



TOWARDS 2021

ABOUT US

Bayley House specialises in supporting people with intellectual disabilities live a full, engaged life. We provide rewarding opportunities to facilitate continual learning, enhanced independence and inclusion in our wider community.

Evidence-based approaches underpin our work to support individuals with an intellectual disability to embrace a life of meaning, choice and control. Our extensive activities program sees the development of talents and potential, attainment of new skills and enjoyment of greater independence.

Activities centre around our Brighton campus, our accommodation facilities and other community locations. Individual goals and outcomes are planned, evaluated and reviewed in alignment with NDIS guidelines.

OUR SERVICES

Activities

- A diverse range of programs and activities suiting differences in interest, ability, age and support requirements
- Based at our Brighton campus and community locations in Bayside Melbourne
- Monday – Friday, after-hours, weekends, during holidays

Accommodation Service

- Supported accommodation promoting independence, choice and control
- 43 residents living in seven residential homes around Bayside suburbs

Short Stay Accommodation and assistance

- We provided beds on approximately 1,657 nights for 60 people this year.
- Allows families, carers and clients to 'take a break'
- Fun activities, new friendships and lots of outings

Transport

- A fleet of buses and cars to transport clients to and from Bayley House and community activities
- Safe, convenient, reliable door-to-door transport service – highly valued by families
- Over 125 clients transported to and from home each morning and evening

VISION

Adults with a disability living the life they choose.

MISSION

All participants will be supported through skills development to maximise their opportunities and to live the life they choose in an inclusive community.

VALUES

Choice by our clients to select options that best suit their desired life goals.

Community that is socially inclusive and supports safety and well-being.

Collaboration through working together.

Empowerment through supporting independence and informed decision-making.

Enthusiasm with selfless, friendly service that fosters a happy environment.

Engagement through commitment and building strong relationships.

Excellence in all that we do.





CONTENTS

Message from the Chair	4
Our Board	4
CEO Report	5
COO Report	5
NDIS Transition	6
Strategic Priority 1: Stronger and Sustainable Day Programs	8
Strategic Priority 2: Safe and Secure Accommodation and Short Stay Services	9
Strategic Priority 3: Sessional Community Based Services	10
Strategic Priority 4: Empowered Learning and Education	11
The Individuals We Support	12
Active Support	13
People and Culture	14
Quality Shines	14
Our Leadership Team	15
Our Invaluable Volunteers	16
Financial Overview	17
Fundraising and Community Partnerships	18
Bayley House Strategic Summary Working Towards 2021	20
Thank you	22
How You Can Help	23

Acknowledgements

Bayley House acknowledges the traditional owners of the land and pays respect to the Aboriginal Elders, past and present. Our head office is located on the land of the Wurundjeri people of the Kulin nation and we welcome all Aboriginal and Torres Strait Islander people who visit our facilities or access our services.

Design: Ckaos

Photography: Dean Schmideg

FROM THE CHAIR

Our highly-regarded service delivery of safe and secure residential and short stay accommodation, existing and new daytime activities complemented with much-needed transport, continues. Janet Batey's long-standing passion for working with people with complex and high needs engenders in all a sense of enjoyment and satisfaction through wider inclusion and in growing self-confidence.

Our 2017/18 budget directed more efficient use of non-client expenses and coupled with rigorous financial management, safe-guarded a surplus. John Lawrenson, Catherine Raine and our teams are applauded for the positive financial performance.

Client transition to NDIS plans was steady. The year closed with 30% of clients on individualised funding. 70% of clients will transition from program funding to tailored plans during 2018/2019.

Stringent compliance monitoring led by Jude Mulcahy, Quality, Governance and Risk Sub-Committee along with diligent work by Anneke Jurgens, was richly rewarded when Bayley House received an unqualified accreditation audit.

I sincerely thank Board directors Lucy, John, Jude, Richard, Paul and Richard for their valuable insights, commitment and collegiality over the past year and for carefully steering our organisation steadily forward. Gratitude extends to our loyal volunteers and remunerated personnel for daily contributions, financial donations and their generosity of spirit in all endeavours which benefit our people, families and community.

The year ahead is filled with promise for a wide selection of brighter and better experiences for people with intellectual disability. At Bayley House, we intend to be one of the recognised leaders who support considerate inclusion and greater independence for our clients, their carers and families.

Rhonda Whitfield
Chair

OUR BOARD

Bayley House benefits from the wide range of expertise and insight of our Board members as they deliver executive leadership and corporate governance.

Rhonda Whitfield (Chair)

Chair from early 2015, Deputy Chair from 2011 and Board member since 2009, Rhonda is a skilled Board director, mentor and mediator. Rhonda's business acumen complements her passion for equity for people with disability. Her current focus areas are finance and improving organisational performance with technology.

John Lawrenson (Deputy Chair and Treasurer)

Elected to the Board in 2014, John has been Deputy Chair since 2015 and Treasurer since 2016. He brings broad experience in the business sector as well as not-for-profit and government organisations. His current focus areas are finance, quality, governance and risk.

Jude Mulcahy

Jude joined the Board in 2013 and held the position of Deputy Chair from June 2015 to 2017. Jude brings professional experience in governance, risk management and business development and a strong background in social innovation and community investment. Her current focus area are quality, governance & risk and finance.

Richard Dalton

Richard has been a Board member since 2009. Richard is a barrister specialising in industrial and employment law. His decades of legal experience have contributed significantly to the Board's approach to governance and legal risk management. Richard is Chair of Bayley House Foundation Ltd.

Paul Hede

Paul was elected to the Board in 2012 and offers experience in governance in both the public and community sectors. Paul has operated his architectural practice for over 30 years and specialises in design for disability. His current focus area is infrastructure & assets.

Lucy Whelan

Lucy joined the Board in 2013 and was elected Deputy Chair in 2017. She brings a wealth of experience in both public health and disability services. As a Senior Adviser with Monash Health, Lucy is passionate about quality outcomes, process improvement and healthcare delivery. Her current focus area is quality, governance and risk.

Richard Zylan

Richard was co-opted to the Board in 2014 and elected as a member in 2015. Richard is a strong advocate for disability rights. He has a strong background in implementing health programs for aged care and disability homes. His current focus area is infrastructure and assets.



CHIEF EXECUTIVE OFFICER REPORT

I was delighted to join Bayley House this year. It's been so energising having direct connections with clients every day – that's what we're all about. The Board continued a firm commitment to allocating resources to support individuals and families through the NDIS transition. I thank our staff who advocated for clients and families to secure funding packages and the entire team for managing ongoing change.

The financial results this year are a very positive surplus at \$335,251. Everyone collaborated so we could run services 'leanly', without compromising quality.

There have been many 'firsts' this year:

- our new Positive Behaviour Support Service
- the enrolment of 20 clients in full Certificate 1 courses
- a 'clean bill of health' from our external accreditation
- an exciting road ahead – see our new Strategic Plan 2018 – 2021 (pages 20–21).

I would particularly like to acknowledge Janet Batey, Glenda Bainbridge and the very accomplished Leadership

Team who inspire the wider team to make a difference every day for clients and families.

As well as our committed staff team in centre-based, residential and transport services who put so much energy into their work, our fantastic volunteers help make Bayley House the unique community it is – whether it's supporting individual clients, assisting on community outings, generous fundraising and donor support, or as tireless Board Directors, everyone gives so much.

Along with dedicated community and business support, the generosity of many others will assist us in continuing to support clients and families to live the life they choose.

Fiona Lynch
Chief Executive Officer



KEY ACHIEVEMENTS

Expanded and embedded the evidence-based Active Support framework to provide the best quality of life to our clients

Championed our families in their transition to NDIS funding through workshops and personalised advocacy

Our Accreditation Audit met all regulatory standards: no corrective actions were required and the high quality of our services and operations were commended

Developed a three-year maintenance schedule plan and upgraded three of our residences

Welcomed more new clients than in the past two years combined and broadened our range of activities offered

Enjoyed a financial surplus after several years of deficit while building sustainable partnerships in the broader community

CHIEF OPERATIONS OFFICER REPORT

Much of our focus this year has been on the transition to the NDIS. Our transition team consisted of Penny Scott, Transition Manager, Lindal Liddle, Family Liaison Officer (FLO), David O'Connell, Analysis Accountant, our Finance Team and Board member Jude Mulcahy. The team worked diligently to understand the NDIS intricacies and costings.

Bayley House supported families in planning their transition to the NDIS by:

- offering 1-1 meetings with our FLO
- conducting family workshops in the weekdays, evening and weekends
- championing Victorian Advocacy League for Individuals with Disability (VALID) workshops.

Natarsha Warren became Acting General Manager of Day Services where she excelled. She was ably assisted by Program Manager Krysia Hodgson and Acting Managers Courtney Brouwer and Jolanda Zonneveld.

Meanwhile, we have welcomed a lift in client participation in a variety of activities. This follows a move to align the expertise of our staff with specific activities. This delivery model had been implemented within part of the day service: now all clients are set to benefit.

In October, Fiona Lynch joined us as CEO, bringing a wealth of experience which has enhanced our operations. To the tireless staff who deliver excellent support to clients and residents: your hard work does not go unnoticed. On behalf of the clients and families, thank you.

Janet Batey
Chief Operations Officer

NDIS TRANSITION

The NDIS rollout in Melbourne's Southern Region commenced in April 2018. Our extensive preparations over two years ensured our community is making the shift smoothly.

Fifty-two participants completed the transition by the end of June and are now enjoying much greater choice, flexibility and control.

In the face of this once-in-a-generation change, demand for our services remained strong. We restructured our offering to better reflect individuals' interests and support needs.

Milestones to a successful transition

We've achieved great outcomes and positive feedback from our community as we have supported our families through this change. Our support reflected extensive, personal consultation with individuals and families.

We have engaged a dedicated NDIS Family Liaison Officer (FLO), Lindal Liddle. Lindal supported families in their understanding and pre-planning for the NDIS. Our FLO was also a regular at NDIS planning meetings. This input proved invaluable as families gained access to supports previously excluded under DHHS funding.

Approximately 90% of families accessed support from our FLO. Most families received two or three support meetings either in person or over the telephone, confirming the value families placed on this support.

We also delivered after-hours workshops to educate families on NDIS topics including funded support categories, what constitutes reasonable and necessary support, options for managing NDIS packages, transport and other matters. This initiative met a clear demand with between 30 and 50 families attending each session.

Costing, services and information management

While much of our NDIS drive was directed in support of our families, we have implemented other measures in preparation for the NDIS. These make us a more contemporary disability service provider with a dedicated focus on the needs of the individuals we support.

Our successful shift to the new funding model reflected extensive costing work. We re-costed all our centre-based services, after-hour activities, accommodation services, short stay accommodation, transport services, staffing ratios and staff rostering.

Given the ongoing requirement to document needs, ongoing goal development and outcome reporting for our participants, we structured dedicated administrative time into the working day of our staff. In another practical step, we moved from three activity sessions each day to two.

As the NDIS became a reality, we harnessed more of the potential of our client management system, SupportAbility. We set up activities, recorded attendances, registered service agreements and attached funding to activities to claim through the NDIS.

Looking to the future

A new NDIS pricing guide was introduced on 30 June 2018. Ratio levels now drive funding rates, and overall funding has reduced for day activities. This will have a significant negative financial impact on centre-based and community-based services. We are working to accommodate this change without impacting client services.

In other changes, more individuals are being funded for activities on weekends and evenings. Meanwhile, funding for Allied Health specialist services is now available for people previously not funded to access these services, reflecting the intent of the NDIS to maintain wellness and focus on skill development.

The six Life Goal Planning areas of the NDIS

- Education
- Employment
- Health & Wellbeing
- Living Arrangements
- Independence
- Social Participation





In July 2013 Sam became one of the first clients of the NDIS and the NDIS has been of enormous benefit to Sam's progress.

It has allowed him to increase his access to facilities and opportunities. Each November Sam and his Dad sit with an NDIS planner and create a life plan that encompasses all aspects of his wants and needs. And it works well.

Sam's responsible work ethic shines bright at Brighton newsagency where he is highly valued in our Working to Potential initiative. He is a very independent, mature gentleman and likes to take public transport to football games, the cinema and work. He loves sport and enjoys playing cricket, footy and swimming with his friends here at Bayley House.

STRATEGIC PRIORITY 1

STRONGER & SUSTAINABLE DAY PROGRAMS

To be the provider of choice in South East Metropolitan Melbourne for day activities and services available to adults with an intellectual disability.

Strategies:

- enhance existing activities and services, evaluate outcomes
- develop new activities to meet the goals of new and existing participants
- support participants to continue to develop the capacity to exercise choice and control in pursuit of their goals
- improve data collection and recording
- with the new format of staff specialising in specific activities, we have taken the opportunity to transition into a more client-focused service delivery model.

Key Outcomes:

- offered new activities and created new community partnerships
- delivered a more flexible service model in line with NDIS frameworks
- our evidence-based Active Support approach was embraced through training and mentoring.

NDIS focus

We shifted our offerings from set group structures to a more flexible model, which reflects the intent of the NDIS. Clients move between activities and

staff during their day. As a result, clients formed new friendships as they tried new activities.

Activities and programs in review

Our program offerings now sit under the four pillars of Health & Wellbeing, Lifelong Learning, Pathways to Community and the Arts. Activities aim to provide recreation and leisure or drive learning and development. With the new format of staff specialising in specific activities it gave greater opportunity to expand and develop our offerings. New courses this year included Certificate 1 courses in; Vocational Preparation, Transition Education, Dance and Adult Literacy & Numeracy. New activities include netball, cake creations, expanded hydrotherapy offerings, a client newsletter and safe use of social media and mobile phones.

Client database

The SupportAbility, client management system came into its own this year, enabling us to track attendance and roster staff accurately. More effective

management information systems (MIS) facilitated better planning and recording of clients' goals, activities and achievements.

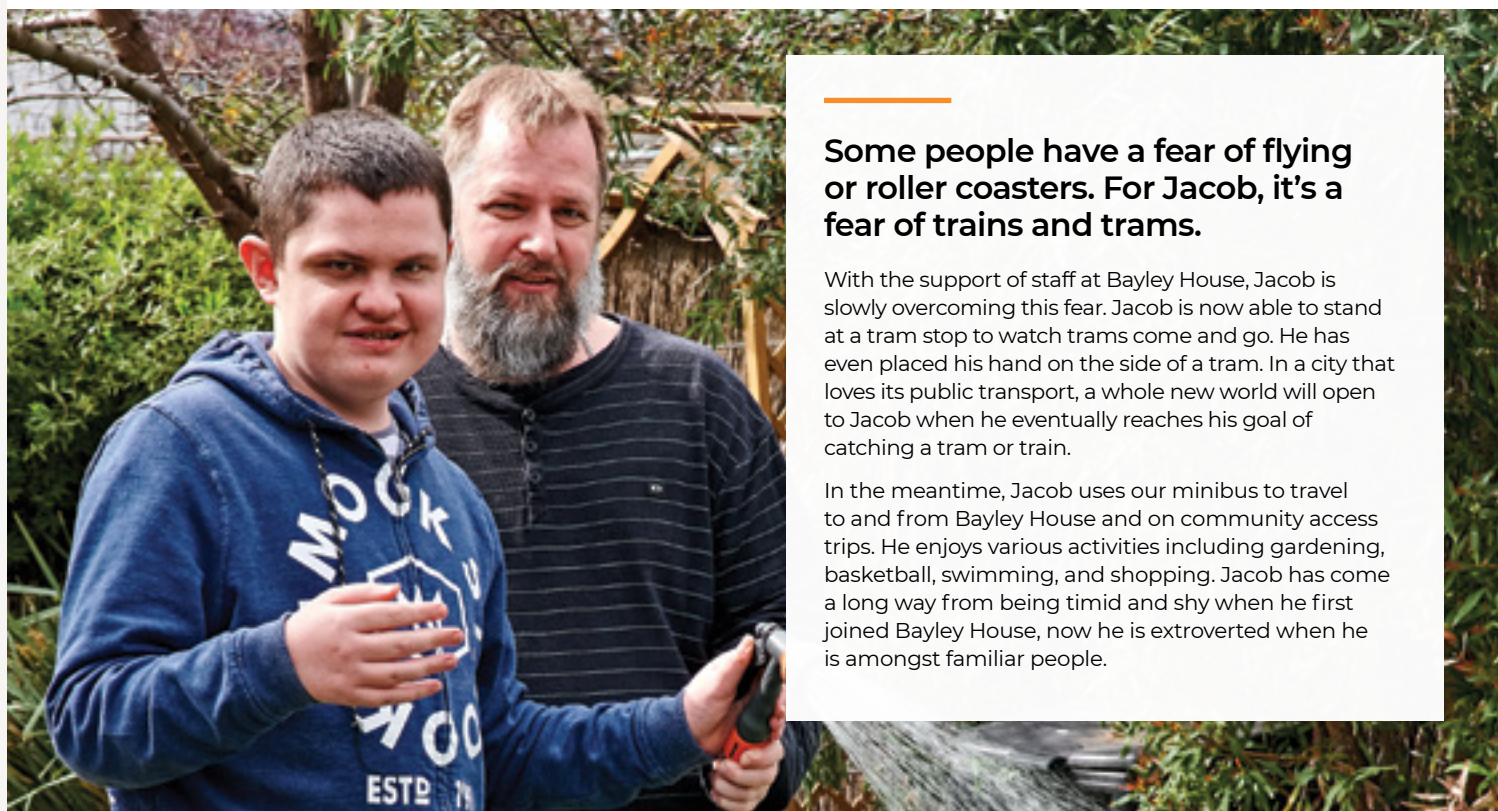
Community partnerships

Our community partnerships flourished. St Stephen's Anglican Church in Gardenvale hosted our Certificate 1 courses as well as gardening activities. We also engaged with Highbury Community Centre each week as we used its media and computer facilities. Vibrant links within our local community also grew through our Working to Potential initiative.

Quality outcomes

We began to implement a new outcome measurement tool which is being embedded across activities. This allows us to create meaningful links between the activities we offer and clients' goals.

We continued to embrace Active Support throughout our services with nominated 'champions' working under the stewardship of our resident psychologist.



Some people have a fear of flying or roller coasters. For Jacob, it's a fear of trains and trams.

With the support of staff at Bayley House, Jacob is slowly overcoming this fear. Jacob is now able to stand at a tram stop to watch trams come and go. He has even placed his hand on the side of a tram. In a city that loves its public transport, a whole new world will open to Jacob when he eventually reaches his goal of catching a tram or train.

In the meantime, Jacob uses our minibus to travel to and from Bayley House and on community access trips. He enjoys various activities including gardening, basketball, swimming, and shopping. Jacob has come a long way from being timid and shy when he first joined Bayley House, now he is extroverted when he is amongst familiar people.

STRATEGIC PRIORITY 2

SAFE AND SECURE ACCOMMODATION AND SHORT STAY SERVICES

Our accommodation services support 43 residents live fulfilling lives in the community.

Bayley House operates a variety of accommodation models including semi-independent living, residential houses and one house for short stay accommodation and assistance.

Strategies:

- maintain the existing level of service provision in appropriate environments
- support residents to continue to develop the capacity to exercise choice and control in pursuit of their goals
- develop new housing and accommodation services to meet resident expectations
- seek to expand the range of accommodation options to meet the needs of existing and future clients
- review the range of services and location settings for respite/ community inclusion service delivery.

Key Outcomes:

- explored growth opportunities for our accommodation services
- embedded Active Support within our residences
- supported residents and families during NDIS funding transitions
- introduced family meetings to foster social connections.

NDIS transition

Our extensive support coordination for residents and their families draws consistently positive feedback. Our NDIS Transition Manager and Family Liaison Officer worked tirelessly to secure the best possible funding packages for our clients. We also commenced work with NDIS Senior Managers to develop staff rosters for Supported Independent Living.

Short stay accommodation and assistance

Our short stay accommodation and assistance facility is a vitally important option for families requiring care for a family member. We provided beds on 1,657 nights for 60 people from the Bayside area, exceeding our target by 18%.



Maintenance and refurbishment

Thanks to volunteer, David Calver, all residences have fully costed short (annual) and long-term (three-yearly) maintenance and refurbishment plans.

Quality staff

Our exceptional staff supported residents to engage with family and their extended social networks and offered extra support for residents who do not have family members. This year we introduced twice-yearly family meetings as a forum for residents to showcase their home to family members.

Accommodation options

We are investigating partnerships with social housing providers and private developers under NDIS Specialist Disability Accommodation (SDA) funding and discussing building proposals with the Department of Housing.

Funding

In a significant development, we secured DHHS funding for two houses until the full implementation of the NDIS (instead of yearly funding applications).

84%

individuals living in our residences are aged 31–65

INDIVIDUALS LIVING IN OUR SEVEN RESIDENCES:

AGE RANGE: 23–79

AVERAGE AGE: 50

86%

individuals using our short stay accommodation are aged 18–45

INDIVIDUALS USING OUR SHORT STAY ACCOMMODATION:

AGE RANGE: 18–60

STRATEGIC PRIORITY 3

SESSIONAL COMMUNITY BASED SERVICES

To deliver short term or sessional programs to new and existing clients in a community-based setting.

Strategies:

- programs will be offered in community-based locations
- programs will be sessional, i.e. participants arrive and depart the service delivery location
- services are to be social, educational and recreational or skills development focused
- services may be delivered through partnerships
- existing participants encouraged to seek and expand their program choices.

Key Outcomes:

- our innovative activities were showcased at an international conference
- dance and movement activities were trialled in different formats at different times
- creative expression flowed through traditional and digital techniques.

Dance therapy opens new doors

We recruited a second qualified dance therapist which allowed us to offer two one-hour dance therapy sessions on weekdays throughout the year.

Participants gained better motor coordination and the opportunity to develop social skills and connections through the shared experience which was the result of a partnership with Melbourne University. Participants' families were provided with an extensive outcome report of their family member's involvement and progress.

High-support dance therapy was trialled on weekends in a two-hour format. Participants practised relaxation skills through movement, breath and sensory techniques.

Our dance therapy group attended a disco by Joint Councils Access for All Abilities, a joint initiative of Bayside & City of Port Philip Councils. It was exciting to see our participants gaining confidence in a social setting while practicing their dance and social skills.

Our qualified Dance Therapist, Tessa Hens, addressed the Australian, New Zealand and Asian Creative Arts Therapies Association's annual conference where she presented on our research project which utilised iPad

applications for assessment in our dance therapy sessional activity. We are thankful to the University of Melbourne who helped fund this important research project.

Therapeutic art

Therapeutic art featured in our new sessional offerings, including a 'stepping stones' workshop which facilitated positive thinking, problem solving, social interaction and peer support. Therapeutic art was also offered in our accommodation services where participants created 'mandala' canvases and expressed themselves through art and meditation.

iPad creative project

Our successful iPad postcard project continued using the TouchNote application. Participants created and received three professionally-produced copies of their very own postcard designs.



Anne Marie is legally blind, but her passion is sanding wooden articles.

Because of the tactile nature of the task, she can gauge her accomplishments by feeling her progress as her work becomes completely smooth. Ann Marie has a very generous nature and creates stunning gifts for friends and family such as wooden cheese boards.

Anne Marie has built many friendships at Bayley House. She has a great sense of humour and is ready for a laugh with all her friends at Bayley House.



STRATEGIC PRIORITY 4

EMPOWERED LEARNING & EDUCATION

To provide opportunities for people to achieve their goals in planned education and learning.

Strategies:

- services to be developed in response to the needs of adults with an intellectual disability
- services to be delivered in partnership with Registered Training Organisations
- a strong focus on educational outcomes, vocational outcomes and skill development for participants
- services to be delivered in a variety of settings.

Performance measures:

- accredited courses in literacy and numeracy are advancing participants' skill acquisition
- we celebrated our community's vibrancy and diversity during Cultural Diversity Week
- our Working to Potential initiative continued to thrive

Advancing literacy and numeracy

Twenty-one clients are attaining new literacy and numeracy skills. We have partnered with Access Skills Training (AST) to deliver three courses. These include a two-year Certificate 1 in Transition Education and a one-year

Certificate 1 in Adult Numeracy and Literacy. We are also offering a one-year course in Adult Numeracy and Literacy as a stepping stone to a Certificate course. Holmesglen TAFE tailors and delivers a specific numeracy and literacy course for more than ten of our participants.

Working to Potential

Our Working to Potential initiative continued to thrive under the stewardship of Community Development Officers, Lauren Axton and Matt Walsh. We have 24 weekly volunteer work placements.

Cultural awareness

We celebrated Cultural Diversity Week and Harmony Day to promote awareness and understanding of the many different cultural backgrounds of people in our community.

Incorporating technology

Technology has created new experiences for clients with high-support needs, autism or who are non-verbal. A new world has opened

to many of them via iPads and Eye-Gaze equipment. These technologies create an opportunity for continuous learning. Now the internet, apps, music, e-books, social media and games are accessible for clients to discover and explore.

Our pilot of two MATILDA robots via our partnership with La Trobe University continued this year to aid clients with physical disabilities participate to their fullest in activities.

Thank you to our partners:

Community partnerships remain central to our work. See page 22 as we thank all our valued partners.



Charlie joined Bayley House in February as one of a group of eight school leavers.

They have quickly become a well-loved part of the community here at Bayley House. Charlie is a born leader: he was School Captain at Glenallen School and recently returned to give a speech about life after school.

Charlie's independence is growing. He stayed at our short stay accommodation for the first time recently and catches the bus to Bayley House as an independent traveller. He is completing a Certificate 1 in Transition Education from AST and has his sights set on workplace training and paid employment.

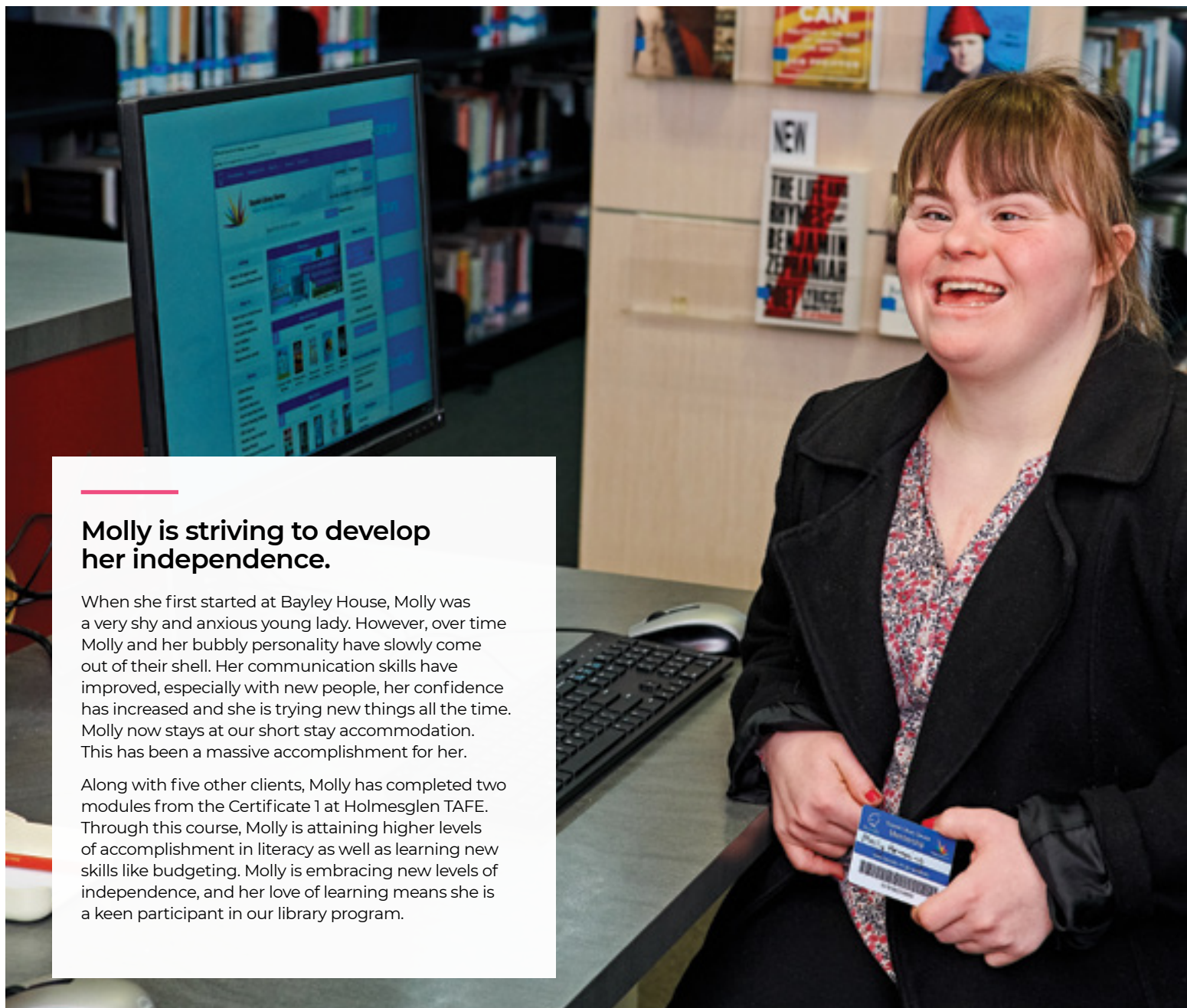
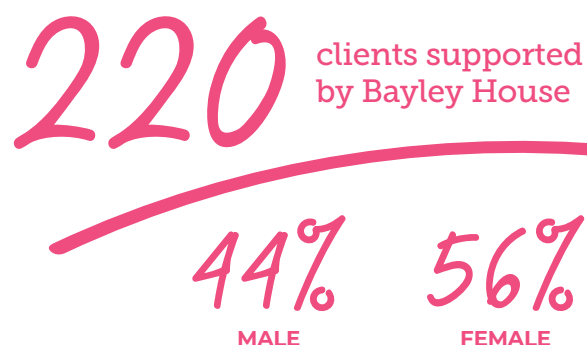


THE INDIVIDUALS WE SUPPORT

Bayley House plays a central role in the lives of 220 people with a diverse range of abilities and disabilities in Melbourne's Bayside region.

They represent over 20 different cultural backgrounds including Greek, Italian, Russian and Chinese.

Our activities and accommodation services support each person to live, learn, enjoy, create and belong. Together we make the most of every day.

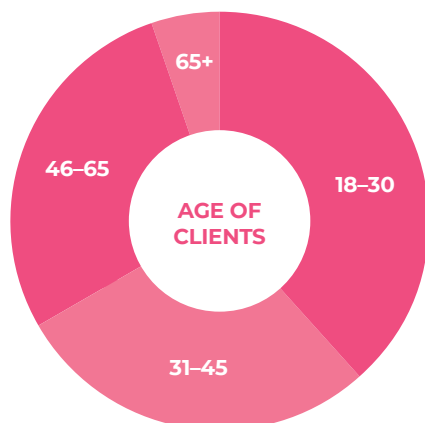


Molly is striving to develop her independence.

When she first started at Bayley House, Molly was a very shy and anxious young lady. However, over time Molly and her bubbly personality have slowly come out of their shell. Her communication skills have improved, especially with new people, her confidence has increased and she is trying new things all the time. Molly now stays at our short stay accommodation. This has been a massive accomplishment for her.

Along with five other clients, Molly has completed two modules from the Certificate 1 at Holmesglen TAFE. Through this course, Molly is attaining higher levels of accomplishment in literacy as well as learning new skills like budgeting. Molly is embracing new levels of independence, and her love of learning means she is a keen participant in our library program.

ACTIVE SUPPORT



An evidence-based approach fostering quality of life

What is Active Support?

Active Support is a way of working at all times with all our people to enable them to make choices and participate in meaningful activities and social relationships no matter their intellectual or physical disability.

Why use Active Support?

Active Support aligns with our efforts to become a more client-focused and flexible organisation where individuals are supported to pursue their goals. Bayley House has committed to extend and embed the Active Support framework across all our services.

What kinds of outcomes are being achieved?

La Trobe University oversees this project. Their research shows the level of engagement for residents in our accommodation services has increased since last year and demonstrates that Bayley House is succeeding well in implementing Active Support. Active Support has reduced challenging behaviours and improved quality of life for the people we support.

What does Active Support mean for staff?

Staff are encouraged and trained to recognise that every moment has potential. Providing the right kind and amount of support allows clients to exercise choice and control in many aspects of their lives.

Person-Centred Active Support is a way of providing just the right amount of assistance, to enable a person with an intellectual disability to successfully take part in meaningful activities and social relationships.

1. Every moment has potential

Every part of the day, every household task and every social interaction in the community holds moments of potential for a client to be involved. The challenge is to find those moments and provide the right type of support.

2. Little and often

It is hard for some clients to be engaged in an activity for a long time. Little and often gives clients the chance to stop, take a break and then come back to an activity.

3. Graded Assistance

Giving just the right amount and type of support for a client to succeed in a task or social interaction. Too much support takes opportunities away from clients. Too little support means they may not complete a task successfully.

4. Maximising choice & control

Supporting clients to make as many choices about how they spend their day as possible. The more choices a client can make, the more control they have.

PEOPLE AND CULTURE

Bayley House thrives on the talents and dedication of 141 staff of diverse backgrounds and professional expertise.

We offer a rewarding workplace where our staff turnover rate is well below the industry average. We are committed to attracting and retaining the highest quality people.

We invest to create a skilled and educated workforce who live our values. In addition to our regular training and development programs, this year we partnered with National Disability Services (NDS) to offer flexible, online training. Our new Staff Referral Program has been positively received, and we have welcomed new employees following successful referrals from existing staff.

Safety and wellbeing

We foster a healthy 'safety first' workplace characterised by a low rate of Occupational Health & Safety (OH&S) incidents and claims. As we strive to support our staff, this year we introduced a confidential and free Wellbeing Program for all staff and their immediate families. The scheme provides access to counselling, financial management coaching, nutrition advice and more.

For the first time this year, we recognised staff for their longevity of service. Congratulations to all those who have helped make Bayley House the wonderful place it is.

Staff Recognition Awards

Over 20 years of service

Joanne Sellman
Krysia Hodgson
Paul Masterson
Kylie Myles-Grabusnik

Over 15 years of service

Clare Connelly
Laprinis Dimitrakopoulos
Susan Nyland
Penny Scott
Gillian Simpson
Natarsha Warren
Margaret Widdowson

What our staff say

"I work at Marriage House, where five lovely ladies live with our support. I thoroughly enjoy going to work and, as challenging as my job can be at times, I wouldn't change it for the world. The smile on the ladies' faces when they have achieved something makes it all worth it."
– Chloe, Accommodation Support

"I've worked for the three big disability services for the past 26 years, and I wish I joined Bayley House 25 years ago instead of February this year, as Bayley stands head and shoulders above the rest. The staff are sensational. I love what we do together supporting the clients who are front and centre to everything we do." – Melinda, Instructor

Bayley House Outstanding Service Awards

Silver Wreath

Georgina Wearne
(staff member)

Silver Wreath with Emblem

Ann Peters (volunteer)
Annabel Kay (volunteer)

Community Partnership Award

Holmesglen TAFE –
Moorabbin Campus



QUALITY SHINES

Every three years, Bayley House completes an Accreditation Audit to ensure we meet the operating standards required under the Department of Health and Human Services.

Our most recent audit was completed in February by an independent auditor, Quality Innovation Performance (QIP), on behalf of the Department. The audit reviewed all aspects of our operations, and the quality of our work shone through. Not only did we achieve all four Human Services Standards and the 11 Quality Improvement Council Standards, no corrective actions were required.

Our auditors visited our various sites and spoke with staff, clients, volunteers, family members and Board members. They praised the quality of our services and complimented our excellent staff involvement. The assessors noted the welcoming atmosphere at Bayley House and the way our services and activities are centred around our participants.

We received positive feedback about the experience our participants have across all our activities and services, including opportunities to engage with the local community. We benefited from some recommendations for service improvement and are implementing these. Our accreditation audit reflects the dedication of the staff team and their commitment to our clients. We look forward to continuing to improve our services and celebrating further success in the future.



OUR LEADERSHIP TEAM

Our highly qualified and passionate staff lead contemporary practices in our community through continuous improvement, learning and a drive for quality in all our services.

Fiona Lynch, Chief Executive Officer

Fiona Lynch holds a Master's Degree in nursing studies and brings over 25 years' experience in senior and executive roles in a range of community services.

Janet Batey, Chief Operations Officer

Janet has specialist qualifications in Social Science and a Master's Degree in health science Disability Studies. She delivers operational management across residential and activity portfolios.

Penny Scott, NDIS Transition Manager

Penny has 30 years' experience in Community and Disability Services with postgraduate qualifications in Community Sector Management and Recreation (Disability) and she sits on the Advisory Council for Disability Studies for Holmesglen and RMIT.

Ruth Lew, Fundraising Manager

Ruth has a Bachelor of Arts (Communications major) and is a senior fundraising and communications professional with over 15 years' experience in the not-for-profit sector.

Lana Todes, Quality Manager

Lana has a Bachelor of Applied Science (Honours) in Disability Studies and significant experience working in the disability sector in tertiary education as well as community-based organisations.

Hannah Dart, Human Resources Business Partner

Hannah has degrees in Psychology and Commerce and post graduate qualifications in coaching and counselling and over 15 years' experience in HR and organisational development.

Catherine Raine, Finance Manager

Catherine is a Certified Practicing Accountant (CPA) and Chartered Institute of Management Accountant (CIMA) with experience in not-for-profit organisations both in Australia and the UK.

Natarsha Warren, General Manager Campus-based Activities

Natarsha has a Bachelor of Education and has lectured in disability studies at Victoria University. Commencing in 1999 in a variety of roles from Music Co-ordinator through to the Management team.

Anneke Jurgens, Senior Practitioner / Psychologist

Anneke has a Master of Psychology (Educational and Developmental) and a Doctor of Philosophy degree. She brings an evidence-based approach to enhancing our clients' quality of life.



OUR VALUABLE VOLUNTEERS

Life at Bayley House is so much richer, thanks to the contributions of over 60 dedicated volunteers who offer their valuable time and expertise.

Our volunteers assist in art activities, support our participants in achieving their goals, accompany individuals on outings, serve on committees, aid our fundraising efforts and much, much more. Thank you!

Our volunteers

David Adams	Mark Goldberg	Paula Russell
Brett Agg	Paul Hede	Ian Spence
Susan Agostino	Bill Hodgson	Shima Sturrock
James Bainbridge	Andrew Kerr	Lesley Swallow
Dan Baker	John Lawrenson	Drashti Thakkar
Faye Barrow OAM	Barbara Lee	Maree Thompson
Norm Barrow	Anne Listokin	Beverley Walker
Janelle Birse	Lesley Marshall	Lucy Whelan
Sue Brain	Jeffrey May	Rhonda Whitfield
Margot Broadway	Kate McCutcheon	James Wilson
Bill Bunnett	Sandy McGrath	Kym Wood
Pat Calver	Naomi Milgrom	Richard Zylan
David Calver	Belinda Mitchell	
David Cole	Jude Mulcahy	
Trudy Connor-Warren	Daniel Park	
Richard Dalton	Wendy Patton	
Sasha D'Arcy	Gillian Peatling	
Tom de Meyrick	Ann Peters	
Tom Degaris	Cheryl Peterson	
Helen Dillon	Elaine Polonsky	
Annie Dunn	Gayle Pook	
Jackie Edmondson	Tony Pook	
Wendy Feben	Christopher Renwick AM	
Kathy Finlay	Marie Rowell	



HONORARY LIFE MEMBERS

Mr C Godfrey* 1955
 Mrs K Bayley* 1956
 Mr C Elliott* 1963
 Mr S T Glassborow MBE* 1974
 Mrs E M Glassborow BEM* 1974
 Mr K E Davidson* 1976
 Mr R O Ball* 1976
 Mr R J Black OAM* 1983
 Mr T Haddon* 1983
 Mrs E Tonkin* 1984
 Mr T Mulcahy* 1990
 Miss B Fookes OAM* 1994
 Mr P Blood* 1994
 Miss S Ruthven* 1994
 Mr W Hodgson 1995
 Mrs M Andrawartha* 1997
 Mrs P Arnott* 1997
 Mrs J Kennedy* 1997
 Mrs L Morgan* 1997
 Mrs G Vulcan* 1997
 Mrs S Ball* 1998
 Mrs M Duffield 1998
 Mr I Grover* 1998
 Mr J Malone* 1998
 Mrs J Grover* 1999
 Prof P Vulcan AM 1999
 Mrs F Barrow OAM 2001
 Mr G Gude 2001
 Mr R Fletcher* 2002
 Mrs T Waite 2002
 Mrs M Bettess 2003
 Mrs L Fraser 2003
 Mr J Jamieson* 2003
 Mrs V Jamieson* 2003
 Mrs V Doolan* 2004
 Mrs S Stewart 2004
 Mrs J Browne 2005
 Mrs E Campbell* 2005
 Mrs L Dugan* 2005
 Mrs G Hance 2007
 Mrs C Sullivan 2007
 Mrs J Walter 2007
 Mr P Lee 2008
 Mr P Bennett* 2009
 Mr H Walker* 2009
 Mrs H Glotzer-Rozenfeld 2009
 Mr J Bainbridge 2010
 Mr R Fairley 2010
 Ms K Hodgson 2011
 Mr G Savage 2012
 Mrs F Matthews 2013
 Mr W Matthews 2013
 Mrs S Kudeviita 2014
 Mr N Peatling 2015
 Mrs P Bennett 2015
 Mrs P Calver 2016

* Denotes has passed away.

FINANCIAL OVERVIEW

From 1st April 2018, clients commenced transitioning into the NDIS. This made for an uncertain time for us and all in the sector. Despite this challenge, Bayley House produced a surplus for the year of \$335,251 and an operating cash flow of \$740,470.

Due to the unknowns, planning and forecasting have been a challenge. This surplus, therefore, represents an exceptional result, given that the two previous years produced deficits (2016 -\$750,641 and 2017 -\$228,020).

Income

Income increased by \$915,000 (8.8%). Additional clients in our day activities and extra support for clients in our accommodation services led to this increase.

Expenditure

Overall, expenditure has increased by \$350,000 (3.3%). While support for clients increases, the associated staffing costs increased in parallel. The increase in employee costs was just over \$530,000 for the year compared to 2017. Around \$350,000 can be attributed to the Equal Remuneration Order, a national minimum wage increase and increases in the consumer price index (CPI). Additional staff positions continue to support clients and families in planning for entry to the NDIS.

Additionally, employee expenses decreased in some areas due to the organisation making the very difficult decision to make three positions redundant during the year. We made a conscious decision to use internal resources rather than external consultants. This has decreased consultant expenditure by \$68,000 from the 2017 financial year end.

Due to a focus on capital improvements led by the Infrastructure, Assets and Governance Committee, repairs and maintenance expenses reduced in the year. Planned capital projects include a new kitchen at Lonsdale Avenue and a new garden at Fewster Road.

Commuting and transport costs have increased by just under \$50,000, (18.5%) due to increases in petrol pricing and vehicle maintenance. Thanks to the support of Hymans Valuers & Auctioneers and Bayley House Family and Friends, we purchased two new buses this year. These buses will not only be favoured by our clients but will also be more economical to run.

With the transition to NDIS, we focused on increasing our use of technology. Due to a successful partnership with NICE IT, we have minimised the increase in expenditure on information technology (\$357,000 to \$395,000).

Future priorities

- As an increasing number of clients transition into NDIS, moving away from block funding to individualised funding, Bayley House will have a greater focus on managing debts and collecting cash.
- To ensure Bayley House remains sustainable in the NDIS we will continue to focus on reducing administration costs by increasing the use of technology and streamlining processes.

Audited financial statements

The Financial Statements, accompanied by the Auditors' Report, are sent to all members and copies are available on request.

INCOME 2017-18	\$	%
Government grants	8,527,406	75.6
Client fees	1,739,288	15.4
Donations	621,783	5.5
Other grants	22,846	0.2
Investment and interest income	228,673	2.0
Contracts	24,172	0.2
Other Income	108,269	1.0
TOTAL	11,272,437	100.00

EXPENDITURE 2017-18	\$	%
Employee benefits expense	8,346,820	76.3
Other employment expenses	108,123	1.0
Direct client costs	416,276	3.8
Depreciation and amortisation expense	309,085	2.8
Commuting and transport costs	313,689	2.9
Occupancy costs and utility expense	493,100	4.5
Repairs and maintenance expenses	169,905	1.6
Stationery and office consumables expense	96,589	0.9
Consultancy fees	49,197	0.4
Finance and legal expenses	32,173	0.3
IT and communication expenses	395,679	3.6
Other expenses	206,550	1.9
TOTAL	10,937,186	100

2016-2018 FINANCES	2017/18	2016/17	2015/16
INCOME	11,272,437	10,356,593	9,671,893
EXPENDITURE	10,937,781	10,584,613	10,422,534
SURPLUS / (DEFICIT)	335,251	(228,020)	(750,641)

FUNDRAISING AND COMMUNITY PARTNERSHIPS

We recorded our strongest fundraising effort ever this year. This result was underpinned by strong community partnerships and well-planned fundraising, marketing and communication campaigns which raised our profile.

We fostered valuable partnerships and dialogue with stakeholders within government, business, local schools and sporting groups as we advocated and raised awareness for the Bayley House community.

Fundraising revenue

Almost \$650,000 was raised this year, primarily through donations, appeals, grants and corporate activities, excluding bequests. This represented 6% of our total income and a 6% increase on last year.

Marketing and promotions

We are refreshing our brand and redeveloping our online presence to market our services better, attract new clients and confirm Bayley House as a provider of choice amid increased competition in the sector. Our new-look branding, website and messaging will reflect and promote our offering to stakeholders including prospective and current clients, families, donors, partners and volunteers.

Government relations

Bayley House enjoyed significant support from Bayside City Council plus local, state and federal politicians. We are fortunate to claim genuine interest from local and State representatives and appreciate our strong relationship with Tim Wilson MP, Federal Member for Goldstein.

Corporate & community partnerships

Many corporate and community organisations partner with Bayley House to establish mutually beneficial relationships based on shared values and objectives, including:

- Ian Hyman OAM, of Hymans Valuers & Auctioneers, together with his co-chair Kate Hulsman and a dedicated event committee, held a fifth annual Charity Lunch at the RACV Club which raised a record \$95,000 and featured a stellar line-up of AFL legends
- Coles North Brighton which provides work experience for our people through the Working to Potential initiative. Coles staff also raise funds in support of Bayley House
- Bambini Childcare, Brighton Newsagency, Brighton Grammar ELC, Lakeside Financial and Peter's Mitre 10 in Brighton which all offer work experience through our Working to Potential initiative (ranging from child care, library duties and administrative and retail support) for our participants each week
- the many sports clubs, schools, businesses and service groups who provide fundraising and other support – thank you.

Trusts & foundations

This year we secured over \$137,000 in grants from philanthropic trusts, private ancillary funds and government bodies which enabled Bayley House to:

- trial Eye Gaze technology, an innovative communications interface for people with limited physical movement and speech
- provide an after-hours therapeutic art and meditation workshop
- extend the role of the NDIS FLO from three to four days per week.

Special acknowledgements

Funds raised by the Bayley Birds, Family and Friends and Residential Raisers supported the purchase of a new 12-seater wheelchair accessible bus, secured client access to regular physiotherapy and aided our website redevelopment.

As Patron since May 1995, Bill Hodgson champions our cause and promotes the work we do. Bill and his wife Rea facilitated key projects during the year.

"I've been a proud supporter for over 25 years – it gives me great satisfaction knowing that my donation makes a real difference to all the people Bayley House serves." – Bill Hodgson, Patron



Our Ambassador Chris Renwick AM plays a significant role in promoting Bayley House to key influencers and creating new funding opportunities.

"Many in the community believe that the NDIS now covers all the costs for people with disability, this is not the case – Bayley House alone needs to raise over \$1 million a year to meet the shortfall in NDIS funding. Bayley more than ever relies on philanthropic support from the community, the corporate sector, private trusts and bequests to cover this shortfall. Your support will be greatly valued." – Chris Renwick AM, Bayley House Ambassador



FUNDRAISING INCOME 2017/18	Received	%
Appeals	\$145,867	22
General Donations	\$127,922	21
Corporate	\$158,994	24
Major Gifts/Specific purpose Donations	\$63,000	10
Grants	\$148,846	23
TOTAL	\$644,629	100.00

Note: 6% increase compared to 2016/17



'MAKING LIVES EXTRAORDINARY' CHARIDY CAMPAIGN

Bayley House staged its second 24-hour online fundraising campaign to raise an astounding \$191,048. Our initial target of \$150,000 was achieved in just two hours.

We sincerely thank our generous matching funders: Bill Hodgson, Mel and Peter Hannon, Hede Architects, Fay & Wally Matthews and the Vulcan family.

BAYLEY HOUSE
making lives
extraordinary

Our campaign highlights by the numbers:

- 322 donors contributed
- 37% of these were first-time donors
- raised \$191,048 in total
- 25 volunteers brought the campaign to life
- over 800 phone calls motivated donors during the telethon
- boosted our Facebook followers by 7%
- 7,693 people viewed our campaign posts on social media



OUR STRATEGIC IMPERATIVES

1. MISSION-BASED

We:

- Keep clients, families and carers as central in all we do, and ensure there is clear two-way communication.
- Make it easy for those we support and their families/ carers to feel connected with us, and tailor our services according to goals and aspirations.
- Embrace an holistic view of individual wellbeing and quality of life.
- Advocate for the rights of individuals and the need for societal change.
- Generate innovative housing and transport solutions in partnership with individuals and their families/ carers.
- Generate meaningful skill development, learning and employment pathways for individuals so they may flourish in their local community.
- Facilitate improved individual outcomes.

2. SUSTAINABLE

We:

- Ensure our financial base supports the provision of optimal quality services.
- Provide lean and efficient services that represent value for money.
- Develop integrated business systems that are efficient and support service provision.
- Actively seek new markets and evaluate opportunities to partner in order to fulfil our mission.
- Ensure optimal use of infrastructure.
- Be nimble and adapt readily to a changing landscape.

3. HIGH-PERFORMING

We:

- Invest in development of our team, so our workforce are highly skilled, inspired and living our values.
- Be committed to a 'one-team' approach, working directly and indirectly with those we serve.
- Create structured career pathways and mentorship opportunities for staff.
- Draw on the many talents of our skilled team of volunteers.
- Continue to support our above-industry staff retention.
- Attract the best people in the sector.
- Build a profile as a centre of excellence.

4. SECTOR-LEADERS

We:

- Provide exemplary services underpinned by evidence.
- Use individual and aggregate level data and feedback to inform our decision-making and planning.
- Foster a cohesive Leadership Team who lead with passion, positivity and contemporary acumen.
- Forge links with business and teaching/research institutions to advance our profile nationally and internationally.
- Support the next generation of workers to be skilled and capable when working with people who have an intellectual disability.
- Celebrate new ideas, fresh thinking, and have the courage to take risks and learn.

OUTCOMES

QUALITY OF LIFE

- Rights
- Relationships
- Social inclusion
- Life-long learning
- Self-determination
- Physical, emotional and material well-being

ORGANISATIONAL HEALTH AND GROWTH

- Financial
- Property and assets
- Organisational culture
- Workforce engagement
- Systems and business technology
- Brand, positioning and marketing

**By 2021,
Bayley House
is regarded
as a centre
of excellence
for adults with
intellectual
disability**

THANK YOU

Our sincere thanks to everyone who has generously supported us throughout the year.

Your contribution is gratefully appreciated and assists us in providing the invaluable services families trust us to provide. Thank you!

Patron

Bill Hodgson

Ambassador

Christopher Renwick AM

Bequest Society Ambassadors

Faye Barrow OAM

Gwenda Hance

Janet Walter

Businesses

Brighton TAB

Butler Freight Pty Ltd

Gardenvale TAB

Grill'd Elsternwick

Hede Architects

Lakeside Financial Pty Ltd

Network Integration & Computing
Experts (NICE IT)

Ritchies Stores - Head Office

Slattery Asset Management

Tax Assure

Thomas Egan Lawyers and Solicitors

Charity Partners

Coles – North Brighton

Hall Chadwick Chartered Accountants

Hymans Valuers & Auctioneers

Kay & Burton Bayside

Les Clefs d'Or Australia

Macquarie Bank

Morgans Financial Brighton

Nick Johnstone Real Estate

Oak Capital

Clubs & Associations

All Souls Opportunity Shop

Bayside Hockey Club

BICCY'S Opportunity Shop

Macquarie Group Foundation

Order of the Eastern Star

– Brighton Chapter

Probus Club of Hampton Inc

Sandown Greyhound Racing Club

St Andrew's Opportunity Shop

The Angels Supporter Group of

St Kilda FC

The Victoria Golf Club

– The Monday Boys

Estates

Intellectual Disability Care Foundation
(Robert Oswald Ball)

The Estate of the Late Dawn Mellers

Fundraising Committees

Bayley Birds

Bayley House Family & Friends

Bayley Residential Raisers

Government

Bayside City Council

Department of Health
& Human Services

Schools & Colleges

Brighton Grammar School

Firbank Grammar School

Holmesglen TAFE Moorabbin

Kostka Hall Xavier College

La Trobe University

Melbourne Polytechnic

RMIT University

Sacre Coeur School

Sandringham Secondary College

St. Leonard's College

University of Melbourne

Trusts & Foundations

Bayley House Foundation Ltd

Bell Charitable Foundation

Brian M Davis Charitable Foundation

Community Enterprise Foundation

– Bendigo Bank Sandringham

Macquarie Group Foundation

Open Gardens Victoria

The Amelia Eliza Holland Trust

The Collie Foundation

The Good Guys Foundation

The Johnstone Family Foundation

The William Angliss (Victoria)

Charitable Fund

Community Partners

Bambini Asling Street

Bambini East Brighton

Bambini Wilson Street

Brighton Grammar

– Early Learning Centre

Brighton Medical Clinic

Brighton Recreational Centre

Church of Christ – Opportunity Shop

Coles Bay Street, Brighton

Coles Church Street, Brighton

Glen Eira Adult Learning Centre

IGA Dockendorff's

Lakeside Financial

Middle Brighton Newsagency

Middle Brighton Train Station

Mind My Lead

Peter's Mitre 10 Brighton

Premium Health

St Andrew's Opportunity Shop

St Stephen's Church

St Stephen's Opportunity Shop

Trinity Uniting Church

The Brighton Button Shop

White Rabbit Restaurant, Brighton

Wilson St Kinder, Brighton



HOW YOU CAN HELP

With your help, Bayley House can continue to provide exceptional service and support to our clients. Your time, money, resources or ideas are welcome and allow us to make a real difference to the people we support.

DONATE

A single donation will make a difference or become a regular supporter through monthly giving. Donations can be made at bayleyhouse.org.au or contact us on the details below. Donations are tax deductible.

FUNDRAISE

Fundraising for Bayley House is easy. You can host an event, hold a raffle or celebrate a milestone birthday. Fundraising online is simple with everydayhero.com when you take part in a sporting activity such as a fun run.

VOLUNTEER

Volunteers play a crucial role in helping to support our clients. You can assist in a range of ways: help in specific activities, assist on community access outings or get involved in our special projects. There are many ways to lend your expertise and engage in your hobbies or interests while supporting clients.

PARTNER WITH US

Many community organisations and businesses partner with us and demonstrate their corporate social responsibility. These invaluable partnerships are beneficial both ways and help us deliver better services and activities. Partnership packages can be designed to meet your organisation's needs while benefiting the people Bayley House supports. For more information, please contact our Fundraising Manager on 03 9982 1537.

LEAVE A BEQUEST

By leaving a gift to Bayley House in your Will, no matter how large or small, you will create a legacy that will help us provide activities and services to meet the needs of our people now, and into the future. For more information, please contact our Fundraising Manager on 03 9982 1537.

We value your support and would love to hear from you on:

📞 03 9982 1500

✉ contactus@bayleyhouse.org.au

bayleyhouse.org.au



Bayley House ABN 79 262 349 071 ACN 617 500 633
52 Middle Crescent, Brighton VIC 3186

📞 03 9982 1500 ✉ contactus@bayleyhouse.org.au



We honour our heritage and
founders of the Brighton and
Districts Helping Hand Association

CONNECT

📘 facebook.com/BayleyHouse 📷 instagram.com/bayleyhouse 🐦 twitter.com/Bayley_House

bayleyhouse.org.au