



choice • passion • life



Annual Report

2018-19

BOARD OF DIRECTORS

Bruce Cowley
Chair

Simone Fraser
Deputy Chair

Simon Crane
Treasurer

Stephen Brady
Director

Dermot Lindsay
Director

Michael Pini
Director

Susan McKee
Director

Ken MacDonald
Director

EXECUTIVE MANAGEMENT TEAM

Rhys Kennedy
Chief Executive Officer

Marc Nichols
General Manager, Corporate Services
(until May 2019)

Rebecca He
Chief Financial Officer
(from September 2019)

Wendy Lavelle
Chief Operating Officer

Julie Byth
Chief Experience Officer

BUSINESS PARTNERS

Crowe Horwath
Auditors

Westpac
Bankers

Mills Oakley, Thomson Geer, HWL Ebsworth
Solicitors

JBWere
Investment Advisors

REGISTERED OFFICE

CPL – Choice, Passion, Life
Level 2, 340 Adelaide Street,
Brisbane QLD 4000

POSTAL ADDRESS

340 Adelaide Street,
Brisbane QLD 4000

TELEPHONE

1800 275 753

EMAIL

info@cpl.org.au

AUSTRALIAN BUSINESS NUMBER (ABN)

27 009 942 269

PATRON

His Excellency the Honourable,
Paul de Jersey AC
Governor of Queensland

Please visit our website at cpl.org.au for
a full listing of our office locations.

TABLE OF CONTENTS

1	MESSAGE FROM THE CHAIR
2	MESSAGE FROM THE CEO
5	PERFORMANCE HIGHLIGHTS
6	ABOUT CPL
7	OUR IMPACT
9	KIDS
11	TEENS AND YOUNG ADULTS
13	ADULTS
15	SENIORS
17	OUR GROWING COMMUNITY
19	CORPORATE INFORMATION
20	BOARD PROFILES
23	EXECUTIVE PROFILES
24	CONCISE FINANCIAL REPORT
36	FINANCIAL OVERVIEW
39	ACKNOWLEDGEMENTS



For people with a disability the introduction of the National Disability Insurance Scheme (NDIS) has been life changing. For the first time in many people's lives, they are receiving funding at levels they need to achieve their goals and live a full life.

For organisations in the disability sector, the transition to NDIS has not been without its challenges. In recent years, all organisations across the sector have needed to make investments in their people, systems and processes to function effectively in what is now a radically different business environment. CPL prepared well for the transition, ensuring we had adequate resources to transform our business whilst maintaining a quality service to each of our clients.

In 2018 we marked CPL's 70th year of service. At each and every event held to mark this milestone we were reminded by clients and their families of the important role we play in being there for them day-in and day-out.

Our business transformation over recent years, and our success in accumulating a significant capital base, has prepared us well to continue to meet clients' needs now and into the future. Over the last year, our commitment to our purpose, backed by the financial strength of our business, has enabled us to also extend our services to clients of other disability support organisations, which were either struggling financially in the current climate or believed their clients would be best supported in the longer run by a larger organisation with deeper pockets, which had aligned values and purpose.

During the 2019 financial year, the assets of InclusionWorks! and Access Arts were gifted or transferred to CPL to allow us to continue their important work for their clients. Perhaps most notably, CPL was afforded the privilege of providing continuity of support to more than 1,000 clients of FSG Australia following the closure of that organisation.

On each of these occasions CPL saw not merely a business opportunity, but a chance to deliver on our promise to

be there for people with disability when they need us.

As the disability market continues to evolve, we expect to see more people with disability impacted by organisational upheaval. As such, it is important to the CPL Board to be able to provide assurance to our clients about our financial stability, as this year's Annual Report does.

The strong financial outcomes presented in this report have been achieved by a dedicated management team truly invested in both the sustainability of the business and delivering quality services and outcomes for clients. The tremendous work that sits behind these results, particularly welcoming over 1,000 new clients and over 400 new employees, could not have been achieved without the deep-seated passion and commitment of CEO Rhys Kennedy and his team.

On behalf of the Board, thank you to all our clients and members for your continued support of CPL. We look forward to continuing our work with you and for you over the coming year.

A handwritten signature in black ink, appearing to be 'BC' followed by a stylized flourish.

Bruce Cowley
Chair, CPL Board of Directors



In last year's Annual Report, I spoke of the transformation CPL experienced in 2017/18, largely as a result of the transition of thousands of our clients to the NDIS. The 2019 financial year was equally, if not more, transformational for CPL – but for vastly different reasons.

In the 12 months from 1 July 2018 to 30 June 2019, CPL grew more quickly than ever before in our 71-year history. Our expansion was largely the result of CPL being afforded a privileged opportunity to continue service delivery to people whose providers were unable to continue for various reasons in this changing environment.

This contributed to an incredibly rewarding year for CPL – as we continued to deliver on our purpose – but also an incredibly busy year, as we balanced meeting the needs of our new clients and workforce with the delivery of our planned business projects.

2018/19 Business Highlights

CPL's Expanding Footprint

On 1 July 2018, CPL began delivering services to more than 1,000 people on the Gold Coast after FSG Australia entered voluntary administration.

Despite the complexity involved in transitioning supports, CPL delivered on our promise to ensure no client would be left without services or supports. This achievement was largely due to the incredible commitment of employees of CPL and direct support workers of FSG, many of whom opted to join CPL to enable them to continue to work with their clients. When I reflect on this time – some 12 months down the track – I remain in awe of the capacity of our people to rise to meet what, at times, felt like an insurmountable challenge.

It speaks volumes to me about the connection of our people to our purpose. Those who work for CPL know that it was simply not an option to allow people with disability to go without services, not even for a day.

Unlike for-profit businesses, our expansion activities are often purpose-driven decisions. Such was the transition of clients from FSG, and the subsequent arrangements with Access Arts and InclusionWorks!. CPL had long admired the work of the two latter organisations, so when circumstances arose, CPL was ready, willing and able to continue their excellent respective works. We consider ourselves fortunate and privileged to be in a position to continue the important services of these organisations.

However, CPL's growth in 2018/19 didn't only come through partnerships with other organisations.

Strong organic growth in core disability supports across our footprint resulted in a record number of client service hours. CPL delivered 2.08 million hours of support – almost double the number of hours provided from the previous year.

We also increased the number of people successfully placed into employment – 2,026 compared to 1,583 the year prior. To cater to growing demand for our employment services we opened 21 new Mylestones Employment sites over the course of the year. This included expansion into seven new regions across Queensland and Northern New South Wales.

We expect to see more new locations for Mylestones and CPL into the future as we identify areas with unmet customer needs, as well as through consolidation as we seek to ensure our clients can access all the supports they need from the same location as they progress through their life's journey.

Quality and Safety

At CPL, we believe growth should never come at the expense of quality. Indeed, in 2018/19, CPL intensified its commitment to quality.

Quality is an amorphous term that means different things to different people and organisations. For CPL this year, many of our quality initiatives were focused on consistency – ensuring our clients experience the same high standard of service delivery every single day in every single CPL location.

This was achieved through the remapping and documentation of customer journeys, updating our client data to better enable communication, and developing and implementing new health and medication procedures.

Significant resources were also dedicated to ensuring CPL's preparation for the introduction of the NDIS Quality and Safeguards Commission from 1 July 2019.

Workforce Development

With our workforce increasing 46 per cent to just under 3,000, CPL sought new ways to support our employees to deliver on our quality promise. The Learning Hub, an online training centre, launched early in the year, helped CPL to deliver more than 17,000 separate instances of training over the course of the year.

Connectivity between our geographically-dispersed offices, service locations and client homes was improved with expanded

teleconferencing facilities.

Recognising the impact that rapid growth can have on culture, CPL developed new mechanisms to measure happiness at work. In June 2019, we launched "Tell CPL" a quarterly request for feedback from our employees, which provides the opportunity to reflect upon recent work experiences. We released this alongside "Always Open", which enables our employees to provide feedback about any aspect of the business at any time – whether that is an idea, a suggestion, a compliment or a complaint. Both of these tools will be used to identify opportunities for CPL to enhance its employment proposition in order to attract and retain high quality employees who love their work.

I look forward to sharing our employee engagement results with you next year.

Listening to the Voices of Our Clients

CPL sees itself as a customer-first organisation. Putting customers first requires us to be great listeners. Throughout 2018/19, we found lots of opportunities to listen. During the first half of the year, we engaged with more than 1,000 clients through the last of our 70th anniversary and community engagement events on the Gold Coast and Northern New South Wales.

Early in 2019, we announced the creation of a customer panel, a group of clients willing to provide CPL with feedback on a range of pertinent topics. We also partnered with Ability First Australia (AFA) on the Ability Forum, a national panel of people with disability or supporting those with disability, who complete surveys to explore current issues and influence change. These new channels, which will expand further in 2019/20, add greater volume to the voices of our Client Consultative

Committee members who have been sharing their insights to improve service delivery at CPL since the late 1980s.

We believe that by listening and acting – for our clients or, with AFA, for all people with disability – we can affect change with policy makers, businesses, and the community.

Strong Financial Position

This year was always going to be one of the most challenging for CPL, with the transition of approximately 60 per cent of our customers from block Government funding (received in advance) to NDIS funding (paid in arrears). The transition of clients from other providers added an extra layer of complexity and consumed significant internal resources.

Despite this, we emerged from the year in a strong position. Our total revenue grew from \$96 million in 2018 to \$152 million in 2019. Though CPL recorded a small net loss for the year, net assets remained stable at \$26 million with cash and cash equivalents increasing by \$2 million.

While we will continue to drive efficiency in the new financial year through process and system innovation, we remain committed to our investment in quality and believe we are well positioned to deliver longevity of service to our clients.

FY19/20 Focus

Our business has evolved and we must take the time to revisit the goals we set for ourselves and ensure they are still relevant to delivering against our purpose. In 2019/20, CPL intends to review its strategy in light of the growth and expansion experienced by the organisation, as well as the transition to the NDIS and our new operating model.

As a customer-first business, we intend to seek input from our clients through a series of visioning workshops across

our footprint. Our clients are becoming increasingly inclined to share with us their hopes, dreams and aspirations for the future and we are keen to ensure our strategies and services are aligned with meeting their needs.

Whilst our new strategy development is ongoing, CPL remains committed to the strategic priorities outlined in last year's Annual Report – customers, people and services – with key pieces of work including:

- Exploring opportunities to grow our services, through expansion in existing and new locations, and new program/service types
- Implementation of advanced customer listening and feedback programs, including a revitalised approach to customer satisfaction surveys, to further enhance our continuous improvement
- Continued investment in training, tools and resources to increase the support for our employees to deliver consistently high-quality supports

Over the course of the year, CPL also expects to be a willing participant in the Royal Commission into Violence, Abuse, Neglect and Exploitation of People with Disability. We fully support the establishment of the Royal Commission and its purpose of safeguarding the rights of people with disability, and establishing a national culture of inclusion, accessibility and respect for all individuals.

Thank you to all of our clients who have trusted us to provide them with supports and services across the year, and to our 2,700+ staff who have enabled us to do this.



Rhys Kennedy
CEO, CPL – Choice, Passion, Life



PERFORMANCE HIGHLIGHTS

CPL – Choice, Passion, Life is the leading provider of integrated support, therapy and advice for people living with a disability in Queensland and Northern New South Wales, and their families.

We work with our clients at every stage of their lives. We deliver the very best support, guidance, technology and understanding possible, so people can achieve the things that matter the most to them.

We know that given the right opportunities, people can grow beyond expectations and create amazing lives. It's why we refuse to compromise in chasing the best for our clients, and ourselves.

Our History

CPL was founded in 1948 by a group of parents of children with cerebral palsy who felt they were not receiving the services they needed and imagined a better world for their children. These families laid the solid foundations for an organisation that has become one of Australia's largest service providers for people with disability.

Our Priorities

CPL's vision is an "inclusive society for all people". We aim to achieve this by providing the best services and support

to our clients so they can live a fulfilling life, as independently as possible, in the community of their choice.

We operate as a business with a heart guided by our values of client focus, respect, trust, inclusion, excellence and courage. This manifests in The CPL Way, a set of principles that guide the way in which each of our employees interacts with our clients and each other.



OUR CUSTOMERS

2.08 million

hours of service

(up from 1.14 million FY 17/18)



2026 people
placed in jobs



OUR FOOTPRINT

Expanded
into Northern NSW



54 Disability
employment sites



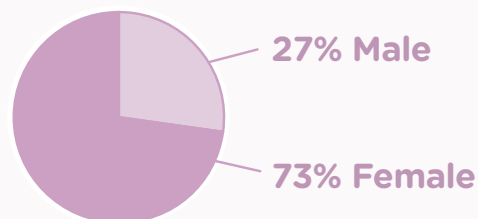
15 Therapy
centres

14 Community
hub locations



OUR PEOPLE

2722
employees



17,000

training sessions
completed by staff



68%

of leadership
positions are held by women



OUR COMMUNITY

16,179



Facebook followers

15,000 +

hours contributed by volunteers



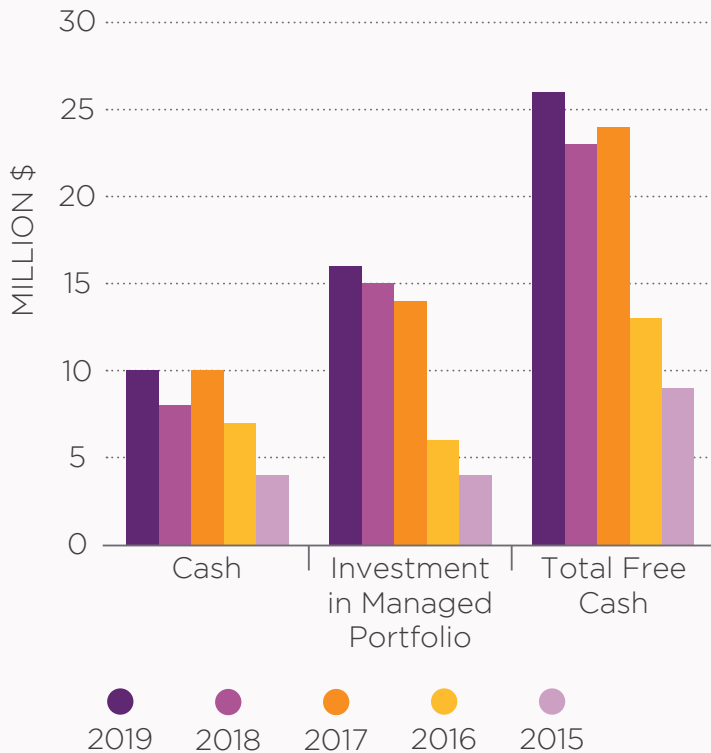
\$3.08 million

raised to support
unfunded initiatives.

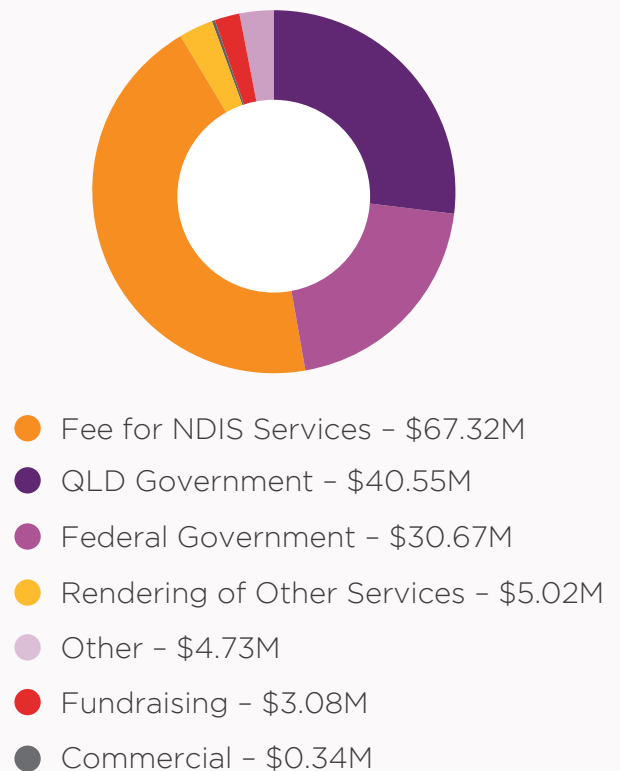


OUR FINANCIAL HIGHLIGHTS

FREE CASH FLOWS



TOTAL FUNDING \$151.71M



CPL provides support to people at every stage of life, from early childhood right through to a person's senior years.

In 2018/19, CPL continued to develop and expand its range of programs and services to meet the changing needs of the communities in which we work. The following pages provide a snapshot of the more significant developments that occurred throughout the year across each life stage.



Every child deserves the opportunity to learn, dream and grow beyond expectation. CPL is passionate about creating futures of independence without barriers or labels. That's why our programs and services are focused on helping children to reach their full potential and achieve the goals that matter most. As well as Allied Health therapies, we focus on support within the home and out in the community to help children and their families build healthy routines and connections together.

In 2018/19, CPL continued to develop the range and availability of programs and services for children. Of greatest significance was the transfer of the Resource and Toy Library from InclusionWorks! to CPL in May 2019. The Resource and Toy Library has been supporting children, their parents and educators to access quality educational resources on a loan basis for more than 40 years. CPL's operation of the Resource and Toy Library will ensure this service can continue supporting children with disability for many years to come.

Other highlights include:

- CPL delivered another successful Camp Have a Chat in South East Queensland, and seven Let's Talk Days throughout Queensland, each of which supported children and young people with communication challenges to develop their self-expression and trial new communication technologies.
- CPL extended its Allied Health therapy services in Rockhampton and Gladstone. In Rockhampton we introduced hydrotherapy and moved to a new, modern therapy centre in Elphinstone Street.

Meet Charlie Board

Charlie is unlike many children with cerebral palsy; he can run and play, but until he turned eight he wasn't able to speak.

"When we went to our first Camp Have a Chat with CPL it was amazing. We found different devices where Charlie could press buttons and they would say what he was feeling. Now he's using a communications device and he finally has a voice."

- Jane, Charlie's mum.

CPL has been working with Charlie and his family to develop his communication skills through therapy, so Charlie can express himself and connect with others.



Parents and carers

CPL works alongside parents and carers at every stage of their journey. We explain options and work with families to plan the way forward.

This year we worked with parents and carers to help them navigate the NDIS, find suitable support programs, explore housing options for their adult children and much more.



CPL understands that whether it's starting high school, getting ready to leave school, or starting work or study, teenagers and young adults have a lot going on. The teenage years are a time of extensive growth – physically, emotionally, socially and intellectually.

That's why CPL supports teenagers and their parents to learn about the options and opportunities available to make post-school aspirations a reality, through:

- Access to the community, creative and recreational programs to support self-expression and social development
- Development of living skills to prepare for an independent future
- Support to find a job or prepare for work through study, training or skill development.

The introduction of the NDIS has resulted in many families exploring options for the future they never thought possible. CPL responded to this in 2018/19 by introducing new services and programs, and increasing the reach of existing programs into new geographic markets.



For example:

- Mylestones Solutions expanded to provide 20 employment options in Queensland, including coffee carts, garden crews, print and packaging and traineeships.
- Mylestones Solutions gained 15 new Skilling Queenslanders for Work contracts for traineeships in six new regions and eight existing regions, as well as Student Work Experience and Employment Training programs.
- CPL worked with 18 school leavers across Queensland through a School Leavers Employment Supports (SLES) pilot, assisting young people to build confidence, develop skills and create employment pathways.
- Four locations trialled a therapeutic program in partnership with the Coca-Cola Australia Foundation, which was attended by over 40 teenagers.

Meet Lachlan Saint

Although the thought of going through a job interview process was daunting, 17-year-old Lachlan Saint knew he had to make a move and get some work experience after leaving school. It turns out landing a job on the Mylestones Coffee Cart was the kick-start he needed.

“This is the first job I’ve ever had. When Mylestones offered me the opportunity to interview for the coffee cart job, it was really good.”

- Lachlan

Starting with the coffee cart in Maroochydore at the beginning of 2019, Lachlan is now making coffees for Sunshine Coast locals most weekday mornings. He’s busily building confidence to take the next step towards his career goals.

“I usually avoid situations where I have to talk to people and I thought getting a job would be impossible, but with the coffee cart I can interact with people in a safe environment and learn great skills,” Lachlan said.



CPL– Choice, Passion, Life is more than just our name, it describes our approach to service delivery. We understand that each of our clients has different goals and plans for their lives, but there's always a common thread: the choice to follow their passions and live their lives the way they want.

At CPL, we support adults to do this through programs and supports focused on:

- Increasing independence through development of life skills.
- Accessing and building connections within local communities.
- Living in the home of their choice with support services which balance meeting their needs with living independently.
- Developing opportunities to earn independent income through employment or self-employment.

We continued to deliver on this promise to our clients in 2018/19:

- We opened a further 21 Mylestones Employment sites across Queensland and Northern New South Wales to help more people with a disability or employment barrier to find and keep a job. This resulted in a 57 per cent increase in the number of Mylestones clients or an average of 62 new clients per month.
- We engaged with builders and developers across Queensland to promote the construction of new Specialist Disability Accommodation. This partnering approach resulted in the opening of a new three-villa complex in Toowoomba which is now home to six people.
- We introduced new numeracy, literacy and money management programs to continue our clients' lifelong learning of vital life skills.

- We expanded our focus on preparing people for independent living through a series of housing choices workshops and expansion of our life-skills cooking programs. Clients of our Capalaba service enjoyed their cooking program in a new kitchen funded from local community grants.
- Our programs focused on creative self-expression grew in number and prominence. In January 2019, a series of artworks from CPL's Redcliffe studio, Artel, commenced a two-year tour around Queensland with Museums and Galleries Queensland.
- We introduced three new Screech programs, bringing the number of people throughout Queensland participating in theatre and dance programs to over 100, an increase of 14 per cent from the previous year.
- We expanded our product range on **rai.org.au** to support more artists to earn an income through the licensing and sale of their artworks. We also welcomed Access Arts to the CPL family, forging new pathways for people to pursue their professional artistic ambitions.



Meet Joe Surawski

As a natural-born performer, Joe is a familiar face in our Screech performances and regularly attends our workshops throughout the year. Joe was first introduced to Screech through his high school in 2015 and since then hasn't looked back.

"I love to perform. I enjoy making others laugh and I am very comfortable in front of a crowd."

– Joe.

"Thanks to Screech I've learnt rhythm and dancing in time with others as well as how to remember lines. I always feel included at Screech," he added.

Joe's message to others thinking about joining Screech?

"If you were trying to find a place that is inclusive and makes adjustments for everyone, this is your place. Give it a go!" he said.



Meet Jean Perkins

Ninety-year-old Jean Perkins from Ballina is really enjoying retirement and never misses an opportunity to get out in the community and socialise. After moving to Ballina from Penrith to live with her daughter, she heard about CPL and decided to sign up.

Now, Jean can often be spotted at CPL's community program in Alstonville, which she says has helped her meet new people in the area and stay involved in the community.

"I can get to know new people, and keep my friendships with others."

"With CPL's support, I'm making sure I won't be lonely, which is really important to me. So, my message to other people is to not be lonely, because you don't have to be."

- Jean

With CPL's support, Jean is living an active and engaged life. She is learning new skills and exploring all her community has to offer.

For many people in our community, celebrating your 65th birthday doesn't mean a transition to aged care. CPL's clients are no different and that's why we continue to support clients within their home and in their community beyond 65. Our deep experience in home care is also valued by many other people who need support to remain in their own home.

In 2018/19 we continued our journey in providing seniors with quality in-home and community supports:

- We supported clients to transition to the Commonwealth Home Support Programme who were ineligible for the National Disability Insurance Scheme.
- We increased the number of new clients receiving supports from CPL through their Home Care Package.
- We developed a high quality Wellness Package including a specialised exercise program expertly designed by our Allied Health professionals.
- We delivered new training opportunities for Direct Support Workers to enable them to provide more specialist support for people over the age of 65.

In 2018/19, CPL significantly expanded its reach into the community to deliver quality supports to more people than ever before.

Expansion on the Gold Coast and Northern New South Wales

In July 2018, CPL began delivering services to an additional 1,000 people following the closure of FSG Australia, which resulted in a service expansion primarily within the Gold Coast and Northern New South Wales. To deliver these services and welcome these clients to CPL, we employed an additional 500 staff – many of whom chose to join CPL from FSG Australia.

The transition of services from FSG Australia to CPL was a large undertaking which needed to be achieved within a very short period of time. However, the seamlessness of the transition was a result of the commitment of both existing and new CPL employees, who worked tirelessly to ensure no client went without services during the critical transition period and undertook additional training and development activities to align with CPL's high quality standards.

Since the transition, CPL has continued to work closely with clients to ensure they feel part of CPL and are satisfied with their support services. To all of our new clients, we thank you for allowing us to work alongside you to chase the best in life. We feel privileged to be part of your journey.

- CPL supports more than 1,000 people on the Gold Coast and Northern New South Wales
- CPL employs more than 600 people in the region
- CPL employees on the Gold Coast and Northern New South Wales have some of the highest levels of satisfaction of all CPL employees



More access to arts

In May 2019, CPL announced it had entered into an agreement for Access Arts Inc to become a wholly-owned subsidiary of CPL.

Access Arts is an arts organisation that enables people who experience disability or disadvantage to take part and excel in the arts through quality, professionally-facilitated arts programs aimed at supporting professional career development.

CPL has now welcomed many new artists and performers with disability to the CPL family, along with many highly qualified arts workers.

The programs of Access Arts complement CPL's diverse range of existing programs which enable people with a disability to express themselves creatively, such as Screech Arts and the Artel studio at Redcliffe.

CPL has articulated a long-term commitment to Access Arts, with funding to 2029 for the Access Arts Achievement Award and SAFE Fund; as well as a desire to expand the reach of Access Arts and CPL programs into markets where there is currently limited access to specialist arts programs.

Legacy of inclusion to live on

Educators and families of young children with disability have relied on the educational and developmental resources of InclusionWorks! for more than 40 years. The organisation, formerly known as Noah's Ark, runs a library of educational toys and resources so children with disability can improve their skills, enhance their learning and further their development.

In early 2019, the Board of InclusionWorks! moved to dissolve the organisation and subsequently gifted its assets – including the Toy and Resource Library – to CPL.

CPL has committed to carrying on the legacy of InclusionWorks! through the operation of the Toy and Resource Library, so parents and educators can continue to support children with disability to achieve their developmental milestones.

During the 2018/19 year, InclusionWorks! provided over 1,000 loans of resources or toys each month to families, childcares and kindergartens. Over half of these loans were made to kindergartens, highlighting the need for the library to continue into the future.



CORPORATE INFORMATION



Bruce Cowley | CPL Chair, CPL Director, Nominations & Remuneration (Chair) BCom, LLB (Hons), FAICD

Until 30 June 2019, Bruce was Chairman of MinterEllison, one of Australia's largest law firms, and has practised as a corporate lawyer for more than 38 years, specialising in directors' duties and corporate governance.

He has authored, with Stephen Knight, *Duties of Board and Committee Members* (Thomson Reuters, 2017) which details the duties of members of different kinds of companies and other entities which are recognised under Australian law. He is a Fellow of the Australian Institute of Company Directors; chairs the Children's Hospital Foundation Queensland and sits on the Board of the Merchant Charitable Foundation. Bruce is also a member of the Takeovers Panel and the Griffith Business School Advisory Board.



Dermot Lindsay | CPL Director, Nominations & Remuneration (Member) MFP, ADFS (FP), DFS (FP), GAICD

As National Head of Specialist Advice, Shadforth Financial Group, Dermot has overall responsibility for the profitable and efficient operation and growth of the Corporate Superannuation and Consulting business, the financial advice business, the Lending Specialists business and the General Insurance business.

Dermot has held a variety of senior leadership roles within retail financial services over the last two decades, including National Manager, Alliance Partners at Perpetual Private, and Queensland State Manager of Aviva Australia.

Dermot holds a Masters in Financial Planning, an Advanced Diploma of Financial Services, and is a graduate of the Australian Institute of Company Directors.



Ken MacDonald | CPL Director Finance and Risk Committee (Member) BA (Hons), LLB (Hons), FAICD

Ken has over 40 years' of experience in corporate law, specialising in the energy and natural resources sector. In 2017, he was awarded the Gold Medal by the Australian Institute of Company Directors.

He has held a range of directorships and board management positions, including: Chairman of Highlands Pacific Limited; Deputy Chancellor of Bond University; Deputy Chairman of the Queensland Investment Corporation, and Director of Save the Children Fund Australia.



Stephen Brady | CPL Director, Finance and Risk Committee (Member) MBA, MEdSt, BEdSt, BPM (Built Environment)

Stephen's work as both a primary and secondary school principal has given him a strong background in strategic planning, operational management and change management processes.

Stephen also has considerable experience in human resource management, project management, and financial and risk management through roles in mining and construction. He developed an association with CPL when his first child began receiving services.

He is currently a teacher at Rockhampton Grammar School in Industrial Design and Technology, as well as Head of Department Vocational Education and Training.



Simone Fraser | CPL Deputy Chair, CPL Director, Nominations & Remuneration (Member) LLB (Hons) BIR, MBA, GradDipLegalPrac

Simone is a barrister and has been working at the private bar in Queensland since 2013. Prior to becoming a barrister Simone worked as a solicitor and also worked for a number of years in a boutique merchant bank in corporate advisory.

Simone brings to the Board experience in law, corporate advisory, marketing and business development. Simone's community work includes countless guest speaking roles and raising money for charity.

Simone has cerebral palsy and, as a child, gained first-hand experience of being a CPL client. She has also represented Australia at an international level in athletics and swimming.



Susan McKee | CPL Director, Finance and Risk Committee (Member) RN, BSC HMS, MBA, GAICD

Susan has more than 30 years' experience with nursing and leadership roles in the private, not-for-profit and public sectors. She has extensive operational and strategic experience in large complex organisations. Susan is a passionate consumer advocate and has dedicated her career

to working with organisations to make a difference to the people who work within them and the communities they serve.

She is a graduate of the Australian Institute of Company Directors.



Michael Pini | CPL Director, Finance and Risk Committee (Deputy Chair) BBus (Accountancy), GradDipTax

Michael has a wealth of experience in finance and particularly taxation. He has been with the Australian Taxation Office for 32 years and currently holds the position of Assistant Commissioner, Tax Counsel Network.

When appointed to the Board in December 2006, Michael became the Deputy Chair of the Finance and Audit Committee. He has a Bachelor of Business (Accountancy), holds a Graduate Diploma in Taxation and is a Certified Practising Accountant.



Simon Crane | CPL Treasurer, CPL Director, Finance and Risk Committee (Chair) BCom, FCA, GAICD

Simon is the Partner-in-Charge of KPMG's Brisbane Audit & Assurance practice. He is a registered company auditor with over 25 years' experience. During his career, he has worked with large, publicly-listed multinationals, privately owned companies and not-for-profit organisations across a broad

range of industries.

Simon is a Fellow of the Institute of Chartered Accountants Australia and New Zealand and a Graduate Member of the Australian Institute of Company Directors. In 2012, Simon was Chairman of the Queensland State Council of the Institute of Chartered Accountants Australia and New Zealand.



Rhys Kennedy | Chief Executive Officer

BOccThy, MBA, GAICD

Rhys has extensive experience in the disability sector, both as an occupational therapist providing therapy services to children, and as a manager and strategist. Rhys was motivated to join CPL following a placement in the final year of his university degree, when he witnessed children with disability achieving developmental milestones with the support of CPL's dedicated therapists. As Chief Executive Officer, Rhys maintains his connection with clients and front-line employees through regular visits to CPL sites. In addition to a Bachelor of Occupational Therapy, Rhys holds a Master of Business Administration and is a Graduate of the Australian Institute of Company Directors. Rhys is also the Chair of Cerebral Palsy Australia.



Wendy Lavelle | Chief Operating Officer

BA (PR), AssocDip Habilitation, DipComEdu, GAICD

Wendy has a wealth of community sector knowledge and management experience, joining CPL in 2003 after working in both accommodation and employment services in the UK and in Australia. In her current role as Chief Operating Officer, Wendy leads all service streams as well as a number of enabling functions including, People, Learning and Culture and Quality, Safety and Risk.



Julie Byth | Chief Experience Officer

BBus (PR)

Julie has over 20 years' experience supporting for-profits and not-for-profits achieve their business outcomes through product development strategies, partnerships and marketing communications programs. Before joining CPL in 2016, Julie spent a number of years in consulting, prior to which she held in-house roles in transport, tourism, property and entertainment. As Chief Experience Officer, Julie leads CPL's strategic marketing; client engagement and insights; fundraising and development; property; and project management office.



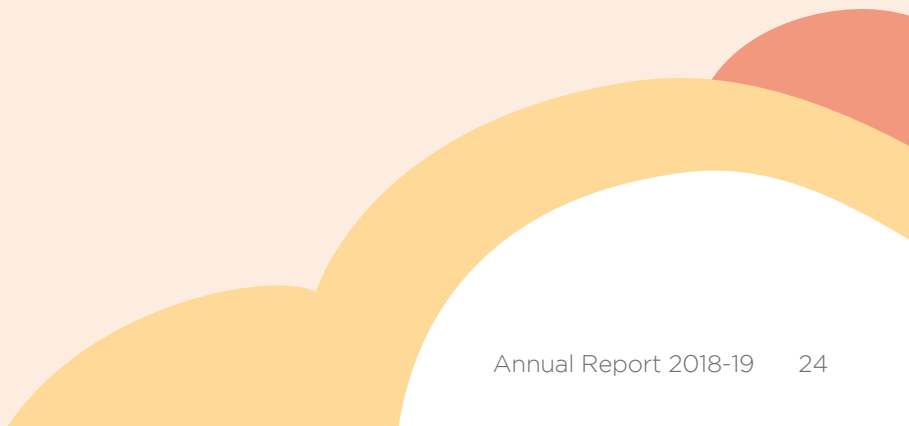
Rebecca He | Chief Financial Officer (from September 2019)

MBA, MCom, FCPA, GAICD, BEcon, GCLaw

Rebecca has a background working in accounting firms, ASX publicly-listed corporations, fast-growing entrepreneurial companies and public health organisations. Rebecca plays a key role in driving strategic direction by instilling innovation and culture transformation into her teams and affecting change to deliver sustainable and enduring growth. She also specialises in digital innovation and, in 2016, was a finalist in the Telstra Queensland Business Women's Awards. Rebecca joined CPL in 2019 as the Chief Financial Officer, with responsibility for Finance, Information Technology, Data Insights, Corporate Legal and Procurement.



CONCISE FINANCIAL REPORT



The information contained in the concise financial report is expressed in Australian dollars. In addition, the directors make the following representations:

- a. The concise financial report is an extract from the financial report;
- b. The financial statements and specific disclosures included in the concise financial report have been derived from the financial report;
- c. The concise financial report cannot be expected to provide a full understanding of the financial performance, financial position and financing and investing activities of the entity as the full audited financial report; and
- d. Further information can be obtained from the full audited financial report and that financial report is available, free of charge, on request to the organisation.

The concise financial report includes the statement of financial position as at 30 June 2019 and the statement of profit or loss and other comprehensive income, statement of changes in equity and statement of cash flows for the year then ended and discussion and analysis. Copies of our 2018/19 audited financial reports can be obtained by writing to the Company Secretary, PO Box 386 Fortitude Valley Qld 4006 or by visiting **www.cpl.org.au**.

Directors' Report

The directors present their report together with the concise financial report for the financial year ended 30 June 2019 and the auditor's report thereon.

Directors

Details of the directors at any time during or since the end of the financial year are disclosed on pages 20-22 in the Board Profiles section of this report.

Company Secretaries

Ms Anastasia Maynes, (BCom LLB (Hons), GradDip LP, GradDip ACG, FGIA) was appointed to the position of company secretary in January 2015. Ms Maynes is an accredited Chartered Secretary and has over 12 years' experience in mergers and acquisitions, capital market and corporate transactions and corporate governance. Her experience includes working as a corporate lawyer in one of the Australian top tier law firms and being a company secretary of both ASX

listed and unlisted companies. Currently Ms Maynes works as a legal consultant in MinterEllison's Corporate Practice Group in Brisbane.

Rebecca He, MBA, MCom, FCPA, GAICD, BEcon, GCLaw was also appointed to the position of company secretary in September 2019. Rebecca has a background working in accounting firms, ASX publicly-listed corporations, fast-growing entrepreneurial companies, public health and not-for-profit sectors. Rebecca joined CPL in September 2019 as the Chief Financial Officer.

Mr Marc Nichols, BBus, CPA, GAICD was appointed to the position of company secretary in March 2016. Mr Nichols joined CPL with over 20 years' experience working in senior financial leadership roles in a diverse range of industries. Mr Nichols resigned on 10 May 2019.

Principal Activity

CPL – Choice, Passion, Life is the leading provider of integrated support, therapy and advice for people living with disability in Queensland and Northern New South Wales, and their families. We work with our clients at every stage of their lives. We deliver the very best support, guidance, technology and understanding possible, so people can achieve the things that matter the most to them. We know that given the right opportunities, people can grow beyond expectations and create amazing lives. It's why we refuse to compromise in chasing the best lives for our clients, and ourselves. No significant change in that activity has taken place during the financial year.

Directors' Meetings

Details of the directors' attendance at director's meetings are disclosed on page 27 of this report.

Directors' Insurance and Officers' Insurance

CPL maintains insurance in respect of Directors' and Officers' Liability and legal expenses insurance contracts for current and former directors and officers of CPL. The directors have not included details of the nature of the liabilities covered or the amount of the premium paid in respect of the Directors' and Officers' liability and legal expenses insurance contracts as such disclosure is prohibited under the terms of the contract.

Review and Results of Operations

Details of the review and results of operations are given in the 'Discussion and Analysis' section on page 32.

State of Affairs

In the opinion of the directors, there were no significant changes in the state of affairs of CPL that occurred during the financial year under review not otherwise disclosed in this report.

Events Subsequent to the End of Financial Year

The directors advise there has not arisen, in the interval between the end of the financial year and the date of this report, any item, transaction or event of a material and unusual nature likely, in the opinion of the directors, to affect the operations or state of affairs of CPL.

Likely Developments

CPL will continue to look for further opportunities in the competitive market created by the NDIS. To ensure financial sustainability and continued capacity to grow, all service and administration functions are being further reviewed. CPL continues to look to work with other specialist providers where opportunities for partnership and collaboration are identified.

Lead Auditor's Independence Declaration

The lead auditor's independence declaration is set out on page 28 and forms part of the Directors' Report for the financial year.

Dated at Brisbane this 11th day of November 2019 and signed in accordance with a resolution of the Directors.



Bruce Cowley
Chair, CPL Board of Directors

Directors' Participation in Board & Committee Meetings

Director	Nominations and Executive Appraisals Committee Meetings	Finance and Risk Committee Meetings	Board Meetings
Stephen Brady		5/6	7/8
Bruce Cowley	0		8/8
Simon Crane		6/6	8/8
Simone Fraser	0		6/8
Dermot Lindsay	0		6/8
Ken MacDonald*		3/3	5/8
Susan McKee	0	5/6	6/8
Michael Pini		6/6	7/8

For each meeting, the first figure indicates the number of meetings the director attended and the second figure indicates the number of meetings the director was eligible to attend.

*Ken MacDonald joined the Finance and Risk Committee on 27 March 2019.

Auditor's Independence Declaration

As an auditor of Choice Passion Life for the year ended 30 June 2019, I declare that, to the best of my knowledge and belief, there have been:

1. no contraventions of the auditor independence requirements as set out in the *Australian Charities and Not-for-profits Commission Act 2012* in relation to the audit; and
2. no contraventions of any applicable code of professional conduct in relation to the audit.

The declaration is in respect of Choice Passion Life during the year.



Crowe Brisbane



John Zabala (FCA)
Partner

11 November 2019
Brisbane

The title 'Partner' conveys that the person is a senior member within their respective division and is among the group of persons who hold an equity interest (shareholder) in its parent entity, Findex Group Limited. The only professional service offering which is conducted by a partnership is the Crowe Australasia external audit division. All other professional services offered by Findex Group Limited are conducted by a privately-owned organisation and/or its subsidiaries.

Findex (Aust) Pty Ltd, trading as Crowe Australasia is a member of Crowe Global, a Swiss verein. Each member firm of Crowe Global is a separate and independent legal entity. Findex (Aust) Pty Ltd and its affiliates are not responsible or liable for any acts or omissions of Crowe Global or any other member of Crowe Global. Crowe Global does not render any professional services and does not have an ownership or partnership interest in Findex (Aust) Pty Ltd. Services are provided by Crowe Audit Australia, an affiliate of Findex (Aust) Pty Ltd. Liability limited by a scheme approved under Professional Standards Legislation.

© 2019 Findex (Aust) Pty Ltd

Statement of Profit or Loss and Other Comprehensive Income
For the year ended 30 June 2019

	2019	2018
	\$	\$
Revenue	151,714,556	95,851,909
Gain/(Loss) on sale of assets	25,896	(13,800)
Unrealised (loss)/gain on assets	(70,439)	911,044
Cost of sales	(124,754)	(117,264)
Employee expenses	(126,487,325)	(75,971,497)
Occupancy costs	(5,635,151)	(3,994,259)
Motor vehicle and bus expenses	(3,744,981)	(2,837,571)
Postage and telecommunications expenses	(2,779,302)	(1,233,791)
Depreciation and amortisation	(2,627,418)	(2,537,441)
Computer expenses	(1,983,128)	(1,637,514)
Repairs and maintenance	(1,920,191)	(1,252,668)
Client related expenses	(1,305,393)	(1,758,432)
Travelling expenses	(1,099,216)	(859,381)
Printing and office supplies	(776,735)	(518,296)
Advertising and promotion	(773,992)	(673,202)
Recruitment and training	(690,050)	(700,686)
General contracts and domestic payments	(67,663)	(47,804)
Other expenses from ordinary activities	(1,973,396)	(1,481,831)
Finance expense	(49,606)	(41,585)
Total expenditure	(152,038,301)	(95,663,222)
(Deficit)/Surplus for the year	(368,288)	1,085,931
Total comprehensive (loss)/income for the year	(368,288)	1,085,931



Statement of Changes in Equity

For the year ended 30 June 2019

	Accumulated Funds
	\$
Balance at 1 July 2017	25,282,493
Comprehensive income for the year	-
Surplus for the year	1,085,931
Balance at 30 June 2018	26,368,424
Balance at 1 July 2018	26,368,424
Comprehensive income for the year	-
Deficit for the year	(368,288)
Balance at 30 June 2019	26,000,136

Statement of Financial Position

As at 30 June 2019

	2019	2018
	\$	\$
Current Assets		
Cash assets and cash equivalents	10,416,819	8,107,523
Trade and other receivables	10,971,879	4,474,778
Inventories	48,088	-
Financial assets	16,794,609	16,857,147
Total Current Assets	38,231,395	29,439,448
Non-Current Assets		
Intangible assets	455,100	963,628
Property, plant and equipment	11,479,282	11,476,300
Total Non-Current Assets	11,934,382	12,439,928
Total Assets	50,165,777	41,879,376
Current Liabilities		
Trade and other payables	11,531,745	7,603,193
Employee benefits	4,028,103	2,529,377
Provisions	329,586	258,000
Interest-bearing liabilities	649,857	796,274
Income received in advance and held in trust	5,390,927	2,753,349
Total Current Liabilities	21,930,218	13,940,193
Non-Current Liabilities		
Employee benefits	2,235,423	1,570,759
Total Non-Current Liabilities	2,235,423	1,570,759
Total Liabilities	24,165,641	15,510,952
Net Assets	26,000,136	26,368,424
ACCUMULATED FUNDS	26,000,136	26,368,424

Statement of Cash Flows
For the year ended 30 June 2019

	2019	2018
	\$	\$
Cash flows from operating activities		
Receipts from government funding	73,510,703	69,173,385
Receipts from net charitable fundraising	3,436,373	3,243,025
Receipts from customers, clients and others	71,203,856	22,179,199
GST paid	(50,784)	(74,381)
Cash receipts in the course of operations	148,100,148	94,521,228
Payments to employees and suppliers	(144,375,232)	(93,506,534)
Interest paid	(49,606)	(41,585)
Cash payments in the course of operations	(144,424,838)	(93,548,119)
Net cash from operating activities	3,675,310	973,109
Cash flows from investing activities		
Acquisition of intangible assets	(2,165)	(430,742)
Acquisition of investments	(914,599)	(1,558,137)
Proceeds on sale of investments	259,892	1,297,642
Repayment/(Funding) of loan to FSG Australia (in liquidation)	672,018	(1,500,000)
Acquisition of property, plant and equipment	(2,766,488)	(1,196,952)
Proceeds from sale of other non-current assets	386,466	15,454
Interest and dividends received	1,145,279	665,499
Net cash used in investing activities	(1,219,597)	(2,707,236)
Cash flows from financing activities		
Proceeds from borrowings	657,718	810,035
Repayment of borrowings	(804,135)	(557,073)
Net cash (used in)/from financing activities	(146,417)	252,962
Net increase/(decrease) in cash and cash equivalents held	2,309,296	(1,481,165)
Cash and cash equivalents at the beginning of the year	8,107,523	9,588,688
Cash and cash equivalents at the end of the year	10,416,819	8,107,523



Discussion and Analysis

The loss for the financial year, as shown in the Statement of Profit or Loss and Other Comprehensive Income was \$0.368M (2018 profit: \$1.086M).

The profit before depreciation and amortisation for the financial year was \$2.259M (2018: \$3.623M).

There have been many opportunities considered by CPL to rationalise and consolidate performance during the 2018/19 year. At the beginning of the 2018/19 year, the Queensland Government reallocated in excess of 1,000 clients to CPL due to the closure of FSG Australia. This opportunity resulted in significant growth for CPL and more than 450 offers of employment. During the year, in good faith, the CPL Board agreed to recognise the entitlement of long service leave hours of CPL employees who had accrued long service leave hours at FSG Australia (in liquidation).

In June 2019, InclusionWorks! transferred, by way of gift to CPL, a Toy and Resource Library, property plant and equipment and cash, with CPL agreeing to continue the library's charitable purpose for children with disability and developmental needs.

The profit before depreciation and amortisation comprises a number of non-recurring transactions including additional provision for long service leave of (\$1.494M) as mentioned above, gift from InclusionWorks! of \$0.491M and other major bequests of \$0.834M (2018: \$0.319M).

After adjusting for non-recurring items, for comparative purposes the financial year profit before depreciation and amortisation is \$2.427M (2018: \$3.303M).

Despite continuing transition of clients to the NDIS, government and grant income grew to \$71.225M (2018: \$69.677M). With all eligible clients transitioned to the NDIS at 30 June 2019, NDIS services revenue increased by almost 400% to \$67.321M (2018: \$13.680M). Charitable donations and fundraising activities contributed \$3.084M of income (2018: \$3.036M.)

Overall revenue increased by 58.3% to \$151.715M (2018: \$95.852M) whilst expenses increased by 58.9% to \$152.038M (2018: \$95.663M). Expenditure increased as a result of employee costs which increased by \$50.515M to \$126.487M (2018: \$75.971M) to cover increased work activity within the community and in-home support and employment services of the business.

As disclosed in these financial statements, CPL has continued to improve the excess of current assets over current liabilities to \$16.301M (2018: \$15.499M).

In June 2018, in accordance with CPL's vision to actively seek and support the contribution of people with disability, the board agreed to provide funding to FSG Australia (in liquidation) of \$1.500M to ensure continued service was provided to their clients. The loan is secured by a registered security interest over property. Property sales during the 2018/19 year have resulted in the amount outstanding to be reduced to

\$0.828M as at 30 June 2019, with final repayment expected in the 2019/20 financial year.

Bank borrowings at 30 June 2019 were \$0.650M (2018: \$0.796M) comprising of a short-term loan for business insurance premiums.

Other than the matters discussed above, the directors advise there has not arisen, in the interval between the end of financial year and the date of this report, any item, transaction or event of a material and unusual nature, likely, in the opinion of the directors, to affect the operations or state of affairs for CPL.

Independent Auditor's Report to the Members of CPL – Choice, Passion, Life

Report on the Concise Financial Report

We have audited the accompanying concise financial report of CPL – Choice, Passion, Life (“CPL”) which comprises the statement of financial position as at 30 June 2019, the statement of profit or loss and other comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, and the discussion and analysis. The concise financial report does not contain all the disclosures required by *Australian Accounting Standards – Reduced Disclosure Requirements* and accordingly, reading the concise financial report is not a substitute for reading the audited financial report.

In our opinion the concise financial report, including the discussion and analysis, of CPL for the year ended 30 June 2019 complies with Australian Accounting Standard AASB 1039 *Concise Financial Reports*.

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 have complied with the independence requirements of the Australian Professional Accounting bodies.

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

Directors' Responsibilities for the Financial Report

The Directors are responsible for the preparation of the concise financial report in accordance with Australian Accounting Standard AASB 1039 *Concise Financial Reports* and for such internal control as the directors determine is necessary to enable the preparation of the concise financial report.

Auditor's Responsibilities for the Audit of Concise Financial Report

Our responsibility is to express an opinion on the concise financial report based on our audit procedures which were conducted in accordance with Auditing Standard ASA 810 *Engagements to Report on Summary Financial Reports*. We have conducted an independent audit, in accordance with Australian Auditing Standards, of the financial report of CPL for the year ended 30 June 2019. We expressed an unmodified audit opinion on that financial report in our auditor's report dated 18 November 2019. The Australian Auditing Standards require that we comply with relevant ethical requirements relating to audit engagements and plan and perform the audit to obtain reasonable assurance whether the financial report for the year is free from material misstatement.

The title 'Partner' conveys that the person is a senior member within their respective division and is among the group of persons who hold an equity interest (shareholder) in its parent entity, Findex Group Limited. The only professional service offering which is conducted by a partnership is the Crowe Australasia external audit division. All other professional services offered by Findex Group Limited are conducted by a privately-owned organisation and/or its subsidiaries.

Findex (Aust) Pty Ltd, trading as Crowe Australasia is a member of Crowe Global, a Swiss verein. Each member firm of Crowe Global is a separate and independent legal entity. Findex (Aust) Pty Ltd and its affiliates are not responsible or liable for any acts or omissions of Crowe Global or any other member of Crowe Global. Crowe Global does not render any professional services and does not have an ownership or partnership interest in Findex (Aust) Pty Ltd. Services are provided by Crowe Audit Australia, an affiliate of Findex (Aust) Pty Ltd. Liability limited by a scheme approved under Professional Standards Legislation.

© 2019 Findex (Aust) Pty Ltd



An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the concise financial report. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the concise financial report, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation of the concise financial report in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control.

Our procedures included testing that the information in the concise financial report for the year, and examination on a test basis, of audit evidence supporting the amounts, discussion and analysis, and other disclosures which were not directly derived from the financial report for the year. These procedures have been undertaken to form an opinion whether, in all material respects, the concise financial report complies with Accounting Standard AASB 1039 *Concise Financial Reports* and whether the discussion and analysis complies with the requirements laid in AASB 1039 *Concise Financial Reports*.

The concise financial report and the audited financial report do not reflect the events that occurred subsequent to the date of the auditor's report on the audited financial report.

A handwritten signature in dark ink that reads "Crowe Brisbane".

Crowe Brisbane

A handwritten signature in dark ink, appearing to be "John Zabala".

John Zabala (FCA)
Partner

18 November 2019
Brisbane

Financial and Risk Policies

Risk Management – Overview of Risk Management System

The board oversees the establishment, implementation and regular review of CPL's Risk Management System. The executive management team has been given the responsibility of establishing and implementing the Risk Management System for assessing, monitoring and managing operational, financial reporting and compliance risks for CPL. The Chief Executive Officer has this responsibility and continued this process during the financial year. They have declared in writing to the board that the financial reporting, risk management and associated compliance and controls have been assessed and found to be operating efficiently and effectively.

The operational and other risk management compliance and controls have also been assessed and found to be operating efficiently and effectively.

Risk Profile and Monitoring System

The Finance and Risk Committee reports to the board on a regular basis on the status of identified risks through integrated risk management programs aimed at ensuring risks are identified, assessed and properly managed.

Each service region and business operational unit is responsible and accountable for implementing and managing the standards required by the program. Major risks arise from such matters as government policy changes, high level of dependency on government funding, client and staff safety, welfare and wellbeing, service environment, occupational health and safety, property matters, financial reporting and the purchase, development and use of information

systems.

Risk Management and Compliance and Control

CPL strives to ensure its products and service delivery are of the highest standard. CPL is currently certified as a Quality Assured organisation under the QLD Human Service Quality Standards (HSQS), National Standards for Disability Services, and AS/NZS ISO 9001-2015. Compliance along with the expenditure required by Government regulation, in way of mandatory external audits considering client services, site management and human resource management is currently managed and controlled by CPL through oversight of a robust internal audit schedule.

The board is responsible for the overall internal control framework but recognises that no cost-effective internal control system will preclude all errors and irregularities. CPL's internal compliance and control systems include:

- Service Region and Operating Unit controls which are required to comply with financial controls and procedures, including information system controls detailed in procedure manuals.
- Functional Specialty Reporting – key areas subject to regular reporting to the board include property projects, financial operations and marketing and fundraising initiatives.
- Investment Appraisal where guidelines for capital expenditure, levels of authority and project assessment are used.

In addition, practices have been established to ensure:

- Financial exposures are controlled;
- Capital expenditure above a certain limit obtains prior board approval;
- Workplace health and safety standards are monitored and regularly reviewed to achieve high standards of performance and compliance with regulations;
- There is a centralised system for recording and monitoring all incidents;
- Business transactions are properly authorised and executed;
- The quality and integrity of personnel are identified and maintained; and
- There is financial reporting accuracy and compliance with the financial reporting regulatory framework.

Workplace Health and Safety

The Chief Executive Officer is responsible for ensuring the ongoing employee awareness of health and safety issues in the workplace. Over the past five years, significant emphasis has been placed on educating staff, clients and their families on the importance of complying with directives relating to occupational health and safety, such as correct lifting procedures. The board and the Executive Management Team monitor employee safety statistics, review work practices and receive reports on the results of incident investigations throughout the financial year. Common law claims have reduced in the past couple of years and CPL's work cover premium has decreased accordingly.

Assessment of Effectiveness of Risk Management

The board has established an internal audit function, under the responsibility of the Chief Executive Officer, to assist it in ensuring compliance with internal controls and risk management programs. This is inclusive of operational quality audits and Crowe Horwath being engaged to conduct an independent review to assess and evaluate business systems, the next audit is to focus on end to end contract management and procurement. The Finance and Risk Committee have received status reports on the identified systemic and individual high risk.

Ethical Standards

All directors, managers and employees of CPL are expected to act with integrity and objectivity, striving at all times to enhance the reputation and performance of CPL. Every employee has a nominated supervisor to whom they may refer any issues arising from their employment. Every employee agrees through their employment contract to abide by CPL's Code of Conduct.



CPL's Code of Conduct

CPL has a policy that all directors, managers and employees must comply with the Code of Conduct. This policy addresses the following:

- Aligning the behaviour of the board, management and employees with the code of conduct by maintaining appropriate core company values and objectives;
- Fulfilling responsibilities to clients, customers and consumers by maintaining high standards of service delivery, product quality and safety of goods produced;
- Usefulness of financial information by maintaining integrity of data, appropriate accounting policies, practice and disclosure;
- Maintaining employment policy and practices such as workplace health and safety, employment opportunity and community activities;
- Dispute resolution;
- Conflicts of interest;
- Responsibilities to the individual client, such as privacy and the use of confidential information;
- Confidentiality of corporate information;
- Compliance with relevant standards and legislation, including the NDIS Quality and Safeguards Commission Code of Conduct;

- Fair dealing;
- The reporting of unethical behaviour; and
- The protection and proper use of CPL's assets.

Quality and Integrity of Personnel

A formal appraisal process is in place that requires appraisals be conducted at least annually for all employees. Training and development opportunities and appropriate remuneration with regular performance reviews create an environment of cooperation and constructive dialogue between employees and senior management.

Environmental Regulation

CPL's operations do not pose any significant risk under either Commonwealth or State environmental legislation. The board believes CPL has adequate systems in place for the management of its environmental obligations and is not aware of any breach of environmental requirements as they apply to CPL.



CPL thanks all those individuals, organisations and community groups who supported us in 2018/19. Your support not only contributed to the delivery of CPL's programs and initiatives, but helped us further our mission of an inclusive society for all people.

Bequests

Estate of Fay Budgen
 Estate of Shirley Fay Dacey
 Estate of Peter Farrelly
 Estate of Mary Elizabeth Middleton
 Estate of Shane Graham Mooney
 Estate of Helen Elizabeth Murphy
 Estate of Margaret Marie Newton
 Estate of Richard Malcolm Warner

Government Supporters

Department of Industry, Innovation & Science (Building Better Regions Fund)
 Department of Industry, Innovation & Science (Stronger Communities Programme)

Corporate Supporters

ARC Training
 Assure Digital
 Australian Agricultural Chemicals
 Australis College
 AMC Training and Consulting
 BDO
 Black and White Cabs
 Benga Designs
 BUPA

Charles Kendall Australia
Chu The Phat
Clickability
ClubMates Travel
CMBM Facility Services
Computer Alliance
COS
Customer Driven
Dejay Medical
DPMA
Gretams Property Services
Grill'd Burgers – Emporium, Eagle
Street Pier
Hays Recruitment
HESTA
Hire Republic
ING
JJ Richards & Sons Pty Ltd
Leapin
LeasePlan
Loa Branding
Mable
ME Bank
Meals on Wheels
Mills Oakley
Mirvac
National Disability Services
Office of the Public Guardian
Perpetual
RemServ
Reward Gateway
Robert Half
Screen Offset Printing
Skedulo
Surfside Buslines and TAG
TechnologyOne
Telstra
The Bernborough Club INC
The CEO Circle
The Empire Post
The Star Entertainment Group
True North Spirits
Uniting Care Queensland
Westpac
Willis Towers Watson

Community, Grants, Trusts and Foundations

Australian Lions Children's Mobility
Foundation
Aussie Kidz Charity
Bracken Ridge Central Lions Club
Brisbane Broncos Charities Fund
Cory Charitable Foundation
Disabled Children's Foundation Inc
Ergon-Energex Community Fund
Estate of Edgar BC Harding Trust
Greater Mt Gravatt Mansfield Lions Club
John William McIntyre & Herries Ada
McIntyre Charitable Trust
Kids in Need Association
Lions Club of Capalaba
Lions Club of Coolum Beach
Lions Club of Gympie South
Lions Club of Tewantin Noosa
Maroochy North Shore Lions Club
Morayfield & District Lions Club
Nestle Australia Ltd
Perpetual Foundation – Edward James
Rowe Endowment
Perpetual Foundation – The Fraser
Family Endowment
Redland Foundation – Jeffrey and
Geraldine Underhill Grants Program
Reuben Pelerman Benevolent
Foundation
Wallum Action Group
Walter & Eliza Hall Trust
Youngcare





choice • passion • life

Call us on
1800 275 753
or visit
cpl.org.au

