

# STRATEGIC PLAN

2020 - 2025



Exceptional support for people  
with intellectual disability





# ABOUT US



**BAYLEY HOUSE IS LOCATED IN BAYSIDE, MELBOURNE, SPECIALISING IN ENABLING INDIVIDUALS WITH AN INTELLECTUAL DISABILITY TO LIVE A FULL, RICH AND REWARDING LIFE.**

We create engaging opportunities that provide you with the choices you need to reach your potential.

We enable you to learn and grow, to build confidence and independence and to contribute to the wider community in a meaningful and impactful way.

We currently support over 250 people through the delivery of Day Programs, Transport, Support Coordination, Supported Accommodation, Short Term Accommodation and more.

As a for-purpose organisation with experience spanning over seventy years, we are passionate about supporting adults with intellectual disabilities to develop their unique capabilities and reach their goals and aspirations.

# BACKGROUND



## WE HAVE A FUNDAMENTAL BELIEF THAT AT BAYLEY HOUSE...

We help our clients achieve exceptional outcomes

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Strong client demand is building up in the local area

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We have a strong financial position, and opportunity to re-engage the Bayley House Foundation and attract impact capital into our organisation

The Board has invested in an expanded Executive Team with the capacity to oversee a larger and contemporary organisation

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NDIS pricing benefits more efficient organisations where scale is an advantage

# OBJECTIVES



TO BEST DESIGN AND RESOURCE THREE KEY LEVERS; **PROGRAMS, ACCOMMODATION AND PEOPLE** THAT DRIVE CLIENT OUTCOMES AT BAYLEY HOUSE AND ACHIEVE THE FOLLOWING BY JUNE 2025:

Recorded, monitored, maximised client outcomes at individual, key group and corporate level

Culture and engagement across key stakeholders is values-aligned and high-performing

A \$30m annual revenue is profitable and sustainable by June 2025

# OPPORTUNITY



HOW DO WE DESIGN, STRUCTURE AND FUND BAYLEY HOUSE'S GROWTH STRATEGY, FACTORING IN THE FOLLOWING CONSIDERATIONS?

Our client base is adults with intellectual disability

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The addressable market is primarily around Bayside

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Our services are offered with a strong and sustainable management/leadership team



# PLAN ON A PAGE



## VISION/PURPOSE

For all people with intellectual disability to lead a full and enriched life

## VALUES & PRINCIPLES

We provide exceptional services that actively support people living with a disability to realise and reach their goals and dreams. We encourage and nurture connections with friends, family and the community. We respect and acknowledge everyone as individuals with their own aspirations and needs

## 2025 OBJECTIVES

Bayley House will expand, modernise and diversify its services and revenue to continuously improve performance, enhance its sustainability and maximise client outcomes, by being the leading provider of high-quality experiences for individuals with a disability



### OUR CLIENTS *Expanded, tailored and modernised client services delivered in strategic partnerships*

Formalise & expand shorter-term services & options for clients

- Residential (Respite, Med term)
- Programs (e.g. Health & Wellbeing)

Double Permanent accommodation capacity in partnership with disability-property partners or developers

Enhance client centricity & goal setting, monitoring and reporting (via Supportability)

- Client Charter
- Reporting & Feedback

Refresh & contemporise setting for client experiences, learning & fun (Accommodation, Day Programs, Recreation)



### OUR PEOPLE *Invest in leadership, skills & culture to drive performance and engagement*

Leadership framework to drive performance & efficiency of larger organisation

Expanded skills & competency framework & training to drive client outcomes

Community of Practice to drive sharing, learning & innovation



### OUR COMMUNITY *Align & engage Bayley House Foundation and community stakeholders*

Grow community engagement through fundraising and longer-term support through the Bayley House Foundation

Hidden Disabilities drives awareness of people with a disability in the community



### OUR IMPACT *Using our Client Management System (Supportability) as our "Golden Thread" and staff training to drive client outcome & impact reporting*

Goal measurement and reporting through our Client Management System

# STATEMENT OF VISION



FOR ALL PEOPLE WITH INTELLECTUAL DISABILITY TO LEAD  
A FULL AND ENRICHED LIFE.

# STATEMENT OF PURPOSE



We provide **exceptional services** that actively support people living with a disability to realise and reach their **goals and dreams**.

We **encourage** and **nurture connections** and engagement with friends, family and the community.

We **respect** and **acknowledge** everyone as individuals with their own aspirations and needs.

# STATEMENT OF VALUES



EVERYTHING WE DO IS DRIVEN BY FOUR KEY PRINCIPLES THAT WE VALUE

**1. ACHIEVEMENT:** We actively pursue opportunities that enable people to achieve their individual goals and aspirations, as shaped by their choice and control.

**2. CONNECTION:** We encourage and nurture inclusive and meaningful connections with peers, with supports and with the community.

**3. EXCELLENCE:** We are passionate about providing exceptional services that support people to learn, laugh, belong and grow.

**4. RESPECT:** We value every individual by encouraging their unique abilities.



# PROGRAMS

## PRIORITIES

Refurbish 52 Middle Crescent as central campus and ensure facilities are fit-for-purpose to drive best-practice and quality client outcomes and staff experience.

Expand and coordinate Extracurricular Programs or shorter-term, out of hours program offerings focused on specific areas of client outcomes (e.g. 'Capacity Building', 'Health & Wellbeing').

Build out physical 'HUBS' offering clients specialised and themed 'Programs of Support'.

Holistic client-centric service delivery and goal setting across all departments.

## INITIATIVES & GOALS

Repurpose existing Day Program facilities at 52 Middle Crescent (by end 2022).

Build out 'hub' capacity for Bayley House clients (increase unique Total Day Program clients from 210 to 300 per year by 2025).

Expand Extracurricular Programs (increase clients or % increase of client capacity from 100 to 240 per year by 2025).

Standardise goal setting, monitoring and reporting to achieve goal measurement for all Bayley House clients.



# ACCOMMODATION



## PRIORITIES

Continued focus on growth in SIL and facilitate additional accommodation for participants in conjunction with developers, investors and other relevant community partners.'

Emphasis (not exclusively) on (i) Younger/ Middle Aged Groups and (ii) medium level of care, with compatibility as a key driver.

Greater client spread between (i) STA/Respite (ii) Medium Term and (iii) Permanent Accommodation, and associated revenue mix/profitability.

Holistic client-centric service delivery and goal setting across all departments.

## INITIATIVES & GOALS

Complete Master Plan to guide transition in accommodation (by June 2021) including SDA Partners identified.

Increase Short Term client capacity (200 to 400 clients per year by 2025).

Increase Medium Term client capacity (2 to 25 clients per year by 2025).

Increase Permanent client capacity (45 to 90 clients per year by 2025).

Standardise goal setting, monitoring and reporting to achieve goal measurement for all Bayley House clients.





# PEOPLE

## PRIORITIES

Lead development of values-based, client centric culture at Bayley House to underpin client outcomes and employee value proposition (EVP).

Create a shared space, or Community of Practice for peer-based continual learning & development and to foster innovation at Bayley House.

Strengthen the EVP through enhanced focus and investment in skills (technical & competency) and leadership.

## INITIATIVES & GOALS

Purpose & Values activated within Bayley House, and Client Charter rolled out to all important stakeholders (by end 2021).

Leadership framework developed, launched and implemented (by end 2022).

Technical & Competency framework developed, launched and implemented (by end 2023).

Community of Practice co-designed off the back of the Strategy Working Group with its own governance and accountability through a Board Sub-Committee (in operation by July 2021).





# FOUNDATION, FUNDRAISING & PHILANTHROPY



## PRIORITIES

### Leadership, along with the Bayley House (BH) and Bayley House Foundation (BHF) Boards:

Reaffirm the overall strategic purpose of each entity and update governance to bring the organisations in to closer alignment.

Clarify the respective roles regarding philanthropy and fundraising and outline initiatives.

Pursue aligned initiatives under each of BH and BHF through to 2025.

## INITIATIVES & GOALS

### BAYLEY HOUSE BY 2025:

Build out programmatic and operational funding.

Achieve 10% (\$3m) of Organisational income.

**Primary focus:** Trusts & Foundations, major giving and donor retention.

**Secondary activity:** Annual Appeals, Community Fundraising, Corporate Giving.

### BAYLEY HOUSE FOUNDATION BY 2025:

Update Trust Deed and Foundation Charter (March 2021).

Build corpus by \$1.25M by 2025.

Support of Fundraising & Philanthropy resourcing by Bayley House.

Build bequest pipeline of \$5m.

Lead capital appeal for refurbishment of 52 Middle Crescent to raise [\$1m].



# COMMUNITY



## PRIORITIES

Raise awareness about people living with intellectual disability

Connect people with disabilities to the community

Connect the community to people with disabilities

## INITIATIVES

**Hidden Disabilities Sunflower Scheme** – Raise awareness, build capacity in the community for compassion and educate and train workplaces to support customers with disabilities

**Community Engagement Programs:** Build advocacy to enable people with disability to join the community as valuable volunteers and employees, and as part of the Hubs programs

**Fundraising:** Raise awareness of the needs and aspirations of people with intellectual disabilities unmet by the NDIS

**PR Campaigns:** Promote the abilities of the people we support and celebrate their achievements

**Product sales:** Enable clients to grow their entrepreneurial skills and sell to a broader market

**2025 GOALS:** 200,000 HDSS products sold to individuals and organisations by 2025



# STRATEGIC PLAN

2020 - 2025



## BAYLEY HOUSE

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