ANNUAL REPORT 2017



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Adam with Adelaide Crows player Richard Douglas at an Adelaide Crows Training Session at the Adelaide Oval

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2017 CHAIRPERSON'S REPORT



"Coming together is a beginning; keeping together is progress; working together is success."

- Henry Ford

What a year! In a year where the disability sector is preparing for the full rollout of the National Disability Insurance Scheme (NDIS) and where the NDIS for our clients is just around the corner, Community Living Australia has been driving forward, staying the course and working in partnership with all of our stakeholders to ensure that we all arrive at our destination together.

Where is this destination? And what successes have been made?

The key focus of the Board, Chief Executive and employees has been to ensure that our clients, families, employees, stakeholders and the organisation as a whole, are ready for the NDIS and are positioned to provide the best value and quality services possible. We want to help create communities in South Australia where our clients and people living with disability have valued roles and every opportunity to accomplish their goals. I believe we are moving closer to this destination. I wish to thank our dedicated employees for the strides they are making in implementing a new Client Relationship Management system (CRM) - which will enable us to better meet the needs of our clients under the NDIS. For reviewing and developing our services to align with the NDIS requirements which we believe will deliver more exceptional outcomes for our clients and for the continuing support they offer to our clients and families in their transition to the NDIS. It has been heartening for me to hear how valuable the support we provide is to our clients and families and how this support is enabling many to feel more confident, in control and positive about their future under the NDIS.

We have come a long way in our preparations for the NDIS, and whilst we are proud of these achievements, we also know that the job is not finished. We will remain committed knowing that the next year will be just as busy and just as important in ensuring that we continue to support clients to be NDIS ready and strengthen the position of Community Living Australia under the NDIS.



I sincerely acknowledge our clients, families, carers, employees and volunteers who embody Community Living Australia. We will continue to ensure that we remain your trusted partner in delivering outstanding, lasting outcomes.

I thank my fellow Board and Committee Members for their dedication and diligence in charting Community Living Australia's course – I have every confidence that through your guidance, we will get to where we need to be in order to thrive under the NDIS.

To our friends, funders, stakeholders and our local communities – our partners in our journey, we thank you for your support, your commitment to our common cause and for your collaboration in working towards achieving our aims.

I thank our Chief Executive, Mark Kulinski and his team, for their unwavering dedication in supporting our clients, carers and families to understand, be prepared for and to get the most out of the NDIS. Thank you also for working to place Community Living Australia into a position whereby we provide the absolute best services possible to our clients, supporting them to achieve their goals and realise their dreams. I truly believe we are positioned as a leader in quality services within the communities we serve and to support our clients to take advantage of the NDIS.

We will continue to strive to be our clients' trusted partner, working together to achieve the outcomes they need to live a meaningful life. We are honoured by the privilege and humbled by the trust our clients place in us, understanding that our role and services directly impact our clients lives and that our purpose inherently is to support them to make their lives, their own.

If our dreams are our destination, if our goals are our plan for how to get there, then partnerships and working together are our vehicle.

Together We Achieve.

Yours Faithfully,

Willeforme

Bill Rowe Chairperson

2017 CHIEF EXECUTIVE REPORT



"Unity is strength. When there is teamwork, partnership and collaboration, wonderful things can be achieved"

- Mattie Stepanek.

'Partnership' – this is a word that is mentioned many times in this annual report and it is a word that will continue to be used strongly in our organisation. Along with many other important words, this is a word that we truly believe in, value and strive to achieve every day. We value it as being the essential element in ensuring that we are providing the absolute best services and value possible to our clients and their families.

Like Bill Rowe said in his Chairperson's report '...partnership and working together is our vehicle for getting where we want to go'. This could not be more true.

We understand the importance of partnership – particularly with our clients, knowing that we need to partner with our clients and their families and carers in order to achieve their goals. The reason for this being that inherently, our mission, is inseparable from and is in fact dictated by our clients, their families and their carers. Our mission is to help in the creation of an Australia where our clients and people living with disability have valued roles in the community, the opportunity to accomplish their goals, and the ability to realise their dreams.

In order to understand the goals of our clients, their dreams and what they want for their life, the roles they want and value and how to best support them to achieve these things, we need to work in partnership with them. 'We' as an organisation cannot know these things and cannot hope to successfully support our clients to achieve without first ensuring partnership, trusted relationships and open communication with clients, their families and their carers along every step of the process.

Therefore, to achieve our mission it is imperative that we do just this – partner and work with our clients in everything from navigating and understanding the NDIS, to designing and implementing their services.

As expressed so eloquently by Paul Ryan, "Every successful individual knows that his or her achievement depends on a community of persons working together," we must work together to make real and lasting positive change in the lives of our clients and people living with disability.

When reporting on the activities of the past 12 months I am pleased to see that we are putting this into practice and that we are achieving success, together.

During the year our Client Services team has committed themselves to the challenge of:

Supporting over 550 clients across seven regions of South Australia;

- > Adelaide Hills
- > Fleurieu Peninsula
- > Kangaroo Island
- > Murraylands
- > Riverland
- > South East
- > Southern Metropolitan.

Reviewing and re-designing with the input of our clients and families all of our client services offerings, to improve them and to align them with the NDIS. The implementation of this will be ongoing over the next 6 – 18-month period. I want to take the time to stress that it is our priority to ensure that our clients and families experience as minimal disruption to their services as possible.

Supporting our clients with the development of Individual Support Plans that will ensure our services are aligned with the individual needs of each client. Supporting clients and families to understand and transition to the NDIS. This support has been delivered through workshops, newsletters, quick fact videos, individual meetings and pre planning workbooks.

Our capability to deliver quality service has been reinforced through being awarded new services through competitive tenders.

We welcomed a growing number of new clients and carers to our community and increased services to existing clients which reinforce the trust clients place in us.



Support Worker Elise and Alex enjoying being out in the sunshine and Naracoorte community

2017 CHIEF EXECUTIVE REPORT (Cont.)

Our Corporate Services team, like our Client Services team has also been very busy over the past 12 months:

- Completing the successful implementation of an electronic time recording and rostering solution that has resulted in close to 5,000 timesheets now being submitted each fortnight electronically.
- This technology is creating and will enable more responsive and effective matching of client needs to employees, ensuring that both our clients and staff get the most out of receiving and delivering our services.
- Continuing to build on our use of the SharePoint platform for document collaboration and storage and implementing a new cloud hosted finance system.
- In a joint project with Scouts SA, renovations of the Victor Harbor Scout Hall were completed, providing us with a new venue to provide additional Day Services in the South Coast region.
- Securing and establishing a new office in the Southern Metro region, enabling our local team to be more responsive to our local clients and families and enhancing our presence in the region.

- Effectively managing fleet upgrades to ensure the comfort and safety of both employees and clients.
- Commencing development of a new website that will provide better accessibility and usability to our clients and people living with disability and that will better communicate our organisation, the work we do and our services to our stakeholders and communities. The team is also busy developing new information to better communicate our service offerings and to support our clients and people in the community with their transition to the NDIS.
- Developing a new program for volunteers that will attract and enable more volunteers to get involved with and support the organisation. We view volunteering as playing an important part in our organisation and services moving forward as it will enable us to do more for our clients, providing an even better service experience. This program will be promoted and will expand over the coming 12-month period.

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Over the past 12-months the Board and leadership team have also successfully completed an organisational restructure - ensuring that the organisation has the correct roles and structures in place to ensure we are responsive and prepared to operate under the conditions of the NDIS.

By far are greatest and most valued resource is our team of individuals whose commitment, professionalism and values lay testament to the outstanding service they deliver across all of our regions and areas of our organisation.

Demand for our services and the demands of our clients who already access our services is expected to increase significantly in the future. Therefore, another key project currently being undertaken is the development and implementation of a Client Relationship Management system (CRM). The CRM will enable us to be more responsive to each and every one of our clients, helping us to ensure that we provide the absolute highest quality of services tailored to the needs of each individual.

After such a busy and successful year, I am also extremely pleased to announce that for the 2016/17 financial year Community Living Australia posted a sound surplus whilst also increasing annual revenue. This places us in a financially healthy position with capacity to continue to invest in resources to support the delivery of services under the NDIS framework.



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2017 CHIEF EXECUTIVE REPORT (Cont.)

I would like to thank our clients, families, carers and supporters for their continued trust. To our team of exceptional professionals, thank you for your continued and unwavering commitment to supporting our clients to transition successfully to the NDIS and to live the life they both want and deserve.

Our focus ahead will be on supporting people as they enter the NDIS to ensure they receive quality support to live the life they want. We will continue to focus strongly on improving our service offerings. We will stay steadfast in our commitment to partnering with our clients, families and carers, providing them with the absolute best quality of services possible so that together we can achieve their goals.

It would be pretentious to think we can fully understand somebody else's life and their needs without their input and it would be arrogant to think that we alone can solve and meet them. Having said this, I truly believe it would be foolish and a deep shame to think that together, in partnership, we could not make real and lasting improvements.

Together, through partnership with all people in our community is the only way we can dream, design and achieve, true, lasting and meaningful improvement for people living with disability in our community. This is what we will do.

Together We Achieve.

Best Wishes,

M Valmit.

Mark Kulinski Chief Executive

Lucy and Ashley reeling in some fish at the Beach in the South East

CLIENT SERVICES

"If you want to go fast, go alone. If you want to go far, go together."

- African Proverb



Client services continued its focus on ensuring Community Living Australia work in partnership with clients and families to deliver lasting outcomes.

Each of our regions continues to be provided with specialist support from our Client Services Resource Team. The team provides positive behaviour support, specialist intervention, training and review of services. Training, especially, was a big focus for the period by the team. Training foci included:

- Person-centred active support
- Individual support planning
- Leadership training
- Mental Health First Aid
- Resilience
- Positive Behaviour support

Training was provided across all regions and reinforces our commitment to ensure our team members are well trained to deliver the services expected by our clients and families. Our service quality is directly affected by the training and support we provide our team. A strong focus on this was undertaken during the year and will continue into the future.

During the year, we welcomed the Community Visitor Scheme to many of our services across all regions. The Community Visitor Scheme is an independent statutory scheme that visits and inspects disability services. The feedback received, reinforced our commitment to continually delivering high quality services and provided reinforcement that we continue on the right path to support clients to achieve their goals.

A review commenced of all our service offerings in light of the NDIS introduction. The review focused on ensuring our service meet client needs and NDIS requirements. The review has been a great opportunity to reflect on our services, the outcomes we are achieving and the improvement opportunities and best practice methodology.

The organisational restructure also provided us with the opportunity to talk to stakeholders regarding what was working well and what we could improve on, eliminate any inefficiencies and create a structure that ensured responsive services and strong support for staff. Regional Managers are in each of our regions and provide strong, local leadership. We are entrenched and part of our local communities. This serves to support clients to be better included in community. During the year we welcomed new clients in all of our services – more and more so through the NDIS. The NDIS is a new system that many clients and families are still developing their understanding. We are continuing to supports clients and families through the transition phase of the NDIS and remain steadfast in our commitment to support people during this phase. Services will continue until clients receive an NDIS plan and choose how they wish to continue to be supported.

Being part of local community supports our clients to have an identity and valued role. Community Living Australia continued to provide a number of opportunities for clients to be part of community including:

- The establishment and success of the Country Cottage Collections shop
- Volunteering opportunities across all our regions to support skill development
- Supporting people to secure paid employment
- Supporting people to be part of local community groups such as Thai Chi, Men's Sheds, theatre and music groups
- Supporting athletes attend the Tri-State Games and All Abilities Cricket Carnival and come away with a large medal tally and personal best results
- Undertaking a community recycling program

CLIENT SERVICES (Cont.)

- Undertaking random acts of kindness in the community that received glowing feedback from community members
- Providing a strong drawcard and key attraction with local Christmas pageants that are highly valued by the local community
- Successfully fundraising for key community issues such as cancer research
- Our green team continued to beautify local landmarks and homes
- Our hugely successful breakfast bar program supported more children, in more regions, have access to free, nutritious breakfasts carefully prepared by clients.

Our work is far from complete. As clients achieve their goals, new goals are being established and we are working with clients and families to support their achievements. We continue to welcome new clients and families to our community and support them in their life journey. We appreciate and value the trust clients, families and carers place in us and will continue to strive to deliver sustainable outcomes.



The full crew of volunteers for the 2016 Strathalbyn Christmas Pageant in front of our float, 'The Little Drummer Boy'.

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NATIONAL DISABILITY INSURANCE SCHEME

"Alone we can do so little, together we can do so much."

- Helen Keller



The National Disability Insurance Scheme (NDIS) is the new way of providing disability support in Australia and has been described as the biggest social reform since the introduction of Medicare.

When fully operational the NDIS will give 460,000 Australians under the age of 65 with a permanent and significant disability the reasonable and necessary supports they need to live an ordinary life. Community Living Australia sees the NDIS as an opportunity for our clients and their families to exercise greater choice and control over how they receive their supports.

Community Living Australia is committed to supporting the goals of the NDIS, so that it can enable great outcomes for people living with a disability. This has meant that Community Living Australia is working together with:

- Our clients, families and carers, to understand the NDIS, what supports might be funded under the NDIS as well as supporting them to get ready for their NDIS planning meeting
- Our staff, to understand the NDIS, what services can be provided under the scheme, and highlighting the continued importance of their role in supporting our clients during and after their NDIS transition
- Our staff and Board, to ensure that our business remains strong, flexible and dynamic in an NDIS environment
- New partners, to ensure we are leading and supporting the sector to remain strong and efficient and in a position to continue to provide quality services, so that people with disability have the opportunity to live their life, their way
- Government, to provide solutions and insight into resolving the issues that are impacting our clients or the community sector
- The community, to ensure awareness of the NDIS and how they can partner with disability providers and people with a disability to achieve great outcomes

As an organisation we have been working together with our stakeholders to inform key NDIS projects that will ensure we all thrive under an NDIS environment. Some of the work includes:

- Sharing our knowledge around the NDIS to inform our staff, clients, carers, families and community. This has been done via information sessions, our website, videos, and NDIS written updates – including our seasonal newsletter
- Working hard to develop tools, information and support to ensure our clients have a smooth transition to the NDIS with the supports they need
- Working through the NDIS funded support categories and assessing whether they link to the current services we provide
- Learning from the states that have already transitioned to the NDIS to see what types of services are emerging
- Looking at strategies to attract exceptional staff into the organisation to meet the predicted increase of support hours
- Placing additional information on our website including video content so people can assess if they are suited to work in the sector
- Seeking partnerships or opportunities to obtain grant funding or run projects to support our organisation, clients, staff and community to be NDIS ready
- Reviewing our systems which will be implemented to better support our staff and clients under an NDIS environment

NATIONAL DISABILITY INSURANCE SCHEME (Cont.)

We are aware that the NDIS is a big transformation and hence we understand that the scheme will change as lessons are learnt through the experience of the roll out. We have taken a regionby-region approach to supporting our clients and staff in their transition to the NDIS, based on regional rollout dates.

The NDIS is a large scheme to roll out in such a short time. With any major change, there have been some things that have not worked well, and the NDIA have worked hard to resolve issues throughout the process. Community Living Australia are committed to informing our stakeholders of the changes as they come to light but we are also here to listen, support and connect to make future changes to ensure that the scheme does enable people with a disability to achieve their goals, including independence, community involvement, employment and wellbeing.

We look forward to working with our valued stakeholders to take hold of the opportunities that the NDIS can bring to enable people with a disability to achieve their goals.



RISK & COMPLIANCE

"The best partnerships aren't dependent on a mere common goal but on a shared path of equality, desire, and no small amount of passion."

- Sarah MacLean

Fleet

In the last 12 months a strong focus has been placed on enhancing our relationships with key business partners across all of our regions. A number of new and exciting partnerships are being built with dealerships and repairers from Murray Bridge, the Riverland, Kangaroo Island and the South East to ensure our specific needs are met and that maintenance, management and repairs are handled in such a way that client programs experience minimal interruption. We would like to thank all of our partners in all of our regions for their great service and support.

Property

Over a number of years, we have taken great pride in the positive relationships and partnerships we have developed with our landlords, agents and preferred providers. These relationships have allowed us to meet the needs of our clients and to support them in finding and living in their own homes.

This year has also seen the completion of the extension to the Scout Hall in Victor Harbor. This is an exciting achievement that will see us once again having a service base in Victor Harbor. The Scout Hall will be primarily used by our Day Options clients in the Fleurieu region. This dual purpose site is a wonderful example of supporting people living with disability to be more connected with their wider community.

Work, Health & Safety

Work, Health and Safety has formed a significant part of our focus over the past 12-month period. We view our employees as our most valuable resource -supporting them ensures the highest quality of services possible to our clients.

This focus has seen the appointment of a designated WHS Officer who over the year has created strong internal partnerships and is committed to the ongoing health and safety of our clients and employees.

Risk Management

The past year has shown that through identification, assessment and consultation changes can be made to processes and practices that mitigate risk while strengthening and connecting our operations. We strive to deliver our services in such a way that minimises risk for our clients, employees and the organisation.

INFORMATION COMMUNICATION TECHNOLOGY

"Communication, respect and trust are the most important aspects of all relationships as well as teams and partnerships."

- Unknown Author

Data accessibility, centralisation and consistency has been a key focus for the ICT Team during the 2016/17 financial year, and will continue to be a priority in 2017/18. ICT have focused on consolidating organisational data into their cloud based collaboration platform - SharePoint. Due to the significant growth in SharePoint usage and reliance, the ICT team have been working with all areas of the business to create new Sites that are easier to navigate and manage. Throughout this process, a substantial amount of old data was archived, and an organisation-wide naming convention was introduced to simplify search functionality.

This year, Community Living Australia has further expanded Cloud-based applications by investing in Microsoft Azure Cloud Services to house Finance and Payroll applications. This decision was part of a broader strategic objective to reduce reliance on onsite hardware, improving accessibility across the organisation via the web while also providing greater security and reduced risk of failure for critical business applications. This strategy will continue into the 2017/18 financial year with the potential for 60% of the remaining onsite hardware to be decommissioned, a great way to save space, reduce power consumption and in turn our environmental footprint.

To assist our Client Services team to achieve their objective of working more closely with clients, staff, services and communities, Community Living Australia has invested in making staff more mobile. Additional technology was rolled out to all Team Leaders and venues. This now enables staff the flexibility of working from multiple locations whilst still being able to access all Community Living Australia applications and data.

During the latter part of the financial year, Community Living Australia engaged Security Audit Specialists to perform internal and external penetration testing of our IT systems. The goal was for Community Living Australia to understand its level of risk to cyberattacks and, in turn, facilitate appropriate risk management strategies. Community Living Australia were provided with



a thorough testing report at the completion of the engagement, and we are now implementing the recommended mitigation solutions to ensure our information on our IT systems is secure.

Moving into the 2017/18 financial year Community Living Australia will be changing its phone technology from old ISDN (copper) services to the latest SIP (fibre) services. This will provide us with more incoming/outgoing lines in preparation for the NDIS, along with improved call quality and the capacity for simple expansion should the need arise.

By far the most significant project is the ongoing implementation of a new Client Relationship Management System (CRM). Community Living Australia completed the investigation phase in 2016/17; researching, analysing and deciding upon the most suitable CRM solution. In 2017/18, the CRM project team will focus on building and implementing the chosen solution in the most streamlined manner possible. This will enable us to provide better, more individualised services to our clients, making us more responsive to their needs.

The coming 12 months will be a period of exciting change for the organisation with improved information quality and broader engagement of the workforce, enhancing our clients service experience.

PEOPLE & CULTURE

"Great things in business are never done by one person, they are done by a **team** of people."

- Steve Jobs

In addition to supporting and enabling Community Living Australia's employees and management team with 'business as usual' activities, including supporting and mentoring supervisors to develop their people management skills as well as the proactive management of Return to Work (RTW) cases, the People & Culture Team as part of its major achievements in 2016/17 has led and successfully completed the major restructure of the organisation.

Restructure

Responding to the changing needs of our clients and ensuring all employees are supported and empowered to undertake their responsibilities are both two key drivers and indicators of success for our organisation.

Over a 6-month period the organisation consulted extensively to design and implement a new responsive organisational structure that would assist to meet client needs and support employees as we transition to the NDIS.

A Restructure review is scheduled to take place in September/October 2017 to assess whether objectives have been met, reflect on lessons learned and provide information to focus on continuous improvement.

Training

December 2017 saw the organisations training portfolio make its transition to People & Culture, Extensive consultation was carried out over a number of months and a comprehensive Training Needs Analysis (TNA) was developed from this feedback. The organisation has made a conscious decision to invest in training and its employees, contributing 2% of the organisations total overhead costs to this crucial element. Outside of day to day training facilitation, the team is working on the design and implementation of an induction program, leadership development and an online learning platform for staff.

Volunteering

It was identified as part of the restructure that the organisation needed a greater focus on volunteering to enable us to deliver additional benefits to our clients. Design and development of a Volunteer Program for the organisation commenced in March 2017 with both Board and Employee input. Implementation including recruitment and engagement of our volunteer pool will be a large focus in 2017/18.

2017/18

In addition to the items mentioned above People & Culture's key focus for the next 12 months will include Culture Development and Workforce Planning. As we enter a new competitive environment under the NDIS it is essential that we develop a culture that fosters accountability, innovation and an unwavering client focus.

People & Culture Statistics

Employees

- 451 Employees (380 Support Workers/71 Other)
- 43.05 average age of our employees
- 22.2% male
- 77.8% female
- 20.2 hours per week worked (average per Support Worker)

Payroll

Average of:

- 4703 individual timesheets processed per payroll
- 424 employees paid per payroll

Rostering

• 2389 individual shifts per week (743 In home or Social Support Shifts)



PATRON, BOARD MEMBERSHIP & SUB COMMITTEES



Patron

His Excellency the Honourable **Hieu Van Le AC** Governor of South Australia

"Growth is never by chance; it is the result of forces working together."

- Bill Richardson

Board Membership



Bill Rowe (Chairperson)



Jill Coombe



Rex Keily AM JP



Roz McGowan



Garry Ashworth



Brad Butler



Kym Lynch



Mike Galea



Mark Kulinski (Company Secretary and Ex Officio)

Sub Committees

Nominations Rex Keily AM JP (Chair) Bill Rowe

Business Development and Marketing Jill Coombe (Chair)

Mike Galea Rex Keily AM JP

Finance and Audit Kym Lynch (Chair) Bill Rowe Garry Ashworth

Risk and Compliance

Bill Rowe (Chair) Brad Butler Jill Coombe Rex Keily AM JP Kym Lynch

Service Quality

Brad Butler (Chair) Roz McGowan John Wicker Jonty Whitehead

Guy whipper-snipping for one of the clients of his business in Strathalbyn

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FINANCIAL REPORT

Community Living Australia has achieved a solid operating surplus in 2016/17 and further strengthened its balance sheet position.

Though prudent stewardship of our resources, the company was able to invest in both capital projects and resourcing to support NDIS readiness initiatives. This strategy will continue in 2017/18.

Robust working capital levels will ensure the organisation withstands any changes to cashflow patterns in the transition period. A strong net asset position will also support further investment in systems necessary for sustainable operations, and the capacity to pursue strategic objectives.

Statement of Profit or Loss and other Comprehensive Income 30 June 2017

Surplus for the year	1,093,370	2,569,024
Contribution of net assets *	-	1,650,658
Other operating expenses	(2,653,254)	(2,820,511)
Depreciation and amortisiation expense	(183,904)	(337,337)
Employee benefits expense	(21,472,076)	(19,396,952)
Other income	307,848	385,248
Revenue	25,094,756	23,087,918
	2017 COMMUNITY LIVING AUSTRALIA \$	2016 COMMUNITY LIVING AUSTRALIA \$
	Year Ending 30 June	Year Ending 30 June

* The value of the deemed acquisition of the assets and liabilities of CLASS Inc. and Community Lifestyles Inc. by Community Living Australia Limited on 1 July 2015 for nil consideration. Further details are available in the Notes to the Financial Statements.

A copy of the full set of Financial Statements and Audit Report is available upon request from Community Living Australia Ltd



Statement of Assets and Liabilites 30 June 2017

	As at 30 June 2017	As at 30 June 2016
	COMMUNITY LIVING AUSTRALIA \$	COMMUNITY LIVING AUSTRALIA \$
Assets		
Cash and cash equivalents	4,090,068	2,697,822
Receivables	1,339,227	1,272,343
Other Current Assets	147,637	199,504
Property, plant and equipment	1,641,115	1,455,531
Total Assets	7,218,047	5,625,200
Current Liabilities		
Payables	862,219	964,007
Deferred Income	833,666	507,645
Employee benefits	1,181,637	1,039,799
Non Current Liabilities		
Employee benefits	678,131	544,725
Total Liabilities	3,555,653	3,056,176
Net Assets	3,662,394	2,569,024



Community Living Australia

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