

Shaping Tomorrow 2023-24 ANNUAL REPORT

Pictured on front cover: Sarah Brown, 2024

Corporate Information

Board of Directors

Simon Crane Chair

Sue Scheinpflug Deputy Chair

Brendon Gibson Treasurer

Colleen Clur Director

Ken MacDonald AM Director

Susan McKee Director

Alastair Sharman Director

Rob Grant (Retired in November 2023) Director

Executive Management Team

Rhys Kennedy Chief Executive Officer

Wendy Lavelle Chief Operating Officer

Leanne Perry Chief Financial Officer

Nicole Potts (Until July 2024) Chief Strategy Officer

David Beal (Until January 2024) Chief Transformation Officer

Julie Byth (Until December 2023) Chief Experience Officer

Business Partners

Crowe Audit Australia Auditors

Westpac, Commonwealth Bank Australia Bankers

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

JBWere Investment Advisors

Registered Office

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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 contribution to society.



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Chair's Report



In the past year, CPL Group and the sector as a whole, has navigated a period of significant adjustment.

As with many service-based organisations across Australia, particularly those in the disability sector, we faced financial challenges due to inflation and the increasing costs of delivering high quality supports. CPL, whilst not immune from these difficulties, continued to adapt and innovate in response to these dynamic and evolving conditions.

Throughout the year, the Board's primary focus was on the financial sustainability of the organisation. We worked closely with the CPL Executive to chart a course forward where both fiscal and human impacts were addressed and equally prioritised. As a Board we also recognised the unique expertise of the CPL Executive and leadership team. Their insights were critical in managing our financial position whilst maintaining our most important goal: delivering quality services to people with disability.

While we were unable to report a surplus this year, the Board continued to implement strong financial management strategies. We are confident this management approach will strengthen CPL's financial position into the future.

Over the past 12 months we were faced with many hurdles, however none more challenging than the decision to exit our Allied Health services. Allied Health is CPL's legacy service, and we had always been recognised as leaders in the delivery of therapy supports for people with complex needs.

When families created CPL 76 years ago, they did so with access to therapy front of mind. This commitment to people has not changed, making the Board's decision to exit allied health extremely difficult. We explored a range of options to offset the increasing operating costs and stagnant market pricing structure. Our high-quality Allied Health services will always be a proud part of our legacy.







These challenges were not exclusive to our organisation, with many in the sector facing similar issues. As such, CPL's role within Ability First Australia (AFA) has been further amplified this year as we increased our government advocacy and engagement to support the Australian Government with effective and adequate policy decisions.

This government engagement has become even more important with the release of the final report of the Independent Review into the National Disability Insurance Scheme. The Report, which was guided by almost 4,000 submissions from Australians, has set out a clear path for our sector moving forward. We fundamentally support the Report's recommendations to make the market and workforce more responsive and supportive, whilst also ensuring the sustainability of high-quality providers.

With a significant portion of our clients relying on government-funded NDIS plans to purchase their supports, we are hopeful this year will bring more certainty and sustainability to disability policy for all service providers. As we head into the new financial year, we are in a confident position to regain momentum and return to a more business-as-usual operating model. Our focus will shift to uplifting our culture and continuing to advocate for sensible and effective policy changes. On that note, a particular thanks to the Advisory Board for their valued input and guidance this year. The Board looks forward to working with you all next year.

A final thank you to the Executive team for their unwavering commitment to the organisation through this period. They have remained resilient and dedicated to both our people and our clients while facing difficult circumstances.



Simon Crane Chair, CPL Board of Directors

CEO's Report



This last financial year has been one of the more difficult in our operating history. CPL, like many large providers in the disability sector, has been faced with the ongoing challenge of maintaining a sustainable business while delivering quality services.

This is largely due to the rapidly rising cost of delivering services within a highly regulated and stagnant pricing framework.

When the NDIS was introduced over a decade ago, it was a beacon of hope for people with disability. Since then, it has grown exponentially to support thousands of Australians across a broad spectrum of disabilities. It is, without a doubt, the biggest social policy of our lifetimes and has ensured people with disability can live fulfilling, happy and healthy lives.

However, our sector, like the people we support, is changing. The original NDIS framework and pricing is not reflective of the world we live and operate in today. There will always be an expectation from our community to provide the highest quality services, as there should be, but to do this, the framework, pricing, and policy which governs the NDIS needs to reflect the economic and social conditions of today.

Like our fellow NDIS providers, CPL spent much of this financial year assessing our financial health and understanding what decisions we needed to make to maintain our services in the market. This saw us make some difficult decisions, including exiting our Allied Health services, and closing Cootharinga Equipment Solutions.

While any closure of this kind is hard, the decision to exit Allied Health was difficult for me. I started my career at CPL as an Occupational Therapist over 20 years ago. I had the privilege of seeing firsthand how impactful allied health supports can be for people with disability and how passionate our employees were about making a difference. I would like to pay tribute to all the employees who were impacted by this decision, some of whom had been with us for over 30 years.

Thank you to the leaders within our business who navigated this difficult change and to our clients for their understanding.



This year we have seen a lot of negative commentary around the NDIS, and while there are always going to be areas for improvement, CPL has the privilege of seeing how the Scheme can help people with disability live fulfilling lives. I look forward to continuing to work with the Australian Government next year to identify areas of the Scheme which need improving and advocating for people with disability, to ensure they remain at the centre of the conversation. It is our clients who the NDIS was designed to support, and we should never lose sight of that.

Despite facing several challenging decisions over the year, many of our operations proceeded as normal, underscoring our unwavering commitment to continuous improvement. Notably, we successfully integrated Cootharinga's CRM into the CPL Group systems through the In2One Project. This upgrade enhances our operational efficiency and provides greater oversight of our data, allowing us to gain deeper insights into our clients' needs and further strengthen our services.

I would like to close by paying thanks to those who have supported us this past year. We have some of the most generous donors and long-term supporters, as well as corporate partners and suppliers; all of whom have continued to support our business and our clients.

For CPL we close out the year with optimism for what's to come for us and our sector. The historical financial strength of our entire business has allowed us to be there for our clients and their families, in good times and bad. For that, I am incredibly proud and grateful. Thank you to our clients for continuing to trust us to deliver your services. And thank you to our staff, who have shown up for work every day and continued to make a difference.

Rhys Kennedy Chief Executive Officer





Empowering, informing and achieving together

People first

At CPL, the health and wellbeing of our clients and our employees underpins everything we do. Regardless of where you live, we believe you should have access to high quality services, delivered by passionate and highly skilled support workers, who are part of an established and experienced organisation.

This belief drives both our employee and client engagement programs, which focus on avenues for feedback, identifying areas of improvement and offering opportunities for growth and upskilling.

This year we invested in a range of initiatives to support our employees in their career development and engaged with our clients to find ways to continuously improve our service offering. As part of our strategy to better understand and mitigate our psychosocial hazards, we also engaged an external consultant to conduct six focus groups to delve deeper into the key risks identified from a comprehensive employee survey undertaken.

Our next step will be to undertake a feasibility review of the recommendations and its application to CPL Group. This project continues to be a major focus to ensure the psychological wellbeing of our employees.

Our Clients

- Our Advisory Board, comprising people with lived experience of disability, continued to meet throughout the year to discuss sector issues, quality and safety, innovation and initiatives, service provisions and NDIS policy direction.
- Our quarterly client feedback surveys yielded positive results and identified opportunities for growth and change. Key areas where our clients see CPL as exceeding their expectations are in service quality, reliability, and accessibility.
- The renovation of the Redcliffe centre-based site which houses our creative, music, video editing and artistic programs created a refreshed energy to the space inspiring the local artists.



 Working closely with clients and SDA providers we supported over 12 people to prepare to move into new Specialist Disability Accommodation with highly accessible features and assistive technology. Paul's big move from coast to country

For the past five years, Paul Kloot had called a residential aged care facility on the Gold Coast home.

Despite his youth, Paul lived in an aged care residence, receiving support with mobility, personal care and meals.

When Paul's brother Simon made the move to Rockhampton for work, he began searching for ways to bring his brother closer. After connecting with CPL, Simon attended an open day for one of CPL's Specialist Disability Accommodation (SDA) homes. Here began the planning to bring Paul to Rockhampton.

After significant consultation with Paul and Simon, as well as introducing Paul to the other tenants at the home, plans were made for Paul's big move. With the support of the Royal Flying Doctor Service and the Queensland Ambulance Service, Paul arrived in Rockhampton to the welcome of his brother, CPL's Service Facilitator, Jacob Christensen and his two new co-tenants, David and Graeme.



Since moving in over six months ago, Paul has gone from being bed-bound in aged care to enjoying every room of his new home, exploring the back yard, and finding new places in the local community. He hosted Christmas lunch with his brother and regularly hosts Simon for backyard barbeques.



55,547

hours of training completed by employees

184

attendees at Leadership Sessions

Our Employees

- We held two face-to-face workshops for our General Managers focusing on leadership and strategy development.
- Senior leaders attended virtual development sessions on a range of personal and professional development skills, including leadership, coaching and performance development. These programs were very successful with 100% of attendees agreeing or strongly agreeing the content was useful and they felt confident to apply the skills from the program.
- We awarded five CPL Group Value Awards, in partnership with our sponsor, HESTA. Throughout the year we received over 360 nominations of employees who embody the CPL Group values in their day-to-day work.
- To finish off the financial year, we launched a mentoring program for our senior leaders which matched 17 employees with a more experienced leader to support their development goals. The mentors have been specifically trained in their mentoring skills and will support their mentee for the next financial year and beyond. We hope the program will extend into other parts of the business, including our frontline teams.
- Employee feedback opportunities continued through our quarterly surveys and monthly pulse surveys to gain insight into employee sentiment and experience.

Empowering our Leaders

During the year, we brought together our frontline leaders and managers to provide an opportunity to network, brainstorm and upskill together.

Our leadership team is dispersed across Queensland and Northern New South Wales, making it difficult to get everyone in the same room as often as we would like. As such, we utilised the power of technology to bring everyone together for regular training as part of our new Leadership Development for Frontline Leaders and Managers Program.

The program featured modules and in-person training covering a vast range of topics, such as managing people, finance, client engagement, safety and risk and asset management.

It also presented opportunities for colleagues to connect, despite their location, and discuss their roles, challenges, and opportunities.

We are proud that participants rated their overall experience in the program 8/10.



Here is what the team had to say:

"I enjoyed engaging with colleagues at a similar level of leadership and spending time interacting with them on current matters."

"I think it was a great opportunity to refocus on the values and remember the importance of refreshing your teams' focus, too."

"Hearing my colleagues' ideas and approach to similar challenges I was experiencing gave me new insight and reflection."



Sustainable and purposeful growth

A strong future

This financial year was one of resilience and adaptability as we focused on sustainability for our entire organisation. Despite the challenges of a stagnant NDIS pricing guide, and rising operational costs, we remained steadfast in our commitment to quality service delivery.

We refused to compromise on our quality and found ways to increase our sustainability solutions into every facet of our operations.

Our sustainability focus, however, meant making difficult decisions for the business. Despite ongoing efforts to maintain our entire service offering, we were left with no choice but to exit our Allied Health services and close Cootharinga Equipment Solutions. We also reduced some of our lesser utilised service delivery options, support functions and where possible consolidated some of our physical locations.

Alongside this sustainability effort, we also continued with several key internal projects focused on optimisation. Throughout the year, we continued to focus on optimisation and safety programs and training, to ensure our unwavering commitment to quality supports, and staff and client safety was unchanged.

We close FY23-24 with a renewed sense of optimism for the upcoming year and into the future, with better systems and processes in place.

Highlights

- This year we successfully completed one of the largest integration projects in recent times: The In2One Project. This saw the integration between CPL and Cootharinga systems, including our client records system and rostering system. The program, now complete, will allow us to easily access client information across organisations and develop a greater understanding of our clients and their needs.
- Our Cootharinga team relocated the centre programs to the previous CPL site at Kirwan to better accommodate the needs of our Townsville clients. The site is larger and centrally accessible for clients.
- We implemented Power BI dashboards to guide our efficiency decisions, through access to real-time data. This allowed leaders to make informed business decisions based on up-to-date and accurate data insights.

- We introduced a Ready to Work program in Mt Isa, allowing us to support people with disability to find meaningful employment in regional areas.
- As a recipient of the Successful Skilling Queenslander Grant, Mylestones Employment introduced a Mature Aged Worker Program to support people aged over 45 years with barriers to employment, find a new career path. Now in the middle of its second intake, the program is supporting people to find renewed passion in work.
- Access Arts hosted two major exhibitions this year—one at St Andrews War Memorial Hospital and another at KPMG. These events provided artists with valuable opportunities to reach diverse new audiences and created pathways for income through artwork sales.

Mylestones Employment

Daniel's journey with CPL and Mylestones has led to an exciting milestone - securing his dream role at Kmart!

Daniel spent five years building his skills through our supported employment programs, where his warm personality and dedication to learning shone through. Starting in group training sessions, Daniel gradually built his confidence and workplace abilities with support from our team.

Recognising his readiness for the next step, our Supported Employment team connected Daniel with our Disability Employment Services (DES) program. Together, we explored his strengths and career goals, identifying Kmart as the perfect match for his outgoing nature and developed skillset.



Daniel tackled the group interview process head-on, and his preparation paid off when he landed the position. The team are immensely proud to watch him thrive in open employment at Kmart.

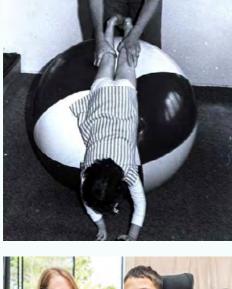
This achievement showcases how our tailored support programs can help participants like Daniel reach their full potential in the workforce.

Congratulations Daniel!

Allied Health

In 1948, a group of passionate and determined parents established the organisation we now know as CPL – Choice, Passion, Life. Resolute in their mission to help their children with cerebral palsy live happy lives, they started the organisation to support people with disabilities access vital therapy services.

The need was large, and they very quickly grew to offer a myriad of support for people with cerebral palsy, including the residential school at New Farm. This became the home of therapy supports for people with cerebral palsy across Queensland. Over the years, the therapists who worked from New Farm worked tirelessly to develop best practice protocols, establish a research department and collaborate with their colleagues across the globe to improve our understanding of delivering impactful and result-driven therapy for people with cerebral palsy.







As the organisation established our expertise, the team began to expand their services to other Paediatric clients with complex disabilities. And so began CPL's long-held reputation as a formidable therapy partner to families seeking best outcomes. Allied Health has been part of CPL's DNA for the last 76 years. As this chapter of CPL's story comes to an end, we'd like to pay tribute to the hundreds of staff, the thousands of clients, and the countless parents and families who've been part of the journey.



Thank you to the families who came to us when they didn't know where to turn. Thank you to the clients, many of whom proved expectations wrong; and are walking and talking today thanks to Allied Health interventions. And thank you to the therapists, who gave their all and those who dedicated their entire careers to making a difference in the lives of people with disability, in the belief that everyone should be given the best chance from the start.



Creating and leading change

Market leadership

Over the past seven decades, our business has undergone countless changes, but the one thing which has always, and will always, remain the same is our unwavering commitment to creating a better tomorrow for people with disability.

Despite the ongoing challenges our sector is facing, our purpose remains steadfast because there are people who rely on the support from providers like us every day. It's these clients who drive CPL's ongoing commitment to creating change; in society and at a government level.

We took every opportunity throughout the year to talk to our government leaders about ways to stabilise and future-proof the NDIS. As a member of Ability First Australia (AFA), we advocated for more support for registered, responsible providers that is representative of the cost of quality and compliance imperatives.

But our commitment to change is more than government work. We know fundamental changes start within the communities in which we operate. This year we continued to create meaningful opportunities for people to choose and plan the services and supports they need to live and work in their community. We supported people in independent living, shone a spotlight on artists with disability on a state-wide stage, and enabled over 70 artists with disability to earn an income through art and performance.

Highlights:

- As a successful recipient of the Accessible Tourism Enablers Grant from the Queensland Government, CPL was one of five disability service providers awarded funds to develop an access and inclusion tool for tourism and events businesses. This funding saw the development of Anywhere; an online toolkit made up of a series of video tutorials and accessible resources and templates for small business owners to improve their accessibility.
- Our Inclusion Impact Fund (IIF) announced its third round of funding, in support of businesses and ideas which have the potential to deliver real change to people with disability. This round of funding was awarded to several social and business initiatives, including two groundbreaking apps; both of which support further accessibility in the tourism and events space for people with disability.
- We proudly supported two innovative new apps, Vacayit and What's Doing, which both are designed to remove barriers for people with disability accessing their community. This is part of our ongoing commitment to working alongside companies who want to make a difference for the all people living with disability.
- CPL's disability employment service Mylestones, continued to deliver successful employment outcomes with over 1800 job seekers starting new employment and training throughout the year.
- Artists with disability were given the opportunity to perform to thousands of people as part of the highly acclaimed Undercover Artist Festival. Again, partnering with Brisbane Festival, the Undercover Artist Festival featured several sold-out shows and elevated artists with disability into the spotlight at the state's biggest entertainment festival. The three-day, biennial event programmed 15 performances in theatre, dance, music, poetry, comedy, panel talks and cabaret. The festival is disability-led, meaning all performances put disabled and d/Deaf artists at the forefront.

 CPL's membership with Ability First Australia (AFA) continued this year. Working alongside other AFA members, the peak body advocated for change within the sector. With significant legislative debate occurring during the year, CPL's role with AFA was amplified through extensive government relations and sector advocacy. CPL was active in AFA developing industry benchmarking data to supply to the Australian Government in support of their policy-making decisions around NDIS pricing.





Entertainment options for all

For the four million Australians with disability, a weekend of entertainment can often require a lot of preplanning and research; often with little to no accessibility information available online.

The What's Doing app aims to take the guess work out of planning day trips and nights out, by creating an app which details all the accessibility features of key locations and entertainment precincts across Brisbane.

A weekly geographically curated event listing outlines the accessibility features of the venue, show or location.

The app is currently under development and is proudly supported by CPL Group. The app aims to go beyond the traditional accessibility information and provide extensive knowledge, such as distance to the entry from the accessible car parks, the gradient of ramps, width of doorways and toilets, and it also identifies whether staff are trained in disability awareness.

The What's Doing app aims to make community access for people with disability stress-free and enjoyable and empower more people to feel confident and informed when going to watch the footy, or a movie, or grabbing dinner with friends.





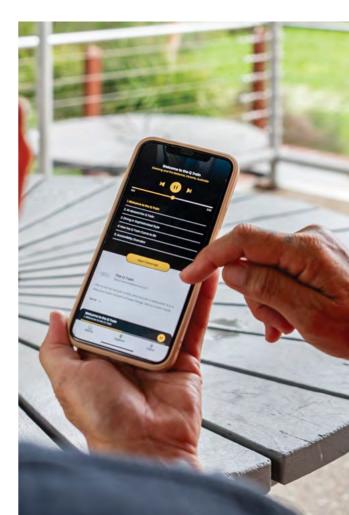
Making tourism truly accessible

Vacayit is Australia's first sensory audio guide platform which aims to make travel and tourism accessible for the nearly 600,000 blind and low vision people in Australia.

Many tourism promotions and destinations rely on visual prompts, which can make accessibility limited for those who are blind or vision impaired.

The Vaycayit app uses cuttingedge technology to create an inclusive and accessible tourism experience for all; whether you are in the red dirt at a music festival, or in a white-walled museum, the app brings visual experience through auditory measures. Blind and low vision users can listen to the sounds and descriptors of whatever destination they visit, as well as captivating narratives, to enhance their experience and truly include them in their travel experiences.

The Vacayit app is currently in development stages and is proudly supported by CPL Group.



Board Profiles

Simon Crane

CPL Chair BCom, FCA, GAICD

Sue Scheinpflug

CPL Deputy Chair BTeach, BEd, GAICD

Brendon Gibson

CPL Treasurer BCom (MAF), FCPA



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 (AICD).



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

Sue currently holds the positions of Chair for Health Translation Queensland, Chair of West Moreton Health, and Chair of UQ Health Care. She is also a community board member of the Parole Board Queensland.

Sue holds qualifications in education and is a graduate of the Australian Institute of Company Directors (AICD). 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.



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, Queensland Treasury Corporation 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 (AICD) and holds a Bachelor and Master of Arts in History.



Ken MacDonald AM

BA (Hons), LLB (Hons), FAICD

CPL Director

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 (AICD).

Ken holds a Bachelor of Arts (hons), a Bachelor of Laws (hons) and is a Fellow of the Australian Institute of Company Directors. Susan McKee CPL Director RN, BSC HMS, MBA, GAICD



Susan McKee is a registered nurse and health sector leader with over four 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 (AICD).

Board Profiles continued

Alastair Sharman

CPL Director BA (Hons), MSc (IT)

Rob Grant

CPL Director GCE (UK)



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.



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.

Rob retired from the CPL Board on 25 November 2023

Executive Profiles

Rhys Kennedy

Chief Executive Officer BOccThy, MBA, GAICD

Wendy Lavelle

Chief Operating Officer B Arts (PR), MHuServ, GAICD Leanne Perry Chief Financial Officer BCom (Accounting), FCPA, 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 \$222 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. He also sits on the Boards of CPL subsidiaries, Cootharinga North Queensland Limited and Access Arts (CPL) Limited.

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



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

In her 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 North Queensland Limited and Access Arts (CPL) Limited.

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'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, fleet, property and IT.

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 and Access Arts (CPL) Limited.

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

Directors' Report

The Directors present their report together with the concise consolidated financial report for the financial year ended 30 June 2024 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 20 - 22 in the Board Profiles section of this report.

Company Secretaries

Anastasia Maynes (BCom LLB (Hons), Grad Dip LP, Grad Dip ACG, AGIA, MAICD) is an accredited Chartered Secretary and has over 15 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 special counsel 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 more than 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, IT, payroll, NDIS portal and claiming, rostering, property, 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 Director's meetings are disclosed on page 26 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 loss for the financial year for the consolidated financial statements, as shown in the Consolidated Statement of Profit or Loss and Other Comprehensive Income was \$5,149,183 (2023: deficit \$14,220,721). This is a significant improvement from last financial year due to our significant focus on financial sustainability. This work resulted in a number of difficult decisions such as the closure of our Allied Health arm, and a material number of redundancies across the business. This focus on financial sustainability will continue in the new financial year and is a reflection of our commitment to our clients and staff and our desire to ensure CPL can continue to provide quality supports to our clients for decades to come.

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 despite continuing to advocate for appropriate pricing and funding for our clients. Further, the complexity of health issues for clients mean that any absence for hospitalisation are an ongoing and unplanned cost for CPL and is not reflected in the current regulated pricing structure.

CPL continues to see the client plans be either rolled over without assessment of clients changing needs, or actually a reduction in the size of client plans for no apparent reason. 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 consolidated financial statements.

Events Subsequent to the End of Financial Year

The Directors advise that apart from the sale of one building and associated land 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 and its controlled entities.

Lead Auditor's Independence Declaration

The Lead Auditors' Independence Declaration is set out on page 28 and forms part of the Directors' Report for the financial year.

Dated at Brisbane this 17 October 2024 and signed on behalf of the Board and in accordance with a resolution of the Directors on 17 October 2024.

e.

Simon Crane Chair CPL – Choice, Passion, Life

Concise Consolidated Financial Report

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

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

The concise consolidated financial report includes the consolidated statement of financial position as at 30 June 2024 and the consolidated statement of profit or loss and other comprehensive income, consolidated statement of changes in equity and the consolidated statement of cash flows for the year then ended and discussion and analysis. Copies of our 2023-2024 audited consolidated 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	2024		2023	
Name of Director	Meetings Eligible to Attend	Meetings Attended	Meetings Eligible to Attend	Meetings Attended
Simon Crane (Chair)	7	6	7	6
Ken MacDonald	7	5	7	6
Susan McKee*	4	4	7	7
Sue Scheinpflug	7	7	7	7
Robin Grant (retired 25 November 2023)	3	2	7	7
Colleen Clur	7	7	7	6
Brendan Gibson	7	7	7	7
Alastair Sharman	7	6	7	7

*Susan McKee was granted a leave of absence from the CPL Board of Directors for the period 21 February 2024 to 27 May 2024 inclusive. This includes three Director's meetings in the 2023-24 financial year.

People and Culture Committee

Directors' Meetings	2024		2023	
Name of Director	Meetings Eligible to Attend	Meetings Attended	Meetings Eligible to Attend	Meetings Attended
Simon Crane (Chair)	1	1	1	1
Ken MacDonald	1	1	1	1
Susan McKee	1	1	1	1

Finance and Risk Committee

Directors' Meetings	2024		2023	
Name of Director	Meetings Eligible to Attend	Meetings Attended	Meetings Eligible to Attend	Meetings Attended
Brendon Gibson (Chair)	6	6	4	4
Ken MacDonald	6	6	4	4
Susan McKee*	3	3	4	4

*Susan McKee was granted a leave of absence from the CPL Board of Directors for the period 21 February 2024 to 27 May 2024 inclusive. This includes three Finance and Risk Committee meetings in the 2023-24 financial year.

Clinical Governance and Quality Committee

Directors' Meetings	2024		2023	
Name of Director	Meetings Eligible to Attend	Meetings Attended	Meetings Eligible to Attend	Meetings Attended
Colleen Clur (Chair)	4	4	4	1
Sue Scheinpflug	4	4	4	4
Susan McKee*	3	3	4	3
Alastair Sharman (joined 16 March 2023)	4	4	1	1

*Susan McKee was granted a leave of absence from the CPL Board of Directors for the period 21 February 2024 to 27 May 2024 inclusive. This includes one Clinical Governance and Quality Committee meetings in the 2023-24 financial year.



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Auditor's Independence Declaration under Section 60-40 of the Charities and Not-for-profits Commission Act 2012 to the Members of CPL-Choice, Passion Life and its Controlled Entities

I declare that, to the best of my knowledge and belief, during the year ended 30 June 2024, there have been:

- i. no contraventions of the auditor independence requirements as set out in section 60-40 of 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.

Grane audit australia Crowe Audit Australia

John Zabala FCA

17 October 2024 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 concluded by a partnership is external audit, concluded via the Crowe Australiasia external audit division and Unison SMSF Audit. All other professional services differed by Findex Group Limited are conducted by a partnership is external audit division and Unison SMSF Audit. All other professional services differed by Findex Group Limited are conducted by a partnership is external audit division and Unison SMSF Audit. All other professional services differed by Findex Group Limited are conducted by a privately owned organisation and/or its subsidaries.

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Consolidated Statement of Profit or Loss and Other Comprehensive Income

For the year ended 30 June 2024

	2024	2023
	\$	\$
Revenue	222,412,839	221,570,009
Gain / (Loss) on Sale of Assets	(83,276)	-
Gain / (Loss) on Sale of Financial Assets	(79,000)	-
Unrealised (Loss) / Gain on Financial Assets	1,121,426	992,852
Advertising and Promotion	(651,002)	(1,090,433)
Client Related Expenses	(238,463)	(440,903)
Computer Expenses	(4,581,689)	(4,072,639)
Cost of Sales	(71,341)	(145,622)
Depreciation and Amortisation	(7,828,124)	(9,269,637)
Employee Expenses	(196,901,264)	(199,328,742)
Finance Expenses	(995,105)	(2,081,043)
General Contracts	(1,223,994)	(1,409,581)
Impairment	(164,984)	(100,194)
Motor Vehicle Expenses	(2,220,238)	(2,195,792)
Occupancy Costs	(4,562,549)	(4,058,230)
Other Expenses	(3,451,697)	(4,542,228)
Program Costs	(217,659)	(121,394)
Telephones and Data Communication	(1,068,373)	(2,572,523)
Printing and Office Supplies	(783,886)	(1,225,707)
Recruitment and Training	(582,402)	(666,290)
Repairs and Maintenance	(2,290,745)	(2,636,448)
Travel Expenses	(687,658)	(826,176)
Total Expenditure	(228,521,172)	(236,783,582)
Surplus / (Loss) for the Year	(5,149,183)	(14,220,721)
Total Comprehensive Income for the Year	(5,149,183)	(14,220,721)

Consolidated Statement of Financial Position

As at 30 June 2024

	2024	2023
	\$	\$
Current Assets		
Cash and Cash Equivalents	22,442,370	27,065,087
Trade and Other Receivables	10,384,423	13,363,554
Non Current Assets Held for Sale	653,980	-
Investment in Managed Portfolios	14,845,923	18,447,176
Other Current Asset	3,607,245	3,489,640
Total Current Assets	51,933,941	62,365,456
Non-Current Assets		
Property, Plant and Equipment	20,612,933	22,904,261
Right of Use Assets	23,871,646	22,454,784
Total Non-Current Assets	44,484,579	45,359,045
Total Assets	96,418,520	107,724,501
Current Liabilities		
Trade and Other Payables	21,879,918	21,438,378
Employee Benefits – Long Service Leave	3,087,838	4,336,717
Employee Benefits – Sleepover Leave	221,155	370,268
Provisions	1,105,500	1,091,500
Lease Liability	5,077,791	5,219,124
Interest-bearing Liabilities	1,709,081	1,568,318
Contract Liabilities and Funding Held in Trust	3,390,760	8,775,529
Total Current Liabilities	36,472,044	42,799,833
Non-Current Liabilities		
Employee Benefits – Long Service Leave	2,783,529	3,847,528
Interest-bearing Liabilities	44,971	139,586
Lease Liability	20,433,061	19,103,458
Total Non-Current Liabilities	23,261,561	23,090,571
Total Liabilities	59,733,605	65,890,404
Net Assets	36,684,915	41,834,098
Equity		
Accumulated Funds	36,684,915	41,834,098
Total Equity	36,684,915	41,834,098

Consolidated Statement of Changes in Equity For the Year Ended 30 June 2024

	Retained Profit
	\$
Balance as at 1 July 2022	56,054,819
Total Comprehensive Loss:	
Surplus / (Loss) for the Year	(14,220,721)
Balance as at 30 June 2023	41,834,098
Balance as at 1 July 2023	41,834,098
Total Comprehensive Loss:	
Surplus / (Loss) for the Year	(5,149,183)
Balance as at 30 June 2024	36,684,915

Consolidated Statement of Cash Flows

For the Year Ended 30 June 2024

	2024 Inflows (Outflows) \$	2023 Inflows (Outflows) \$
Cash Flows from Operating Activities		
Receipts from Government and Customers (Including GST)	219,468,315	224,938,185
Cash Receipts in the Course of Operations	219,468,315	224,938,185
Payments to Employees and Suppliers	(220,519,263)	(219,880,435)
Interest Paid	(954,981)	(2,081,043)
Cash Payments in the Course of Operations	(221,474,244)	(221,961,478)
Net Cash from / (Used in) Operating Activities	(2,005,929)	2,976,707
Cash Flows from Investing Activities		
Acquisition of Property, Plant and Equipment	(1,103,074)	(649,101)
Proceeds from Sale of Other Non-Current Assets	21,420	-
Acquisition of Investments	(1,768,576)	(2,692,491)
Proceeds on Sale of Investments	5,504,955	591,702
Interests and Dividends Received	1,459,096	1,349,897
Net Cash Generated / (Used in) from Investing Activities	4,113,822	(1,399,994)
Cash Flows from Financing Activities		
Proceeds from Borrowings	1,793,685	5,191,282
Repayment of Borrowings	(1,687,938)	(6,585,138)
Lease Payments	(6,836,356)	(6,921,898)
Net Cash from / (Used in) Financing Activities	(6,730,610)	(8,315,754)
Net Increase / (Decrease) in Cash and Cash Equivalents	(4,622,716)	(6,739,041)
Cash and Cash Equivalents at the Beginning of the Year	27,065,087	33,804,128
Cash and Cash Equivalents at the End of the Year	22,442,371	27,065,087

Basis of Preparation

The concise consolidated financial statements have been prepared in accordance with Australian Accounting Standards – AASB 1039 Concise Financial Reports made by the Australian Accounting Standards Board (AASB) and the requirements of the *Australian Charities Not-for-profits Commission Act 2012*. The consolidated financial report was approved by the Board of Directors on 17 October 2024.

All amounts are presented in Australian Dollars.

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

A full description of the accounting policies adopted by the Group is provided in the notes to the financial statements which forms part of the full financial report.

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)

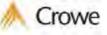
On 10 March 2020, the members of Cootharinga North Queensland (Cootharinga) voted in favour of CPL being its sole member. This change took effect from 01 July 2020. Cootharinga work with people with disability across North Queensland and have been in operation since 1951. CPL – Choice, Passion, Life (CPL) are the sole member of Cootharinga.

Access Arts (CPL) Limited

Access Arts (CPL) Limited (AACPL) work with people with disability and disadvantage, in the arts. CPL has entered into a service agreement with AACPL to provide services to assist with delivering their funded activities. CPL are the sole member of Access Arts.

Other than the matters discussed above, and the same of one building and associated land, 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



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Independent Auditor's Report

To the Members of CPL - Choice, Passion, Life and its Controlled Entities

Opinion

We have audited the accompanying concise financial report of CPL - Choice, Passion, Life (the Company) and its controlled entities, which comprises the consolidated statement of financial position as at 30 June 2024, the consolidated statement of profit or loss and other comprehensive income, the consolidated statement of changes in equity and the consolidated statement of cash flows for the year then ended and related notes derived from the audited consolidated financial report of CPL – Choice, Passion, Life and its Controlled Entities for the year ended 30 June 2024, and the discussion and analysis.

Concise Financial Report

The concise consolidated financial report does not contain all the disclosures required by the Australian Accounting Standards in the preparation of the full consolidated financial report. Reading the concise consolidated financial report and the auditor's report thereon, therefore, is not a substitute for reading the full consolidated financial report and the auditor's report thereon. The concise financial report and the full financial report do not reflect the effects of events that occurred subsequent to the date of our report on the full financial report.

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 Group in accordance with the auditor independence requirements of the Australian Charities and Not-for-profits Commission Act 2012 and 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 believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

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

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

Auditor's Responsibilities for the Audit of the Concise Financial Report

Our responsibility is to express an opinion on the concise financial report based on our audit procedures which were conducted in accordance with Auditing Standard ASA 810 Engagements to Report on Summary Financial Reports. We have conducted an independent audit, in accordance with Australian Auditing Standards, of the consolidated financial report of CPL- Choice, Passion, Life and its Controlled Entities for the year ended 30 June 2024. We expressed an unmodified audit opinion on that consolidated financial report in our auditor's report dated 21 October 2024. The Australian Auditing Standards require that we comply with relevant ethical requirements relating to audit engagements and plan and perform the audit to obtain reasonable assurance whether the financial report for the year is free from material misstatement.

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

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

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John Zabata FCA Partner 17/October 2024 Brisbane



Acknowledgements

Major Donors:

Mr Anthony Beal Mrs Janelle Ellwood Mr & Mrs J & P Sullivan Mrs Mavis Wall Mr Paul Bates Mr Simon Dakin Mrs Fay Halloran Mr Robert Dunbar Mr Alfio Sorbello Mr David Perel

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