



Gellibrand

Support Services

Annual Report 2018 - 2019



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Acknowledgements

Gellibrand Support Services acknowledges the traditional custodians of the land on which we work, and we pay our respects to Aboriginal Elders past, present and emerging. We acknowledge the sorrow of the Stolen Generation and the impacts of colonisation on Aboriginal and Torres Strait Islander people. We recognise the resilience, strength and pride of the Aboriginal community. We embrace diversity in all its forms, and respect everyone’s strengths and contributions irrespective of gender, ethnicity, culture, religious beliefs, sexual orientation and political views.

Gellibrand Support Services also gratefully acknowledge the contribution of the many people and agencies whose generosity, knowledge, skill, expertise and lived experience have contributed significantly to our work. We are particularly grateful to the people living with disability who choose us as their service provider, and their families – all of whom never cease to inspire and teach us, from the depths of their own rich and amazing life experience.



Message from the President

It is again a privilege to present the President's annual report for Gellibrand Support Services for 2019.

Much like last year, the make-up of the Committee has continued to evolve, as is a natural development in any business. However the changes this year were unusually significant. Mary Archibald, Public Officer and Secretary for five years and Committee member for five years before that, resigned during the year. We thank Mary for her willingness to share her experience and expertise over this period. Also, to avoid a conflict of interest, Sugghesh Madathil, our Treasurer for twelve months, resigned to take up a position with Gellibrand Support Services as a business consultant.

Ann McGowan has kindly agreed to take up the role of Acting Secretary at least until the forthcoming Annual General Meeting. Likewise, Shabir Alidina has responded positively by agreeing to be Acting Treasurer until the AGM, as a minimum.

On the plus side, the Committee gained the services of Luke Hockey this year. Luke has already become a valued member of the Committee. Additionally, there are two likely candidates who may be invited to join the Committee in the coming months.

I would like to thank Elena Ashley and Joe Morrison for providing stability and good counsel to the Committee during the last twelve months especially. They both have relevant expertise and interests that make them valuable Committee members.

It is very pleasing that Gellibrand returned to surplus for the 2018/19 year. The Acting Treasurer's report provides comprehensive details of all Gellibrand's financial activities. It is clear that hard work by management and team members to optimise the new opportunities provided by the continuing roll-out of the National Disability Insurance Scheme is generating additional income. And I know that on the other hand expenditure is being carefully managed, without detriment to the quality of care and service provided to the people we support in our programs.

I strongly believe that the passion and commitment of the CEO and the management team to Gellibrand overall and its Clients especially, together with the dedication of the Committee, are key elements in Gellibrand's continuing as a successful and respected organisation in the disability field.

I wish everyone associated with Gellibrand, the Clients and their families, the team members, the management and Committee members a safe and peaceful holiday season. I look forward to working with you again in 2020.

Mary Burbidge

President



CEO Report

It feels like every year is a big year at Gellibrand! As I move into my 31st year as CEO there is so much to reflect back upon! It feels as if there has always been something upon which we could focus and move forward as an organisation. This year I have found myself considering how best to steer the good ship Gellibrand to meet the challenges of NDIS - the biggest change in disability in many years. This reform needed to happen, and for good reason. Clients are now better able to control their own supports, and for many of Gellibrand's clients, they receive more funding than previously.

Whereas many organisations are merging or closing services, Gellibrand is not. We remain uncompromising in our client focus, and our strong financial position enables us to continue to deliver best quality client supports. The shift has not been a smooth or an easy one, but we are here! Our clients have mostly transitioned to NDIS now, and the new framework is speedily becoming business as usual. The determined efforts of our team have meant that Gellibrand's clients are not worse off under NDIS. I would like to thank everyone - families, clients, and the Gellibrand team - who have worked so tirelessly and collaboratively to clearly identify clients' needs in the planning process, and communicate them so articulately to NDIA.

Indeed, strong relationships between Gellibrand and families has long been an important aspect of our organisational culture. It is great to see this so clearly embedded and "lived out" in our service delivery. I would like to extend a warm thankyou to the families who continue to entrust their loved ones to Gellibrand supports. We are committed to delivering the high quality supports that you expect.

In transitioning to NDIS, Gellibrand has had to develop new systems and processes, and re-align our mindset in how we view the new world. Understanding how best to administer supports in this changed climate has been paramount. Change brings uncertainty - and this change has not been easy for the Gellibrand team - but we are well on our way. I am deeply thankful to the team for their ongoing commitment, and for working so proactively with us to embrace these changes, to understand them, and adapt to them.

Since July 2019 we have moved under a new approach to quality: the NDIS Quality and Safeguarding Framework. Gellibrand is now working hard to ensure compliance, and we are striving to identify and address any remaining compliance gaps. I believe this new framework will serve our clients well, and will ensure that they are both protected and empowered. All new quality frameworks take some time to bed down, but I feel the Gellibrand philosophy is particularly well aligned with this new approach, and attaining full compliance should be not such a difficult stretch.

Growth is always both exciting and challenging! Under NDIS Gellibrand's clients have benefited from increased supports and a greater number of services offered - for example, individualised community-based supports and short-term accommodation (respite). I would like to thank our team members and the management team for tackling this growth with such energy, and making sure we remain focused on good client outcomes. Gellibrand also now provides enhanced support co-ordination services, and has agreed to be the supported independent living provider for seven new houses in the West, in partnership with supported disability accommodation provider Empowered Liveability. With 56 support co-ordination clients, and two of our seven houses already open, we are travelling well!

One of the greatest challenges of our job is connecting deeply with the people we support. It is such a privilege to share the lives of our clients. Such connection not only allows us to make a better job of delivering supports; sadly it also means that all too often we must say goodbye to wonderful people, and this year we lost a truly gifted artist. Peter Cave passed away unexpectedly at home in August of 2019. This was a really sad time for the Ann Street team, and others who have supported Peter in his time with us. It was a true privilege to work with Peter, see him achieve his dream of living in a unit in Williamstown, and to watch him enjoy his art and share it with his community.

It will no doubt be another big year in 2020. I hope those of who have come this far with us will continue on the journey, and help ensure that we remain focused on getting the best possible outcomes for the people we support. To all our families and clients, I would like to thank you for continuing to choose Gellibrand. To the Gellibrand team - who make all the magic happen - I cannot thank you enough!

Matthew Hoyle

Chief Executive Officer

Who Are We?

Gellibrand is a not-for-profit organisation that has provided personalised support for people with a disability living in the Western suburbs of Melbourne since 1970. We are passionate about adopting a genuine and compassionate approach to the people we support, the relationships we form, and the service we provide.

We offer services through NDIS and DHHS support plans that include:

- Supported Disability Accommodation (SDA)
- Supported Independent Living (SIL)
- Short Term Accommodation and Assistance (Respite)
- 1:1 Individualised Support Packages (ISP)
- Day Programs; Meaningful Activities in Partnership (MAP)
- NDIS Support Coordination
- NDIS Pre-planning Support



Our Mission

We support individuals with a disability, assisting them to improve their quality of life and achieve the outcomes that they want as valued members of the community.

Our Values

Respect
Care
Safety
Integrity
Accountability

Our Vision

A community where individuals are respected, opportunities are explored and choice is promoted.

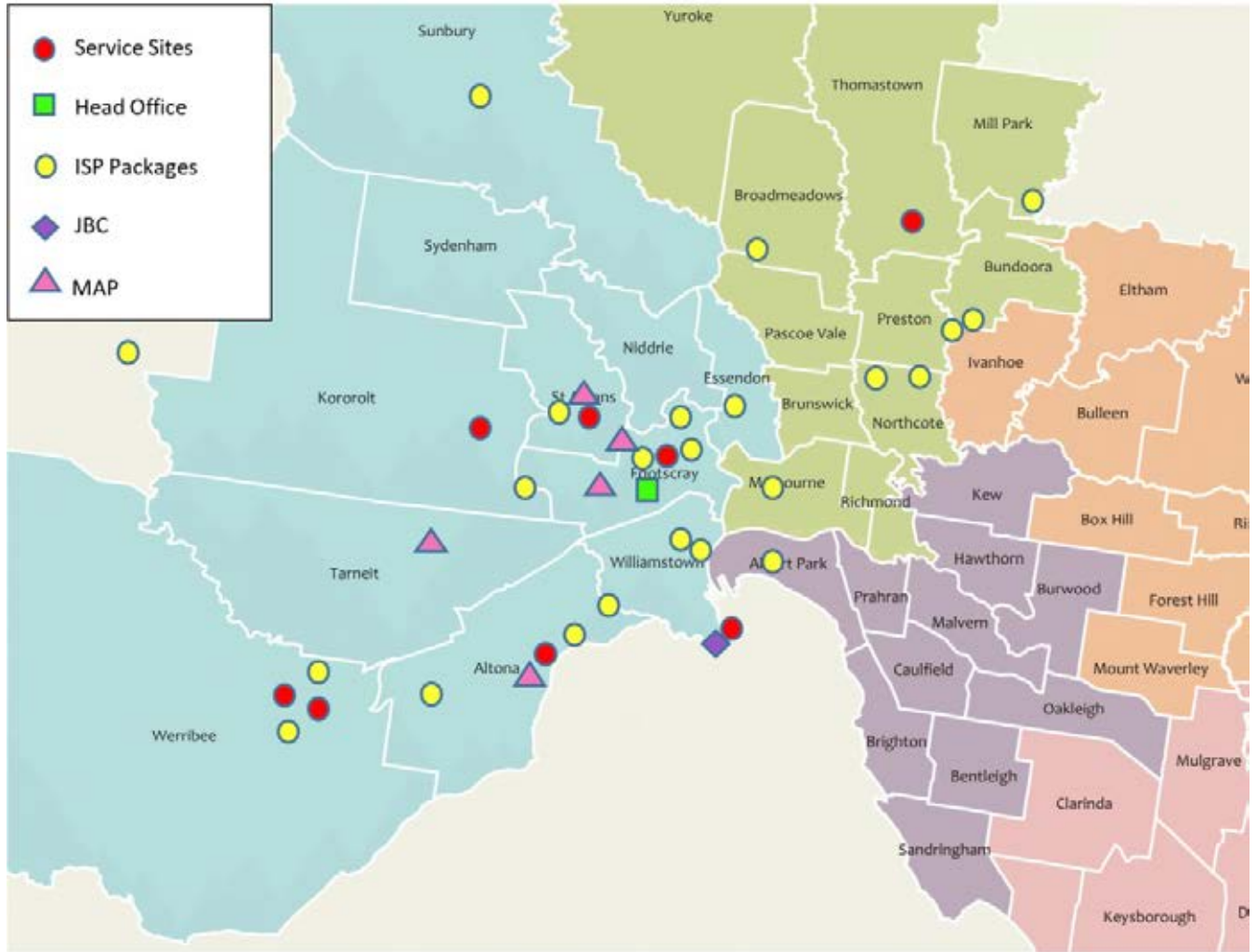
Our Values in Action

Client Focus	Innovation
Support	Cultural Awareness
Positivity	Honesty
Self-discipline	Inclusivity
Self-Awareness	Professionalism
Flexibility	Teamwork
Learning	Communication
Creativity	

Our Motto

“Real people,
real connection,
real service,
real outcomes.”

Gellibrand Service Locations



Active Support

When I first started at Gellibrand in 1997, (such a long time ago!) the approach we used was called the “cottage parent” model. A professional carer lived on-site with six clients, 5 days per week, and took a 3 hour break each day. A very different world, a very different support model!

I remember my days as a “cottage parent” fondly. I did all the cooking and housework, and the focus was very much on looking after the clients. Such a wonderful start to my career in disability work; and what an amazing experience to stay with the same organisation this long, and to see such huge changes in both the disability sector, and in Gellibrand.

One of many changes we made along the way was to introduce the “active support” model. On reflection, Gellibrand moved very naturally to this new approach...it just kind of happened! This model really worked for the clients, for myself, for the other team members, and the CEO. The shift to active support was achieved easily.

So what is active support? It’s about making sure the client has maximum choice and control over every aspect of their life, and ensuring they are engaged in every aspect of their care, even if they are unable to physically contribute. It provides support in manageable stages so as not to overwhelm. It tackles big challenges by doing small, manageable things, and doing them often.

The most important factor, as we see it, is the recognition that every moment in life is an opportunity - to learn, have fun, to exercise control, to build rapport. Every single moment has great potential for something, and it is our job to harness that potential.

So here we are in 2019, still just as passionate about active support as we were way back then! For those of us who have been here for a while, it is hard to imagine Gellibrand without a focus on active support. It is even harder to imagine how the people we support might have achieved their quality of life without this approach.

Many factors combine in a potent synergy which results in quality of life for a person with a disability. Active support is just one of these factors, but it is instrumental, and has stood the test of time. There is a lesson here for all of us: we all have the right for choice and control; we all have the capacity to learn and be in the driver’s seat of our lives. Most importantly, we can embrace our potential and make the most of every moment.

We are delighted to have Professor Christine Bigby - the director of Living with Disability Research Centre at La Trobe University - as our guest speaker for this year’s Annual General Meeting. Christine is highly respected in the disability sector, and a strong advocate for active support. She is extensively published and an expert across many domains relating to disability: intellectual disability, policy, ageing; lifelong disability, social work, and so many more! We are eager to hear Christine share her work on active support.



Margaret Given

Customer Wellbeing Manager

Meaningful Activities in Partnership (MAP) Program

MAP is a service that gives individuals with a disability the opportunity to engage in meaningful activities that personally interest them. We create a relaxed, fun, social environment geared toward facilitating the activities, ideas and interests of everyone involved.

The MAP team has spent the 2018-2019 financial year transitioning to the NDIS. While there hasn't been a need for significant change to the format of our programs, we've still had to adapt!



NDIS now makes it possible for people with a disability to rethink what they do with their time. The new enhanced level of choice means the MAP program is able to offer flexible options and a variety of formats to meet the needs and preferences of different people.

For many, a change in a routine can be disruptive to wellbeing. The MAP program has now extended its scope to run terms for 50 weeks of the year. This allows for holidays to be optional for clients, or configured to suit their needs.



Some people have been attending the same day placement for upwards of 20 years. They are ready to change location, change hours, and in some cases, slow down and consider a retirement that may not have been possible before. Others are looking to extend their program activities, meet new people, and join groups in the evenings or on the weekends.

This is such an exciting time for MAP! We are pleased to be able to further enhance and adapt our service to meet the needs of not only our existing clients, but also many more people who are coming to us looking for new options.

Gellibrand will continue to consider what is necessary to make MAP great. We are committed to keeping our strong focus on individualised service, and to enhancing our ability to become even more mobile as we adapt and continue to build upon our strong service platform.

Enquiries for existing services or requests for less traditional options can be directed to us:

Phone 9300 5400

Email: services@gellibrand.org.au

Jodie Taylor

MAP Manager





ISP (Individual Support Services)

Over the past year Gellibrand has continued to offer and grow its Individual Support Package (ISP) services all over Melbourne's Western and Northern suburbs.

We work collaboratively with people living with a disability to find them the right combination of people, services and supports. We provide a service that is flexible to changing circumstances, and we view the development and implementation of ISP plans as an ongoing partnership with each client, adapting and growing with each person as their needs, choices and preferences evolve.

With the NDIS rollout gaining momentum, Gellibrand ISP is growing quite quickly, and our support services are becoming much more versatile! This year we have gained twenty four new wonderful and unique clients, and we are providing over eight hundred hours of service more than at the same time last year.

We are also expecting the opening of our new ISP house in Caroline Springs very soon. The two house mates should be moving in before the end of the year.

A huge thank you to our ISP team for all the amazing work they do, from supporting clients on holiday, to making it possible for them to cook dinner for themselves and their families.

Subin Cherian & Beau Voltz

ISP Co-ordinators

Gellibrand Client Community Group

The Gellibrand Client Community Group meetings are held once a month. The group is composed of clients representing all the different services provided by Gellibrand. Our goal is to develop the Client Community Group to be an inclusive, core part of the organisation, through empowerment, within organisational planning, participating in development, public relations, peer support, fundraising and functions.

At its meetings the Client Community Group explores and addresses issues raised by members of the group. We discuss and develop ways of addressing concerns, and plan events and functions for client members. Representation of the Client's agenda items is then carried through to Gellibrand's service planning on a monthly basis.

This year the Client Community Group planned and organised a number of successful activities and projects. They include:

- The group opened the first night of the New Year for new members to come along, to see if they would like to join the group. We welcome Sandra R, our newest member.
- Three movie nights were held where all Gellibrand clients were invited to attend.
- Client community group members participating in key training
- We commenced a special project to put together a mission statement for the client community group, something that all members can clearly understand, articulate and embrace.
- We have undertaken extensive event planning; creating outings that cater for all clients whatever their financial situation.
- Annual Conference

Keep watching this space to see what we will do in 2020!

Jodie Taylor & Kylie Lynch



From the Old to the New, But Good

Client Supports Never Change

The disability sector has a higher than average workforce turnover. About one quarter of the disability workforce change jobs every year (2018 Australian Disability Workforce Report, <http://www.nds.org.au>). Gellibrand is proud to have consistently outperformed the sector in retaining skilled employees.

This year we acknowledge our two longest-serving employees, CEO Matthew Hoyle, and Linnet Street team member Debbie Davies.

Matthew and Debbie have both dedicated the past 30 years of their working lives to this agency. Both were present at the very formation of Gellibrand. Both have played significant roles in setting the organisation's culture, contributing stability, and maintaining organisational knowledge through many changes and significant growth.

Debbie started her career with Gellibrand at Crana (re-named "Linnet Street" when it merged with Urimbirra - now "Hanmer Street") under the newly-formed "Gellibrand Residential Services" in 1999. She has been a calming presence at Linnet Street through the passing of beloved housemates, the arrival of new clients, the leadership of numerous service managers, and even through floods, and fires! She is deeply beloved by Gellibrand clients and team members alike, all of whom value her no-nonsense, good-humored, caring approach toward everyone she works with.

Matthew is a natural teacher – in fact, his professional life began as a classroom teacher. He soon found his calling lay in leading and teaching others in progressive disability support practices, originally working at Urimbirra.

Gellibrand was formed under Matthew's steady hand in 1999. His egalitarian leadership and his unswaying commitment to delivering best quality, client-focused supports has seen the organisation grow (from two small community houses with an office in an on-site caravan), to a multi-million dollar agency, with more than 150 team members delivering services to clients across the Western suburbs of Melbourne. Despite such rapid growth, under Matthew's leadership Gellibrand has held on to its core identity and values, delivering quality disability services with a personal, grass roots, client-focused approach.

We are grateful that Debbie and Matthew have given their knowledge, skills, client focus and energy to Gellibrand for so long. We would not be who we are without their contributions.

Bethany Goldsmith

Customer Wellbeing Team Member

Customer Wellbeing—A Year in Overview

The Customer Wellbeing (CW) team is a new administration team at Gellibrand. Formed in response to an organisational re-think, and to align our admin with Gellibrand's customer focused framework, the CW team exists to provide the structures necessary to deliver Gellibrand's customers the best possible outcomes. Led by customer wellbeing manager Margaret Given, it is a large team with many responsibilities.

The responsibilities of the team fall into three broad areas: customer satisfaction; quality and compliance; and people and culture.

Customer Satisfaction focuses on evaluating customer feedback; resolving customer issues; and improving services. This includes surveys of clients and stakeholders; providing written reports and evidence-based advice to the management team; administering the complaints process; overseeing client transitions; and ensuring informed decisions are being made.

Quality and Compliance ensures Gellibrand delivers a consistently high level of service, and that all external regulations are being met. To achieve this, the CW team conducts regular audits of all sites and services; maintains organisational policies and procedures; supports change management processes; oversees incident management processes; and delivers a range of operational reports.

People and Culture provide all Gellibrand team members with the knowledge and means to fulfil their roles. This is achieved through delivering training plans; overseeing team member appraisal processes; running the student placement program and the volunteer program; overseeing induction, training and mentorship of new employees; and overseeing the ongoing training and development of team members.

To meet NDIS requirements, the CW team also undertakes quoting and planning with new customers requesting services (also with existing customers transitioning to NDIS). A detailed analysis of the required supports is compiled and costed for each service recipient, and provided to the NDIA for approval. Once approved, services can commence. The CW team also reviews and resubmits quotes on a regular basis.

Bethany Goldsmith

Customer Wellbeing Team Member



Gellibrand's Communication Guidelines

Gellibrand functions within a strong values framework. There are five core values upon which all our service provision, actions and interactions are based. Those values are:



How Gellibrand and its stakeholders engage and communicate has the capacity to impact (either positively or negatively) upon the people we support. With this in mind, Gellibrand strives to ensure that all communications reflect our values.

How do we do this?

- By respecting everyone – clients, families, team members, others
- By following the Gellibrand terms of service
- By raising issues and concerns in a positive, solution-focused way.

How should I communicate issues or problems?

Where team members, clients or families identify any issues or concerns with service provision, they are encouraged to raise these directly and confidentially with a Gellibrand service manager.

- Where serious life-threatening, time sensitive concerns exist, these should be raised immediately with the customer wellbeing manager, or the Chief Executive Officer, for immediate action.
- For any non-life threatening concerns, Gellibrand aims to respond within 24 hours.

What is the best way to communicate about problem issues?

- In person, preferably person-to-person
- Be honest
- Communicate in a timely manner – don't procrastinate
- Be collaborative – aim to co-operate with the person you are talking to
- Direct your communication to the appropriate person for the issue
- Be solution-focused, not negative.

Anyone can submit concerns or compliments to Gellibrand, by email:

concerns@gellibrand.org.au

or via our website:

<http://gellibrand.org.au/concerns-compliments/>

Feedback is incredibly important to us to help support continuous improvement. But it also helps us to understand when we are doing things well! We encourage you to communicate with us using these guidelines.



New Houses in Partnership with Empowered Liveability

This year Gellibrand has partnered with Empowered Liveability to open seven newly-built houses in the suburbs of Tarneit, Wyndham Vale and Melton. Empowered Liveability have extensively researched areas of need in specialist disability accommodation (SDA) across Australia, and they hold strong expertise in compliance requirements.

The partnership with Gellibrand aims to deliver properties which will provide quality accommodation suitable for Australians living with a disability.

Each new house has four individual, private bedrooms. Three of these are purpose-built to meet the needs of high physical support clients; the fourth is a dedicated team member bedroom. Each house has large open plan living spaces, multiple bathrooms, and a rear alfresco area with barbeque. Empowered Liveability (as SDA provider) and Gellibrand (as SIL provider) are excited to make every house a warm, welcoming home for every client.

We are happy to announce that on 16th September 2019 the first house was opened in Tarneit, and two clients (Craig and Jason) moved in. Craig, who has long been seeking a permanent place to stay, has now found a place to call his home. Jason has come from a family home environment, and his family is grateful that he finally has a permanent place of residence.

The partnership will be opening its next new house soon in Stanhope Road, Tarneit. NDIS service plans for two female client residents are currently being reviewed - so watch this space. Further new houses will soon follow in Wyndham Vale and Melton.

Romel Cartas

Service Manager

Short Term Accommodation (Respite)

Gellibrand works hard to recognise and address the needs of people living with a disability, and their families. In 2018 Gellibrand identified a significant service gap affecting many people and their families – a pressing need for a short-term disability accommodation (respite) service.

Under the NDIS framework, people now have more flexibility regarding their funding and how they utilise it. Accordingly, a number of people are approaching Gellibrand seeking short-term respite care. This can be a vital function, whether to allow families the opportunity to take a much-needed holiday; to permit engagement of a service of choice to care for their disabled loved one over a short term period, thus giving families an essential break from heavy responsibility to ensure that their own quality of life is maintained; or to provide clients with quality accommodation during a crisis period, until permanent supported disability accommodation (SDA) is able to be secured.

Since 2018 Gellibrand has provided short-term accommodation for eight respite clients. Three of these have now transitioned into permanent SDA accommodation, with Gellibrand providing SIL supports. Others have sought respite care to permit family holidays, or as crisis accommodation. These are fantastic outcomes for the clients, their families, and Gellibrand.

Short-term accommodation services at Gellibrand are continuing to grow, and Gellibrand's reputation is being enhanced as word of mouth spreads. External support coordinators have given us feedback that they are impressed with how much their clients have developed since being engaged with Gellibrand respite care, with many clients now more able to safely join in community events and functions, engage in more meaningful activities, and live more harmoniously with other people.

Gellibrand will continue to invest in this valuable service, as it aligns so well with our vision, mission statement, and values.

Justin Sacco

Short Term Accommodation Manager

In Memoriam

Peter Cave RIP

Gellibrand was saddened by the sudden passing of our client and friend Peter Cave, on Saturday 17th August 2019.

Peter was committed to the pursuit of art, in particular oil painting. He loved to talk to people about art and artists, and he was passionate about creating his own paintings. He expressed himself so beautifully through his art, especially landscapes. Peter also loved to talk about architecture and the many landmarks around Australia; many of his conversations were inspired by his love of Australia's rich history.

Above all Peter was his own man, living his life to his own rules. Gellibrand was both pleased and privileged to have the opportunity to interact positively with Peter, and to help ensure he was content.

There is a painting by Peter hanging in the Withers Street office, which Gellibrand purchased some time ago. This wonderful piece of art now serves as a memorial and testament to Peter and his talent.

Vale Peter



Gellibrand Client Surveys

Gellibrand Support Services conducts annual surveys to determine the satisfaction of our clients with Gellibrand services. These surveys draw on the Disability Services Standards (which will now change to the new NDIS standards) as the underpinning framework, and they are designed to provide a “client’s-eye view” of how well Gellibrand is performing.

This year’s surveys were simplified and reduced to two versions: an easy-read “self-administered” version, and an “observational interview” version. This flexibility allowed us to offer the survey to every client, whatever their capability, and reduced the complexity of data analysis. A total of 17 completed surveys were received (12 residential clients; 4 MAP clients; 1 ISP client). The obtained data thus focuses primarily on our residential cohort, but offers little insight into the experience of other client groups.

On the whole, clients were highly positive about the service they receive from Gellibrand. Over 75% of clients responded positively to every survey item, except for four items:

Item 6: “When you complain about something, does Gellibrand listen?” (Always: 71%)

Item 11: “Are there any new things you would like to try but can't?” (Yes: 44%)

Item 18: “Are you given choices about the things you are supported to do?” (Always: 65%)

Item 24: “Do you get along with the other clients you receive support with?” (Always: 69%)

Responses to Items 6, 18 and 24 were nonetheless very positive (³ 65%), but Item 11 scored lowest of all (44%). Additional comments from four clients suggest a lack of team members hours or funds underlies this issue, but an unusually high proportion (31%) selected “don’t know” as their response. This unique response pattern suggests that the question may need rephrasing for greater clarity.

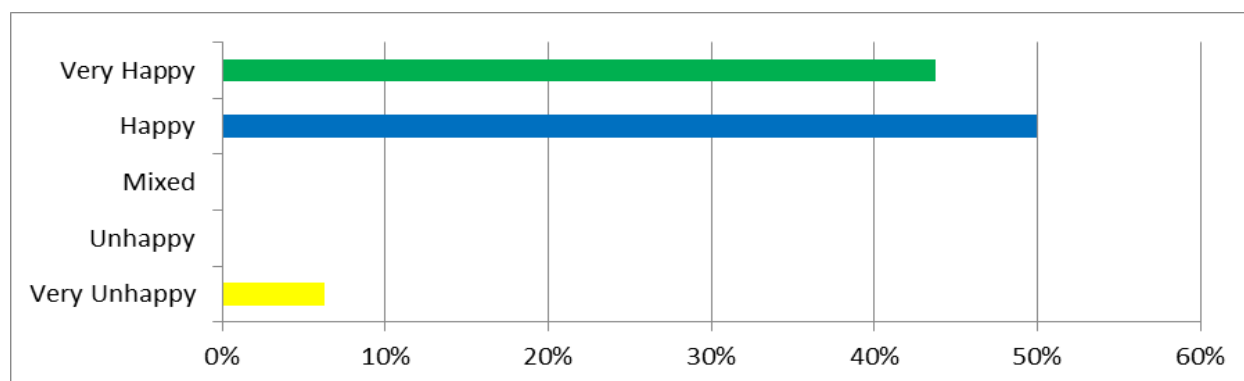
Gellibrand is grateful to the clients for their thoughtful responses, and we will use the information to inform enhancements and improvements to our services.

To improve on the quality of future surveys and increase survey completion rates, we recommend that more time and resources be allocated to data collection; the surveys be offered on line (eg., via Survey Monkey); the surveys should be edited/shortened to increase simplicity and clarity; and anonymous data storage should enable baseline comparisons for future survey analyses.

Bethany Goldsmith

Customer Wellbeing Team Member

Overall, how happy are Clients with the Service Gellibrand Provides?





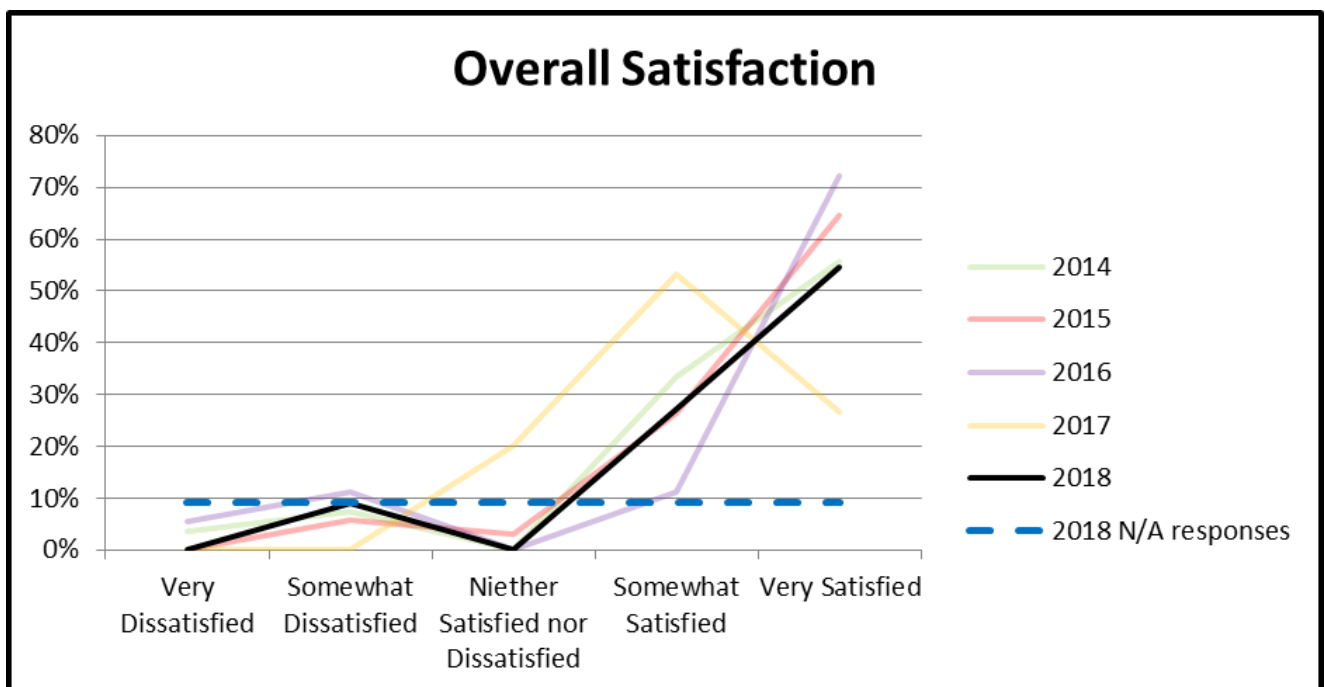
Gellibrand Stakeholder Surveys

In addition to client surveys, Gellibrand also conducts annual surveys to determine the satisfaction of stakeholders. This year the stakeholder surveys were administered by mail in hard-copy format, due to issues with email/on-line administration. Surveys were mailed to each client's primary stakeholder with their progressive reports. Unfortunately, a much lower response rate was experienced than in previous years, and additional responses were sought by service managers calling next of kin and asking them to complete the survey by telephone.

Only 6 responses were received (9% of total requests). Service manager telephone surveys garnered a further 5 responses, bringing the total to 11 (16%). All respondents identified themselves as family members of clients, with no allied professionals responding.

Although the number of responses was low, the pattern of obtained data approximated generally to data collected in previous years. Overall, stakeholders were "somewhat satisfied" or "very satisfied" with Gellibrand's services, with only one respondent "somewhat dissatisfied". There was an improvement in levels of satisfaction in the area of "creating safe and secure environments where supports are provided", and some apparent confusion resulting in an unusually high rate of "not applicable/no opinion" responses for "supporting people to find meaningful employment". However, in previous years this item has been an outlier (ie., the item most likely to be skipped).

This year's survey results suggest the strategies adopted to manage quality of supports (eg., regular internal auditing; improved client plans) are continuing to have positive effect. Moving to a digital system for future surveys will be more cost effective and practical, and Gellibrand is exploring options to resolve the administrative issues that impacted on the survey this year.





Gellibrand Team Member Surveys

In 2018 Gellibrand asked team members to complete team member survey, as part of the organisation's ongoing quality process. The survey focused on two areas: "employee engagement", and "employee satisfaction".

67 Gellibrand team members responded, providing an indispensable snapshot of our workforce morale and culture. Each survey question targeted an area which managers are able to directly influence; hence the results provide valuable insights as to which avenues Gellibrand management can focus upon to positively influence team member engagement and satisfaction.

Overall, 73.0% of team members reported "favourable" engagement with Gellibrand (a decline from the 2016 survey at 77.0%). "neutral" engagement was reported by 11.0% of team members (down from 14.0% in 2016), and "unfavourable" engagement was reported by 16.0% (increased from 10.0% in 2016). These data reveal priority areas for management to focus on improvement, including:

- Providing recognition to team members for work well done (34% unfavourable)
- Conducting team members progress reviews (23% unfavourable)
- Supporting workplace friendships (16% unfavourable)
- Taking team members opinions into account (15% unfavourable).

Employee satisfaction scores were strongly positive. 88.3% of team members reported that they are "very satisfied" (43.3%) or "somewhat satisfied" (45%) with Gellibrand as a place to work. Areas of greatest satisfaction included:

- Positive relationships of team members with clients
- Positive relationships among colleagues
- The Gellibrand philosophy/approach to client support
- Available working conditions and opportunities
- The quality of the organisation's standard operating processes.

Of the remaining 11.7% of team members, 6.7% were "neither satisfied nor dissatisfied", and 5.0% were "somewhat dissatisfied" with Gellibrand. Data from the small proportion of "dissatisfied" ratings (5.0%) also informs Gellibrand management's focus upon development:

- Improved communication between managers and team members (meetings; supervision; feedback)
- Resolving management issues (service manager changes; rostering issues; task guidance)
- Ensuring best quality support provided to Clients (full team member complements)
- Best quality employment conditions (availability of work shifts; training and development activities)
- Adapting to recent funding changes and financial restrictions.

The minor increase in "somewhat dissatisfied" ratings (from 0.0% in 2016 to 5% in 2018) reflects a number of underlying factors, not least of which is the uncertainty and change associated with Gellibrand's transition to NDIS, and our journey to adapt to the new framework. This has been unsettling for some, and we are deeply grateful to our team members who have worked so enthusiastically with us to embrace the new approaches.

A Gellibrand priority is to provide a welcoming, positive, and supportive environment for all our team members and clients. We are grateful to our people for participating in the team member survey, and especially for their frank and insightful feedback. It is our intention to continue to learn from the voices of our people, and to strive to become ever better in all that we do.

Bethany Goldsmith

Customer Wellbeing Team Member

Student Placement Program at Gellibrand

(Including a Big Thank You!)

Gellibrand has been supporting student placements for many years now. On average we have supported about 20 students per year, but over the last two years this has grown to approximately 130 students. Significant work has been done by Donna Petrie in this area, and the growth in our student placement program can be attributed to Donna's motivation, drive and amazing contribution. I would like to extend my gratitude and appreciation to Donna for the work she has done, and for the positive impact this is having on the lives of the people we support.

Margaret Given

Customer Wellbeing Manager

Students, The Story So Far...

Gellibrand are proud to support and encourage students in completing their required industry placements. Their courses vary widely, from Certificate III and IV in Disability Support to Diplomas and/or Bachelor Degrees in Community Services and Business Management. We have a number of strong, collaborative long-standing partnerships with Victoria University, Stotts College, Employease, New Futures Training Organisation, and Southern Cross Education Institution. Gellibrand has provided placements to over 130 students so far in 2019. It is estimated that we will ultimately exceed over 150 student placements for this year.

At Gellibrand we encourage and promote a vibrant student placement culture where our students are closely supported by our team members and management. Our students bring a refreshing spirit of enthusiasm to our organisation and its work, which our clients and team members appreciate and enjoy very much. Gellibrand has created a strong culture of positivity and empowered learning from which many of our former students have subsequently succeeded in becoming highly-valued team members.

We provide our students with an intensive in-house induction and training day, prior to commencing their placement. At that session we provide them with the right tools to ensure they are well-equipped with the empowerment and encouragement they need to succeed, enabling them to deliver the high quality supports that are already familiar to our clients through the work of our existing team members.

Gellibrand also participates in a capability building project with the Department of Health and Human Services in piloting a student program called "placerright".

At Gellibrand we aim to continue and expand on our student placements, now and in the future, in the hope that we will help to create great support workers for our neighbouring organisations, and across our an industry as a whole.

Donna Petrie

Student Co-ordinator

Customer Wellbeing Team



NDIS Services at Gellibrand

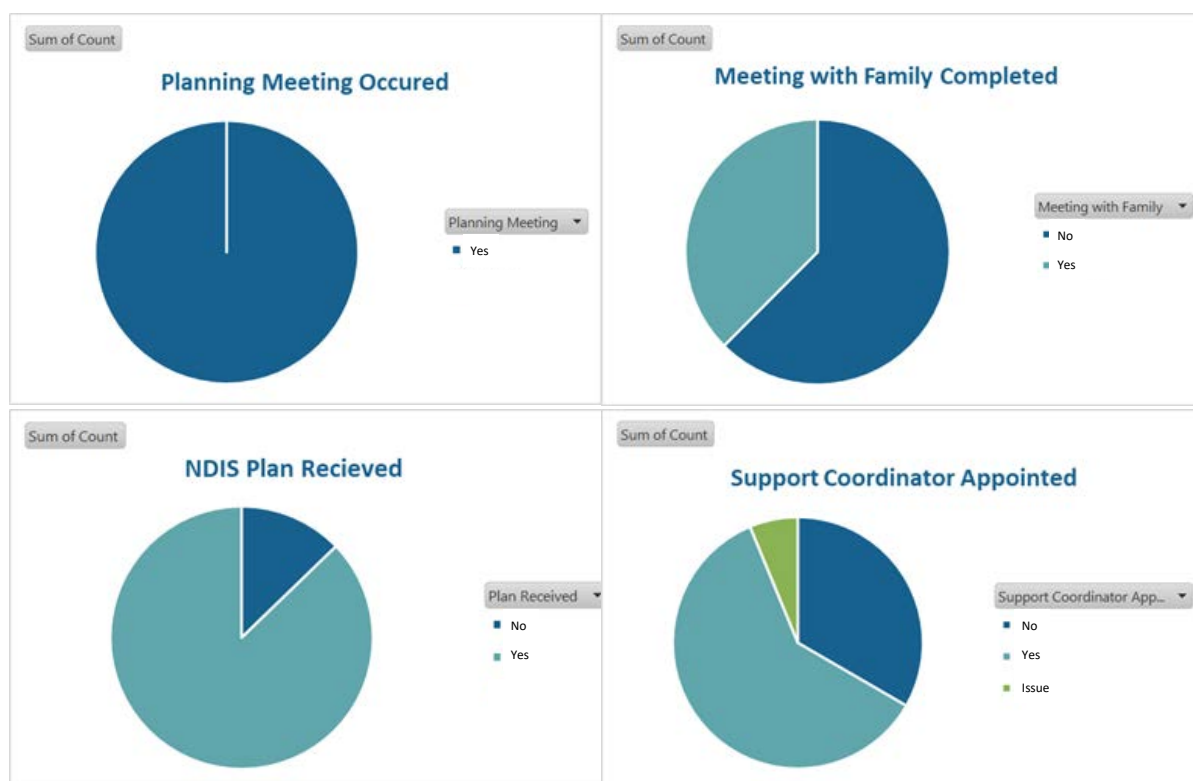
2019 has been an exciting and challenging year for the Gellibrand community. The development and implementation of the National Disability Insurance Scheme is one of the biggest changes in disability since de-institutionalisation in the 1970's. It is a pivotal change in how disability services are provided and funded.

Gellibrand has welcomed NDIS, with a clear focus on client choice and control (as it should be!), and a clear intent to ensure that all clients have the funding to purchase the supports they need from the provider that best suits their needs. A change like this is always going to generate some confusion, along with a lot of investment in gathering and sharing of information.

Gellibrand has certainly seen all of these things, and we have worked hard to assist our clients and their families to make the move to NDIS with the most amount of information and support, and the least amount of disruption possible. Gellibrand, as a service, hopes that we have gone some way to achieving this for the people we support.

Gellibrand facilitated information sessions for families and clients and assisted where we could, with planning meetings. During this time it was reassuring to have so many families just go on the journey with us, and trust Gellibrand to achieve the best outcomes for their family members.

To date, Gellibrand has transitioned 39 clients across to NDIA funding with another 49 clients still to transition. This has been, from Gellibrand's perspective, a successful transition with clients now able to receive more supports than they did under the previous funding system. For those who enjoy graphs and statistics, below are some graphs we are currently use to track our NDIS transitions. We hope you find them interesting.



With the rollout of NDIS, funding is now available in domains where it was previously unavailable. As a result of this, Gellibrand has been able to explore service provision in areas of new activity. Where Gellibrand has been traditionally an accommodation provider with some Individualised supports and a small day service, we are now providing support coordination, as well as short-term accommodation (respite).

With the diversification of services Gellibrand has now grown to more than 150 team members and 178 clients (see table below). It is early days, but it appears that Gellibrand is weathering the transition to the NDIS in a positive and successful manner.



NDIS Services at Gellibrand (cont'd)

CURRENT CLIENTS

Supported Independent Living	49 (39 transitioned to NDIS)
Support Co-ordination	56
Short Term Accommodation	4 (1 current)
Individualised Support (Capacity Building Supports)	46
Day Service (MAP)	26

No new system is without its challenges. With a change as big as NDIS it is no surprise that there have been difficulties; one of these is the funding for transport. Transport needs for people with disabilities are significant; with many not able to use public transport, taxi is often the only option to get to and from their day service and engage in the community in a meaningful way. Many clients have found themselves with insufficient funds to cover their transport needs. Gellibrand looks forward to progress in this area, and clients having the required funds available to them to meet their transport needs.

One of the other challenges seen within NDIS is plan utilisation. Plan utilisation is about making sure that services and funding provided to clients in their plan are fully implemented and used by the client. Under the new NDIS framework, under-utilisation has been a significant teething issue. Given the early days of this model, it is not yet clear how we will resolve this, but we are working proactively to ensure that clients get full benefits from their plans.

It has been an exciting year for Gellibrand as we entered into a new partnership with Empowered Liveability. Empowered Liveability build homes for people with disabilities, and fill the role as an SDA provider. Gellibrand was chosen by Empowered Liveability to be the SIL provider in seven of their new homes in the West of Melbourne. All houses are now built, and ready for occupancy. It is a wonderful opportunity that Empowered Liveability have provided to people with disabilities. The houses have been beautifully designed and are incredibly homely. We look forward to a long and fruitful partnership with Empowered Liveability, in delivering quality homes and SIL services to people with disabilities.

Gellibrand is also considering what other partnerships we can now develop. With the rollout of NDIS many new service providers are entering the industry. We are positive about developing partnerships with allied health organisations, as well as referring organisations, who may assist in the ongoing development of the services Gellibrand offers to its clients and their families. Any partnerships that Gellibrand enters into must be based on ensuring that best quality services are provided to our clients and the community.

In the first phase of NDIS rollout it has been essential for us to focus on adapting and enhancing our systems and processes to ensure clients receive the funding and services that they require to continue to have an excellent quality of life. With many new systems now embedded and clients moving into their second round of plans, Gellibrand can refocus somewhat on ensuring that direct client supports continue to be provided to a high quality standard.

One way of achieving this is through recruitment of quality Team Members. With clients receiving more funding to buy services, Gellibrand has increased its workforce to meet this need. With increased funding and Team Members available to meet client's needs, it looks to be a positive future for the people we support.

Margaret Given

Customer Wellbeing Manager

Mark Summers

Business Manager

NDIS Quality and Safeguarding Framework

The NDIS Quality and Safeguarding Framework provides a Nationally consistent approach to empower and support NDIS participants to exercise choice and control, while ensuring that appropriate safeguards are in place. It establishes clear expectations for providers and their team members to deliver high quality supports.

The Framework is underpinned by a set of guiding principles, and consists of measures targeted at individuals, the workforce and providers.

Principles Underlying the Framework



How will the Framework be implemented?

The NDIS Commission has been established to implement the Quality and Safeguarding Framework, bringing together a range of functions under a single Nation-wide agency for the first time. These functions include:

- Provider Registration and Quality Assurance;
- A Complaint Handling system;
- Serious Incident Notification;
- Restrictive Practice Oversight;
- Investigation and Enforcement;
- Worker Screening; and
- Behaviour Support.

The NDIS Commission will use a range of measures to ensure the framework is implemented. Developmental measures will help to strengthen the capability of people with disability, disability workers and suppliers, whilst preventative and corrective measures will help to ensure appropriate responses to issues that arise.

In addition to the functions of the NDIS Commission, the framework also references other systems and services including:

- Advocacy services;
- Systems for detecting fraud and related issues;
- Avenues for complaints outside the scope of the NDIS Commission; and
- Anti-discrimination and human rights legislation overseen by the Disability Discrimination and Human Rights Commissioner.

What are the Benefits?

Gellibrand has always had to meet legislated requirements and standards, and we pride ourselves on the quality of the services we offer. In preparing to deliver services as an NDIS service provider, Gellibrand has had to adjust existing systems and processes, and adapt to new reporting requirements. This has been a lot of work. However, the benefits of these efforts are seeing quick reward. With clients able to choose Gellibrand as a high-quality service provider to help them achieve their goals, we are experiencing rapid growth and service expansion. We are committed to the NDIS Code of Conduct, prepared to meet our obligations, and looking forward to a bigger brighter future under the NDIS.



* This applies to both NDIS providers and people with disability.

NDIS Quality and Safeguarding Framework (cont'd)

Gellibrand's Transition to the New Quality Framework

Gellibrand is positioned well to transition across to the new framework. Many of the key areas of the framework (eg., employee safety screening) are based on the current Victorian framework so Gellibrand is already compliant in a number of these areas. That said, we still have much work to do to ensure we meet all the new standards.

We have commenced internal self-assessments, and have engaged an external NDIS consultant to assist with further higher-order gap analysis of systems and processes. The NDIS consultant will also look to provide training to key personnel in relation to compliance within the NDIS Quality and Safeguards Framework.

Gellibrand has robust incident management and complaints management processes, however we look forward to understanding how these can be further improved to ensure full compliance with the Quality and Safeguard Commission's new framework.

It is both a challenging and exciting time for Gellibrand to be entering into a new quality framework. We look forward to the improvements that we are sure we will see in the direct client supports as a result of the new framework.

The framework is available in full on the Australian Government's Department of Social Services website at:

<https://www.dss.gov.au/ndisqualitysafeguards>

Bethany Goldsmith

Customer Wellbeing Team Member

What are Gellibrand's Obligations Under the NDIS Quality and Safeguarding Framework?



Treasurer's Report

Review of Financial Position

I am pleased to present the audited financial statements for the year ended 30 June 2019.

During the financial year Gellibrand continued to allocate budget to build capacity to provide enhanced service to our clients under National Disability Insurance Scheme (NDIS). Clients commenced transfer to the NDIS from Department of Health and Human Services (DHHS) and this process is expected to be finalised in the upcoming year.

The organisation has grown in revenue by 39% and the expenditure has grown by 25% over the previous year.

The increase in income and expenditure was mainly due to increase in supporting short term accommodation clients.

Adjustments were made to prior years retained earnings due to change in accounting policies for long service leave recognition and accounting for DHHS equity interest in Gellibrand's Honey Grove property.

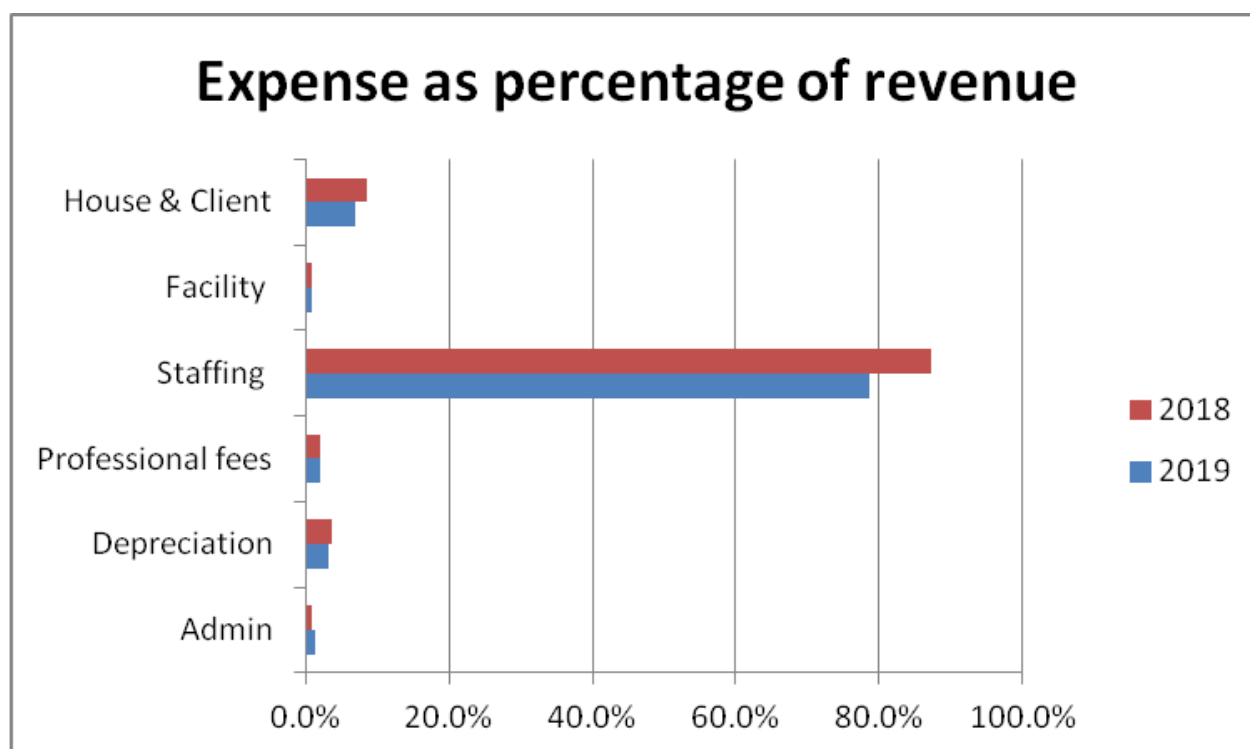
The net surplus for the year 2018/2019 was 785k (2017/2018 deficit 258K).

Please also refer the commentaries on expenditure and revenue below:

Expenditure

The total expenditure of Gellibrand for the year was \$10,293 million representing an increase of 25% from the previous year. Being a disability service organisation, our biggest expenditure is for team members (\$8.7Million) and the increase this year was due to the requirement to provide additional resources to prepare for NDIS transition and supporting short-term accommodation clients. It is expected that we need to resource for growth; however, particular focus has been provided not to depart from the fundamental cost model so that we can sustain in the long-term.

Management is very conscious of cost-pressure, and the graph below shows a comparison of the percentage of expenses to revenue from last year to this year. The team member expenditure has reduced, while there is no significant variation in other expense categories.



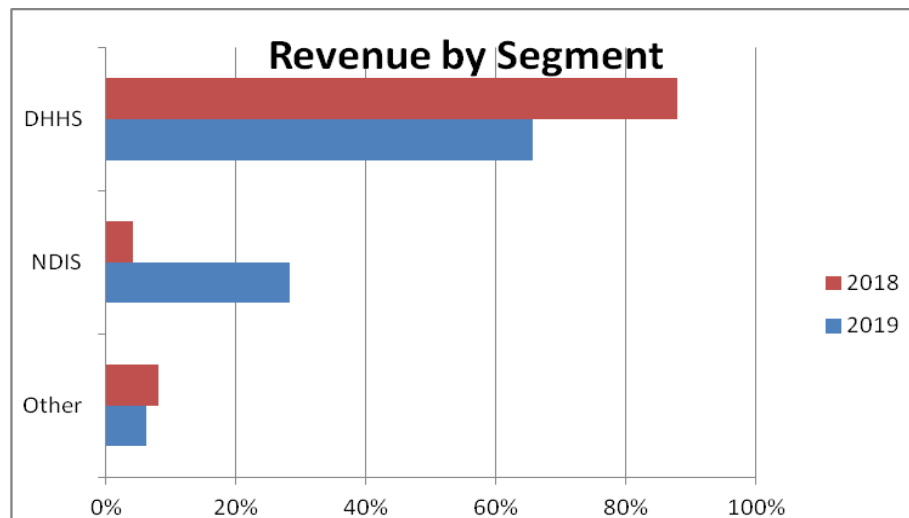


Treasurer's Report (cont'd)

Revenue

Overall revenue has increased to \$11.0m from \$7.9m

Revenue from NDIS has increased to \$3.1m (325k -2018) as clients transition to NDIS from DHHS. Gellibrand's revenue also comes from grant funding for our eleven community residential units, which house a total of 51 clients. Additionally, there are 46 ISP (Individual Support Package) clients, 26 MAP (Meaningful Activities in Partnership) clients, and 56 support co-ordination clients. Further, there are around 1 to 4 clients being supported with short-term accommodation at any given time. The DHHS provides funding to meet the expenses of the sites and team members. The funding formula has not changed, and the revenue has grown by 3.8% from \$6.99 million to \$7.27 million. During the year DHHS grants accounted for 66% (88% -2018) of our revenue, reflecting the ongoing transition of clients to the NDIS.



Capital Expenditure

During the year, Gellibrand spent a total of \$269K on capital expenditure; the main share being \$193K for purchase of motor vehicles, and \$65K for purchase of office equipment. These expenditures are incurred to ensure improving efficiencies and ongoing maintenance of the high standard of care provided by the organisation to its clients.

Working Capital

The cash and bank balance was at \$2.96 million, which is Gellibrand's strong point. Our working capital ratio (ability to pay dues) remains strong at 2, which means that for every dollar of the company dues, there are 2 times cash and liquid assets available. Please refer the attached audited financial statements for a detailed review of Gellibrand's results.

I would like to thank Mr. Sughesh Madathil, our previous treasurer, for his excellent leadership and support provided to the management team. I would also like to thank the committee of management for their support to the finance team; Mr. Matthew Hoyle, CEO for his hands-on business leadership; Mr Waqas Ahmad, management accountant for his professional support to the finance team, Margaret Given, committee liaison officer for her support for the finance committee activities, and all team members for their significant contribution to the organisational success.

The strong foundation for Gellibrand's financial outcome has been our funders - DHHS and NDIA - for the prompt allocation and disbursement of funding to gellibrand. On behalf of the committee of Management and the Management Team, I would like to extend our gratitude to our funders.

Our clients and their families and support people are our pillars of motivation and support. Thus we thank them for their trust and confidence in us, as we come to work every day with a commitment to improve an inch over the previous day, as always.

Shabir Alidina

Acting Treasurer