



Looking Ahead

2022-23 ANNUAL REPORT

**Pictured on front cover:
Hannah and Sylwia Johnson**

Photographed by Louis Lim in 2023

Corporate Information

Board of Directors

Simon Crane

Chair

Sue Scheinplug

Deputy Chair

Brendon Gibson

Treasurer

Colleen Clur

Director

Rob Grant

Director

Ken MacDonald AM

Director

Susan McKee

Director

Alastair Sharman

Director

Executive Management Team

Rhys Kennedy

Chief Executive Officer

Wendy Lavelle

Chief Operating Officer

Leanne Perry

Chief Financial Officer

Julie Byth

Chief Experience Officer

David Beal

Chief Transformation Officer

Nicole Potts

Head of Strategy

Business Partners

Crowe Audit Australia

Auditors

Westpac

Bankers

**Australian Business Lawyers, Thomson Geer,
Minter Ellison, Mills Oakley, Holding Redlich**

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

Her Excellency the Honourable Dr Jeannette Young
PSM, Governor of Queensland

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

Acknowledgement of Country

The CPL Group acknowledges the Traditional Custodians of country throughout Australia, and we pay our respects to Elders past, present, and emerging. We are committed to honouring Aboriginal and Torres Strait Islander peoples and their unique cultural and spiritual relationship to land, water and seas and their rich

Contents

4	Chair's Report
6	CEO's Report
8	People First
10	A Strong Future
12	Market Leadership
16	Board Profiles
20	Executive Profiles
22	Directors' Report
24	Concise Financial Report
35	Acknowledgements





Chair's Report

In 1948, a group of parents came together to discuss how they could improve the lives and prospects for their children with disability.

We're told by those around at that time that they were seeking better – better supports to help their children achieve their goals, and better acceptance and inclusion of their children in the community. Those parents formed the organisation we now call CPL – Choice, Passion, Life.

In 2023, we marked 75 years since those parents came together. This milestone proved an important reflection point for us to consider where we have come from, the progress we have made to date, and the road we still need to travel to meet the expectations of those parents, those we support now and the broader disability community.

It was poignant that this reflection point for CPL coincided with a tremendous wave of contemplation across the disability sector.

2023 marked 10 years since the National Disability Insurance Scheme was legislated and seven years since the first transition site in Queensland. 2023 also saw the conclusion of hearings in the Disability Royal Commission; a review of the NDIS; and two own motion inquiries by the NDIS Commission to understand the experiences of participants in relation to supported accommodation and platform providers.

As an organisation motivated and driven by continuous improvement, CPL acknowledges the importance of these activities in strengthening safeguards for participants and ensuring quality. However, we continued to forge our own path forward in ensuring our own services – irrespective of reform agendas – continue to meet the evolving needs of our clients and scheme participants.

Pursuing a continuous improvement agenda whilst positively contributing and responding to external sector initiatives requires significant investment of resources – both fiscal and human.



So, whilst CPL remains financially solid, we were unable to deliver a surplus. It is important to note though, that CPL has experienced many good years of financial performance, which has enabled us to make these investments. Nevertheless, we remain incredibly vigilant around the deployment of our financial resources to ensure we can continue to deliver for our clients and the disability community amidst the uncertainty of disability policy and funding reform and the current economic climate.

Through all of this, though, we never lose sight of why we exist and the world we aspire to help create. To this end, I have been extremely buoyed by the progress made in inclusion over the past 12 months through the partnerships forged by CPL, as well as the new Impact Inclusion Fund. Inclusion for people with disability is gaining momentum in the corporate and general community at a pace never before seen and I am so excited by the leading role CPL is playing in transforming intent and interest into real action.

As always, I thank our loyal clients for allowing us to work with them and CPL's employees for being there for our clients when they need us. The Board looks forward to continuing to hear from and work with you in pursuit of our vision of a world where all people live an inclusive, passionate and fulfilling life.

A handwritten signature in black ink, appearing to read 'Simon Crane'. The signature is fluid and cursive, written over a thin horizontal line.

Simon Crane
Chair, CPL Board of Directors





CEO's Report

CEO's Report



In last year's Annual Report we unveiled the strategic plan that will guide CPL – and its subsidiaries – forward over the next three years.

I am pleased to report this year upon the significant progress already made towards achieving our strategic goals. This progress is particularly pleasing given the increasingly complex environment in which we are operating.

It is almost five years since CPL completed its transition to the NDIS. It is astonishing to reflect upon not only the change this has had on the people with disability that we support, but the way in which our organisation operates. Over the past four years, we have had to transform in more ways and more rapidly than at any other time in our 75-year history.

However, that obligation to transform is ongoing, not just as the NDIS continues to change but also as technology as well as the expectations of our clients, community and employees continues to evolve.

CPL has always been an organisation committed to continuous improvement; an organisation that strives to deliver the best for our clients and our employees each day. That relentless pursuit of "better" though comes at a cost. This year, CPL's investment in service delivery improvement, employee development and technological modernisation initiatives saw CPL deliver an operating loss – our first for many years.

Throughout my time with CPL – which now spans more than 20 years in both frontline service delivery and management – I have promised many families that we will continue to support them for as long as they need and want us.

Our operating result this year has not diminished this commitment. Indeed, the improvements we have made – and continue to make – to improve our services and positively impact access and inclusion in the community are investments in the future.

The following pages outline some of CPL's most significant activities of 2022–23. It is important, of course, that we highlight and share these initiatives, but they are merely a slice of what we do.

Every day across our business there are thousands of conversations that occur between our employees and our clients. By listening to our clients, we are able to work with them to deliver what they need, as well as what they want out of life. And the outcomes being achieved through this way of working are stories worth being told – like the story of Chris, who has cerebral palsy.

Chris lost his job and his housing after the closure of his place of employment, and began slipping into unhealthy behaviours. His family called upon CPL to provide support, but his support worker – who had a background in employment – saw an opportunity to prepare him to re-engage with employment. We made connections for him to other community support services, and assisted with job searches and interviews. With the support of CPL and Mylestones, Chris gained a casual job, commenced a TAFE business course, began pursuing his interest in horticulture and is reconnecting with his natural, family supports.

Experiences like Chris' can only be achieved when there is a deep trust between the person we are supporting – and their family where appropriate – and their CPL team. I thank every person who has invested their trust with CPL; it is a privilege we do not treat lightly. I also thank CPL's team members who work under the CPL values every day to support each client to live an inclusive, passionate and fulfilling life.

Rhys Kennedy
Chief Executive Officer

Empowering, informing and achieving together

People first

At CPL, the safety and well-being of our clients and employees is the driving force behind all we do. With an open and curious mindset, we continuously engage our clients and our workforce on ways to improve our client and employee experiences – and use the insights gained to create tangible change.

Throughout this year we invested in a range of initiatives to support employees to be their best and clients to live each day their way with the support they need to achieve their goals.

31,910

hours of training
completed by employees

74.2%

of employees with a
deep connection to
CPL and its purpose

4.5/5

Client trust in CPL
(May 2023)

Highlights

- Underpinned by our unwavering commitment to safety and quality, we undertook a number of continuous improvement projects, including strengthening the risk profiles developed for each of our clients to ensure CPL and its employees are best equipped to understand and support their needs. We also reviewed and updated our ways of supporting clients with personal health and life choices, including assistance to engage in healthy and safe personal relationships.
- Our extensive network of feedback channels – including regular client surveys, focus groups, and home visitor program – was expanded to include an Advisory Board comprising people with lived experience of disability, many of whom are current or former clients of CPL or their family members (refer *Listening to lived experience*). Feedback from all our channels continued to be communicated across our business and used to inform and prioritise our continuous improvement agenda.
- Recognising the importance of sharing the life experiences of people with disability, we initiated an oral histories project. Launched in June 2023, the series shares – in video and audio format – the life stories of a diverse range of people, exploring the moments and experiences that have defined their lives, as well as their hopes and dreams for the future.
- We continued to engage with our employees to understand what matters to them and what we need to do for them to bring their best selves to work each day. Quarterly surveys and monthly pulses about their employee experience were complemented by consultation on a range of issues related to their work. Based on feedback from employees, we refreshed our values to ensure greater cohesion and collaboration across the broader CPL Group (including Cootharinga and Access Arts). These values formed the basis of a new employee awards program, which recognised outstanding values-based performance.

Adding value every day

It is our belief that a high-quality client experience is the result of investing our energy and resources into our people, to ensure they are equipped to be their personal best every day.

Service and supports delivered by well-trained staff – who feel valued for what they do and feel a connection to CPL’s values – supports us to deliver safe, high-quality services to our clients.

During the year Service Facilitator, Kable Bull, demonstrated how using training, skills and experience – along with his passion for his work – creates genuine connections that lead to better outcomes for all.



“For me, it’s not just about delivering a base level of service, it’s about working collaboratively to deliver excellent client outcomes.

“I do this by supporting my clients in ways that add value to their everyday lives, but also contribute to their long-term goals. To do this, you must first listen to really understand what it is that someone wants from life.

“For one person, I might be supporting them to build a budget so they can confidently manage their money and purchase their weekly groceries with ease. For another, it might be supporting them in their goal to achieve a healthy relationship. My focus is on supporting the clients’ holistic needs, no matter how they manifest.”

Listening to lived experience

Listening to the voices of our clients has always been a critical part of CPL’s continuous improvement efforts.

This year, we added a further opportunity for clients and others with lived experience of disability to influence our product and service design, with the formation of an Advisory Board. Meeting at the same regularity as CPL’s Board sub-committees, the Advisory Board provides advice and input to Board and Management on a range of strategic and operational issues.

Chair of the Advisory Board, Andy Baker, believes the board’s benefits will be long-lasting, both for CPL Group as an organisation and for the broader disability community.

“Through the application of a shared and diverse perspective on issues relevant to people with disability, the board can provide invaluable advice to CPL Group to deliver on their strategic plan.

“We’re excited to be able to guide the progress of projects currently underway across the organisation and influence the conceptualisation of future projects that could significantly impact the lives of people with disability on a large scale.

“With our insight from lived experience, I’m confident the contributions of the Advisory Board will directly help to improve the quality of and available choices for CPL clients, their families and their communities.”



Sustainable and purposeful growth

A strong future

In 2023, CPL marked 75 years since its formation. Though this milestone provided a chance to reflect on our past, we remain focused on ensuring we are able to continue to meet the changing needs of our clients now and into the future.

At CPL, a strong future means many different things. It means stewarding our financial resources to sustain us through economic, social or systemic change. It means maintaining a keen awareness of the markets in which we operate and being equipped to respond as and when client or community need demands it. And, it means keeping pace with technological developments, especially those with the power to transform the experience of our clients.

In 2022–23, CPL invested significantly in technology and cyber-security to improve employee and client interactions with our organisation, as well as ensure the highest levels of security for the personal data we hold. This investment – coupled with a range of sectoral and economic developments – meant achieving an operating surplus in 2022–23 was not possible. However, CPL maintained a strong balance sheet capable of supporting us through this period of investment.

Highlights

Highlight activities where we invested our resources and energy to prepare us for the future included:

- We reduced friction for our clients and employees with important digitisation projects. Manual and paper-based processes which consume time that could otherwise be spent supporting and delivering for clients, were automated or moved online. This included the rollout of a new app for client-facing employees, which will reduce time spent on rostering and payroll as well as more accurately record instances of client service delivery.
- In June 2023, we released our second innovate Reconciliation Action Plan (RAP), reaffirming our commitment to developing meaningful relationships with Aboriginal and Torres Strait Islander peoples. Since we released our first RAP in 2021, we have run 65 cultural awareness training sessions for employees, sponsored 23 First Nations young people to attend TAFE, and delivered upon a further 90 actions. Our new plan, developed in partnership with our employees, will enable us to extend our commitment further.
- With cyber-security a key priority for Australian businesses, CPL continued to lead the way in protecting client and employee data within the disability sector. During the reporting period, we achieved ISO27001 accreditation, the global standard for effective information management. Through this certification, we are demonstrating to our clients, employees, stakeholders and funding partners that we have taken proactive steps to protect data in the event of a breach.





Removing obstacles

As part of CPL's commitment to developing meaningful relationships with Aboriginal and Torres Strait Islander peoples, CPL has continued to partner with TAFE Queensland to fund scholarships supporting First Nations peoples to train with TAFE Queensland in the study area and location of their choice.

Pictured: Dana Brook, TAFE Queensland Scholarship Recipient. Image courtesy of TAFE Queensland (2022)

This initiative is one of many that CPL has implemented to help educate, deliver equality and provide meaningful engagement between Aboriginal and Torres Strait Islander peoples and all Australians.

Chief Operating Officer, Wendy Lavelle, believes the partnership demonstrates CPL's commitment to reconciliation now and into the future.

"We are funding these TAFE Queensland scholarships with the aim of removing obstacles faced by First Nations people, and/or people with disabilities, who aspire to advance their careers in their chosen domains.

"Having the opportunity to pursue a nationally recognised qualification opens a multitude of possibilities. As these recipients succeed, we hope their stories of accomplishment encourage others to pursue their own aspirations."



Creating and leading change

Market leadership

Achieving our vision of a world where all people live an inclusive, passionate and fulfilling life is not something that CPL can achieve alone. Breaking down the social, technological, cultural and systemic barriers that impede people from living the life of their choice requires collective effort across Government, the business sector and the broader community.

However, the significant size and geographic reach of CPL positions us to play an influencing role on the communities in which we work.

Our pursuit of a better tomorrow, however, is about more than just amplifying the voices of people with a disability when we are called upon to do so. It is also about the creation of meaningful opportunities for people to participate wholly in community life, including having the opportunity to achieve greater economic participation and independence.

2023 was a year of incredible progress in CPL's efforts in this area. We enabled greater participation and recognition in the arts and sport; we invested in disability-led businesses and we created thousands of opportunities for people to earn fair and equitable self-generated income.

Highlights:

- In October 2022, CPL awarded the first recipients of its Inclusion Impact Fund (IIF). The fund, accumulated from monies raised through CPL's annual Giving Day, makes grants to businesses and ideas with the potential to deliver real change to people with disability. The first recipients were Queensland-based, disability-led fashion brand, Christina Stephens, and accessibly meal planning app, SmithKit. In February 2023, a second round of grants opened, with five recipients announced in June 2023 – with projects spanning therapy, social inclusion, and health services.
- CPL's disability employment service, Mylestones, continued to deliver successful outcomes for job seekers, with 2,062 people placed into open employment over the course of the year. A further 393 were supported on their journey to open or self-employment through supported employment programs, including the highly regarded Mylestones Garden Crews. To ensure we continue to deliver great outcomes, we reviewed our service delivery model and trialled new ways of working with job seekers. With positive results experienced by both clients and employees, these new operating models will be rolled out over the next 12 months.
- Artists and performers were given greater opportunities than ever before to earn income from their artistic practice, underpinned by CPL's economic participation framework. Screech Theatre performed at this year's Anywhere Festival, winning an award for its show *Blind in the Rabbit Hole*. Artists from Redcliffe's Artel program showcased their works at the Queensland's Children's Hospital and subsequently transformed their collection into a sold-out calendar.
- CPL continued to work with mass participation events across Queensland to build their capability and commitment to include participants with disability. In 2022 and 2023, CPL partnered with Brisbane Festival supporting the event's ability to program disability-led works and cater better to audiences, employees and performers with access needs. Our partnership with the Gold Coast Marathon in 2022 delivered the first-ever accessible podium used by all prize-winning athletes and equitable prize money and trophies for wheelchair athletes. CPL also worked with QMusic to award the first-ever Accessible Venue of the Year as part of the annual Queensland Music Awards.

+36

CPL Client net promoter score

1.91m

people organically engaged with our messages

3,463

lawns mowed by Mylestones Garden Crews



Working through changes

Breaking down barriers to employment to deliver successful outcomes for job seekers has remained an ongoing focus for CPL.

CPL's disability employment service, Mylestones, specialises not only in finding roles for jobseekers, but providing ongoing support to the individual and their employer to ensure the placement is a success.

Some years ago, Mylestones supported Cayley, who has a diagnosis of mild cerebral palsy, to find a job with Kmart on the Sunshine Coast.

However, with a more recent diagnosis of Autism Spectrum Disorder (ASD), Cayley found the ongoing support of Mylestones has been vital for navigating her changing needs.

After a change in store management created additional uncertainty, Cayley turned to her Job Development Officer (JDO) to help her achieve stability.

The Kmart team have rallied around Cayley, and have worked with her JDO to understand how best to support her in light of her diagnoses. With strategies in place to manage her daily needs and acceptance from the Kmart team, Cayley feels empowered once more.

"I don't cope well with changes to my routine, but my JDO will help me unpack things, talk it all through, and help me reason with my thought processes.

"The Kmart team just let me be myself, and that is one of the coolest feelings in the world. They never make me feel like I'm different."



A fashionable future

When Jessie Sadler's mum injured herself as a result of a fall and was unable to dress herself, Jessie realised a problem. Her mum had always been a lover of fashion, but the range of clothing available to her during her recovery was limited.

As Jessie began researching, she realised the impact of this issue on people with disability – and consequently founded the Christina Stephens adaptive fashion label. Since then Jessie has been joined by Carol Taylor, and now Christina Stephens is on a mission to disrupt disability stereotypes. Their colourful and elevated designs, combined with smart innovations, have turned adaptive clothing on its head.

Christina Stephens was one of the first recipients of CPL's Inclusion Impact Fund, using their grant to understand the needs of consumers and explore new technologies, resulting in the creation of a radical design for seated jeans.

With a seamless back to help prevent pressure sores, a high rise in the back with a lower waist in the front, and side zips and buttons to assist with dressing and access, the jeans are designed to give wheelchair users a high street look with high-tech functionality.

By supporting Christina Stephens to understand the real barriers their customers face, we're supporting them to realise their mission of bringing adaptive and inclusive fashion to the mainstream.



Pictured:

UQ Dentistry, Inclusion Impact Fund Recipient 2023



Board Profiles

Simon Crane

CPL Chair
BCom, FCA, GAICD



Simon Crane is a recognised financial leader, bringing over 30 years' experience in financial management and accountancy to the CPL Board.

Since the beginning of his career, Simon has advised large, publicly listed multinationals, privately owned companies and not-for-profit organisations to strengthen and grow their financial positions.

His experience across a broad range of industries has led to his current appointment as the Partner-in-Charge of KPMG's Brisbane Audit and Assurance practice from 2013 to 2021.

It was Simon's involvement with CPL as its auditor that led him to join the Board in 2016. Simon was appointed Chair of CPL in November 2021.

Simon holds a Bachelor of Commerce, is a registered company auditor, a Fellow of the Institute of Chartered Accountants Australia and New Zealand, and a Graduate of the Australian Institute of Company Directors.

Sue Scheinpflug

CPL Deputy Chair
BTeach, BEd, GAICD



Sue Scheinpflug is an experienced leader, with more than 20 years of experience as a CEO in the human services and health sectors.

Sue is the Chair of Health Translation Queensland, a board member of West Moreton Health, a community board member of the Parole Board Queensland, a board member of UQ Health Care and a member of the Queensland Mental Health and Drug Advisory Council for the Queensland Mental Health Commission.

Sue is also a mentor and coach to executives in a range of fields, including health, government, public policy and not-for-profit sectors.

Sue holds qualifications in education and is a graduate of the Australian Institute of Company Directors. She has held numerous advisory and policy development roles at local, state and national government levels, and has won awards as a business and community leader, including the 2009 Queensland Telstra Business Woman of the Year Award.

Brendon Gibson

CPL Treasurer
BCom (MAF), FCPA



Brendon Gibson is an experienced senior executive, consultant, and change leader. Over his 25+ year career, Brendon has delivered financial and risk management advice and services to a host of large organisations, including Pacific National and Aurizon.

Joining the CPL Board in 2021, Brendon contributes extensive experience as a Board Director, as well as a passion for creating community impact as demonstrated through his current appointments to the Nominations Committee and Delegate for Queensland Cricket and President of South Brisbane District Cricket Club.

Brendon is a Certified Practising Accountant and holds a Bachelor of Commerce and a Master of Applied Finance.

Colleen Clur

CPL Director
BA (Hons), MA (Hist), GradDipBusAdmin,
GAICD



Colleen Clur is a highly experienced senior leader with a strong background in engagement and strategy development.

As a former hospital and health service Executive Director, Colleen brings a wealth of experience in corporate governance, risk management, and strategic planning to the Board. Her extensive knowledge of communications and helping organisations with strategy development led her to found her own consultancy.

Colleen is a published author, Graduate of the Australian Institute of Company Directors and holds a Bachelor and Master of Arts in History.

Rob Grant

CPL Director
GCE (UK)



A North Queensland leader with over three decades of experience, Rob Grant has extensive knowledge of communication and advertising.

For over 20 years, Rob worked for international and national brands to create and execute multi-level communications campaigns. With extensive knowledge of the commercial television industry, Rob has also worked in national sales and marketing positions for some of Australia's largest TV networks.

Passionate about improving disability services, Rob brings his lived experience of supporting a family member with disability to the CPL Board. Rob served as the Chair of Cootharinga North Queensland from 2002 to 2022.

Ken MacDonald AM

CPL Director
BA (Hons), LLB (Hons), FAICD



Ken MacDonald has over 40 years' experience in corporate law, specialising in the energy and natural resources sector.

During his career, Ken has advised and guided businesses through periods of growth and change and has a passion for supporting leaders and business executives.

As a seasoned Director, Ken has served in a number of board management and directorship 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. Currently, Ken is the Chair of the Queensland Business Leaders Hall of Fame Induction Committee and a Member of the Queensland Library Foundation Council.

In 2017, Ken was recognised for his extensive service to Boards across Australia with a Gold Medal from the Australian Institute of Company Directors.

Ken holds a Bachelor of Arts (hons), a Bachelor of Laws (hons) and is a Fellow of the Australian Institute of Company Directors.

Board Profiles continued

Susan McKee

CPL Director
RN, BSC HMS, MBA, GAICD



Susan McKee is a registered nurse and health sector leader with over three decades of experience in implementing strong healthcare and business strategies.

An experienced Executive and Board Director, Susan has extensive operational and strategic experience leading large, complex organisations, with particular focus on healthcare services.

Her background in nursing, coupled with her personal experience supporting a God daughter with a disability, sees Susan bring her passion for client advocacy to the CPL Board.

Susan currently serves as the Chief Executive Officer for Dental Health Services Victoria and is a Director of the Australian Healthcare and Hospitals Association.

Susan holds a Bachelor of Nursing, a Bachelor of Human Movement Studies, a Master of Business Administration and is a Graduate of the Australian Institute of Company Directors.

Alastair Sharman

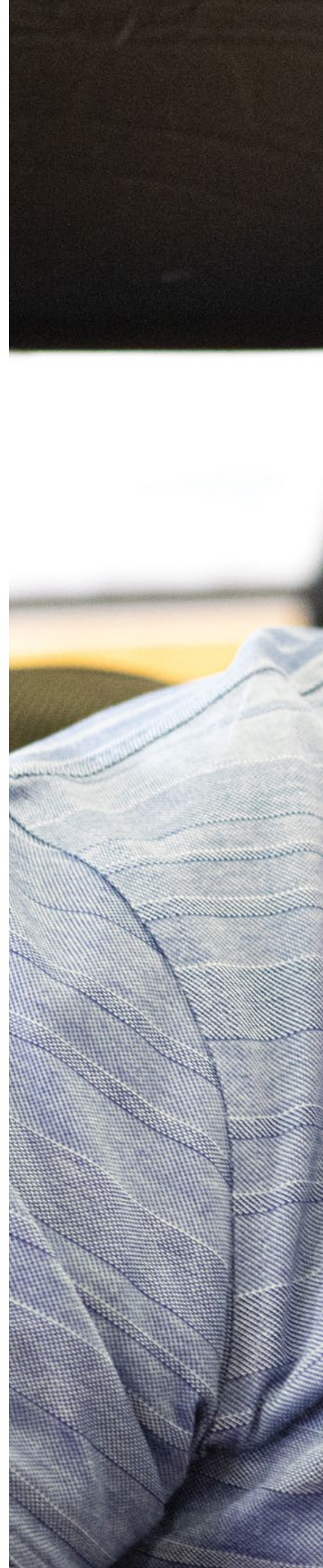
CPL Director
BA (Hons), MSc (IT)



Alastair is an accomplished senior executive with more than 25 years' experience in delivering information management, technology and digital services in the public and private sector.

After commencing his career in the Australian Army, Alastair worked extensively in consulting before being appointed the first Chief Information Officer (CIO) for Children's Health Queensland Hospital and Health Service in 2015 and then Chief Digital Officer for the Mater Group in 2020. His experience in transformative change and digital leadership saw him recognised as one of Australia's top 50 IT chiefs in 2016 and 2017 by cio.com.au, a leading voice in IT.

Alastair holds a Master of Science in Information Technology, a Graduate Diploma in Information Management and Analysis, and a Bachelor of Arts with Honours in Politics. He is a graduate of the Royal Military College of Australia and the Australian Defence Force Academy.





Executive Profiles

Rhys Kennedy

Chief Executive Officer
BOccThy, MBA, GAICD



Rhys has been Chief Executive Officer of CPL since December 2016. Under Rhys' leadership, CPL has grown from an organisation with turnover of \$84 million and 1,100 employees operating in Queensland, to a \$189 million organisation with over 2,900 employees spanning Queensland and Northern New South Wales. Rhys brings a unique combination of knowledge, skills and experience to the role, many of which have been acquired from within the organisation.

After joining CPL as an occupational therapist in Rockhampton, Rhys held a number of local management roles before taking a leadership role in the organisation as General Manager – Strategy – a position which would ultimately lead him into the CEO role.

Rhys is well known and respected in the human services sector, through his roles on a number of advisory groups and as the current Chair of Cerebral Palsy Australia. He also sits on the Boards of CPL subsidiaries, Cootharinga and Access Arts (CPL).

He holds a Bachelor of Occupational Therapy, Master of Business Administration and is a Graduate of the Australian Institute of Company Directors.

Wendy Lavelle

Chief Operating Officer
B Arts (PR), MHuServ, GAICD



Wendy has a wealth of community sector knowledge and management experience, joining CPL in 2003 after working in community, in-home and employment services in the UK and in Australia.

In her current role as Chief Operating Officer, Wendy leads all service delivery streams as well as a number of enabling functions including People, Learning and Culture; Practice Governance and Quality; and Risk, Safety and Compliance.

Wendy also sits on the Boards of CPL subsidiaries, Cootharinga and Access Arts (CPL).

Wendy holds a number of qualifications including a Bachelor of Arts (Public Relations), Master of Human Services (Disability Practice) and is a Graduate of the Australian Institute of Company Directors (AICD).

Leanne Perry

Chief Financial Officer
BCom (Accounting), FCPA, GAICD



Leanne's career in accounting and financial management spans 25 years and includes roles in disability, professional services, retail and logistics.

Leanne joined CPL in 2021 where her role as Chief Financial Officer sees her leading a number of functions including finance, business insights, payroll, NDIS portal and claiming, rostering, support coordination, procurement, and fleet.

In addition to her Executive role with CPL, Leanne is Company Secretary for CPL, a Director and Secretary of subsidiary organisation, Cootharinga North Queensland Limited.

Leanne is a Certified Practicing Accounting, holds a Bachelor of Commerce, and is a Graduate of the Australian Institute of Company Directors.

Julie Byth

Chief Experience Officer
BBus (PR), GAICD



Julie is a senior leader with more than 25 years' experience in strategic marketing, communications and stakeholder engagement across a broad range of organisations spanning the for-profit, not-for-profit and Government sectors.

As Chief Experience Officer, Julie leads a range of enabling functions including development, marketing, communications and property.

In addition to her role at CPL, Julie sits on the Board of Access Arts, Queensland's leading organisation for arts and disability; and is a member of Brisbane City Council's Traffic and Transport Futures board.

Julie holds a Bachelor of Business (Public Relations) from QUT and is a Graduate of the Australian Institute of Company Directors (GAICD).

David Beal

Chief Transformation Officer
MCommDesign, AdvDipMgt, AdvDipDis



David has more than 30 years' experience in leading transformation programs in commercial, education, government and not-for-profit sectors. His transformation experience includes both implementation of new digital solutions, as well as process improvement in offline delivery, customer experience and manual processes.

In his role as Chief Transformation Officer, David brings deep specialist skills at both a technical and strategic level, which support him to lead CPL's digital transformation, data and technology functions, as well as CPL's Portfolio Management Office.

David holds a Master in Communication Design, as well as various qualifications in project management methodologies, training, management and disability.

Nicole Potts

Head of Strategy
BBeST, MBA



Nicole is a purpose-driven results-focused leader, who brings to CPL more than 20 years of diverse industry experience spanning health and human services, professional services, public sector, education and training, banking, resources, justice, and corrective services.

As Head of Strategy, Nicole applies her passion for systems thinking, strategic partnership and integration – as well as her expertise in strategy, performance and change management – to her leadership of the Program Management Office and Data Insights functions.

Nicole holds a Bachelor of Behavioural Studies majoring in Youth and Society and Crime, Corrections and Justice and a Masters in Business Administration. She also holds an Associate ATCL Teaching (Speech and Drama) and a Cert IV in Assessment; and is Certified in Lean Six Sigma.

Directors' Report

The Directors present their report together with the concise financial report for the financial year ended 30 June 2023 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 in pages 18-20 in the Board Profiles section of this report.

Company Secretaries

Anastasia Maynes (BCom LLB (Hons), Grad Dip LP, Grad Dip ACG, FGIA) is an accredited Chartered Secretary and has over 10 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 Australia's top tier law firms and being a Company Secretary of both ASX-listed and unlisted companies. Currently, Anastasia works as a legal consultant in Minter Ellison's Corporate Practice Group in Brisbane and has served as CPL Company Secretary since 2015.

Leanne Perry (BCom (Accounting), FCPA, GAICD). Leanne's career in accounting and financial management spans 25 years and includes roles in disability, professional services, retail and logistics. Leanne joined CPL in 2021 where her role as Chief Financial Officer sees her leading a number of functions including finance, business insights, payroll, NDIS portal and claiming, rostering, support coordination, procurement, and fleet.

Principal Activity

CPL is a leading provider of integrated support, therapy and advice for people living with a disability 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 Directors' meetings are disclosed on page 24 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

The deficit for the financial year, as shown in the Statement of Profit or Loss and Other Comprehensive Income was \$9,384,281 (2022 surplus: \$2,062,493). The deficit this financial year was due to several factors. During the year CPL moved away from its Enterprise Agreement and transitioned to the relevant Parent Awards. This has materially increased employee expenses (approximately \$10 million per year) due to different provisions under the Parent Awards compared to the previous Enterprise Agreement. It also required a \$1 million increase to the Annual Leave Provision due to Leave Loading now applying to the majority of CPL employees which was not the case under the Enterprise Agreement. CPL Management and Board are working hard to align expenditure and revenue to bring CPL back to a break-even position within the next financial year.

CPL operates in a complex and challenging environment, which includes regulated (set) pricing. While the regulated pricing makes assumptions about the cost base of organisations, CPL's commitment to areas such as quality, practice governance, risk management and staff training requires investment of funds which are not reflected in the regulated price. This continues to impact CPL's financial result.

CPL have also identified a trend in the sector for client plans to be either rolled over without assessment of clients' changing needs, or actually reducing the size of the client plans. CPL's commitment to its clients means that CPL bears the financial impact of those changes while it engages with key stakeholders to rectify. This can take many months and also continues to impact CPL's financial result.

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 or the financial statements.

Events Subsequent to the End of Financial Year

The Directors advise that 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.

Lead Auditor's Independence Declaration

The Lead Auditors' Independence Declaration is set out on page 26 and forms part of the Directors' Report for the financial year.

Dated at Brisbane this 14 October 2023 and signed on behalf of the Board and in accordance with a resolution of the Directors on 14 October 2023.



Simon Crane

Chair

CPL – Choice, Passion, Life

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;
- a. The financial statements and specific disclosures included in the concise financial report have been derived from the financial report;
- a. 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
- a. 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 2023 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 2022–2023 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/contact-us

Directors' Participation in Board and Committee Meetings

Directors' Meetings Name of Director	2023		2022	
	Meetings Eligible to Attend	Meetings Attended	Meetings Eligible to Attend	Meetings Attended
Simon Crane* (Chair)	7	6	9	8
Bruce Crowley (resigned 27 November 2021)	-	-	3	3
Dermot Lindsay (resigned 12 February 2022)	-	-	6	1
Ken MacDonald	7	6	9	7
Susan McKee	7	7	9	9
Michael Pini (resigned 27 November 2021)	-	-	3	3
Sue Scheinpflug	7	7	9	8
Robin Grant	7	7	9	8
Colleen Clur (joined 26 August 2021)	7	6	9	9
Brendan Gibson (joined 26 August 2021)	7	7	9	9
Alastair Sharman (joined 7 June 2022)	7	7	1	1

*Simon Crane was granted a leave of absence from the CPL Board of Directors for the period 4 June 2021 to 8 October 2021 inclusive. This includes one Directors' meeting in the 2021-22 financial year.

Nominations and Remuneration Committee

Directors' Meetings	2023		2022	
	Meetings Eligible to Attend	Meetings Attended	Meetings Eligible to Attend	Meetings Attended
Name of Director				
Simon Crane (Chair)	1	1	2	1
Bruce Crowley (resigned 27 November 2021)	-	-	2	2
Dermot Lindsay (resigned 12 February 2022)	-	-	4	3
Ken MacDonald	1	1	4	3
Susan McKee	1	1	4	3
Sue Scheinpflug	-	-	-	-

Finance and Risk Committee

Directors' Meetings	2023		2022	
	Meetings Eligible to Attend	Meetings Attended	Meetings Eligible to Attend	Meetings Attended
Name of Director				
Brendon Gibson (Chair) (joined 4 November 2021)	4	4	4	4
Simon Crane (left committee 12 February 2022)	-	-	3	2
Ken MacDonald	4	4	5	5
Susan McKee	4	4	5	4
Michael Pini (resigned 27 November 2021)	-	-	3	3

Clinical Governance and Quality Committee

Directors' Meetings	2023		2022	
	Meetings Eligible to Attend	Meetings Attended	Meetings Eligible to Attend	Meetings Attended
Name of Director				
Sue Scheinpflug (Chair)	4	4	2	2
Susan McKee	4	3	2	2
Colleen Clur	4	1	2	2
Alastair Sharman (joined 16 March 2023)	1	1	-	-



Crowe Audit Australia
 ABN 13 969 921 386
 Level 16 120 Edward Street
 Brisbane QLD 4000
 Australia
 Main +61 (07) 3233 3555
 Fax +61 (07) 3233 3567
 www.crowe.com.au

Auditor's Independence Declaration

As an auditor of CPL – Choice, Passion, Life (the Company) for the year ended 30 June 2023, I declare that, to the best of my knowledge and belief, there have been:

- i. 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
- ii. no contraventions of any applicable code of professional conduct in relation to the audit.

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

Crowe Audit Australia

Crowe Audit Australia

John Zabala FCA
 Senior Partner

14 October 2023
 Brisbane

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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 external audit, conducted via the Crowe Australasia external audit division and Unison SMSF Audit. All other professional services offered by Findex Group Limited are conducted by a privately owned organisation and/or its subsidiaries.

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Statement of Profit or Loss and Other Comprehensive Income

For the year ended 30 June 2023

	Note	2023 \$	2022 \$
Revenue		186,636,865	189,359,986
Gain / (Loss) on Sale of Assets		-	82,566
Unrealised (Loss) / Gain on Financial Assets		992,852	(1,810,279)
Advertising and Promotion		(1,004,623)	(932,314)
Client Related Expenses		(399,228)	(1,495,484)
Computer Expenses		(3,656,256)	(2,881,290)
Cost of Sales		(125,446)	(163,938)
Depreciation and Amortisation		(8,379,603)	(8,211,452)
Employee Expenses		(166,491,878)	(156,943,997)
Finance Expenses		(1,512,514)	(879,898)
General Contracts and Domestic Payments		(1,321,120)	(146,200)
Motor Vehicle Expenses		(1,892,689)	(1,583,451)
Occupancy Costs		(3,308,543)	(2,987,427)
Other Expenses		(2,006,191)	(2,181,451)
Telephones and Data Communication		(2,303,612)	(2,676,489)
Printing and Office Supplies		(1,195,293)	(879,632)
Recruitment and Training		(611,785)	(681,770)
Repairs and Maintenance		(1,985,082)	(2,236,070)
Travelling Expenses		(820,127)	(688,916)
Total Expenditure		(197,013,998)	(185,569,781)
Surplus / (Deficit) for the Year		(9,384,281)	2,062,493
Total Comprehensive Income for the Year		(9,384,281)	2,602,493

Statement of Financial Position

As at 30 June 2023

	2023	2022
	\$	\$
Current Assets		
Cash and Cash Equivalents	23,597,651	29,921,745
Trade and Other Receivables	10,479,832	13,337,719
Investment in Managed Portfolios	18,447,176	16,853,824
Other Current Asset	3,104,285	2,912,147
Other Financial Asset	-	2,000,000
Total Current Assets	55,628,944	65,025,435
Non-Current Assets		
Property, Plant and Equipment	11,084,444	12,859,917
Intangible Assets	-	52
Right of Use Assets	21,618,489	22,967,544
Other Financial Asset	6,500,000	-
Total Non-Current Assets	39,202,933	35,827,513
Total Assets	94,831,877	100,852,948
Current Liabilities		
Trade and Other Payables	18,947,277	15,707,345
Employee Benefits – Long Service Leave	3,724,660	3,788,476
Provisions	1,046,500	844,500
Lease Liability	4,992,489	5,670,933
Interest-bearing Liabilities	1,508,720	1,126,651
Contract Liabilities and Funding Held in Trust	8,538,007	7,912,035
Total Current Liabilities	38,757,653	35,049,940
Non-Current Liabilities		
Employee Benefits – Long Service Leave	3,187,146	3,266,775
Lease Liability	18,477,471	18,742,344
Total Non-Current Liabilities	21,664,617	22,009,120
Total Liabilities	60,422,270	57,059,059
Net Assets	34,409,607	43,793,888
Equity		
Accumulated Funds	34,409,607	43,793,888
Total Equity	34,409,607	43,793,888

Statement of Changes in Equity

For the Year Ended 30 June 2023

	Accumulated Funds
	\$
Balance as at 1 July 2021	41,814,395
Total Comprehensive Income:	
Surplus / (Deficit) for the Year	2,062,493
Adjustment to Accumulated Funds for incorrectly recognised Land in prior years	(83,000)
Balance as at 30 June 2022	<u>43,793,888</u>
Balance as at 1 July 2022	43,793,888
Total Comprehensive Income:	
Surplus / (Deficit) for the Year	(9,384,281)
Balance as at 30 June 2023	<u>34,409,607</u>

Statement of Cash Flows

For the Year Ended 30 June 2023

	2023 Inflows (Outflows) \$	2022 Inflows (Outflows) \$
Cash Flows from Operating Activities		
Receipts from Government and Customers	189,764,286	182,493,362
GST (Paid) / Collected	203,636	(138,655)
	189,967,921	182,354,707
Payments to Employees and Suppliers	(182,568,392)	(169,966,577)
Interest Paid	(1,512,514)	(879,898)
	(184,080,906)	(170,846,475)
Net Cash from / (Used in) Operating Activities	5,887,016	11,508,233
Cash Flows from Investing Activities		
Acquisition of Property, Plant and Equipment	(719,270)	(2,770,643)
Acquisition of Intangible Assets	(0)	(0)
Proceeds from Sale of Other Non-Current Assets	-	-
Acquisition of Investments	(2,692,491)	(5,918,519)
Proceeds on Sale of Investments	591,702	4,527,384
Interests and Dividends Received	1,349,290	532,318
	(1,470,769)	(3,629,461)
Cash Flows from Financing Activities		
Funding to Related Party	(4,500,000)	(2,000,000)
Proceeds from Borrowings	4,631,060	3,993,878
Repayment of Borrowings	(4,456,457)	(3,981,550)
Lease Payments	(6,414,943)	(7,391,734)
	(10,740,340)	(9,379,406)
Net Increase / (Decrease) in Cash and Cash Equivalents	(6,324,094)	(1,500,635)
Cash and Cash Equivalents at the Beginning of the Year	29,921,745	31,422,380
Cash and Cash Equivalents at the End of the Year	23,597,651	29,921,745

Basis of Preparation

The concise financial statements have been prepared in accordance with Australian Accounting Standards – Simplified Disclosures made by the Australian Accounting Standards Board (AASB) and the requirements of the *Australian Charities Not-for-profits Commission Act 2012*. The financial report was approved by the Board of Directors on 14 October 2023.

The financial statements have been prepared on a going concern basis which contemplates the realisation of assets and liabilities in the ordinary course of business.

New, Revised or Amended Accounting Standards and Interpretations Adopted

CPL has adopted all new, revised or amended Accounting Standards and Interpretations issued by the Australian Accounting Standards Board (AASB) that are mandatory for the current reporting period.

Cootharinga North Queensland (CNQ)

On 10 March 2020, the members of Cootharinga North Queensland (Cootharinga) voted in favour of CPL being its sole member. This change took effect from 01 July 2020. Cootharinga work with people with disabilities across North Queensland and have been in operation since 1951. Cootharinga has been assessed under AASB 10 Consolidated Financial Statements as a wholly-owned subsidiary of CPL. Separate Consolidated Financial Statements have been prepared for the group of entities controlled by CPL.

Access Arts (CPL) Limited

Access Arts (CPL) Limited (AACPL) who work with people with disability and disadvantage, in the arts, has been assessed under AASB 10 Consolidated Financial Statements as a wholly-owned subsidiary of CPL. CPL has entered into a service agreement with AACPL to provide services to assist with delivering their funded activities. Separate Consolidated Financial Statements have been prepared for the group of entities controlled by CPL.

Other than the matters discussed above, 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 for CPL.

Independent Auditor's Report



Crowe Audit Australia
 ABN 13 969 921 386
 Level 16 120 Edward Street
 Brisbane QLD 4000
 Australia
 Main +61 (07) 3233 3555
 Fax +61 (07) 3233 3567
www.crowe.com.au

Independent Auditor's Report

To the Members of CPL - Choice, Passion, Life

Opinion

We have audited the financial report of CPL – Choice, Passion, Life (the Company), which comprises the statement of financial position as at 30 June 2023, the statement of profit or loss and other comprehensive income, the statement of changes in equity and the statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies, and the directors' declaration.

In our opinion, the accompanying financial report of the Entity is in accordance with the Division 60 of the *Australian Charities and Not-for-profits Commission Act 2012* (the ACNC Act), including:

- (a) Giving a true and fair view of the Company's financial position as at 30 June 2023 and of its financial performance for the year then ended.
- (b) Complying with Australian Accounting Standards report to the extent described in Note 1, and Division 60 of the *Australian Charities and Not-for-profits Commission Regulation 2013*.

Basis for Opinion

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Report* section of our report. We are independent of the Company in accordance with the ethical requirements of the Accounting Professional & Ethical Standards Board's APES 110 Code of Ethics for Professional Accountants (including Independence Standards) (the Code) that are relevant to our audit of the financial report in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

We confirm that the independence declaration as required in the *Australian Charities and Not-for-profits Commission Act 2012*, which has been given to the directors of the Company, would be in the same terms if given to the directors as at the time of this auditor's report.

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

Information Other than the Financial Report and Auditor's Report Thereon

Those charged with governance are responsible for the other information. The other information comprises the information contained in the Company's Directors' Report for the year ended 30 June 2023 but does not include the financial report and our auditor's report thereon.

Our opinion on the financial report does not cover the other information 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 other information and, in doing so, consider whether the other information 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 of this other information, we are required to report that fact. We have nothing to report in this regard.

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Responsibilities of Management and Those Charged with Governance for the Financial Report

Management is responsible for the preparation of the financial report that gives a true and fair view in accordance with Australian Accounting and for such internal control as management determines is necessary to enable the preparation of the 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, management is responsible for assessing the ability of the Company to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the Company or to cease operations, or have no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Entity's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Report

Our objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

As part of an audit in accordance with the Australian Auditing Standards, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.
- Conclude on the appropriateness of the directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

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

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John Zabala FCA
Senior Partner

16 October 2023
Brisbane



**Pictured:
Hannah and Sylwia Johnson**

Photographed by Louis Lim in 2023



Acknowledgements

Major Donors:

Mrs. Janelle Ellwood
 Mr. Peter Haeusler
 Mr. Sunny Lee
 Mrs. Rosemary Locke
 Mr. Mark Parenzi

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 Mrs Sue Billington
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