

Annual Report 2019 - 2020



Table of Contents

Acknowledgements.....	3
Our Vision, Mission, Motto and Values.....	4
Where We Are.....	5
What We Do.....	6
In Memoriam – Bob Hackney.....	7
Our Year of Wonders: Gellibrand and COVID in 2020.....	8-9
Gellibrand’s Year with NDIS	10-11
Royal Commission.....	12
Quality, Governance & Culture.....	13
Our Management Team.....	14-17
Stakeholder Feedback.....	18-21
Strategic Plan 20-23.....	22-28
Operation Plan 20-23.....	29-30
Growth of Gellibrand.....	31
Message from the President.....	32-34
Message from the CEO.....	35-36
Treasurer’s Report.....	37-38
Financial Report.....	39-61



Acknowledgements

Gellibrand would like to acknowledge and thank the clients, Team Members and Families, Volunteers, Committee of Management and those whose generosity, knowledge, skill, expertise and lived experience contribute so significantly to our work. We are particularly grateful to the people living with disability who choose us as their service provider – all of whom never cease to inspire and teach us, from the depths of their own rich and amazing life experience. We would also like to acknowledge our funders and partner network for their respective contributions.

Gellibrand Support Services also acknowledge the traditional custodians of the land on which we work, and we pay our respects to Aboriginal Elders past, present and emerging. 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 would like to particularly thank the following people and companies.

Anne & Emmanuel Cardona – for their wonderful SDA partnership

Aspen Healthcare (Dean and Leanne) - for their amazing and unwavering support of clients during COVID

Chris & Mary Meehan – for sharing their home with our raffle committee

Clients – for being so amazing during COVID

Collins & Co – Financial Auditors

Complete Family Care—Flexible and person centred supports to Gellibrand clients during COVID

Department of Health and Human Services

Empowered Liveability – for their ongoing SDA/SIL partnership with Gellibrand

Families – for always believing in us and helping us stay the right path

Graeme Cochrane - Gellibrand report writing aficionado

Mary Burbidge – for making a holiday house available to Gellibrand clients and for so many years of voluntary service to Gellibrand

Members of Parliament, past and present

Miro & Tom for their amazing renovations of Withers St, the Jenny Burbidge Centre and the Alice Fraser Centre

National Disability Insurance Authority (NDIA)

National Disability Services (NDS)

Plan Managers and Support Co-ordinators

SAI Global – NDIS Auditors

Team Members – for always showing up for the clients

Telstra – for their ongoing support and provision of resources

Quest Williamstown—for their wonderful partnership with Gellibrand during COVID

Our Vision:

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



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



Our Motto:

Real People
Real Connection
Real Service
Real Outcomes

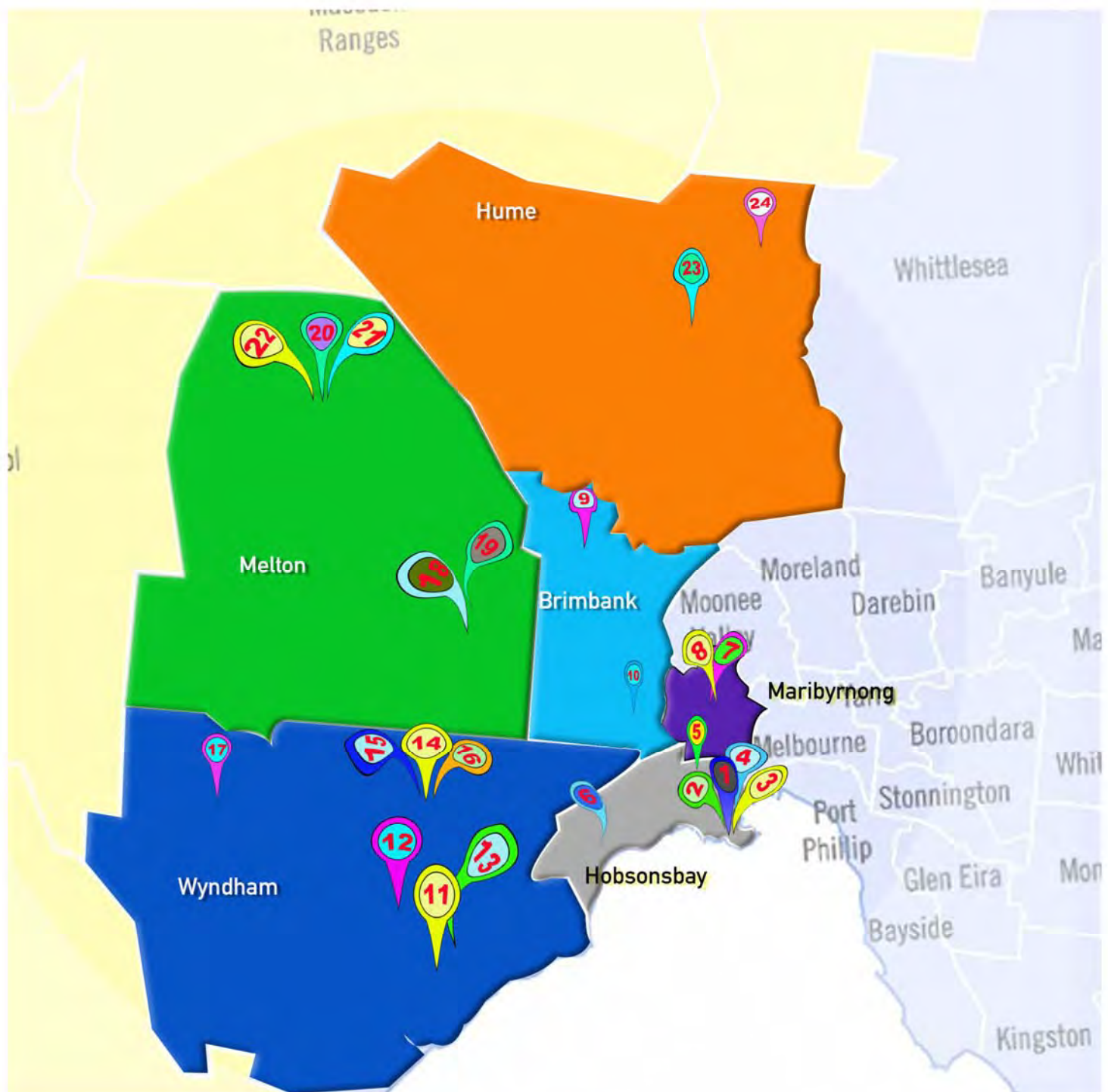


Our Values:

Respect,
Accountability,
Integrity, Care,
Honesty



Where We Are



1. 17 Hanmer St
2. 19 Hanmer St
3. Ann ST
4. JBC
5. Hoskings
6. Linnet St
7. Medfield
8. Avondale Heights

9. Honey Grove
10. Withers St
11. Tower Road
12. Willow St
13. MAP
14. Clifton A
15. Clifton B
16. Stanhope

17. Stonecrop
18. Eppalock
19. Springlake
20. Brooksby
21. Cornwell
22. Long Forest
23. Grand Boulevard
24. Domenico



SUPPORTED ACCOMMODATION (SIL & SDA)

Gellibrand provides Supported Independent Living (SIL) and Specialist Disability Accommodation (SDA) services for participants.

SIL is the assistance Gellibrand provides to support you to live as independently as possible within your home. SDA is the physical bricks & mortar building approved by the NDIA.

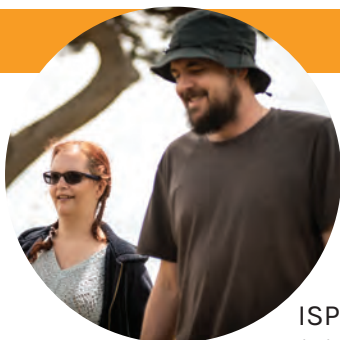
Our supported accommodation options are customised to the participants needs, giving individuals the stability and support to pursue their goals.

SUPPORT COORDINATION

Support Coordination is provided to help individuals navigate the NDIS so that you or the people you support can get the most out of any funding.

Gellibrand's team of experienced Support Coordinators are trained and knowledgeable about the NDIS. They can assist individuals to:

- Find and engage with service providers.
- Coordinate between multiple services.
- Ensure goals are being met.
- Resolve issues with service delivery.
- Assist individuals to understand the NDIS so they can act independently.



INDIVIDUALISED SUPPORT PACKAGES (ISP)

Our Individual Support Packages (ISP) are tailored around your individual needs and goals to help you live the life you want.

This flexible 1:1 support is built on a collaborative foundation to find you the right combination of people and supports.

ISP can offer assistance in areas such as capacity building, social & community participation, assistance with daily activities, family respite and more.

MEANINGFUL ACTIVITIES IN PARTNERSHIP (MAP)

MAP is a flexible support service that provides an opportunity for people to engage in activities that interest them.

MAP seeks to put more choice and control back into the hands of the participants by facilitating their ideas and interests in a flexible, relaxed, fun, and social environment.

MAP offers a growing variety of programs that include photography, arts & crafts, cooking, literacy, gardening, bowling and more. Have an idea for a new program you'd like to see? Let us know!



SHORT TERM ACCOMMODATION (Respite)

Previously referred to as respite, our Short Term Accommodation options allow for those times when a participant requires temporary supports that are different than their usual arrangements.

This support may include short stays in a single unit, group-based accommodation or facilitate the purchase of additional in-home support from our trained team members.

Whether it is planned ahead of time or due to an urgent need, we are able to facilitate a fast and flexible intake process to help support participants as they need.

In Memoriam - Bob Hackney



Bob Hackney, an ISP client for the past ten years with Gellibrand, sadly passed away on October 12, Bob was 77 years old.

Bob had been living in a nursing home in Keilor Downs during his time with Gellibrand, and we were able to support him out from there to the footy, cricket, movies, the pub, in to the city or anywhere else Bob chose to go. Bob was born with cerebral palsy, and was confined to a wheelchair, but during most of his adult life had been very independent with getting around himself on his wheelchair, and was able to access all his favourite activities without support. So as his skills declined in his later years and he became unable to get around on his own, Gellibrand were able to support him to continue to enjoy all these activities, which seemed to be a real pleasure for Bob, as it was for those supporting him. And watching Collingwood play was of particular pleasure for Bob.



Bob's earlier life was a fascinating picture of determination and inner strength overcoming the obstacles placed before him. After his parents passed away early in his adult life he lived in a number of disability houses around Melbourne, and attended employment, day programs, football and cricket, and travelled all around Melbourne on public transport without support. Bob got married and divorced, had a number of serious health concerns, was hit by a train, and was hit by a truck, but through all this maintained an amazingly positive outlook on life, never seeming to consider his lot in life to be unfair or unlucky. Bob was funny, kind, intelligent and was great company.

Bob's nursing home was very hard hit by coronavirus during August and September, and while Bob never contracted the virus he was moved out for his own safety to Northern Hospital where he picked up an infection that he was unable to recover from. So I guess Bob was an indirect victim of the pandemic.

It was a great pleasure and privilege to have been able to support and to know Bob and he will be sorely missed.

Andrew Codd



Our Year of Wonders: Gellibrand and COVID in 2020



The COVID-19 pandemic has certainly dominated the landscape of 2020. Gellibrand's clients have felt the brunt of COVID in so many ways, but they have also weathered the COVID storm incredibly well!

Our clients have been governed over the last 6 months by the all the same restrictions as the rest of the community. However, they were also subjected to even more constraints because DHHS required them (and us) to comply with a set of official directions which has guided COVID management in workplaces and care facilities. We complied fully and willingly with all DHHS Directions at every moment, but to say this was difficult would be an understatement! We found that staying intensively focused on keeping our clients completely COVID-free has assisted us to stay the course, under what proved to be very tight restrictions indeed.



We are so proud of our Team Members for the way they have embraced all the changes and requirements! A notable example is the requirement for Team Members to wear surgical masks at all times when working with clients. This proved quite difficult to navigate, as communication with clients is central to our work, and face coverings (masks, face shields and/or goggles) inhibited communication to an unexpectedly high degree.



It was also heartbreaking to witness our clients missing their families deeply. Regular family catch-ups have simply not been able to occur, and families have not been able to visit. Clients haven't been able to see their friends, or attend day activities and programs in the community. For many of the people who receive our services, such significant changes to routine were just unthinkable! Many clients would normally struggle to cope with just *one* of these changes, let alone with so many of them in one go...and for such a sustained time period.

But contrary to what we might have expected, our clients have been amazing! They have adapted, overcome, and survived the Great Lockdown of 2020. For some clients, even a slight change in routine could make life difficult and hard to deal with. But to see so many clients deal so well with such significant change has been genuinely inspiring, and has made managing the COVID situation that much easier to bear.

We hope that all the good things that have come from COVID will stay with us in the post-COVID environment. And we look forward eagerly to 2021, when we hope clients will be able to return to their normal daily activities, whether these be person-to-person in the community, or centre-based activities. We cannot thank the clients, their families, and our Team Members enough for their patience, and for the support that they have provided to us in what has been an incredibly difficult year for everybody.

Our Year of Wonders: Gellibrand and COVID in 2020



Gellibrand would like to thank our clients, families and Team Members for staying the course, despite the immense difficulties they have experienced under lockdown. Some clients and families have not been in each other's company for close to 6 months. Many of our team members have been in the same situation, as they too have been separated from their loved ones for many months. This, we hope, has assisted all of us in understanding what families and clients have been experiencing, and we have striven to ensure that the support we provide has reflected this.



COVID has not been without its benefits, although that might seem a very odd thing to say! Lockdown conditions have forced us to think deeply about how we support our clients to stay connected to their families, friends, and each other. In response we have invested heavily in technology (we're not sure why we didn't do this sooner!) so that clients can video call the people close to them. Google hubs have been installed at all Gellibrand houses, and the client response to this has been fabulous! After some initial teaching and guidance, our clients are now using them confidently - not just to stay connected to their families, but also for music, cooking, and general googling. This technology has become a regular fixture in every house that Gellibrand operates and opens. All houses are now also equipped with smart televisions, so access to services like Netflix has also become standard.

Additionally, our clients have taken to gardening, baking, and yes, lots of walking! Many have adopted new hobbies and interests, like playing pool, indoor bowls, outdoor basketball, jigsaw puzzles, air hockey, writing letters to families, vegetable gardens, and so much more. The positive impact of this upon general and emotional health has been delightful to observe. It is a credit to our Team Members that they have engaged clients at such a significant level, and we thank them for their boundless energy, effort and enthusiasm.





Gellibrand's Year with NDIS

Life Under the NDIS System

The NDIS system is still very new to the disability sector. It is perhaps best understood as being “under construction”; hence it is constantly changing and emerging. It may be some years before it is fully embedded across the sector, and we can see the full benefits it imparts to the people we support.

Nonetheless, under NDIS Gellibrand has observed a number of positive changes in people's lives. The NDIS planning process (mandatory for each client) ensures that a comprehensive picture of the person's life situation, their needs, their goals, and their choices, is articulated. Under this rubric, the person with disability is central in defining and planning for their own best possible outcomes.

This means that client needs in relation to supports such as allied health services are now better able to be met. NDIS planning ensures that much needed funding for to one-to-one support, community participation, social support, and in-home care is more readily available. People may now have direct access to essential equipment that was previously difficult for them to source (e.g., formerly requiring a significant personal investment, or years on a waiting list).

A Word from our Claiming Team

Never before has a service sector been so changed by its funding source! But in the face of all the new challenges brought about by NDIS, Gellibrand has adapted strongly. Our dedicated Claiming Team work hard behind the scenes to help clients maximise the opportunities within their plans. Claiming is not just an “invoicing” process for our claiming Team - it's a client support process, and a critically important one! We help NDIS to truly understand a client's requirements, and by so doing, to maximise their benefits and secure the best possible outcomes.

We are much more than just calculators entering numbers into spreadsheets! Through the individualised support provided by the Claiming Team, Gellibrand's clients are able to explore their NDIS plans to their full potential. We bring to bear an intimate understanding of the enormous intricacies of the NDIS system and a well-developed set of systems to ensure that clients are provided with best care and ongoing stability and consistency in their supports.

That being said, the experience of COVID-19 this year has definitely impacted on the claiming process, as much as it has affected people and services everywhere. Nonetheless, the team has remained highly motivated to overcome any difficulties that came our way, and we have provided consistent, much-needed ongoing support to our clients and their families.

Like all Melbournians, our clients were confined to their homes for over 6 months, and a number of personal services and supports (as outlined in their individual plans) were unavailable to them, due to lockdown restrictions. This in turn has meant that claiming has not been possible for these services. And this has raised concerns that clients might lose some of their funding allocation in subsequent plans due to “unspent funds” in the present period. Gellibrand is therefore strongly advocating to NDIA to ensure that the impact of COVID-19 upon recent planning periods is not able to affect future planning (and especially, funding).

It has certainly been a different year for claiming, but we look forward to a more “normal” year going forward!





Gellibrand's Year with NDIS

It would not be an understatement to say that 2020 has been an eventful year for Gellibrand!

The NDIS has been an ever-changing platform of supports, with multiple price guide changes, reviews of Supported Independent Living (SIL) and support coordination services, as well as significant changes to SIL quoting and day service staffing ratios. Gellibrand has proactively connected with external forums and communities of practice to ensure we stay fully in touch with all the changes under the NDIS, as they emerge. This has proven invaluable in confirming that all our practice complies with the required standards.



Review of NDIS Support Coordination

This year the NDIS conducted a review of support coordination services, with a specific focus on issues pertaining to "conflict of interest". NDIS expressed their view that service coordination providers should deliver only support coordination, and not in conjunction with any other direct support services (e.g., community participation, or SIL). Gellibrand was concerned that the proposed NDIS approach would disadvantage people with disability by imposing limitations on the service provider options from which they could choose. In our view, this would be inconsistent with a system that is based on participant choice and control.

Gellibrand responded to the NDIS' call for papers on this topic by consulting with our support coordination clients and families. Their opinions were very clear - they wanted the ability to choose their supports, and many felt it was of significant benefit to them (and/or their family member) if they only had to deal with one individual provider for a range of services. Accordingly, Gellibrand delivered a submission to the NDIS which reflected the opinions of our participants and their families, and we look forward to seeing the direction the NDIS takes on this issue.

Review of NDI SIL Quoting System

We have also navigated our way through changes to "SIL quoting", which is the NDIS system for requesting the funds required to support a client in their accommodation. From July 2020, the new process requires Gellibrand to forward a quotation for the supports and services which the family and Gellibrand assess as being appropriate to the client's needs. NDIS then reviews the SIL quotation, and offers what they believe to be the required funding. The sum offered may be identical to, or differ from, the amount of funds requested.



Under this new system Gellibrand has seen some changes to the funds allocated to clients by NDIS. However, we have been able to maintain all of the supports required for our clients. We have found that the key to navigating this change is to ensure that clients, families and Gellibrand communicate well, and that we are able to provide all the evidence required to NDIS to demonstrate the support needs for each client. It's early days yet, but after another year of working with the new system we will better understand whether it is effective at meeting the needs of clients, or whether further systemic changes are required.

The Royal Commission into Violence, Abuse, Neglect and Exploitation of People with Disability commenced its work in 2019, calling for submissions from individuals, families, and service providers. Gellibrand welcomed this as an opportunity to contribute to the enhancement and ongoing improvement of disability support services, at a systemic level.



Royal Commission

into Violence, Abuse, Neglect and
Exploitation of People with Disability

In April 2020 Gellibrand delivered a comprehensive, written submission which responded to the Commission's *Group Homes* paper. Our submission drew upon our collected knowledge, experience and insights, gathered over more than 50 years of service. We directly addressed a number of the specific questions raised by the Commission, and highlighted a series of key issues, domains, innovations and effective service approaches, including:

- Gellibrand strongly emphasised the value and effectiveness of the Active Support model in providing a framework for high-quality, respectful, person-centered, outcomes-driven services. The Commission expressed a particular interest in our Active Support approach, and responded that they had found our input and recommendations helpful.
- Gellibrand outlined the benefits to clients and families arising from well-managed Group Home services. These include enhanced client autonomy, empowerment, choice, and self-advocacy; significant social benefits; a range of objective checks, balances and safeguards; and a secure basis from which to support holistic service provision.
- We advocated strongly for Gellibrand's approach to staff recruitment, training and support, which we summed up in the motto "employ for attitude, and train for skill". We also emphasised the need for an urgent review of worker's pay rates, and advocated strongly for funding to support ongoing education of people working in disability support. The Commission made a point of specifically thanking us for our input regarding staffing issues.
- We emphasised that in most cases, it is not appropriate to place people with disability aged under 65 in residential aged care facilities.
- We reported incidences of neglect, abuse and substandard care delivered to people with intellectual disability within the hospital system. In some cases this has even included decisions to cease life-sustaining treatment. We highlighted that without strong, vigorous advocacy for people with intellectual disabilities, even the basic needs of people with disability may not be properly met in the hospital system.
- Some parts of the community at large often does not understand the people who live in group homes, or the purpose of group homes per se. Some have not welcomed group homes in their neighbourhoods, and some have even petitioned against their opening.
- People living in group homes are often not permitted to choose who will reside in their home with them, and they have few options for resolution should significant issues and/or conflicts arise with others residing in the same home.

Our submission delivered a set of nine recommendations to the Royal Commission, aiming to directly address problematic issues within the disability support system, and bring about further improvements and benefits in the lives of those who receive support.

In October 2020 the Royal Commission released an interim report on their findings so far, and we are greatly heartened to see an extremely strong alignment between many of the key issues they have identified, and those raised by Gellibrand in our submission. Like us, they are concerned to address issues pertaining to choice and control; public attitudes towards disability; segregation and exclusion; access to services and supports; advocacy and representation; oversight of care; complaints processes; and funding issues. The Commission's work is projected to continue until April 2022, when they will deliver their final report. Gellibrand will continue to offer its vigorous support of this critically important work.

Quality, Governance & Culture

Being Real: Over its 50 year history, Gellibrand has fostered a unique culture of openness, and genuine, down-to-earth connections. What we say is what we do! In a recent survey, Gellibrand families rated us "20 out of 10", and our positive staff engagement rating exceeded 80%. Our quality audit results were also outstanding.

Culture: The culture of our organisation is of paramount importance to our success. As we maintain our strong culture, the possibilities are endless! Gellibrand's unique culture of openness and authenticity makes us stand out from the crowd, and we are very fortunate to have strong, supportive networks. Our strategic plan includes numerous initiatives and investments to further strengthen Gellibrand's culture.

Mindfulness: Gellibrand plans to build on its strong staff support base, and we promote a routine of checks and balances in everyday operations. This allows for essential 'downtime' for staff to rest and recuperate, in order to continue delivering excellent service to our clients.

Technology: has always been a key factor in Gellibrand's success. Our IT department has proactively invested time and resources in embracing new and emerging technologies. These assist us to deliver even better quality services. Under our new strategic plan, Gellibrand's IT capability will be expanded by investing in cutting-edge customer-facing technologies.

Continuous Improvement: Every month Gellibrand holds a half-day meeting of our operational leadership team. This leadership group analyses & brainstorms what has worked well (and not so well); how we can improve; and how we can evolve. These meetings are a creative highlight for the team.

Mandatory Compliance: Gellibrand conducts regular service audits, holds Work Health and Safety team meetings, and shares & analyses data with our management team and the Committee of Management.

Committee of Management: Each Gellibrand Committee of Management member serves on a voluntary basis, and all bring different specialisations to support the service delivery and business management aspects of the organisation. The Committee of Management meets 10 times a year, and are responsible for overall strategy and governance.

Special Committees: The Committee of Management delegates specialist tasks to sub-committees, such as the Governance Committee and the Remuneration Committee. Each sub-committee's role is to review policy, processes and reports in their relevant areas, and report back to Committee of Management.

Our Committee of Management:

Mary Burbidge, President

Joe Morrison, Vice President

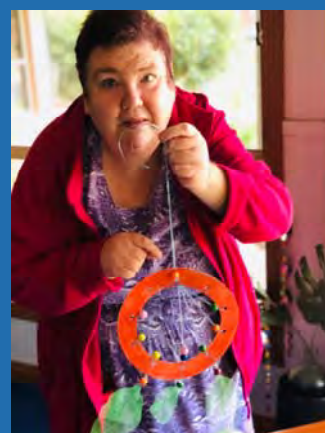
Ann McGowan, Secretary

Elena Ashley

Shabir Alidina, Treasurer - until November 2020

Evan Dukas, Treasurer - from November 2020

Luke Hockey



Our Management Team



Matthew Hoyle

Chief Executive Officer | 33 years

I started at Coles Myer in their management training program and found what I enjoyed most in the role was engaging with customers, making sure their experience was positive. I also enjoyed the camaraderie of being part of a Management team allowed me to do this. I have a drive to support a team to be the best they can be, to get the best outcome for those that we have the opportunity to support in the absolute best way we can.

I grew up with a cousin who had a disability and I always enjoyed his company. When offered the opportunity to work in disability and contribute by assisting to manage, I found my happy place! I have the same drivers now as I did then.

Margaret Given

Customer Wellbeing Manager | 25 years

Being in a position of leadership allows me the privilege to live my passion for supporting people to have the best life that they can; both Clients and Team Members.

Gellibrand is real about being client focused and this gels with my own philosophy. I feel that working with Gellibrand allows me to live my own personal ethos as well as furthering the organization. We just fit!

Jodie Taylor

Service Site Manager | 14 years

I was lucky enough to be a stand in manager at a service site for 3 months while the manager of that site went on leave. It was then I had some wonderful mentors that supported me in the role and opened me up to a world of learning and since that day I have never stopped learning.

As a manager at Gellibrand, it has given me so much opportunity to learn so much. It's the flexibility to take on different role, tasks, projects and be a part of such a wonderful supportive team. You are never alone as there is always a person happy to help. They say "if you love your job, you never work a day in your life" that's how it is being a part of the Gellibrand management team.

Kylie Lynch

Service Site Manager | 13 years

To be part of a team that aims improve as a whole organization so together we can implement strategies to improve the lives of people with disabilities and to learn and grow as an organization within the disability sector.

To be part of an organization that aims to improve the lives of people with disabilities.

Deepak Verma

ComCrew Manager | 12 years

Today, I am working as IT Manager in Gellibrand Support Services and I believe I am making difference in my way in their lives.

I joined as a Disability Support Worker in 2007 because I wanted to make a positive difference in someone's life. I continue to work for Gellibrand because of the people I work with. We all believe in the same philosophy "clients first" approach and working with like-minded people's is such a great experience.



Our Management Team

Justin Sacco

Service Site Manager | 6 years

I chose to become a manager to continue to develop myself and my team members on a professional level and to work with people who have strong vision and leadership. I enjoy leading a team and sharing mine and others visions to ensure quality outcomes for the clients we support.

I want to ensure every individual is respected and treated as equals and to support people with a disability to develop skills and to become or to continue to be valued members of the community.

Johann Nacianceno

Support Coordination Manager | 5 years

I would like to take the opportunity to grow and learn more about the organization. By becoming a manager, I have learnt things that I haven't encountered before and I have done stuff, that I haven't done before. For me, being challenged are growth and motivation.

About nearly 5 years ago, I was working in the hospitality industry and was looking to change career. I made a research about disability services which is my previous job before I move into Australia about 8 years ago. Then, I met Abel Sambat and told me about Gellibrand Support Services. I made a quick search about Gellibrand before I applied. Gellibrand's mission and vision kind a resonates with what I have experienced and how I would like to support people with disability. The one that stands out to me is Gellibrand is for the people with disability and promoting choice and control over their lives.

Mark Summers

Business Manager | 4.5 years

In four and a half years at Gellibrand, I have had the honor of meeting and working with people from a more diverse range of ethnicities and cultures, than in my previous 60 years.

The privilege of being taught by the clients to understand the true extent of communication and to assist clients to be understood and treated with respect and dignity.

Even with age and experience, I still have much to learn.

Gellibrand is unique in that it not only trains its team members but instils a culture of mutual respect, empathy and compassion for clients, supports and each other.

A life affirming experience, like no other.

Romel Cartas

Service Site Manager | 4 years

Working for Gellibrand provides an avenue to support clients reaching their goals in life and to reach their full potential. Gellibrand's value of putting every client first.

At first, I wanted to be a good team member but then I was given the opportunity to be a manager. Now I have the opportunity to train more team members to be the best support workers they can be and in return clients received the quality of support they need.

Our Management Team



Subin Cherian

Service Site Manager | 9 years

Gellibrand has been a blessing for me in many ways: learnings, opportunities and responsibilities that enhance my capabilities to lead a team of people to provide quality service to the customers.

Gellibrand has been practicing what they preach for so long, so that you feel the warmth and trust from the long-term customers, Team Members and Managers who cares about others, works as a team and walks miles ahead for the clients made me stay and be part of the family.

Adriana Tsuzaki

Service Site Manager | 9 years

I like planning and organizing. I thought I could do more than just the basic as a team member.

There is a sense of family and community within the organization.

Ben Jordan

Service Site Manager | 9 years

I've learnt so much about how the organization works. I have been able to get involved in all kinds of different situations and projects, but there is always a focus on client outcomes that is central to what we do as managers. It is fantastic to be able to maintain connections with clients, team members and so many other people involved with Gellibrand.

There are so many great people involved with Gellibrand, it is a really positive and supportive place to work. But the real reason is that all of these people and the culture we have, actually results in great outcomes for our clients. That's why I'm here.

Roula Chalouhi

Service Site Manager | 8 years

Gellibrand offers a unique and flexible environment for everyone including clients and team Members, to expand their potentials.

I'm grateful to work for Gellibrand who provided me with learnings and sense of achievement by being part of a community that celebrate their client's winnings and happy stories with enthusiasm.

Ruby Gallina

Service Site Manager | 6 years

I have been with Gellibrand for 6 years now, I started off as a student and enjoyed the culture and the people .

5 years I became an ISP coordinator and made my way through to management where I have learnt a lot of knowledge, skills and personal development. I enjoy being a manager as Gellibrand the culture and there philosophy is what I admire.



Our Management Team

Bianca Moverley

Service Site Manager | 4 years

I loved my job as a support worker and I never thought I wanted to get into management. I started helping out in ISP and then went on to co-manage Medfield and I still really loved my job. I was able to stay connected with the clients and there is a great culture in the management team which keeps me going.

I applied for Gellibrand after one of my friends recommended the organization to me. All staff and managers were so helpful when I started.

Erica Morris

Service Site Manager | 3 years

To make a meaningful contribution in a position and to an organization that is diverse, challenging and rewarding.

Gellibrand is always dedicated to achieving good client outcomes and that is ultimately why we are here and why we do what we do and that always remains in the forefront of our minds.

Edwin Bobadilla

Service Site Manager | 2 years

I applied for Gellibrand to be able to start a new career and maybe have better opportunities with this company than my old job. I was double minded to be completely honest but after my first two shadow shifts it just gave me a whole new perspective.

After a few months, I started supporting a Manager with paperwork at their service sites but never knew that it was training and leading me into a Manager's role.

I wanted to be a Manager not because of the title but I wanted to really do it, in other words I was really passionate about my job and I wanted to contribute more in every way possible. This was a big step in making it a possibility. Being a Manager is not just a job but a passion and commitment I want to be part of.

I have no regrets working for Gellibrand, ever since the start it has been an amazing experience for me and the people within the organization have been supportive especially the CEO and my co-managers.

Waqas Ahmad

Management Accountant | 2 years

I joined Gellibrand in 2018. Although a fairly young member of the management team, I enjoy working with the team. Everyone is supportive and collaborative. Gellibrand gave me an opportunity to expand my skills and develop. It also provides an added advantage of lesser commute to home and working with flexible hours.

Gellibrand is well respected in the disability industry and being attached to a brand name like this is a positive outcome for my career.



Stakeholder Feedback

Throughout the year, clients and other stakeholders are provided with a range of channels that they can use to provide feedback on Gellibrand's service provision. In addition to opportunities to provide to feedback on individual supports and plans, the structured channels for stakeholder feedback include surveys, complaints and suggestions, House Meetings, and the Client Community Group. As part of this process, Gellibrand Support Services conducts annual surveys to determine the satisfaction of clients, team members and stakeholders.

Client Surveys

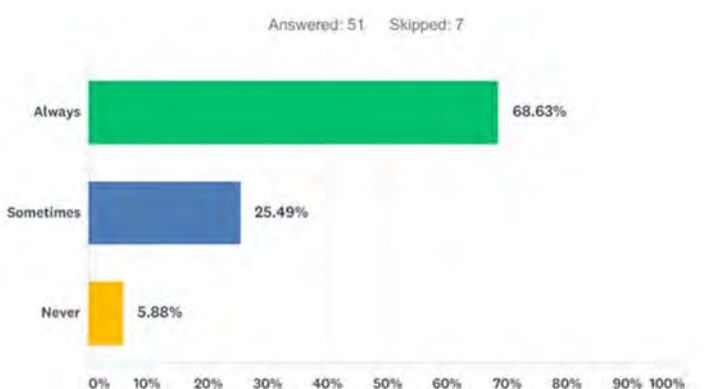
The client surveys are written using the National Standards for Disability Services as a framework and the results are used to inform management decision making in relation to delivering quality services. The client surveys were administered in March, 2019. In response to the recommendations of the 2018 Client Survey Report, the 2019 Client Survey was streamlined and simplified before it was administered, using only a single version of the survey and a condensed number of questions. This increase in simplicity reduced the resources required to administer the survey, as well as minimizing the complexity. The survey was completed at Client House Meetings and participation was optional.

Of the 107 clients, all of whom were eligible for the survey, a total of 58 responses were received (54%), which is a represents a 300% improvement on the response rate from the previous period (24%). It is believed that this was primarily due to two factors; the change in the method of administrating the survey; with Survey Monkey links available to send by email or mobile phone to clients in addition to the hard copy option; and the increased timeframe for Service Managers to collect responses.

On the whole, respondents were very positive about the service they receive from Gellibrand with only three questions eliciting positive responses below 80%, the opportunities for improvement were:

1. When you complain about something, does Gellibrand listen and respond?

Of the clients who provided additional feedback on how Gellibrand could improve the way they handle complaints, more than 60% suggested the issues were with how their complaints were responded to. Specifically, clients commented that Gellibrand did not take action or respond when they made a complaint, or that they wanted more communication around their complaint. This is discussed further in the Complaints section of this report.



2. When you go out, are you able to go when and where you like?

There was a large increase from 2018 (14%) to 2019 (41%) in the numbers of clients who said they could not always go out when and where they liked. 45% of respondents who provided additional information on their barriers to going out when and where they liked identified specific physical resources they lacked (such as not having access to a vehicle, waiting on a new wheelchair, or lacking the personal funds). The other 55% identified a lack of support hours or staff as their primary barrier to going out when and where they liked. Over the past year, Gellibrand has faced the need to reduce costs to meet budgetary requirements. Whilst considerable efforts have been made to minimize the impact on clients, it is possible that some of the increase in those who feel they do not have the resources they need to go out when and where they like may be due to these necessary cost cutting measures.

3. Do you get along with the other clients you receive support with?

Whilst only 65% of respondents said that they always got along with the other people they shared support with, 97% of clients responded that they got along with the other people they received support with at least some of the time. The expectation that a person would always get along with those who they live and work with may be too high, and further thought may be needed to hone this question into one which can separate those who are happy with their relationships with the people they share supports with, and those who are not.



When asked about their overall satisfaction with Gellibrand, 86% of respondents replied that they were happy with the service Gellibrand provides. This was down from 94% in 2018. Clients were also offered the opportunity to tell us what they thought Gellibrand could do to improve its service. 22% of respondents (n=13) provided suggestions. 54% of these suggestions related to the personal supports the respondent was receiving; either wanting to go out more, do different things or move to a different house. The remaining suggestions related two broad areas: the number of support hours provided (23%) or the skills of direct support staff (23%).

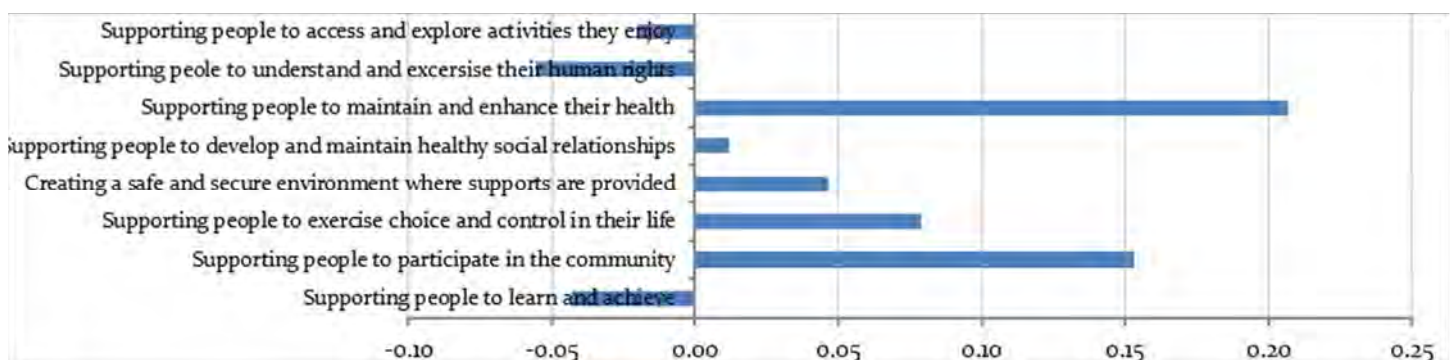


Stakeholder Surveys

The 2019 stakeholder survey was administered in August with 130 surveys sent to those outside Gellibrand who care for and support our clients, including family members, friends, and allied professionals. It asked them to let us know their opinions of the support we provide, and their experiences in interacting and communicating with us. The response rate for the 2019 survey (38%) was more than double the response rate in 2018 (16%). It is assumed that this is due to the manner in which the survey was administered, with email surveys as a first option and all hard copy surveys mailed out with a reply-paid envelope enclosed. Both options removed some of the barriers encountered by those who wanted to complete the survey in 2018, when all respondents were required to provide their own stamp and address their own envelope before mailing their responses back.

There were only three items in the area of Supports which recorded mean scores below the historic average. These were **Supporting people to understand and exercise their human rights** (M=4.25); **Supporting people to learn and achieve** (M=4.25); and **Supporting people to access and explore activities they enjoy** (M=4.31). Reading the comments of those who expressed concerns, it is possible that these areas were rated lower due to a perception of low skills and high turn-over in staff (17% of commenters). Comments relating to this included "Too many temporary staff that lack experience working with disabled people to provide a good quality of support."; "Staff changing too often & inexperienced"; and "I have issues with some of the support workers not having enough experience understanding Autism".

Difference between 2019 average support scores and historical average support score.



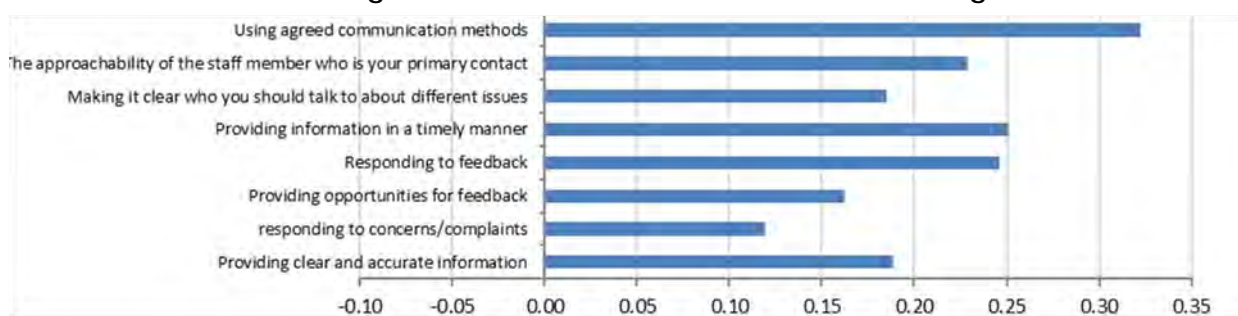


Stakeholder Feedback

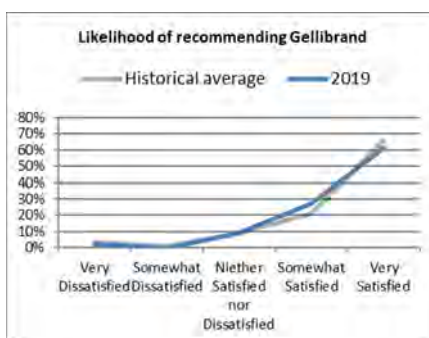
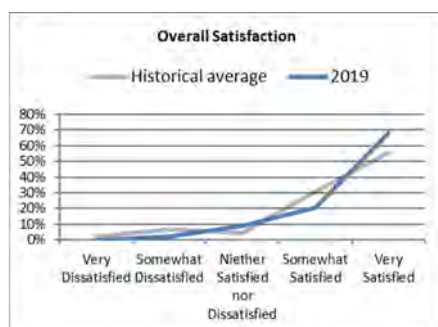
Satisfaction ratings with Communication exceeded the historic average across the board. The highest ranked area continued to be **Using agreed communication methods** (M=4.68). **The approachability of the primary contact staff member** achieved the second highest mean score with 4.61, which is the highest mean score for this area on record. The lowest average score was for **Providing information in a timely manner** at 4.21. Whilst it was the lowest average satisfaction score for Communication, it was in the upper range of scores for this item, maintaining a significant improvement from an average satisfaction rating of 3.50 in 2017.

Whilst the ratings for Communication items were positive; the most common thread in responses from those who provided comments relating to Communication was a request for more communication (31%). There were a number of respondents who specified that they particularly felt a lack of communication about the broader organisation with comments such as they received " ...feedback from the House not Gellibrand as an organisation. There is limited to no communication from the organization."; " The above (positive) ratings relate to the house. In terms of the organization, communication has been poor and responses have been evasive."; " Don't know enough about the many rolls, and running of the service."; and " We do not receive any information on the future direction or activities of GSS as an organization".

Differences between 2019 average communication scores and historical average communication scores



Stakeholders self-report of overall satisfaction was slightly above the historic average, as was their reported likelihood of recommending Gellibrand's services.



Team Member Surveys

The 2019 Team Member surveys were administered in September, 2019. The surveys focus on two areas; employee engagement and employee satisfaction. Employee engagement is correlated with employee performance. The measures in this target an area of employee engagement which managers are able to directly influence to positively influence the organisation's performance. The satisfaction portion of the survey asks Team Members to rate their satisfaction with the performance of Gellibrand across a variety of areas; as well as asking them to rate their overall satisfaction.

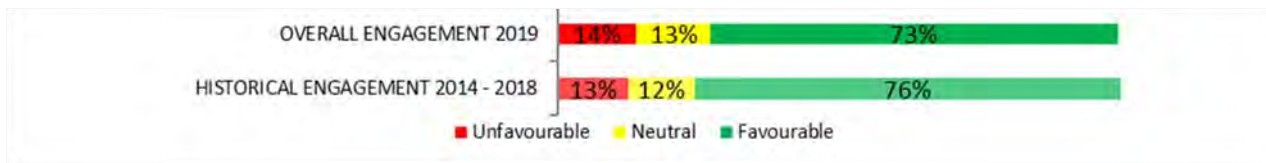
Of the 130 invitations sent, 44% of team members responded to the survey (n=57). This is lower than the response rate in 2018 (57%). The difference in response rate can be attributed to the additional structured time team members were given to complete the survey in 2018, including paid time during team meetings. On the whole the sample was fairly representative of the organisation; however, Management and

Stakeholder Feedback

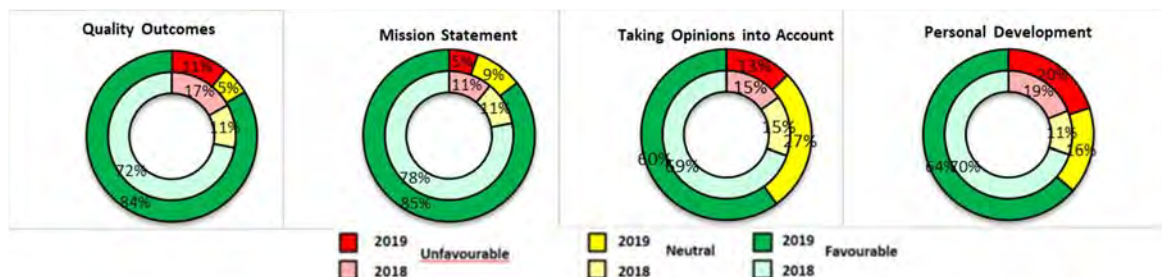


Administrators were overrepresented; this may be ascribed to greater engagement by the employees in these teams, and has the potential to skew the results towards favourable engagement. ISP was also over-represented in the sample, and the Relief Team was under-represented. It is unclear from the data whether this is due to Team Members self-identifying as belonging to different teams than the Team Associations held by Gellibrand, or whether it is due to differing levels of engagement between these teams leading to differing response rates.

The Weighted Average Engagement Score calculates average engagement on a scale of 0 – 2, with higher scores representing greater engagement. The Weighted Average engagement in 2019 was 1.62, which shows growth from the record lows of 2018 when the engagement score was 1.58, but is still below the historic average of 1.72.



The area with the lowest engagement, both in 2019 and historically, is **"In the Last Week I Have Received Recognition for Work Well Done"**, however it is worth noting that there was a small improvement in this rating from 2018 result with favourable responses up 3%. The areas which recorded the largest decrease in favourable engagement over the past year are: **"Taking Opinions into Account"**, down 9%, and **"Personal Development"** down 6%. The areas with the greatest gains in favourable engagement scores are **"Commitment to Quality Outcomes"** which was up 12%, and **"Alignment with Mission Statement"** which was up 7%.



Satisfaction ratings were generally positive, with the vast majority of areas showing higher levels of satisfaction than the historic average. The responses to Overall Satisfaction reflected this, with only 2% of respondents responding that overall, they felt some dissatisfaction with Gellibrand as a place to work. Only two areas went against this upward trend; **OH&S Management** and **Satisfaction with Support and Supervision from Managers**. 20% of respondents reported being at least somewhat dissatisfied with the support and supervision they received from their managers. The reasons given for lower rankings fell primarily into two broad groups: Communication, and Time Spent on Site. Self-reported satisfaction with OH&S Management has historically been high, so the 10% of respondents who reported some level of dissatisfaction in this area represents a marked decrease from the historic average. The reasons given for the dissatisfaction fell into three broad groups: Systems and Processes; Access to PPE and WorkCover Issues.



Strategic Plan 20-23

It is with great pleasure that we present Gellibrand's 3-year strategic plan to members of Gellibrand, families, our staff, and the communities we serve.

Our Committee of Management has worked energetically to craft this strategic plan around five core strategic pillars, each comprising an essential area of focus for our organisation (quality; governance & safety; culture & technology; community; and growth & sustainability). Under each pillar we present a set of adroit strategic objectives and initiatives which will guide and equip Gellibrand to move forward in its mission over the next three years. This framework provides Gellibrand with a clear, unambiguous course of action which will ensure we continue to deliver the highest quality services to our clients and their families.

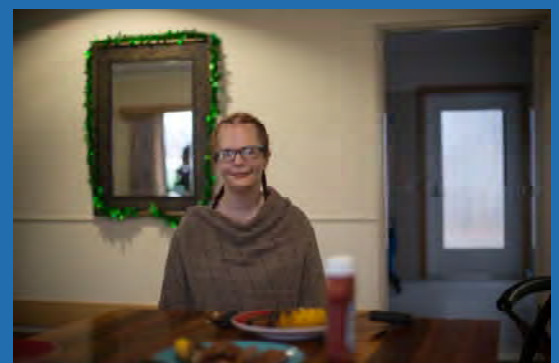
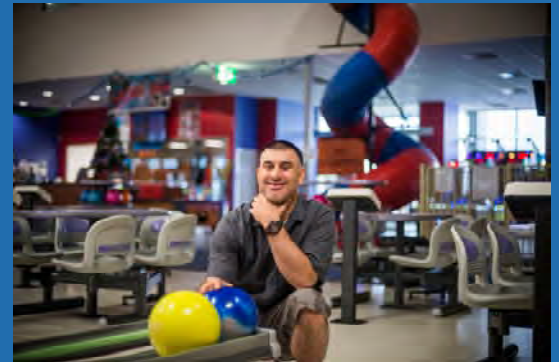
Work has already commenced on a number of key initiatives under our new strategic plan. This includes the refurbishment of our Withers Street head office site; we have also begun construction of a holiday house which is planned to be available for use by clients and families from January 2021.

Gellibrand has been deeply fortunate over many years to receive funding from DHHS (until 2019), and NDIA (from 2019 onwards). In this document we acknowledge our funding agencies and networks. Above all, we wish to take this opportunity to express our gratitude to each of the people, communities and neighbourhoods we serve. Without your confidence in Gellibrand we would not be able to deliver best quality care to people with disability, and their families.

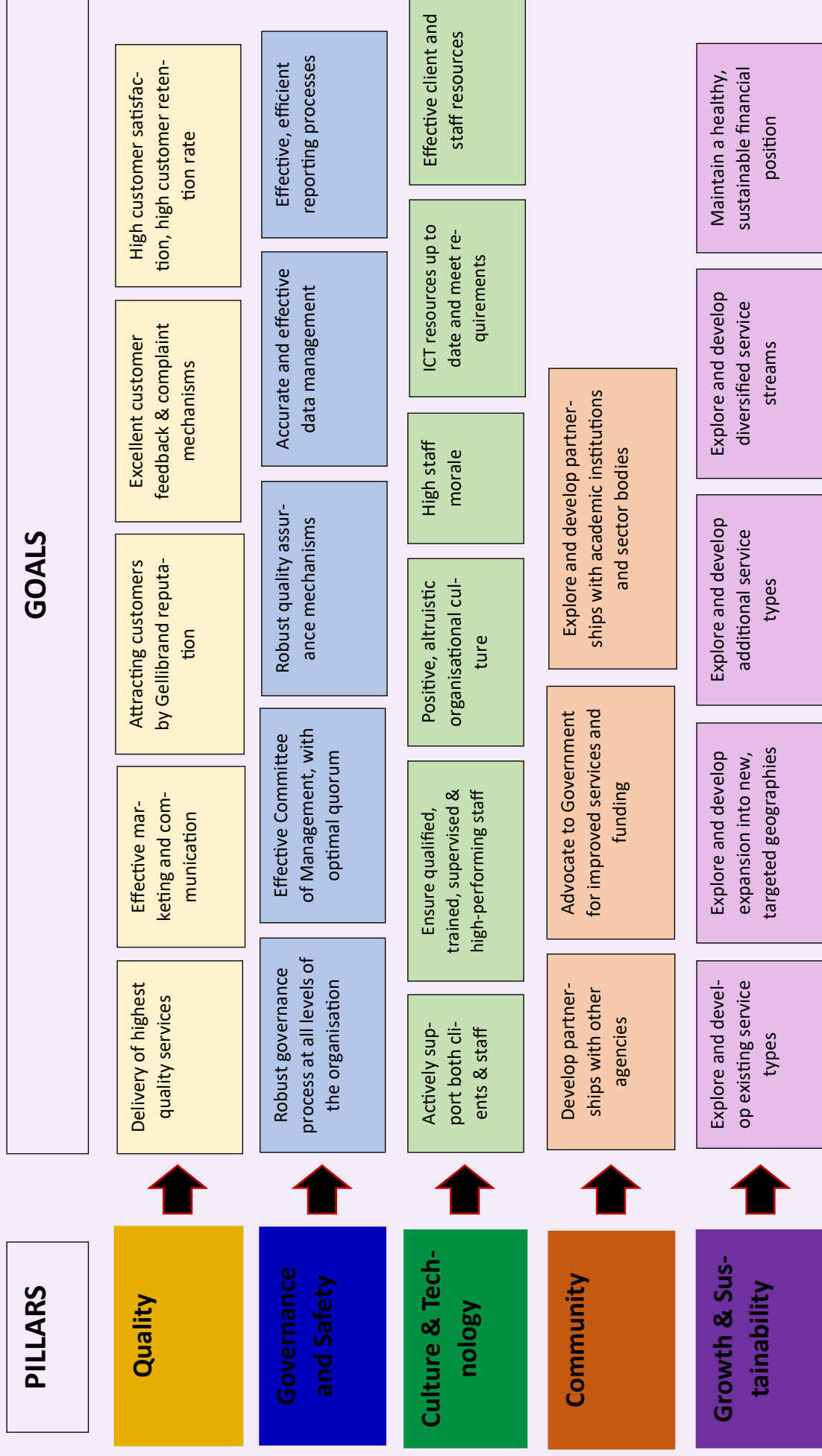
We also acknowledge the contributions made by all members of staff, and by the project team who have worked so tirelessly to develop this strategic plan and ensure its success.

Mary Burbidge
President

Matthew Hoyle
CEO



GELLIBRAND STRATEGIC PLAN 2020-2023 OVERVIEW



STRATEGIC INITIATIVES

Each Pillar of the Gellibrand Strategic Plan 2020-2023 specifies a series of practical initiatives designed to enhance, grow, and guide the way we do business, to provide the very best quality care to the people and communities we serve.

PILLAR 1: QUALITY

Focus Areas:

**Highest Quality Services; Marketing
(Customer Attraction, Satisfaction
and Retention)**

Strategic Initiatives Under Pillar 1:

1.1.1 Establish a process for data gathering and dissemination of learnings across the organisation for input in Service Improvement. (e.g. note-taking during plan meetings, continuous feedback from families, staff & clinicians and capturing customer stories)

1.1.2 Develop documented Physical Infrastructure Review process (e.g. annual review of houses, contents and environment)

1.1.3 Develop/Improve the process for incident trends and introduce a 'Near-Misses' trend review process & share learnings across the organisation

1.1.4 Bi-annual reporting of staff mandatory training record

1.2.1 Establish and further develop organisational Team Member intranet

1.2.2 Establish family portal

1.2.3 Utilise on-line marketing channels

1.2.4 Improve online presence to maintain positive brand and continue to grow the business

1.3.1 Service evaluation and improvement

programs fully implemented (through data, surveys & feedback)

1.3.2 Strengthen the relationship with Gellibrand network partners; Support Planners, NDIA, Day Placements, Disability Justice, Local Community and others

1.3.3 Develop a system to capture customer stories

1.4.1 Review and update customer feedback & complaint mechanisms

1.4.2 Explore and implement proactive customer feedback processes; e.g. initiating conversations with families by Gellibrand Customer Well-being team.

1.5.1 Review the Direct Client Support section of the Practice Manual to ensure that they are in line with best practices and facilitate high quality outcomes for clients

1.5.2 Conduct a customer Journey Mapping exercise to ensure that Gellibrand continuously improve quality, consistency and efficiency & provide better outcomes for our clients

1.5.3 Capture and analyse data relating to client retention, complaints & feedback, and analyse trends.

PILLAR 2:

GOVERNANCE & SAFETY

Focus Areas:

**Governance; Reporting; Quality
Assurance**

Strategic Initiatives Under Pillar 2:

2.1.1 Review and refresh all Gellibrand Overarching Policies to bring them in line with NDIS Quality and Safeguards standards.

2.1.2 Develop and implement Business Continuity Plan.

2.1.3 Develop and implement Media Policy and Communication protocols.

2.1.4 Review and refresh Pandemic Plan.

2.1.5 Review, refresh and implement Incident Management Guide.

2.1.6 Establish a Best Practice Committee to undertake root cause analysis, near miss analysis, etc.

2.2.1 Redefine:

- Requisite quota of CoM members to meet present needs.
- Quorum for CoM meetings.

2.2.2 Recruit new CoM members to meet requisite quota.

2.2.3 Conduct needs analysis and provide targeted training for CoM members:

- Induction.
- Finance training.
- Company Director training.
- Embed a culture of positivity, respect and solution-focused governance.

2.2.4 Amend Gellibrand constitution to permit:

- Change to requisite quota of CoM Directors.
- Maintaining a balance between physical attendance and online meetings (e.g. Zoom, Skype, etc.).

2.2.5 Establish a Legal Retainer with a solicitor firm to support CEO & CoM in legal matters, if a suitable skill are not secured at the CoM.

2.2.6 Amend the cycle of CoM meetings to balance "Business as Usual" and strategic topics.

2.3.1 Review all existing Quality Assurance Mechanisms to ensure complete alignment

with NDIS Quality and Safeguarding Framework.

2.3.2 Develop and implement Gellibrand Environmental Policy and Protocols.

2.3.3 Develop and implement Gellibrand waste management initiatives.

2.4.1 Explore and transition service information management into electronic platforms, to meet the needs of the organisation.

2.4.2 Develop and implement a new document management system to store and retrieve information using structured libraries and meta-data.

PILLAR 3: CULTURE & TECHNOLOGY

Focus Areas:

**People and Culture; Resources
(Technology and Facilities)**

2.4.3 Develop consistent data capture protocols for both structured and unstructured data (e.g., how comments and feedback are reported).

2.5 Review and enhance Gellibrand reporting processes and protocols.

Strategic Initiatives Under Pillar 3:

3.1.1 Develop and implement a Team Member Development Plan.

3.1.2 Develop and implement a best practice approach to development and support of managers.

3.1.3 Review, update and enhance staff support processes (including Employee Assistance Program; peer support; mentoring processes, minadfulness etc.).

3.2.1 Implement and embed a Human Resources software, and a stronger framework for supporting Team Members.

maintained, commensurate with organisational growth and increasing staffing complexities.

3.3.1 Embed the Customer Service Framework within direct supports for Team Members.

3.3.2 Develop and implement an Internal Communications Strategy.

3.3.3 Review the Service Manager Handbook and Practice Manual, to ensure systems are clear, comprehensive and up-to-date.

3.3.4 Expand the role of Service Improvement team to visit all sites and review processes, to ensure consistent implementation organisation-wide.

3.3.5 Continue training and development of managers with a focus on:

- Systems/controls thinking.
- Current Best Practice and Innovations.
- Team Member Performance Development.
- Active Supports.

3.4.1 Develop and introduce reward and recognition schemes for Team Members.

3.4.2 Refresh the outdated office interior to make it engaging and pleasant for staff.

3.4.3 Check and refresh Sleep-Over facilities.

3.4.4 Implement scheduled activities to improve and enhance engagement between Committee of Management and Team Members, e.g.:

- Scheduled site/Team Member visits by CoM.
- Video communications to staff from CoM Directors.

3.5.1 Conduct review and needs analysis of current ICT requirements and resources, focusing on capacity to meet service and reporting needs.

3.5.2 Develop medium-term projected ICT Plan (including budgets) for upgrade, replacement and acquisition of ICT resources, per needs analysis.

3.5.3 Acquire & establish upgraded ICT resources, per ICT Plan.

3.5.4 Establish and implement a schedule for periodic evaluation reviews of ICT resource performance and effectiveness.

3.6.1 Conduct review and needs analysis of existing plant, tools, vehicles and equipment.

3.6.2 Develop medium-term Infrastructure Plan (including projected budgets) for upgrade, replacement and acquisition of plant, equipment, etc., per needs analysis.

3.6.3 Review and assess efficiency and cost-effectiveness of current fleet of disability vehicles, and explore rental potential for buses



and other vehicles.

Strategic Initiatives Under Pillar 4:

4.1.1 Enhance and strengthen Gellibrand's relationship with NDIA.

4.1.2 Develop and implement a Networking & Collaboration Strategy to strengthen Gellibrand's connections with other disability support provider agencies.

4.1.3 Develop and implement a plan for targeted networking activities (e.g. attending expos, conferences, workshops, sector-specific events) to grow and enhance networks with Disability Support Coordinators.

4.2.1 Expand links with Local Government, including building and enhancing relationships and liaison with local MP's in Gellibrand service catchments.

4.2.2 Contribute to Royal Commissions (and other Federal Initiatives) via submissions to advocate for improved services and increased funding to enhance disability services.

4.3.1 Develop and implement a Liaison Plan to build and enhance relationships with Academic Institutions. Participate in research, innovation and advocacy via these channels.

4.3.2 Continue to grow and enhance links with Peak Bodies in the disability, health and social services sectors. Participate strongly in advocacy via these channels.

**PILLAR 5:
GROWTH & SUSTAINABILITY**

**Focus Areas:
Growth, Financial Sustainability**

Strategic Initiatives Under Pillar 5:

5.1.1 Re-brand ISP/MAP services to align with the funding streams (e.g., Community Participation).

5.1.2 Grow Community Participation Services, and expand to new areas.

5.1.3 Grow SIL services in partnership with SDA providers.

5.1.4 Grow Respite Services.

5.1.5 Support Co-ordination.

5.1.6 Young People in Nursing Homes.

5.2.1 Establish relationships with developers to support targeted service expansion, and undertake analysis of Head Office site potential.

5.2.2 Establish Gellibrand services in new growth corridors.

5.2.3 Build partnership with Parks Victoria and other targeted community organisations, to support community partnerships and venue

Access.

5.3.1 Develop new services under TAC funding.

5.3.2 Explore Disability Justice funding.

5.3.3 Explore NDIS funding items that are not currently accessed by Gellibrand.

5.3.4 Establish and enhance networks with short term accommodation providers (e.g., hotels/motels, etc.) to secure low-cost/no-cost short-term accommodation (e.g., respite; holiday, etc.).

5.3.5 Draw upon experience gained from existing partnerships to develop additional SDA partnerships across both public and private sectors.

5.3.6 Explore various opportunities for potential partnerships and synergies with other NFP organisations to expand in existing and/or new areas.

5.3.7 Establish a Social Venture business which can be used as a funding stream, as well as a centre for providing CP activities.

5.4.1 Develop company marketing materials and brochures, and target philanthropic funding sources or corporations supporting the Disability Sector.

5.4.2 Explore the viability of new service models (both NDIS and Non-NDIS funding) which have alignment with Gellibrand Services.

e.g., Plan Management; Speech Therapy; O.T.; Fee for Service (e.g. Autism); Disability Employment Assistance; etc.

5.4.3 Obtain Fundraising License from Consumer Affairs Vic.

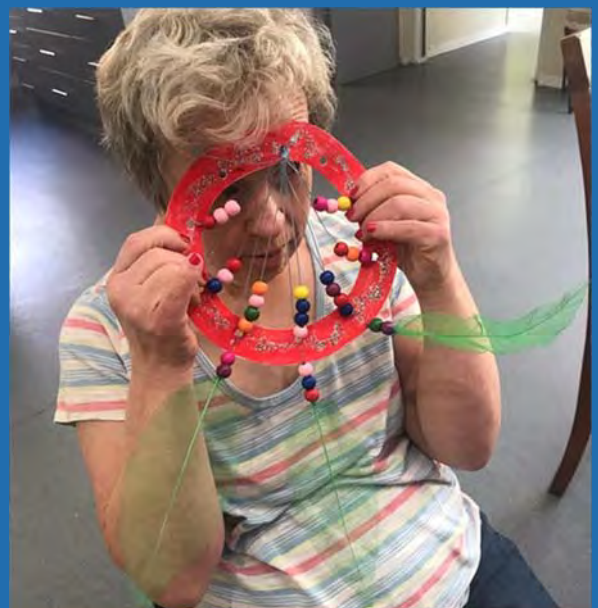
5.4.4 Prepare 'shovel-ready' projects that can be marketed to potential donors, or through other platforms (e.g. innovative projects such as establishing a Vocational Centre for People with Disabilities).

5.4.5 Explore block-funding grants which are aligned, or relate to, existing services.

5.4.6 Develop a strong investment strategy, and diversify income and earnings portfolios (e.g., create a managed investment portfolio).

5.5.1 Research and identify the most effective & cost-efficient electronic financial management system to support real-time financial analysis and forecasting.

5.5.2 Develop and implement protocols to protect Gellibrand intellectual property (e.g., by registering copyright brand image and key logos).





Operational Plan 20-23

QUALITY

Delivery of contemporary, highest quality, evidence-based services.	Working on establishing a process for data gathering and dissemination of learnings across the organization for input in Service Improvement, developing documented Physical Infrastructure Review process, and improving the process for incident trends recording and introduce a 'Near- Misses' trend review process & share learnings across the organization. Bi-annual reporting of team members mandatory training record
Effective marketing and communication mechanisms in place	Working on establishing and further developing organizational Team Member intranet, establishing a family portal, utilizing on-line marketing channels, and Improving online presence to maintain a positive brand and continue to grow the business.
Robust customer feedback and complaint mechanisms in place	Exploring and implementing proactive customer feedback processes; e.g. initiating conversations with families by the Gellibrand Customer Wellbeing team.
High customer satisfaction and high customer retention rate	Reviewing the Direct Client Support section of the Practice Manual to ensure that they are in line with best practices and facilitate high-quality outcomes for clients, and capturing and analyzing data relating to client retention, complaints & feedback, and analyse trends

GOVERNANCE, REPORTING QUALITY ASSURANCE

Robust governance processes at all levels of the organization	Developing and implementing Business Continuity Plan, Media Policy, and Communication protocols. Reviewing and refreshing Pandemic Plan, and implementing an Incident Management guide. Establishing a Best Practice Committee to undertake "root cause" analyses, "near miss" analysis, etc.
Skilled, well-trained, effective Committee of Management with an optimal quorum	A requisite quota of CoM Directors to meet present needs, and Quorum for CoM meetings. Recruiting new CoM Directors to meet requisite quota. Maintaining a balance between physical attendance and online meetings (e.g. Zoom, Skype, etc.). Establishing a Legal Retainer with a solicitor firm to support CEO & CoM in legal matters. Amending the cycle of CoM meetings to BAU and Strategic topics.
Robust Quality Assurance Mechanisms are in place	Developing and implementing Gellibrand waste management initiatives

CULTURE & TECHNOLOGY

Team Members are well-qualified, well-trained, well-supervised, and high performing	Establishing Human Resources Software and a stronger framework for supporting Team Members.
High staff morale	Refreshing the outdated office interior to make it engaging and pleasant for team members. Sleep-over facilities are checked and refreshed
ICT resources are up to date and innovative, and meet all service, data, and reporting needs	Conducting review and needs analysis of current ICT needs and resources, focusing on capacity to meet service and reporting needs. Developing medium-term projected ICT Plan (including budgets) for an upgrade, replacement, and acquisition of ICT resources, per needs analysis.
Client and Team Members resources	Developing medium-term infrastructure Plan (including projected budgets) for an upgrade, replacement, and acquisition of plant, equipment, etc., per needs analysis

GROWTH & SUSTAINABILITY

Gellibrand explores & develops existing service types	Re-branding ISP/MAP services to align with the funding line items e.g. Community Participation. Growing Community Participation Services & expanding to new areas. Growing SIL services in partnership with SDA providers.
Gellibrand explores & develops additional service types	Developing new services -TAC funding and exploring Disability Justice funding, and NDIS funding items that are not used by Gellibrand.
Gellibrand explores & develops diversified funding systems	Obtaining Fundraising License from Consumer Affairs Vic. Completing the investment strategy com & investment commenced.
Gellibrand maintains a healthy, sustainable financial position	Developing and implementing protocols to protect the Gellibrand intellectual property (e.g., by registering copyright): eg brand and image, key logos, etc.