jolaade Adewoyin
Jonathon Papps
Josephine Ilori
Joumana Hudson
Judith Chinweuba
Judith Kimongo
Judith Abe
Jujhar Singh
Julie Loots
Juliet Ekwueme
Justice Ubah
Justin Reichelt
Justin Brown
Justine Mayne
Kabir Pokharel
Kailash Bhattarai
Kala Torres
Kalpana Upadhyay
Kalpana Adhikari
Kamalpreet Singh
Karen Lee
Karen Fitzgerald
Karen Megaw
Karma Sherpa
Karmen Power
Kasey Bauer
Kasikile Binga
Kasun Withanage
Kate Viskaal
Kealy Martin
Kellie-Anne Neels
Kelvin Scarff

Kendall Cousins
Kenechukwu Madu
Kenechukwu Nwangwu
Keren Holmes
Keren Mbugua
Kerrie Tisdale
Kerry-Lee Lyons
Keshav Darlami
Keshav Sapkota
Kevin Holbrook
Keyah Fombah
Kiara Hadland
Kieron Broad
Kim Wilkinson
Kingsley Onwuzuruike
Kiran Kaur
Komal Pasricha
Komalpreet Kaur
Krishna Bhattarai
Kristy Holman
Kshitij Makhija
Kuladipsinh Dabhi
Kuldeep Bhangu
Kuldeep Matharu
Kuldeep Kaur
Kuldip Dhillon
Kulwinder Singh
Kulwinder Virk
Kumaresadhas Matheven
Kushal Timilsina
Kyal Harlaftis
Lakeisha Tomlinson
Lalita Dahal
Lauren Hawkins
Lauren Cronin
Lavender Machaka
Lawrence Egwim
Laxmi Ghimire
Le Fang
Leanne Klement
Leanne Reid
Leigh Morgan
Leigh Hudson
Leonie Beattie
Levi Rotich
Lillian Cooper
Linda Dally
Lissa Warburton
Lokendra Gurung
Longinus Ugochukwu
Lord Osei Bonsu
Lorna Williams
Lorraine Thompson
Lorraine Marshall
Lorraine Gitonga
Lovepreet Singh
Lucky Feghelo
Lucy O'Shaughnessy
Lucy Watson
Lukas James-Centrella
Luke Cridland
Lydia Ndungu
Lyn Beerens
Maddison Crocker
Madhavraj Paudel
Mafata Conneh
Magdi Eltahir
Magnus Duruibe
Mahesh Lamichhane
Malik Idamie Isah
Manbir Singh
Mandeep Gill
Mandeep Bhullar
Mandeep Kumari
Manika Kour
Maninderjeet Singh
Manish Kumar
Manisha Dhakal
Manjit Singh
Manjot Kaur
Manpreet Kaur
Manpreet Singh
Manpreet Kaur
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Marita Raftery
Mark Jentner
Mark Buckler
Marvi Marvi
Mateusz Pudlik
Mathew Moilinga
Maxine Johnson
Mayra Laverde
Md Abu Ali Mortuza
Meenakshi Kalia
Meenu Sharma
Megha Bhardwaj
Mehal Sharma
Mel Watts
Mel Ingham
Mel Kubisa
Mercy Egbunah
Merilyn Coulter
Meriya Poudel Baniya Chhetri
Michael Howell
Michael Venas
Michael Zehle
Michael Bentley
Michael Gongar
Michael Paul
Michele Murray-Walpole
Michelle Gibbs
Michelle Bennett
Michelle Edwards
Michelle Maxwell
Michelle Rogers
Michelle Craig
Milena Fonseca Lima
Miriam Mwaura
Mitu Dhiman
Modupeoluwa Adewale
Mohammed Hossain
Mohit Kapoor
Monia Bhandari
Monika Singh
Monika Sharma
Monika Anderson
Monsoon Shrestha
Morgan Fletcher
Morgan Cundy
Mukti Subedi
Muriel Kirkby
Muskan Dahuja
Muskan Kumar
Nader Saleh
Naineshkumar Patel
Nandani Kumari
Narayan Khatiwada
Natalie Nitschke
Natasha Harrison
Nathan Sims
Naunihal Sekhon
Naveen Dabas
Navjot Kaur
Nchekwube Hope Theresa Nwakor
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Nick Vlaholias
Nicole Hooker
Nicole Seaman
Nicolle Wait
Niharika Kalsi
Nilamben Desai
Nilima Nasrin
Nilina Upreti
Nirbachan Shrestha
Niroshan Siriwardhana
Nirupak Rijal
Nishant Bassi
Nitasha Arora
Nitin Kumar
Nitin Suri
Nkemdilim Obiasulu
Nkemjika Ohaegbulem
Noemi Montanari
Nongluck Nehme
Nongnuch Thorneycroft
Nur Aqidah Ramadhan
Nyabol Ayom
Nyanthic Wuoi
Nyantiop Garang
Obinna Udeze
Odangi Guwey
Ogochukwu Madu
Ogonna Nwune
Oladayo Oladimeji
Olanrewaju Oyekale
Olatunde Dosumu
Oluwabukola Lawal
Oluwaseyi Adeleye
Opeyemi Akinlamilo
Ori Diogo Mutanda
Padmini Rana
Pahul Modi
Paige Muir
Pan Jiang
Parampreet Singh
Pardeep Sharma
Parminder Singh
Parminder Saroa
Parminder Arora
Parminder Singh Gill
Parteek Kaur
Parveen Kaur
Pascaline Chebet
Paul Grennan
Paula Roberts
Peta Jones
Peter Wilson
Peter Gates
Peter Stewart
Peter Manyang
Peter Kungu
Pitamber Acharya
Pius Azeta
Pooja Nain
Pradeep Mary
Pradeep Mehta
Pramila Tiwari
Pramod Pohkarel
Prashant Sharma
Pratibha Kapoor
Precious Ajuora
Precious Chinedu Oha
Prince Nsirim
Priyanka Chaudhary
Prulyn Neck-Kelly
Purushottam Malla
Pushpa Nyaupane
Pusp Pandeya
Qing Shi
Quadri Olawoye
Queengirl Bouayou
Rabecka Stokes
Rachael Muscat
Rachana Adhikari
Rachel McKenna
Rae Bogaerts
Raghu Dhungana
Rahul Phutela
Rahul Salwan
Rajagopal Warrier
Rajbeer Kaur
Rajdeep Singh
Rajinder Kaur
Rajneesh Arora
Rajneesh Kapoor
Rakesh Jaiswal
Rakesh Kumar
Rakesh Miglani
Ram Dahal
Rama Khadka
Raman Bajwa
Ramandeep Kaur
Ramesh Diyali
Ramesh Pyakurel
Ramneet Sidhu
Ranjan Devkota
Rashpal Singh
Ravi Rajput
Ravi Verma
Ravinder Kaur
Ravneet Virk
Ravneet Singh
Rebecca Schulz
Rebekah Marino
Reeta Roop Mani
Reinke Cook
Renata Santos
Renu Rajput
Renzhi Luo
Resina Sitoula
Rhea Kruse
Rhea Kruse
Ridham Mehra
Rimabahen Chaudhari
Rimpi Bala
Rita Hamal
Robbie Mathieson
Robert Bradley
Robin Becker
Robyn Strickland
Rochelle Latimer
Rohit Dhammi
Rosaline Ellie
Rose Skara
Rose Justin
Runa Gautam Ghimire
Rupangi Pachal
Rupinder Dhillon
Rupinder Malhi
Russell Hennessy
Ryan Hayter
Saber Nafees
Sabina Chhetri
Sabita Shrestha
Sagar Karki
Sagar Sapkota
Sagardeep Walia
Sakcham Ghimire
Sakshi Sihag
Sally Ledgard
Sally-anne Corbett
Salvatore La Pira
Saman Rijal
Samantha Bowker
Samantha Moon
Samba Kitoko
Samuel Redman
Samuel Njuthi
Samuel Aidoo
Samuel Chappell
Samuel Tonkin
Samuel Kimani
Sandeep Singh
Sandeep Kumar
Sandeep Singh
Sandeep Kaur Yadav
Sandie Thomas
Sandra Felix
Sandra Okereafor
Sanjita Adhikari
Santosh Koirala
Santosha Bista
Sarah Blunden
Sarah Entwistle
Sarah King
Sarah Ingham
Sarah Potter
Sarah-Jane Wye
Saran Kamara
Sarleen Kaur
Satinderpal Sidhu
Satwinder Kaur
Scott Sachse
Sejal Patel
Sekou Kaba
Serah Greno
Shalini Srivastava
Shane Orr
Shankar Thapa
Shankar Chhetri
Shantare Nzoikorera
Shanti Filmer
Sharon Partington
Sharon Cheatle
Sharon Wright
Sharon Kimani
Sharon Gitonga
Sharon Dekel
Sharyn Linnett
Shaun Neukother
Shedrack Okoidigun
Sheryl Martin
Shirley Woods
Shola Boyede
Sikander Khan
Sikha Sikha
Simmerjeet Kaur
Simon Kagira
Sirjana Timilsina Subedi
Sladjana Ostojic
Solomon Eitokpa
Solomon Igbomezie
Sony Francis
Sonya Mechan
Sonya Sayer
Stacey Skorup
Stamatoula Hristodoulou
Stefan Ndambuki
Stephen Gray
Stephen Kamau
Steven Lowe
Steven Riddle
Subash Karki
Sudeep Gurung
Sudesh Adhikari
Sukhdeep Kaur
Sukhdeep Kaur
Sukhmanpreet Kaur
Sukhpreet Kaur Sandhu
Sukhsimran Kaur
Sulav Poudel
Sulov kumar Upadhayay
Sumanpreet Kaur
Sumeet Beri
Sumita Sharma
Sunday Adedokun
Sunil Niroula
Suraj Luitel
Suraj Bhattarai
Surender Yadav
Surendra Khadka
Surina Maharjan
Surinderpal Kaur
Surjeet Bhatia
Surya Khati
Susan Dunkin
Susan Damiral
Sushil Kumar
Sushmita Shah
Suzanne Slade
Suzanne O'Flaherty
Swati Swati
Syed Alam
Syed Ghalib Shah
Sylvester Chukwu
Tahni Bickley
Taimoor Hassan
Talha Anjum
Talia Bryant
Tamara Hillyer
Tammy Templeton
Tammy Murray
Tanetta Wells
Tanvi Mehta
Taranjeet Singh Singh
Tarun Kalra
Tarun Devgun
Tarvinder Dhingra
Tash Draut
Taustin Kamara
Taylah Redman
Taylor Leane
Tayo Adebayo
Tejaskumar Desai
Tejinder Singh
Teresa Helmling
Tewodros Tessema
Theodora Tagbo
Thi Tuyet Trinh Nguyen
Thomas Collett
Tiana Hinkley
Tiana (Liu) Yang
Tiarna Eshman
Tiff Hodge
Timothy Lucas
Tina Kamara
Tina Garwood
Tom Snaddon
Tom Anderson
Tracey McDonnell
Tracey Sinclair
Travis Wyman
Treena Hutchins
Trent Swearse
Trent Lambell
Trent Townsend
Tricia-Anne Onley
Trudy Latham
Twinkle Bhandari
Tyson Lockyer
Uday Adhikari
Utkarsh Chhabra
Valentine Umeh
Valeria Waweru
Vaneet Juneja
Vanessa Weah
Vanessa Kamiko
Vanessa Nwadiora
Varmuyan Kanneh
Veerpal Singh
Veronica Ogbodo
Vicky Jain
Vicky Githiri
Victor Ngwu
Victoria Raine
Vijay Korat
Vikas Singh
Vikki Moorman
Vikram Aditya Parvathapu
Vincent Kok
Vipul Thukral
Virginia Ng'ang'a
Vishal Sharma
Wanmei Jiang
Wendy Pettifer
Wendy McFadden
Wenxi Wang
William Ngari
Wilson Koross
Xi Yang
Yamuna Aryal
Yan Zhu
Yana Guidera
Yaqoub Ahmad
Yar Mapor
Yatinkumar Patel
Yel Dut
Yelena Mamisashvili
Yifan Shuai
Yuk Lam Yim
Yuli Nuzulia
Yunfeng Yang
Zach Norris
Zachary Girling
Zack Miller
Zahid Saleem

Support Decision Making Project



Mel Ingham
Allied Health and Positive Behaviour Support Manager

Work on our Supported Decision Making Project continued across 2025-2026, with a focus on Increasing Agency to Reduce Restrictive Practices. It was underpinned by the evidence-based approaches of Supported Decision-Making and Positive Behaviour Support.

The project explored the intersection of Positive Behaviour Support (PBS) and Supported Decision-Making (SDM), recognising that when people are supported to understand and express their preferences, needs, and goals, they experience greater autonomy, confidence, and improved outcomes.

A key outcome of the project was the development of a practical framework supported by two complementary tools. The participant tool enables individuals to share their preferences, experiences, and personal goals in a flexible, accessible, and person-centred way. The service tool supports providers to reflect on staff practice, service quality, and organisational systems, identifying strengths, gaps, and opportunities for improvement.

Together, these tools promote a shift from assumption (about participants – often related to diagnosis, bias or stereotypes) to curiosity (about the individual person), improving alignment between participant preferences and the supports provided. This approach strengthens self-efficacy, enhances service responsiveness, and supports the creation of capable, enabling environments.



The project has been widely shared across the disability sector both at a state and national level, including presentations to DEAI (nationally), UniSA students, the Office of the Public Advocate (OPA), the Australian Society for Intellectual Disability (ASID) through national webinars and conferences, the National Supported Decision Making Community of Practice, the Behaviour Support Practitioners Association (SA) Community of Practice, and internally across CLO to managers and executive leadership.

Overall, the project has explored and demonstrated to the sector that increasing participant voice and control is critical to proactively addressing unmet needs and reducing reliance on restrictive practices. It is intended that this work will continue to evolve through ongoing development and consultation. Opportunities are currently being explored to collaborate with like-minded academics and reference groups of people with disability to further strengthen and refine the framework and tools, with the long-term goal of supporting broader sector adoption of this approach.

The Supported Decision-Making Project – Increasing Agency to Reduce Restrictive Practices was delivered in partnership with the University of South Australia, led by Assoc. Prof. Caroline Ellison, and Dr Michelle Browning from Decision Agency. Funded by the Department of Social Services.



Beau's Story

I am Beaudiene "Beau". In 2016, I was involved in a motor accident where I sustained a severe traumatic brain injury (TBI). As a result of my injury, I experienced a range of physical, cognitive, communication and behavioural challenges. I also have diagnoses of schizophrenia and childhood ADHD.



Over the years, I have experienced periods of hospitalisation and incarceration due to the complexity of my needs. In April 2026, I was released from High Dependency Unit at Yatala Labour Prison into Regency Green while waiting for my long-term home to be ready. I lived at Regency Green for 90 days before successfully moving to my forever home.

While at Regency Green I received the complete support I needed to help develop my independence, daily living skills and social engagement. With support from the Regency Green team and my broader support network, I was able to build the confidence I needed to live back in my community.



I actively participated in household tasks such as doing my own laundry, preparing my breakfast, cleaning my home and gardening. I also enjoyed playing pool and table tennis. Importantly, I developed positive social relationships with other Participants and benefited from a structured, supportive environment.



My progress was recognised by my team, who reported that I appeared healthier, happier and more engaged than at any previous point in recent years. My successful transition to my new home demonstrated that, with the right environment, structure and support, I can build independence, improve my wellbeing and achieve positive outcomes.

My journey is a testament to the effectiveness of the Regency Green model, demonstrating that Regency Green is not simply a service, but a solution that delivers measurable outcomes for Participants and the wider community.

Building a Strong Team Around the Child

Earlier this year, a young person started to transition into CLO Child and Youth Services. Staff from the Department of Child Protection and CLO worked side by side, building trust, creating consistency, and learning what mattered most to her. As relationships developed, staff gained a deeper understanding of her needs, preferences, and strengths. These insights became the foundation of a personalised support approach shaped by her voice and experiences.



From the start of her transition into CLO's services, this young person was actively involved in the creation of her home and how it would look. When she moved into her new home in June, she quickly embraced the space as her own. After her first night, she described the experience as "amazing." In a later message to staff, she wrote:

"Thank you for everything and I know you guys are trying really hard and I do appreciate that."

For many young people in supported care, turning 18 can be an uncertain and overwhelming time. Knowing that the CLO staff she had come to know and trust would continue to support her into adulthood provided her with relief and comfort that her future is stable and secure.

Sometimes the most meaningful outcomes are the simplest. A safe home. Trusted relationships. A voice that is heard. For this young person, those ordinary acts of care have created something extraordinary: the security, stability, and sense of belonging that every child deserves. This is the ordinary magic that we strive for every day in CYS.

The Mara team pictured above at their team induction.

CLO Specialist Services



Muriel Kirkby
Chief Strategy and Specialist Services Officer

Across this year's services, a clear story emerges: Child and Youth Services, Regency Green, Community Nursing and Positive Behaviour Support have each strengthened person-centred, safe and responsive supports in different ways — from creating stability and opportunity for children and young people, to supporting successful transitions from hospital, improving clinical health outcomes, building workforce capability and advancing human rights-based practice.

Child and Youth Services (2025-2026)

The 2025-2026 year has been one of consolidation, growth and strengthening outcomes across Children and Youth Services (CYS), with a continued focus on delivering safe, therapeutic and stable environments for children and young people in our care.

CYS supported 14 children and young people across residential care placements, reflecting sustained demand and CLO's growing capability to respond to increasingly complex referrals.

Our service model remains grounded in trauma-informed, culturally responsive practice, aligned with national frameworks and legislative requirements. At its core, this is about creating what we often describe as ordinary magic – the consistent, everyday experiences of safety, connection and belonging that underpin healing and positive life trajectories.

This is reflected in the real, lived experiences of our young people. Over the past year:

- three young people successfully completed Year 11 and 12
- one young person attended an international school trip to Bali as part of a mission program
- one young person returned to Country in Coffs Harbour to reconnect with family and culture
- one young person learned to drive as part of building independence.





Across our homes, young people have been navigating the everyday milestones of adolescence – managing relationships, curfews, school, gaming time and friendships – all of the ordinary moments that reflect a stable and supportive home environment. One thing is clear: we are incredibly proud of our young people, the way they navigate complexity, and how they continue to show up each day with resilience, optimism and readiness for what comes next.

A key achievement this year has been the full embedding of child-centred practice across all services. We achieved 100% compliance with individualised care planning, ensuring every young person has a plan that reflects their goals, preferences and aspirations. The implementation of "My Goals" for all children and young people further reinforces that each young person's voice is central to decision-making and service delivery.

Family connection remains a priority for our young people. There is a strong focus on maintaining and strengthening family and cultural connections where safe. This includes supporting young people to reconnect with their roots, consistent with the Aboriginal and Torres Strait Islander Child Placement Principle and culturally responsive practice.

Overall, we continue to ensure children and young people experience not just care, but the everyday stability, connection and opportunity that enables them to thrive.

14

Children and Young People cared for

3

Young People completed Year 11 and 12

100%

of Children and Young People have individualised care planning in place

100%

Young People enrolled in schooling

Regency Green

Regency Green has continued to mature as a highly effective transitional care model, delivering strong outcomes for people with disability while supporting broader system sustainability across health and community services.

The service plays a critical role in supporting individuals who are clinically ready to leave hospital but require targeted, time limited support to build capacity and transition into long-term accommodation. Through a person-centred, therapeutic approach, Regency Green provides the bridge between acute care and sustainable community living, reducing hospital bed block and improving Participant outcomes.

Across the reporting period, Regency Green has demonstrated strong outcomes. Since commencement, a total of 84 Participants have been supported, with 72 individuals transitioning to their 'forever home', representing a 90% success rate in transitions.

Monthly exits frequently meet or exceed admissions, and the average length of stay has reduced to 69 days, enabling the service to support more individuals while maintaining quality outcomes.

In addition to individual outcomes, Regency Green has delivered significant system-level impact. The service has contributed to over 5,595 hospital bed days saved, demonstrating its value in alleviating pressure on acute health services and enabling more efficient use of health system resources.

Participant voice has continued to be embedded through structured engagement mechanisms, including the "My Voice" forums, with ten meetings held across the year to support co-design, feedback and continuous improvement. These forums have strengthened communication with Participants and informed operational and service improvements and build on the person centred support model we implement at Regency Green to build capability and confidence.

69
days average length of stay

72
people have moved into their forever homes

84
people supported at Regency Green in 2025-2026

5595
days of hospital stays saved across 2025-2026





204.5

hours of community nursing support provided

28

referrals received with 24 progressing to delivery

Community Nursing

The Community Nursing team remained focused on improving the health, wellbeing and independence of people supported by CLO, ensuring Participants received timely, person-centred and evidence-based nursing supports. During the year, outcome measurement was strengthened through the completion of end-of-service reporting that captured the positive impact of nursing interventions and Participant achievements, helping demonstrate the value of nursing supports for both Participants and funders. The service received 28 referrals throughout the year, with 24 progressing to active service delivery, reflecting continued demand for specialised nursing expertise. Community Nursing delivered 204.5 billable hours across the reporting period, supporting Participants with a range of complex health needs and enabling people to remain safely supported within their homes and communities.

A significant focus throughout the year was building workforce capability and strengthening clinical practice. Community Nursing reviewed and developed a range of specialised training resources. Competency assessment tools were updated to ensure staff had access to contemporary, practical learning resources that support safe and effective service delivery across CLO. The team also contributed expertise to organisation-wide learning initiatives, strengthening the capability of the broader workforce to support Participants with increasingly complex health needs.

Professional development and clinical governance remained central to the service. Nurses maintained role-specific continuing professional development requirements and introduced structured self-assessment processes aligned with AHPRA practice standards. Ongoing review of clinical governance frameworks, supervision approaches and nursing practice standards ensured a strong emphasis on quality, safety and accountability. These activities have supported a culture of continuous learning and reflective practice while providing assurance that nursing supports are delivered to a high professional standard.

The service also continued to strengthen systems and processes to improve responsiveness and efficiency. The introduction of SPLOSE for referral management, enhanced referral tracking and regular service review meetings improved oversight of referrals, documentation and service delivery timelines. Community Nursing further increased its visibility through engagement with support coordinators, networking opportunities and disability expos, positioning the service for future growth while maintaining a strong focus on delivering high-quality outcomes for Participants.

Positive Behaviour Support

The Positive Behaviour Support (PBS) service continued to deliver person-centred, evidence-based support that improved quality of life, strengthened skills and reduced behaviours of concern for people with disability with complex needs. During 2025-2026, the PBS team supported 144 active Participants, representing growth of 53.2%, received 107 enquiries and referral opportunities, and commenced supports for 74 new Participants.

168
Participants supported



Positive Participant outcomes remained a key focus throughout the year. The number of Behaviour Support Plans in PRODA remained stable at 32, while total restrictive practices reduced from 82 to 72. This reduction was driven primarily by a decrease in environmental restrictive practices, particularly routine environmental restrictions, which reduced from 60 to 45. Mechanical restrictive practices reduced to zero by June 2026.

Stakeholder feedback remained consistently positive, with Participants, families, support coordinators and providers recognising the quality of behaviour support plans, practitioner responsiveness, communication and support provided during complex situations.

Quality and clinical governance continued to strengthen. During the year, 62 Behaviour Support Plans underwent formal quality review using the PBS Plan Quality Assessment Tool to support consistency, quality improvement and practitioner development. We also reviewed 61 plans following audits from the NDIS Quality and Safeguards Commission which confirmed a high level of compliance across the service for compliance with interim and comprehensive behaviour support plan submission, with only one plan requiring follow-up action.



53.2%
increase in active contracts

The service continued to embed culturally responsive practice through collaboration with Aboriginal-led organisations, access to cultural advice and support, and the provision of practitioner-led training in Mandarin to support Participants and families from culturally and linguistically diverse backgrounds.

Workforce capability also continued to grow. Three graduates successfully completed the PBS Graduate Program and transitioned into practitioner roles. The service welcomed one new practitioner and completed five practitioner capability assessments, strengthening workforce capability and supporting ongoing professional development.

PBS also contributed to sector leadership through presentations, communities of practice, university teaching and advisory roles. Topics including supported decision-making, restrictive practice reduction and human rights-based practice were presented, further strengthening CLO's reputation as a leader in contemporary behaviour support practice.

Overall, 2025-2026 was a year of significant growth, strong Participant outcomes and continued service maturity. PBS expanded its reach while maintaining a clear focus on quality, compliance and human rights, supporting safer environments, greater independence and improved quality of life for the people it serves.

74

new Participants welcomed



62

Behaviour Support Plans formally reviewed for quality

People and Culture

CLO is blessed with a passionate and committed workforce which ensures the delivery of quality supports and upholds our commitment to the safeguarding of Participants.



Peter Stewart
Chief People and Quality Officer

The role of People and Culture (P&C) is multifaceted and transcends the full journey that each employee experiences with us, from recruitment and onboarding, ongoing learning and development, and personal and professional capability development. This all takes place whilst we support the maintenance of health and wellbeing, safe workplaces and workplace behaviours that reflect our desired culture.

As we develop and evolve as an organisation, so does our team, and a restructure of roles, particularly within our leadership and management functions has allowed us to continue our pursuit of elevating the support, coaching and development of our people. This doesn't just relate to policies and procedures (which are important) but to our approach to complaints and investigations, which require the right tone and wellbeing support whilst ensuring the right outcome is reached.

This structure has also allowed us to adapt to changes in the employment landscape, such as changes to the Award and introduction of the Portable Long Service Leave Scheme, and to monitor significant industrial reform, such as the Fair Work Commission's Gender Undervaluation Review, which will impact CLO in coming years.

Culture surveys provide valuable insights into the progress against our key workplace objectives and as a measure of how our employees value working for CLO and/or with our Participants. Ensuring we continue to communicate effectively and support our teams with appropriate systems and technology will help us to engage positively with our employees. The areas of strength that employees identified in the survey, including:

- our commitment to person-centred practice and Participant safeguarding
- comprehensive training and development opportunities
- a diverse, inclusive and culturally aware workplace culture
- our broader reputation in the sector, particularly our quality standards and expertise in complex supports.

93%
of staff understand how their work contributes to our overall success

90%
of staff enjoy their work and have a sense of accomplishment

88%
of staff feel highly engaged with CLO

86%
of staff have a good work-life balance

2025-2026 was very much a year of consolidation of the implementation of Workday, our Human Resources Management system. The team continues to develop and enhance the functionality of the system, in particular supporting our operations teams to have the data and reporting needed to maintain our service quality. These types of activities happen very much in the background and support the safeguarding of our Participants. Aligned with this, the P&C team has supported reviews of roles and structures specifically designed to improve organisational efficiency.

Recruitment

The growth of the NDIS has been well publicised and the associated challenges of recruiting a values-based and skilled workforce remains a challenge for all providers in the disability sector. Whilst we focus on prioritising internal capability, both at the frontline and in leadership roles (and leveraging our coaching and support model), we still rely on offering an attractive work proposition to the labour market.

CLO's recruitment processes and structure are designed to optimise the identification of appropriate talent and to onboard new employees effectively and to meet areas of growth and development. Our person-centred active support approach continues to engage our Participants, where they choose, and ensures we align the attributes of new employees with the specific profile needed to provide those individualised supports.

Our ongoing commitment to our workforce pipeline includes targeting student placements to employment conversion, partnerships with Registered Training Organisations to create employment pathways and optimisation of our external advertising. In addition, and to the benefit of existing employees, we have continued to evolve our Employee Value Proposition, particularly focusing on health and wellbeing initiatives and benefits.

Our evolving needs have seen us increase our hiring rate by 35% in 2025-2026, but this has been matched with a retention rate of 96%, which compares very favourably against the broader sector. For the first time in CLO's history, we exceeded 800 employees.

12%
growth in our workforce (800+ milestone achieved!)

4.81
overall rating of recruitment process (out of 5)

9
employees were promoted internally through recruitment processes

12
Participants/family members were actively involved in interviews



Learning and Development

With the well-known challenges of a constantly changing sector, combined with the complex compliance requirements across different funding models, adult and young person requirements, and a growing allied-health workforce, learning and development is also in constant change. The team's activities underpin our capability framework and ensuring we deliver services safely and in a way that optimises Participant outcomes. Feedback from government and non-government stakeholders exemplifies how highly regarded our learning and development and our quality services are regarded externally.

Training for 2025-2026 continued to focus on key areas of training our frontline workers to Participant plans and person-centred active supports. In total, our training to plan sessions had an attendance of 2108 in total.

Our induction program is designed to prepare new employees to successfully transition to the needs of our Participants and to integrate into the complex system of processes and frameworks that contribute to our service delivery model. Across the year, nearly 1500 hours of face-to-face induction facilitation was delivered by the team.

Throughout the year, our Learning and Development Team has collaborated with our Operations teams to ensure our management system (Workday) is providing appropriate tracking of worker training and skills' development to support our requirements under the NDIS Practice Standards and other compliance, such as the specific needs associated with our Department of Child Protection funding. We have also focused on continuing to build on the various means by which we deliver training, which this year includes interactive polls and activities within some of our courses.

690
hours of active support training

253
courses on our digital training library

27
Employees completed Practice Leadership training

2953
Training and Development hours delivered

Work Health and Safety

Over the past 12 months, CLO made significant progress in strengthening its WHS framework and progressing actions aligned to the Business Safety Plan. This work supported the organisation's broader objective of reducing workplace harm and embedding WHS into day-to-day operational practice. This includes the critical mechanism of identifying, updating and reviewing the risk profile of different sites.

Key actions progressed during the year included a continued focus on psychosocial risk, staff wellbeing, consultation, leadership capability, workforce stability, training, industrial support and risk management. These areas remain critical to improving safety outcomes and sustaining momentum across the organisation.

CLO's Business Safety Plan and robust Safety Management System, which is approved and monitored by the Board, Executive and Health Safety and Wellbeing Committee resulted in favourable workplace injury claim numbers when compared to injury benchmarks and which is an important indicator of workplace safety.

Our Culture Survey asked six specific questions regarding workplace health and safety; our commitment to wellbeing initiatives and employee value proposition saw each question rate favourably with all six questions receiving highly favourable responses from our employees.

Our audit and continuous improvement cycle ensures we are reviewing and proactively addressing workplace and health and safety initiatives and processes, as evidenced by the volume of work conducted throughout the year. This included nearly 2000 total health and safety related audits/drills.

Externally, CLO was personally invited to nominate senior personnel to facilitate/support two key WHS initiatives undertaken by the Department of Human Services and National Disability Services, reflecting the stakeholder confidence in our systems and processes.

158
WHS Audits conducted

1093
Fire and evacuation drills conducted

89%
of staff feel WHS is a priority at CLO

100%
of our SIL services have Risk Profiles in place



Participant Advisory Committee: Strengthening Participant Voice in Governance

The Participant Advisory Committee (PAC) continues to play a vital role in ensuring the voices of people supported by CLO are heard at the highest levels of the organisation. Working alongside the Board, the PAC provides a formal avenue for Participants to contribute to governance discussions, review policies and plans, and make recommendations that influence organisational decision-making.

Throughout the year, PAC members considered a range of strategic topics, including inclusive governance, supported decision-making, quality and safeguarding, accessibility, emergency preparedness, Participant rights, service safety, and Participant engagement. Participants shared valuable insights about staff consistency, access to information, support planning, medication safety, communication methods and community inclusion. Their feedback informed recommendations to improve accessibility, strengthen Participant involvement in organisational processes, expand communication channels, and create opportunities for leadership and Board participation.

A key achievement this year was the PAC's growing focus on Participant leadership, with members expressing interest in shaping agendas, influencing service improvements and contributing to governance conversations. The PAC also advocated for practical initiatives, including accessible information, improved communication systems, Participant co-design opportunities and stronger pathways for Participants to influence organisational decision-making. Through PAC, Participants continue to demonstrate that lived experience is essential to building inclusive, responsive and high-quality services and governance.



Andrew's Story

After Andrew was diagnosed with dementia, his support team noticed changes in his confidence, wellbeing and interest in activities he had previously enjoyed.

They responded with patience, consistency and care, focusing on what mattered to Andrew and gently supporting him to reconnect with the things that brought him joy. Over time, they continued to create opportunities for Andrew to feel safe, prepared and in control. One of those opportunities was celebrating New Year's at the cricket.

Andrew told us:

"It was good! I enjoyed seeing the people, the fireworks and the music. I had a good time!"





Quality and Safeguarding Committee



Wendy Pettifer
Committee Chair

During 2025-2026, CLO's Quality and Safeguarding Committee continued to strengthen the way we listen, learn and improve.

The Committee brings together operational and quality and safeguarding perspectives to govern practice and have oversight of what matters most: Participant safety, rights, wellbeing and quality of support. It looks carefully at service activity, learns from incidents and feedback and ensures actions are followed through. The Committee celebrates good outcomes and ensures the Participant's voice is central to how we understand quality.

Creating Safe Environments

Across the year, the Committee reviewed internal reportable incidents, causes and prevention strategies. It also considered external cases, prosecutions and coronial findings to reflect on CLO's systems and identify where safeguards could be strengthened.

This work supports safer environments, clearer escalation pathways and proactive risk management. It helps staff understand expectations around conduct, rights and preventing harm, while strengthening CLO's safeguarding culture and early identification of risks.

"The Committee celebrates good outcomes and ensures the Participant's voice is central to how we understand quality."





Focus on Medication Safety

Medication safety remained a major focus. Medication Incident Reports were reviewed with attention given to trends, staff competency, supervision and audits. The Committee reviewed medication refusal reporting, high-risk medication use, psychotropic medicine oversight and medication governance.

These reviews support safe administration, storage and monitoring of medication. They also identify if staff need additional training and supervision, contributing to stronger medication governance across CLO.

Focus on Quality

The Committee continued to drive quality improvement and accreditation readiness by reviewing quality audit data, continuous improvement actions, policy and procedure updates and quality management documentation. Changes to NDIS legislation, regulatory priorities, safeguarding reforms and emerging practice standards were also discussed to ensure CLO remains prepared and responsive.

Person-centred practice remained central. The Committee supported Participant-focused quality review approaches to strengthen evidence of quality support and better understand Participant experience. This reinforces that quality systems are not only about compliance, but meaningful, safe and responsive support.

Complaints data, trends, closure timeframes and outcomes were regularly reviewed. The Committee considered systemic themes such as service delivery, staff conduct, communication and Participant concerns. The Committee also highlighted compliments received, positive feedback and Participant outcome stories.

Across all areas of its work, the Quality and Safeguarding Committee helped strengthen CLO's ability to see the bigger picture. By bringing together incidents, complaints, audits, policy reviews, regulatory updates and Participant outcomes, the Committee supported a more connected understanding of quality and safeguarding, with a stronger focus on prevention, continuous improvement and accountability.

Quality, Compliance and Continuous Improvement

Delivering Excellence Through Best Practice

During 2025-2026, CLO continued to demonstrate excellence in quality, compliance, governance and continuous improvement.

We operate in an increasing regulated sector; our high-level compliance obligation register currently lists over 50 areas of compliance and each of those may have hundreds of elements for which CLO has activities that meet and exceed minimum requirements.

A significant achievement was the successful completion of the NDIS Practice Standards Midterm Audit, where CLO once again achieved recognition for demonstrating 'elements of best practice' across all nine indicators within the relevant module. This outcome reinforced CLO's position as a safe and quality service provider, and sector leader.

All of our teams contribute to uphold our Participants' human rights through our rigorous reporting systems (which this has included integration of our reportable incident pathways into our CLO Management System or CMS) and commitment and this is reflected in our reduction and elimination or restrictive practices across the year.

These results have supported CLO in our ongoing commitment to informing sector-wide learning through recent workshops, webinars and conference presentations focused on best practice in the NDIS environment, including national recognition at the 2025 ASID Conference and invitation to participate in a select SIL Quality Support Pilot undertaken by the NDIA (which will be complete in 2026-27).

We updated our Quality and Safeguarding Framework and continued to maintain a robust quality and compliance approach throughout the year, completing 152 internal quality audits and successfully undertaking 10 external quality audits, including the renewal of 4 DCP housing licences. These outcomes demonstrate our ongoing commitment to accountability, regulatory compliance and service excellence. Continuous improvement remained a key focus, with 123 improvement initiatives and innovations implemented across the organisation to enhance service delivery and organisational performance.

With respect to reportable incidents, CLO reported 166 incidents/allegations across the 12 months. These numbers are stable in comparison to previous years and are an indicator of both the complexity of our Participants' needs, but also our strong reporting culture

Participant Voice and Inclusive Governance continued to be strengthened through 6 Participant Advisory Committee meetings, ensuring Participant feedback and perspectives informed governance, service development and quality improvement activities.

In recognition of the dedication and professionalism of CLO teams, 70 compliments were received from Participants, families, stakeholders and colleagues throughout the reporting period, reflecting the positive impact of services delivered across the organisation.

We want to sincerely thank you all for helping make our family member's birthday yesterday so special and memorable. Whether you were able to join us for lunch or were celebrating in spirit, your presence and support meant so much. Our family member is incredibly fortunate to have such remarkable women in her life. You are all truly outstanding people. We are so grateful for everything you do. You really are the best.

Family member

Arinze, thanks very much for the photos you sent that X engaged with the staff and show enthusiasm to play table tennis. Thank you so much for giving your time, care and support to X. We are so lucky to meet such a wonderful person like you.

Family member



We loved the Reward and Recognition award for the team. Very well written, we can't thank you all enough for the care and consideration you have shown our family member. When I think back to where our family member was 10 years ago and where they are today, it is a stark contrast. Our family member has a life of their own, only because of you guys at CLO, and we know it hasn't always been an easy road.

Family member

The facilitator was knowledgeable and passionate about the training and delivered it professionally.

Internal training attendee

Excellent and transparent recruitment process.

External applicant

Reconciliation Action Plan Outcomes 2025-2026



Aaron Christmann
Chair of the RAP Working Group

During 2025-2026, Community Living Options continued to strengthen its commitment to reconciliation through the implementation of its Reconciliation Action Plan (RAP).

The year focused on building cultural capability, strengthening relationships with Aboriginal and Torres Strait Islander organisations and communities, embedding cultural respect across services, and establishing governance structures to support long-term reconciliation outcomes.

Significant progress was made in developing and maintaining meaningful partnerships. CLO strengthened its collaboration with Kornar Winmil Yunti Aboriginal Corporation (KWY) and engaged with additional Aboriginal-led organisations to support implementation of RAP objectives. These partnerships helped guide culturally informed practice and increased organisational understanding of Aboriginal and Torres Strait Islander perspectives.

National Reconciliation Week and NAIDOC Week were actively celebrated across CLO, with staff participating in community events, cultural activities, and learning opportunities. Reconciliation Australia resources were shared widely, staff attended local reconciliation and cultural events, and awareness campaigns promoted understanding of Aboriginal and Torres Strait Islander histories, cultures and achievements.

A key achievement during the year was the strengthening of cultural capability across leadership and management teams. Executive and management staff completed Cultural Understanding for Better Engagement (CUBE) training, enhancing their ability to work respectfully and effectively with Aboriginal and Torres Strait Islander people, families and communities. Cultural learning opportunities were further supported through organisational communications, resources and staff engagement activities.

CLO took meaningful steps to embed cultural respect within services and workplaces. Staff increased their understanding of local Traditional Custodians and cultural protocols, including Acknowledgement of Country practices. In Child and Youth Services, newly established properties were named after native plants of significance to the Kaurna people, creating visible recognition of local culture and connection to Country.

Strong governance arrangements supported the delivery of RAP commitments throughout 2025-2026. The RAP Working Group met bi-monthly to monitor progress, guide implementation activities and report outcomes to the Executive Team. Aboriginal representation was actively sought within the group, and regular reporting processes ensured accountability and transparency. CLO successfully completed its annual RAP Impact Survey.

While important foundations have been established, CLO recognises that further work is required to advance opportunities for Aboriginal and Torres Strait Islander employment, retention, professional development and supplier diversity.

Overall, 2025-2026 represented a year of meaningful progress in embedding reconciliation across Community Living Options, strengthening organisational capability and laying the groundwork for deeper and more sustainable outcomes in partnership with Aboriginal and Torres Strait Islander peoples and communities.









Remembering

We are privileged to support people who become an important part of the CLO community. In 2025-2026, we sadly said goodbye to several much-loved people whose lives, personalities and connections left a lasting impact on those around them. We remember them with deep respect and affection, and acknowledge the grief felt by their families, friends, housemates and the staff who supported them.



Libby Brunt

Josh Tait

Everyone who knew Josh will remember his wonderful sense of humour, his love of good food, Star Wars and Star Trek and the joy he found in getting out and about. He loved shopping trips, singing along to music in the car, and watching the waves at the beach. He treasured time spent with his mum, especially sharing a cheesecake from the Cheesecake Shop.

Cara Williams

Cara left behind beautiful memories of her ever-present smile, gentle manner and her love of all things pink and purple, unicorns, music and animals. She is deeply missed by her dear Dad Mark, her other family of housemates and all those who supported and met her.

Bill Gommers

Bill was known for his great sense of humour and his dedicated support for the Adelaide Crows. He loved going to the movies and is much missed by his friends, family and everyone who supported him at CLO.

Libby Brunt

Libby was a passionate bowler, proudly earning many trophies and awards over the years, loved Abba and was a devoted Adelaide Crows supporter. She touched many hearts with her warmth, kindness, and gentle spirit and is missed and remembered with love by her family, friends and her support team at CLO.

Jonathan White

'Jono' loved trains, the Beatles, music, dancing and going for picnics. Time spent with his family was especially important to him, and he is missed by his Mum, brother, sister-in-law, nieces and nephews and all the dedicated team who supported him at CLO.

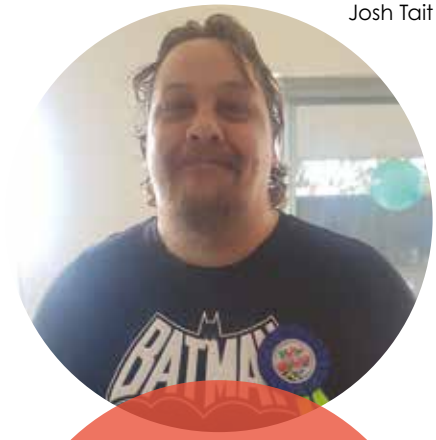
Julie Bricknell

Julie had a special gift for building connections. Her wit, infectious sense of humour, and endless stories always kept her support staff entertained and laughing. She is remembered for her bright smile and her warm heart, and she is remembered and missed by all who had the privilege of sharing in her journey.

Eddie Jenkinson

Eddie was a true character who was known for his cheeky personality and wonderful sense of humour. He loved Elvis, enjoyed good food and coffee, and loved spending time with those around him. He is much missed by his housemates, his support team and especially, his mum Jan and dad Peter.

Josh Tait





Jonathon ('Jono') White

Cara Williams





Eddie Jenkinson

Julie Bricknell



Finance Report

Community Living Options maintained a stable revenue stream throughout the 2026 financial year, with total income exceeding $70 million with an increase of 7% compared to the prior year.

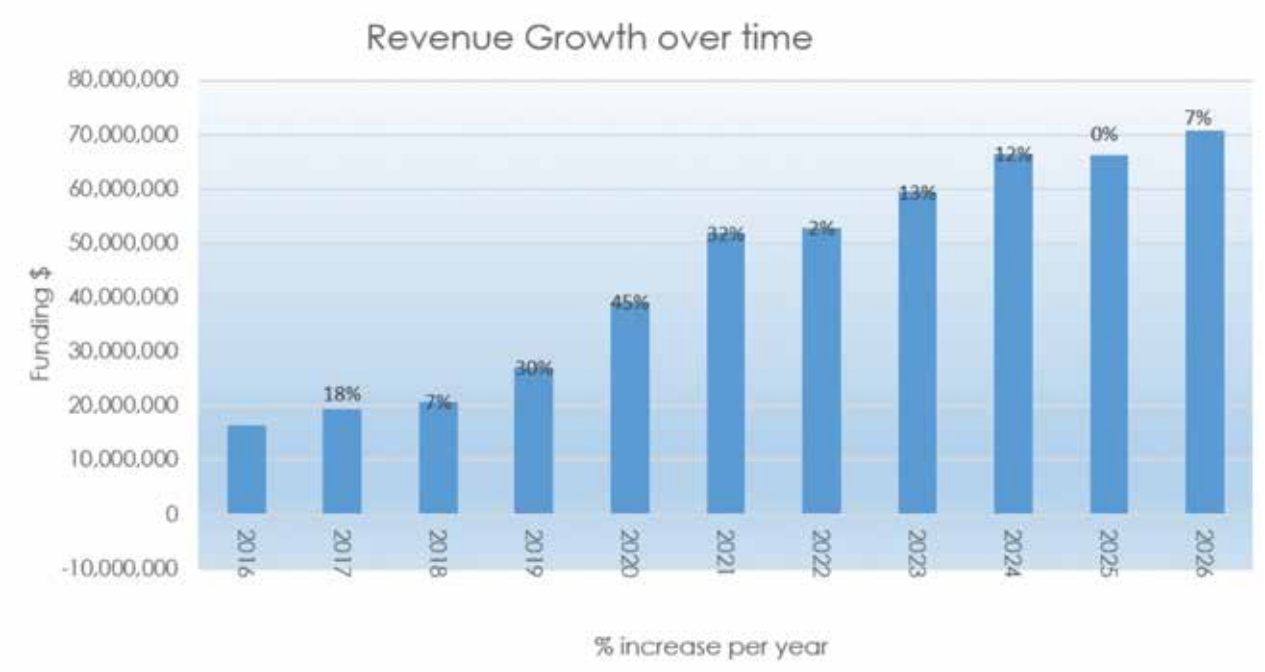


Tiff Hodge
Chief Financial Officer

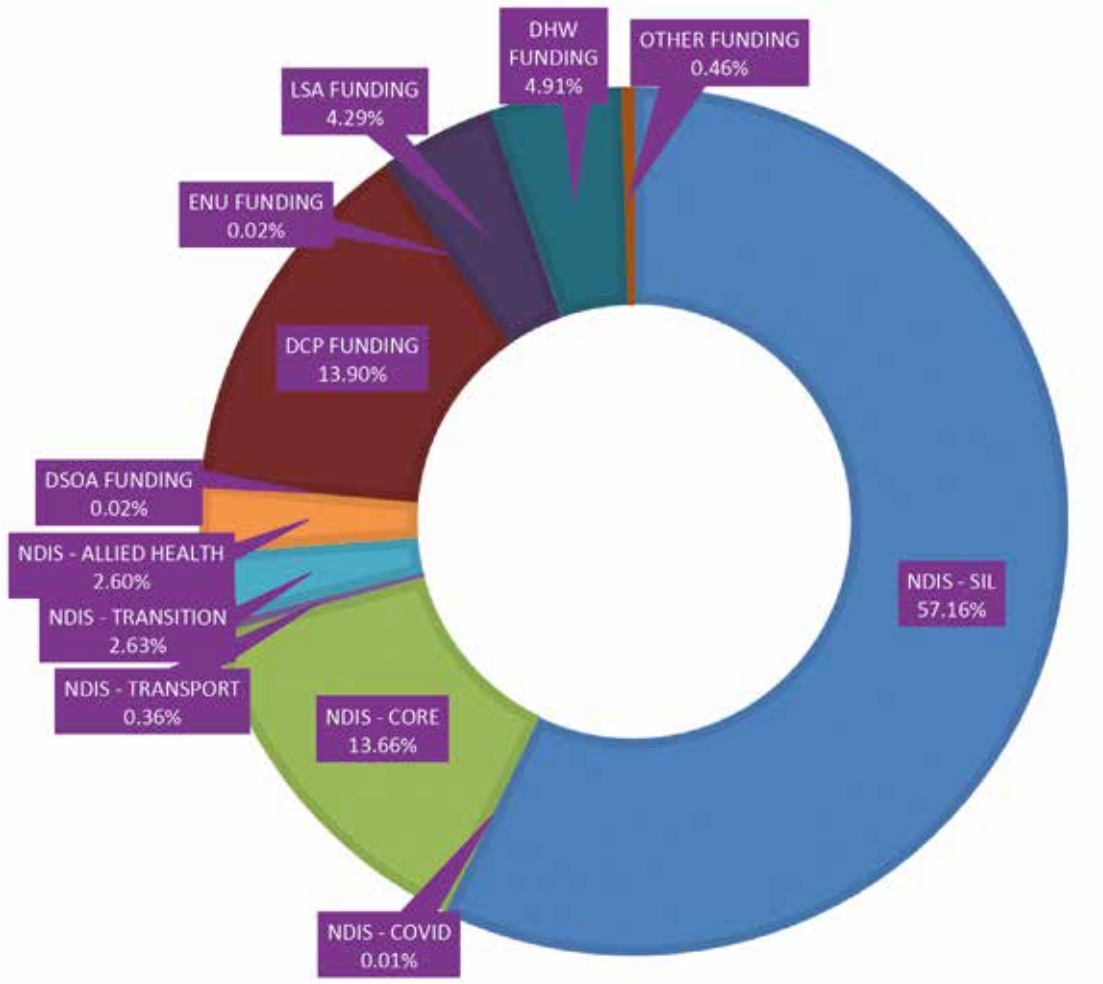
Financial Performance and Strategic Investments

This year, Community Living Options achieved a modest financial outcome, recording a 2.41% 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.

CLO's 2025–26 surplus provided the financial capacity to reinvest in the organisation's long-term sustainability and participant outcomes. Strategic investment was directed toward the $6 million housing program, workforce capability and leadership, technology and cybersecurity, quality and safeguarding systems, evidence-based practice, participant voice and continuous service improvement. This reinvestment strengthened the people, systems and infrastructure required to deliver safe, sustainable and high-quality services into the future.



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 Inc
Statement of profit or loss and other comprehensive income
For the year ended 30 June 2026

	Note	2026 $	2025 $
Revenue			
Revenue	4	69,263,099	64,700,606
Other Income	5	1,513,529	1,557,050
		70,776,628	66,257,656
Expenses			
Finance expenses	6	(198,175)	(312,271)
Employee benefits expense		(62,908,241)	(58,886,443)
Depreciation and amortisation expense		(2,602,795)	(2,479,047)
Loss on disposal of assets		(1,436)	(1,551)
Doubtful debt expenses		(18,813)	(5,053)
Other expenses		(3,340,261)	(2,960,934)
Surplus for the year attributable to the members of Community Living Options Inc		1,706,907	1,612,357
Other comprehensive income for the year		-	-
Total comprehensive income for the year attributable to the members of Community Living Options Inc		1,706,907	1,612,357

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

Community Living Options Inc
Statement of financial position
As at 30 June 2026

	Note	2026 $	2025 $
Assets			
Current assets			
Cash and cash equivalents	8	29,285,075	30,639,437
Trade and other receivables	9	3,681,787	4,148,112
Other assets	11	804,696	783,539
Total current assets		33,771,558	35,571,088
Non-current assets			
Property, plant and equipment	12	11,612,055	6,183,094
Right-of-use assets	10	4,029,089	3,628,600
Intangibles	13	7,000	7,000
Total non-current assets		15,648,144	9,818,694
Total assets		49,419,702	45,389,782
Liabilities			
Current liabilities			
Trade and other payables	14	3,853,325	3,156,766
Contract liabilities	15	452,866	19,559
Borrowings	16	37,644	40,728
Lease liabilities	17	2,345,896	2,281,805
Employee benefits	18	5,903,756	4,815,183
Total current liabilities		12,593,487	10,314,041
Non-current liabilities			
Borrowings	16	318,925	354,003
Lease liabilities	17	1,807,132	1,510,640
Employee benefits	18	1,252,543	1,470,390
Total non-current liabilities		3,378,600	3,335,033
Total liabilities		15,972,087	13,649,074
Net assets		33,447,615	31,740,708
Equity			
Reserves	19	1,150,088	1,150,088
Retained surpluses		32,297,527	30,590,620
Total equity		33,447,615	31,740,708

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

Community Living Options Inc
Statement by Members of the Board
30 June 2026

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 South Australian legislation the Associations Incorporation Act 1981, 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 2026 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

Dated: 15/10/26

Melinda Kubisa
Public Officer

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

Report on the Audit of the Financial Report

Opinion

We have audited the financial report of Community Living Options Inc. (the Association), which comprises the statement of financial position as at 30 June 2026, the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, notes to the financial statements, including material accounting policy information and other explanatory information, 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*, including:

(a) giving a true and fair view of the Association's financial position as at 30 June 2026, and of its financial performance for the year then 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 Regulations 2022*.

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

Independence

We are independent of the Association in accordance with the auditor independence requirements 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.

PKF Adelaide is a member of PKF Global, the network of member firms of PKF International Limited, each of which is a separately owned legal entity and does not accept any responsibility or liability for the actions or inactions of any individual member or correspondent firm(s). Liability limited by a scheme approved under Professional Standards Legislation.

PKF

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

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 to assist Community Living Options Inc. to meet its financial reporting requirements under the *Australian Charities and Not-for-profits Commission Act 2012*. As a result, the financial report may not be suitable for another purpose. Our opinion is not modified in respect of this matter.

Other Information

The Board of Management is responsible for the other information. The other information comprises the Board Members' Report for the year ended 30 June 2026, but does not include the financial report and our auditor's report thereon.

Our opinion on the financial report does not cover the Board Members' Report and, accordingly, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial report, our responsibility is to read the Board Members' Report and, in doing so, consider whether it is materially inconsistent with the financial report or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work we have performed, we conclude that there is a material misstatement in the Board Members' Report, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of the Board of Management 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 has determined that the basis of preparation described in Note 1 to the financial statements is appropriate to meet the requirements of the Australian Charities and Not-for-profits Commission Act 2012. The Board of Management is also responsible for such internal control as it determines is necessary to enable the preparation of a financial report that gives a true and fair view and is free from material misstatement, whether due to fraud or error.

In preparing the financial report, the Board of Management is responsible for assessing the Association'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 Board of Management either intends to liquidate the Association or to cease operations, or has no realistic alternative but to do so.

The Board of Management is responsible for overseeing the Association's financial reporting process.

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

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.

A further description of our responsibilities for the audit of the financial report is located on the Auditing and Assurance Standards Board website at https://www.auasb.gov.au/auditors_responsibilities/ar3.pdf. This description forms part of our auditor's report.

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

PKF Adelaide



Jasmine Tan
Partner – Audit and Assurance
Lvl 9, 81 Flinders Street, Adelaide SA
Dated this 15th October 2026

CLO

Community Living Options

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