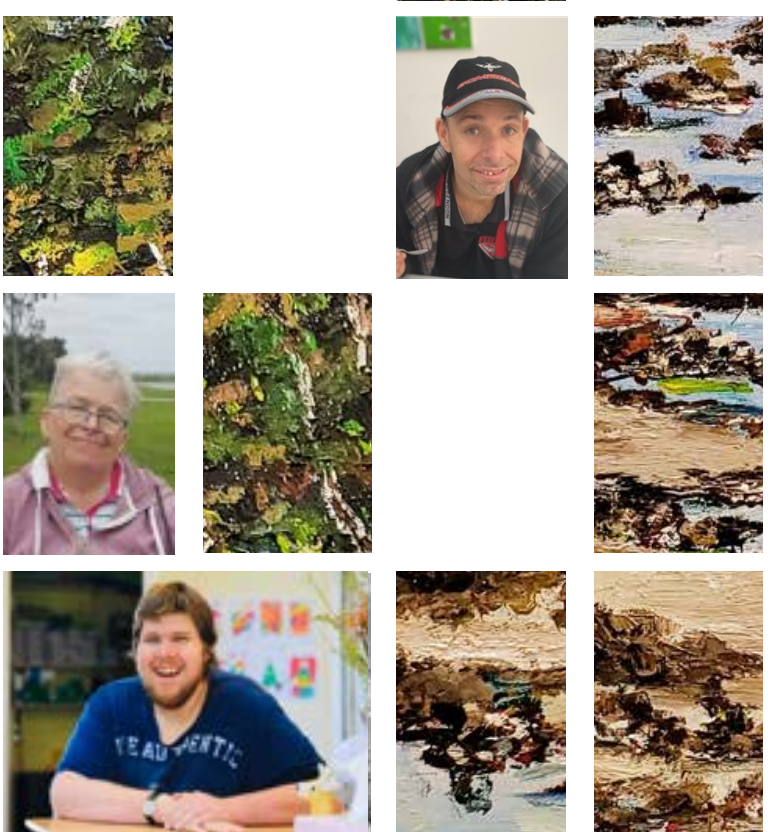
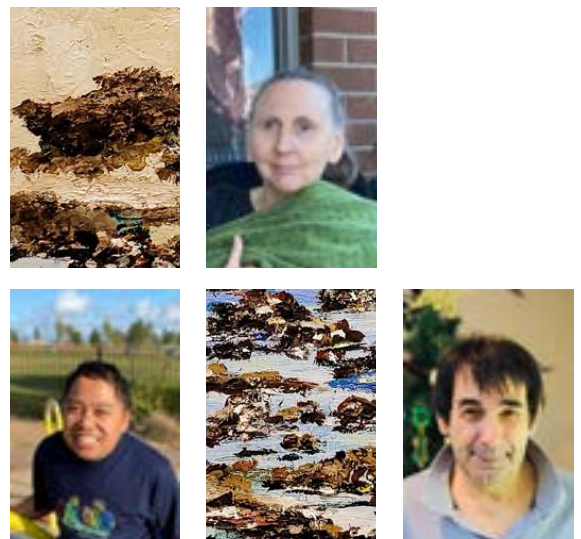


2020 - 2021
**ANNUAL
REPORT**





Edited by Megan Shields | Cover artwork by Peter Cave



CONTENTS

ADMINISTRATION MANAGERS	04
SERVICE SITE MANAGERS	04
SERVICE SITE LOCATIONS	05
HISTORY OF GELLIBRAND	06
OUR SERVICES	08
PRESIDENT’S REPORT	09
CHIEF EXECUTIVE OFFICER’S REPORT	10
IN MEMORIAM	11
ACTING TREASURER’S REPORT	12
COMMITTEE OF MANAGEMENT	14
OUR VALUES	17
EXTERNAL STAKEHOLDERS SURVEY 2020	18
CLIENT SURVEY SUMMARY	20
TM ENGAGEMENT SURVEY SUMMARY	22
CULTURE & CHANGE	24
ACKNOWLEDGEMENTS	26



ADMINISTRATION MANAGERS

Business Manager— Justin Sacco
CEO Team — Matthew Hoyle
Claiming Manager — Benjamin Ma
ComCrew Manager— Deepak Verma
Complaints Officer — Margaret Given
Customer Wellbeing Manager — Margaret Given
Management Accountant — Waqas Ahmed
OH&S Manager—Edwin Bobadilla
Resource Officer — Matthew Hoyle
Support Coordination Manager— Johann Nacianceno



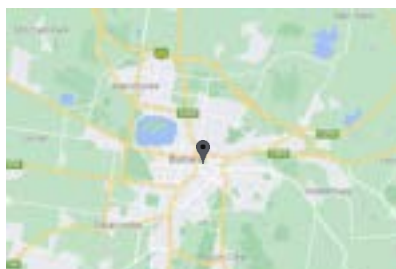
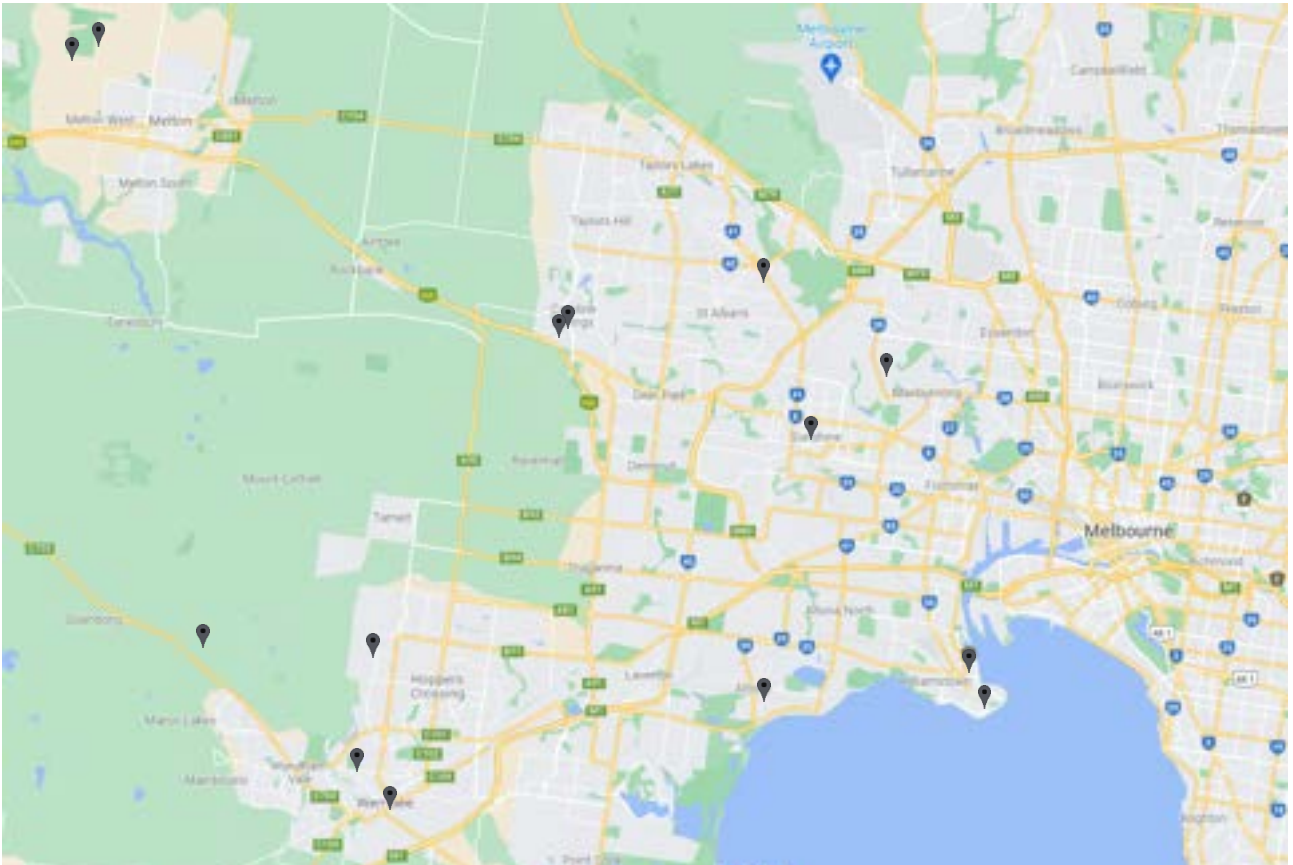
SERVICE SITE MANAGERS

Clifton 6 — Vivian Carreira
10 Clifton — Adriana Tsuzaki
17 Hanmer — Andrew Saba
19 Hanmer — Ruby Gallina
Alfred — Ranvier Dhillon
Ann — Andrew Saba
Brooksby — Edwin Bobadilla
Domenico — Ben Jordan
Eppalock — Justin Sacco
Honey Grove — Roula Chalouhi
Hosking — Anuj Malik
ISP — Ben Jordan, Anuj Malik,
Subin Cherian & Vivian Carreira
Linnet — Subin Cherian
Long Forest — Ben Ma
MAP — Jodie Taylor
Medfield — Bianca Moverley
Morningside — Johann Nacianceno
Respite — Ranvier Dhillon & Justin Sacco
Springlake — Romel Cartas
Stanhope — Adriana Tsuzaki
Stonecrop — Edwin Bobadilla
Tower — Ranvier Dhillon
Willow — Romel Cartas

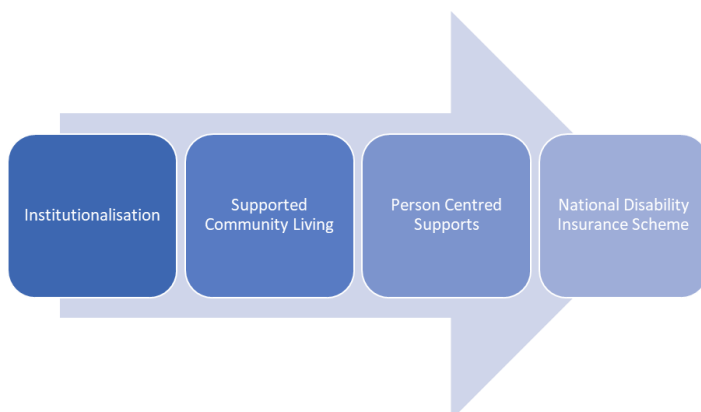


SERVICE SITE LOCATIONS

At the time of publishing this annual report, there are currently 22 active service sites with a few that will open in the near future. The majority of the service sites are situated all throughout the West but with welcome growth we are now operating in Ballarat and Doreen. Gellibrand also have a holiday home located in Portarlington which clients and the community can use as a weekend destination!



HISTORY OF GELLIBRAND



Up until the 1950s there were only two very unsatisfactory options for people with a disability in Victoria: be committed to one of the large institutions spread around the state or stay at home with families, living in isolation and with no support from Government. Other options slowly started to open up from the 1950s onwards as families, supported by their local communities, took matters into their own hands. All over the State local groups began to set up schools, day programs, workshops and homes for people with a disability. The usual pattern was for these groups to call a public meeting to seek support and then set up a management committee to undertake grassroots fundraising and lobby for Government support.

The year 1975 marked the beginning another significant period of change for people with a disability, as the Declaration on the Rights of Disabled Persons was made by the United Nations. The declaration, alongside the energy of many families already pushing for better options for their loved ones, was foundational in transforming options for people with disabilities. It was in this context that the seeds which would grow to become Gellibrand were sown, with establishment of two independent homes for people with disability in the western suburbs of Melbourne, Urimbirra and Crana.

Urimbirra and Crana were typical of their time. The local Rotary Clubs in Williamstown and Altona, with support from local councils, took up the cause of families in the area pushing for additional service options for people with disabilities.

The Rotary Club of Williamstown raised a significant amount of money through their bingo nights to build a home for people with disabilities on land leased by the council from the rail authority in Hanmer St Williamstown. Street stalls selling cakes and handmade goods were run each week by family members to help cover the running costs. Originally

called Rotary Mentally Retarded Person's Residential Centre, the aboriginal name 'Urimbirra' ("independence") was adopted. The Rotary Club in Altona donated land in Linnet St where the council provided funds to build a respite center for people with cerebral palsy. Originally known as the Western Suburbs Spastic Relief Association, they also adopted an aboriginal name, choosing 'Crana'.

In the 1990's Matthew Hoyle, who was the Coordinator for Urimbirra, supported by Margaret Given, who had recently been employed as a support worker, wrote a tender for a new site, Tower Rd. The tender was successful, and Urimbirra became 3 sites, 19 Hanmer, 17 Hanmer and Tower Rd. In 1999, Urimbirra and Crana, at the suggestion of the DHS, decided to pool their resources and influence and merged into one organization. They became Gellibrand Residential Services.

The name "Gellibrand" was chosen to reflect the organizations connection to the local area as both homes were in the Electoral Division of Gellibrand. A caravan was set up in the back yard of Urimbirra to serve as the new 'office' for this organization, before moving into the garage space at the back of the Hanmer St properties. The union was a success and Gellibrand grew rapidly. As well as opening new supported accommodation sites in Werribee, Caroline Springs, and Avondale Heights, Gellibrand opened services to provide community based 1:1 supports.

Soon the organisation outgrew the office in the garage, and secured a new building in Withers St, Sunshine as a base for administrative activities. The old garage at Hanmer St was renovated for client use and re-named the 'Jenny Burbidge Centre', in honour of the daughter of Dr Mary Burbidge. Mary is the former president and still serving member of the Committee of Management for Gellibrand. She has actively supported Gellibrand since it began in the 1970's, and walked the road of change with us every step of the way.



The disability sector has journeyed from an institutional and asylum based 'charity' model, through the model of family style 'care' in supported community living, to welfare focused person centred supports and on to the consumer model of the NDIS. Gellibrand has been at the vanguard of these changes since its establishment. The diagram below captures the movement of disability supports through different frames of reference.

From humble beginnings, Gellibrand has expanded and evolved to become the organisation it is today. In 2008, Gellibrand Residential Services made the decision to change its name to "Gellibrand Support Services" to better reflect the focus of the services provided and sector wide changes to disability support. This represented a broadening of focus for Gellibrand; a repositioning to meet the challenges of the future. Gellibrand's focus has now extended beyond residential support to a wide range of ways that we support people with disability in the community. Residential care will always be part of Gellibrand's core purpose of supporting people with disabilities in pursuing a quality of life and a dignified lifestyle in the community. But we are open to a future with additional paths, with new partnerships and new opportunities to provide supports, such as holiday care or respite care. This will allow us to support more people with more services. Inspired by the sense of community and passion that gave Gellibrand its start, we carry forward our philosophy of empowering individuals to achieve meaningful outcomes as we find new ways to support people to live their best lives.



BETHANY GOLDSMITH

CONSTANDINO KTORIDES

MARGARET GIVEN

OUR SERVICES



SUPPORT ACCOMMODATION (SIL & SDA)

Gellibrand provides Supported Independent Living (SIL) and Specialist Disability Accommodation (SDA) services for people with disability. 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. Gellibrand's SIL 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.

INDIVIDUAL 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.

PRESIDENT'S REPORT



It's been another disrupted year for Gellibrand with COVID; the delta strain highlighting how team members can adapt to changing restrictions and still keep up their high-quality service and range of activities. It is a privilege to hear about their wonderful work helping families to keep in contact, often in novel ways.

This is my first year as President, and I thank Mary Burbidge for her support and encouragement along the way. I would especially like to thank Mary and the Burbidge family for their generous donation to Gellibrand of the Port Arlington holiday house for use by clients and team members for welcome respite.

Thank you to my fellow Committee of Management members for your enthusiastic contribution to discussions and debate about how best to support Matthew Hoyle (CEO), Margaret Given (Customer Wellbeing Officer) and the rest of the Gellibrand team. I would like to give a special mention to Luke Hockey for stepping up as Acting Treasurer in August, following the resignation of Evan Dukas.

Despite lockdowns, the Committee were able to visit the Brooksby, Long Forest, Honey Grove and Eppalock sites during the year – thanks to Margaret Given's planning, and the logistical support of Justin Sacco, Daniel Saad and others to make it all work, mostly smoothly! I was particularly impressed by the peaceful gardens at Honey Grove, and hearing about the extra work required to stop the front door flooding when it rains.

Other highlights have been presentations to the Committee of Management from Edwin Bobadilla on OH&S, Johann Nacienceno on Support Coordination, and Misha Wright-Rodionov from Rework on Worker's Compensation.

Of course, Waqas Ahmad's finance team, assisted by Sugghesh Madathil, have provided the risk and finance information the Committee of Management needs. Public Officer Des McGowan has valued his attendance at the internal operational planning meetings and is impressed with Gellibrand's intentional care in following the 'Gellibrand Way'.

Lastly, thank you to Matthew Hoyle for his outstanding enthusiasm and determination to keep Gellibrand clients front and centre.

As we look forward to the festive season, I hope you all stay well and safe – and have a happy new year!

ELENA ASHLEY

PRESIDENT

CHIEF EXECUTIVE OFFICER'S REPORT



The past year has been another challenging one, testing the resolve and resilience of people throughout Australia and around the world. It is a test which has, I am pleased to report, revealed the astonishing will and capacity of our team members to adapt and overcome each obstacle in their pursuit of quality outcomes for our clients. As we near the end of our second year impacted by COVID, the steadfast passion of the Gellibrand team has never been more evident. Our clients have also demonstrated extraordinary flexibility and determination in adapting to unwanted restrictions, finding new ways to stay connected, engaged and positive. At the end of the hardest days, where difficult decisions have had to be made, or the uncertainty of current times feels overwhelming; I am heartened by the very real ways I see Gellibrand's Values in Action being demonstrated in each and every thing we do.

Gellibrand's Committee of Management are dedicated, multiskilled and focused on steering Gellibrand to a strong future whilst keeping our client's wellbeing at the forefront of every decision they make. The last couple of years have been especially challenging for them as well; adjusting to distanced meetings and grappling with decisions about how best to keep the organisation on track whilst keeping everyone safe as we navigate a world with COVID. I am deeply grateful for their dedication, wisdom and their clear focus on clients.

Gellibrand has had to adjust its processes a number of times to meet the rapidly changing needs of our operating environment. Some of these changes have been welcome, whilst others are simply understood and tolerated. We have had to adapt, alter and restrict rosters; adopt additional COVID Safe Policies; and rethink how some services are delivered. Some of these changes may persist beyond the present state of emergency, whilst others will go. Whilst I appreciate that change can be tiring, remaining flexible and open to adaptation will be a key part of our ongoing success.

One recent major change has been the requirement for staff to be vaccinated in order to work onsite. Whilst we understand that the decision to vaccinate has not been an easy one for some members of our community, we see the requirement as our best hope of minimizing the impact of future outbreaks on clients, team members and the organisation as a whole. Therefore, after lengthy discussions over many months with the Committee of Management and Team Members, Gellibrand has decided to pursue a course to continue as a fully vaccinated organisation. This means that all Team Members, Volunteers, Students, and Contractors will need to be fully vaccinated against COVID-19, including any required booster shots, in order to work onsite.

Despite the ongoing interruptions to normal operations caused by the extreme uncertainty in our operating environment, we have continued in our pursuit of high quality service provision and growth whilst preparing for new changes and challenges which are on the horizon. We now employ over 200 Team Members and provide service to more than 140 clients. Support Coordination has grown particularly rapidly, offering service to 96 clients. We have opened new service sites in Tarneit, Harkness, Doreen and Caroline Springs and have forged relationships with Empowered Livability and private developers to provide SDA services. We expanded into Ballarat with a new office location and respite services, and have plans to open MAP services in the Ballarat region and in Melton in addition to our centers in Williamstown and Werribee. We have converted Rankin St into a dedicated respite service and opened a new holiday house in Portarlington called Burbeach House.

The Burbeach House property is owned by Mary Burbidge, a founding Member and former President of the Committee of Management. She has gifted Gellibrand exclusive access to the property with a vision of providing opportunities for rest and respite for clients and team members. The house has



already offered welcome respite and proved a popular holiday destination for numerous clients who have made use of it each time restrictions lifted enough to allow travel outside of metropolitan Melbourne. Burbeach House is also available for public bookings to offset running costs and to subsidise the cost of client holidays. I wish to extend my warmest thanks to you, Mary, for the opportunity you have provided to us to use Burbeach House in this way, and for your longtime and continuing support of Gellibrand in all that we do. We would not be who we are without your many contributions.

We have established two new teams to help support our culture and build team member skills as we continue our rapid growth. The Peer Support Team are a team of experienced Team Members who go out on shifts to talk to staff, seeking feedback on their experiences, and providing role modelling, support and advice. A Practice Leadership Team has also been established to focus on pursuing service excellence at all sites by providing role modelling, support and training to managers and their teams in a similar fashion to the support provided to team members by the Peer Support Team.

Whilst there is still much uncertainty ahead, there is also much to look forward to in the coming year. Plans have been finalised for a new home for the residents of Hosking St. A site has been secured at Geddes Crescent in Hoppers Crossing and building is expected to be complete by the end of 2022. Our long-awaited Customer Relationship Management software and Family Portal is in the final stages of testing before being rolled out. New clients will be welcomed to new service sites and new team members will come on board to join the Gellibrand Team. I look forward to the challenges and rewards the coming year has to offer.

Finally, to all our clients, their family members and friends, our team members, managers, Committee Members and supporting partners; I wish to extend my deepest gratitude for the support you provide to each other, the clients, Gellibrand and myself as we work together to provide the best supports we can. Thank you.

MATTHEW HOYLE

CHIEF EXECUTIVE OFFICER

IN MEMORIAM

PETER HALLGARTEN

Gellibrand was greatly saddened by the passing of our client Peter Hallgarten on September 16, 2021. Peter who was in his late 70's had health issues that had deteriorated and so a decision had been made for him to move to palliative care. Sadly he passed away. Gellibrand recognises the supports that his partner and his support coordinator provided and would like to thank everyone who worked with him.

Peter lived the best part of his life working in IT and clearly was an intelligent man. He was quiet and unassuming and was well respected by his support workers. Peter appeared to appreciate the supports provided as he was very accepting of people despite the development of his disability appearing to be a frustration for him. Peter will be sadly missed by the Gellibrand team.

ACTING TREASURER'S REPORT



I am pleased to present the audited financial statements for the year ended 30 June 2021.

The financial year 2020-21 continued to be challenging due to intermittent lockdowns. The Gellibrand team demonstrated remarkable resilience and continued to provide services with an outstanding commitment throughout the year.

Gellibrand's independent auditors, Collins & Co Audit Pty Ltd, audited the financial accounts and found it to be true and fair. Gellibrand has a consistent process for the monthly review of its financial accounts consisting of review by the Finance Committee and the Committee of Management.

2020-21 operations resulted in a surplus of \$732K or 3.82% of revenue. The comparative surplus for the previous year was \$1.78 million or 11.30% of revenue (7.5% excluding COVID support grant). The above surplus included ATO COVID support grants of \$37K for 2020-21 and \$648K for 2019-20.

REVENUE

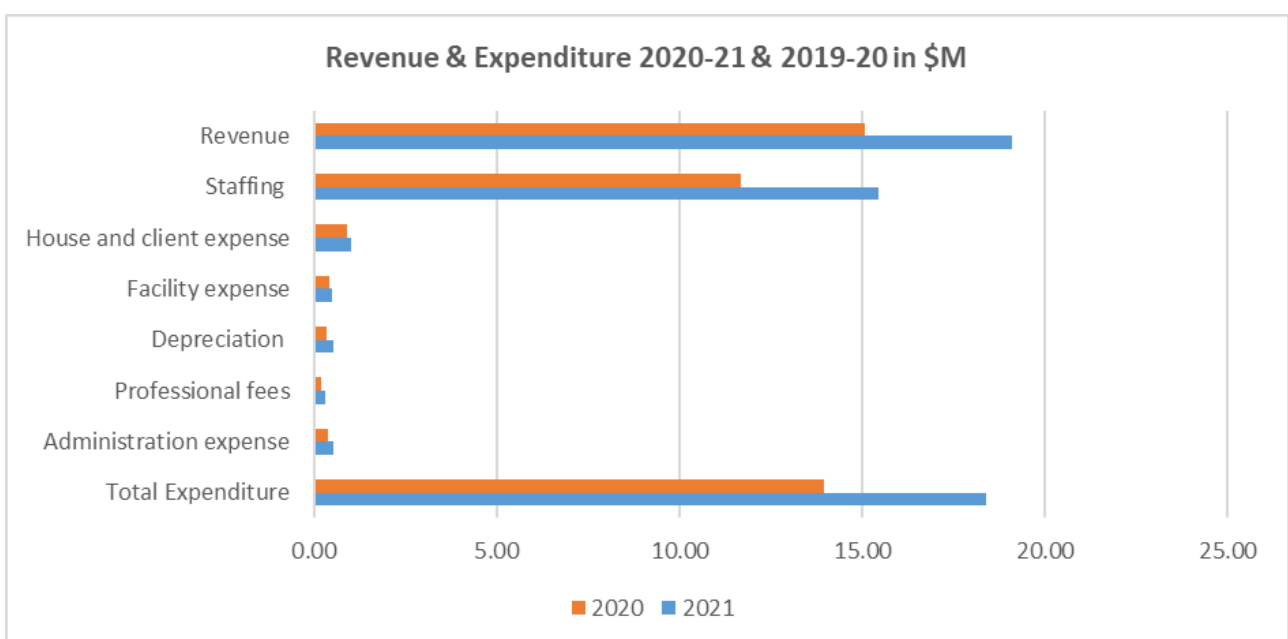
The total revenue for the year was \$19.1 million and the comparative figures for the previous year was \$15.70 million. Excluding COVID assistance grants, there was a growth of 27% in revenue from the previous year.

The primary source of revenue during the year was NDIS packages for clients.

EXPENDITURE

The total expenditure of Gellibrand for the year was \$18.38 million, representing an increase of 32% from the previous year. The revenue increase for the same period was 26%.

The graph below compares the revenue and expenditure for 2020-21 and 2019-20.





CAPITAL EXPENDITURE

During the year, Gellibrand spent \$795K on capital expenditure; consisting of \$330K for IT equipment and systems, \$84K for motor vehicles, \$146K for building and property refresh, and \$235K for furniture and equipment. The expenditure demonstrates Gellibrand's commitment to continued investments in technology and infrastructure to provide the required facilities and equipment to deliver outstanding service to our clients.

WORKING CAPITAL

The cash and bank balance of 30 June 2021 is \$5.60 million compared to \$5.70 million for the previous year. The net working capital (current assets less current liabilities) was \$3.2M compared to \$3M in the prior year. The current ratio is 2.1 times compared to 1.8 times for the previous year. The minimum benchmark for the current ratio is 1 (i.e. current assets vs. current liabilities), which shows that Gellibrand has far exceeded its ability to meet the liquidity.

EQUITY

Gellibrand's Equity (assets minus liabilities) as of 30 June 2021 was \$10.9 million compared to \$3.4 million the previous year. The increase is due to \$6.8 million in asset re-valuation and the remaining due to outstanding surplus generated during the year. A healthy equity position allows the Committee of Management to allocate funds to enhance facilities and resources and grow Gellibrand services to be of value to our community.

Please refer to the attached audited financial statements for a detailed review of our results.

I want to thank the Committee of Management and the Finance Committee for their support to the Finance Team, the management team for their resilience and support during this challenging year, and the entire Finance Team for their excellent work during the year.

I would also like to thank the Gellibrand families for their continued support and commitment to our operations and our funders NDIA and DFFH to prompt allocation and disbursement of funding to Gellibrand during 2020-21.

LUKE HOCKEY

ACTING TREASURER

COMMITTEE OF MANAGEMENT

PRESIDENT ELENA ASHLEY

Tell us about yourself.

I grew up in the western suburbs & I've worked in the non-profit sector for 20 year, mainly in strategic planning, governance and operations roles.

How long have you been on the Committee?

Since December 2017

Why did you join?

I joined because I was working for a non-profit mental health organisation at the time that had been one of the first to go through the NDIS transition (it operates across Melbourne, including in the northern suburbs) and had seen the difficulties non-profits had experienced making the NDIS change. I wanted to help another organisation make that transition. I grew up in Avondale Heights, so knew Gellibrand Support Services & its great work. It was an obvious choice!

What do you appreciate most about Gellibrand?

What the Gellibrand team do for clients and their families & how they do it the Gellibrand Way.

What would you like to see Gellibrand improve?

-Gellibrand is doing a great job - but that's a bit of a secret, maybe we just need to be better at letting the community know about it?



ACTING TREASURER LUKE HOCKEY

Tell us about yourself.

I am a psychologist who works primarily in the disability sector. I appreciate the impact meaningful relationships can have on anyone's life.

How long have you been on the Committee?

I have been on the committee for three years.

Why did you join?

I joined because Gellibrand's vision and values closely align with my own. The focus on quality support is something that strongly resonates with me.

What do you appreciate most about Gellibrand?

The people. Everyone I have had the pleasure of interacting with impresses as passionate and client centred.

What would you like to see Gellibrand improve?

For me it is about maintaining the high quality service delivery that is already occurring, as the organisation is growing and the NDIS forces a focus on compliance.