



ANNUAL REPORT

2020

OUR VISION

That all people with disabilities
have the opportunity to
develop to their individual
potential.

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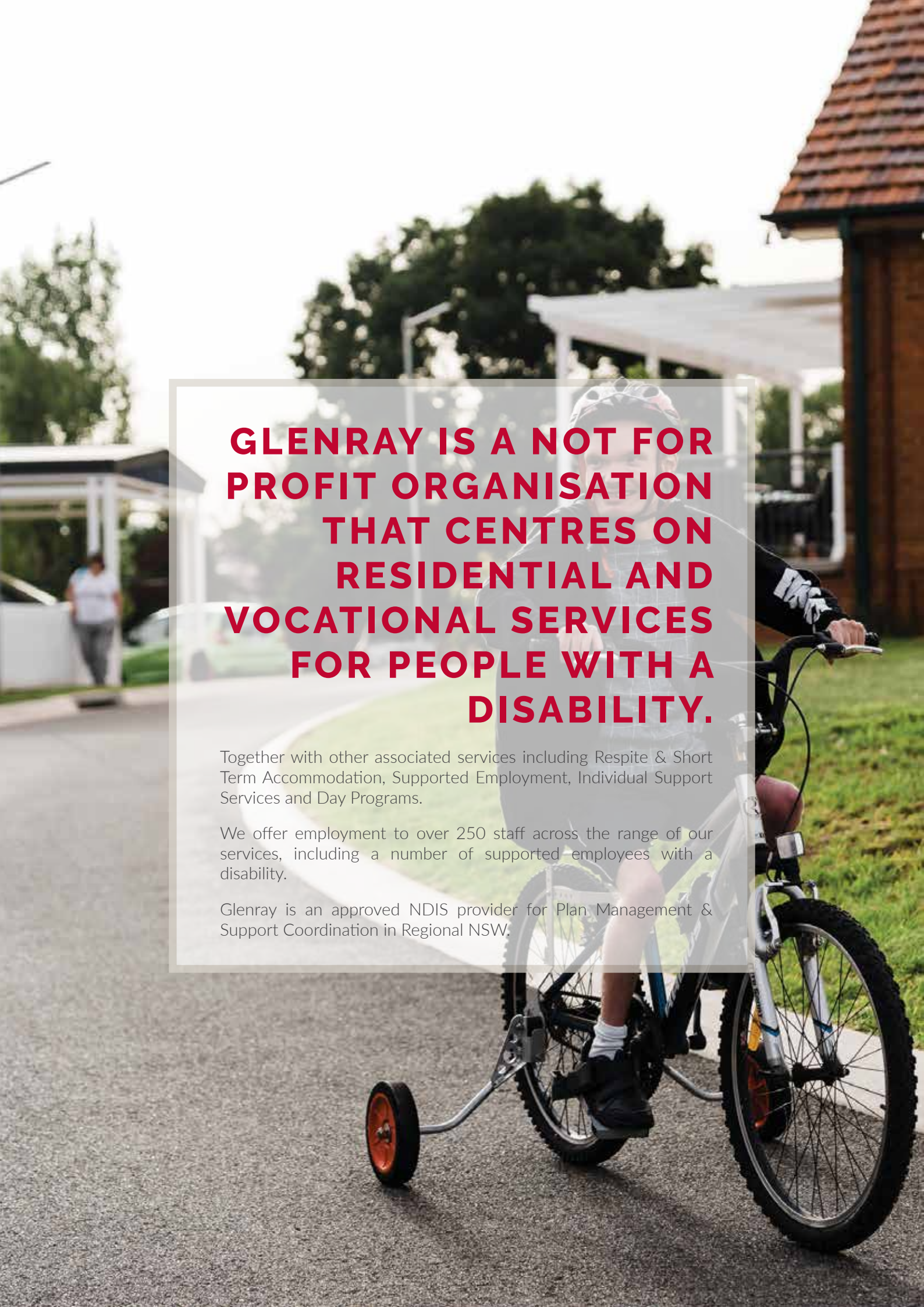
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OUR PURPOSE

Glenray's purpose is to be the first choice provider of quality services and products to benefit people with disabilities.

The central purpose and role of Glenray is to provide amongst others:

- Accommodation
- Day Programs & community involvement
- Individual Support Services
- NDIS Plan Management & Support Coordination
- Vocational enterprises



**GLENRAY IS A NOT FOR
PROFIT ORGANISATION
THAT CENTRES ON
RESIDENTIAL AND
VOCATIONAL SERVICES
FOR PEOPLE WITH A
DISABILITY.**

Together with other associated services including Respite & Short Term Accommodation, Supported Employment, Individual Support Services and Day Programs.

We offer employment to over 250 staff across the range of our services, including a number of supported employees with a disability.

Glenray is an approved NDIS provider for Plan Management & Support Coordination in Regional NSW.

OUR TEAM



KATH GRAHAM

GENERAL MANAGER

Kath has more than 20 years' experience in delivering growth and sustainability to businesses. Kath has worked in a variety of sectors and government organisations where she has delivered a number of key projects.



SCOTT GREEN

CHIEF FINANCIAL OFFICER

Scott is a registered nurse and worked in Mental Health and acute disability care before joining Glenray. Scott started managing Glenray house and now is the CFO.



KATE GORRELL

PEOPLE + CULTURE MANAGER

Kate joined Glenray in April 2020, and is excited to be working for a local not for profit organisation who provides such critical services to people within the community.



MARY ELLEN CRIMP

MANAGER SUPPORT SERVICES

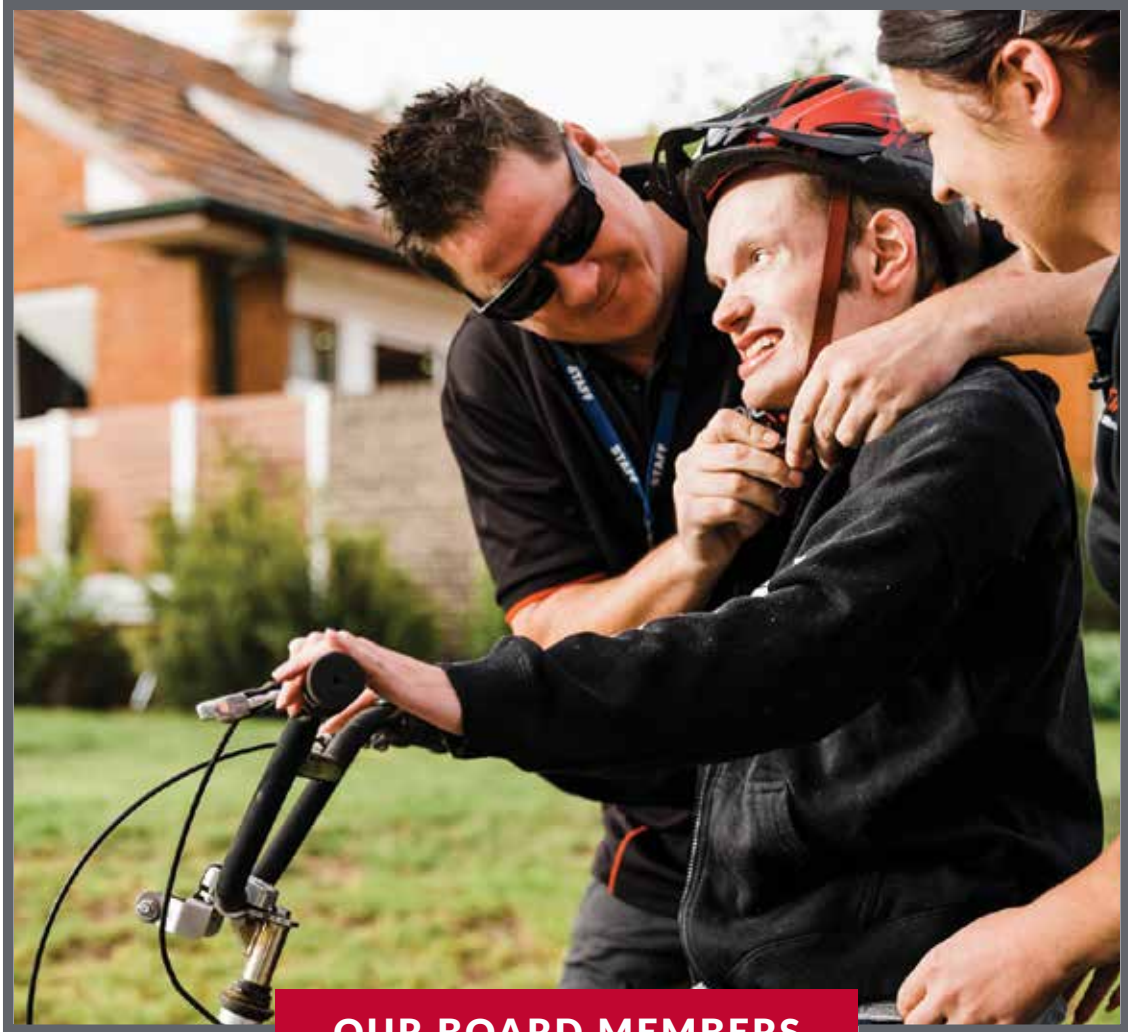
Mary-Ellen joined Glenray in October 2019, and has more than 20 years experience in Community Services. Mary-Ellen has worked across various roles with Disabilities, Aged Care, CJP and OOHC.



BRUCE CHADDERTON

OPERATIONS MANAGER

Bruce joined Glenray in October 2020, and brings more than 30 years experience in People and Process Management, he looks forward to working at Glenray and sharing his expertise.



OUR BOARD MEMBERS

President		Mr Brian Adams
Vice President		Mr John McMahon
Secretary		Ms Felicity Small
Treasurer		Mr John Thompson
Director		Mr Even Dowd
Director		Mrs Judy McGirr
Director		Mrs Deirdre Keogh
Director		Mr Ted Reedy

Mr Steven D'Allessandro - Resigned Dec 2019 | Mr Ian Hooper - Resigned March 2020



PRESIDENT'S REPORT

BRIAN ADAMS

**OUR FOCUS WILL
BE ON THE GROWTH
OF OUR EXISTING
SERVICES AND THE
DEVELOPMENT OF
OUR STAFF**

The financial year of 2019-20 will be one to remember, particularly for the challenges that the COVID-19 Pandemic created in the business environment.

Glenray's rapid response to the COVID -19 pandemic by the General Manager and the Senior Management Team to the establishment of procedures to safeguard our clients, supported employees and staff brought stability and direction as they navigated the challenges in a fragile business environment. The outcome was such that Glenray completed the financial year in a positive manner recording strong growth notwithstanding the many challenges faced in the latter part of the year. Unfortunately, normality remains a long way off.

Glenray will remain vigilant of the need to maintain the procedures that have been well implemented to date as we continue to combat COVID-19.

Glenray has operated for over 60 years and has faced many challenges along the way under the governance of an experienced and well-balanced Board of Directors. Due to retiring members of the Board during this financial year we have been fortunate to have the honorary services of four new members added to the Board. These new members provide expertise in Accounting, Finance, Marketing, and Management maintaining the balance in expertise within the Board structure. All members can be assured that the organisation growth and direction continues under the guidance of a very professional team of Directors.

Our focus in the planning period ahead will be on the growth of our existing services and the development of our staff in order that they continue to deliver these services to the high standard that is expected of Glenray. We will continue with our capital works programme with the underlining strategy being to build the asset base of the company thus maintaining a robust organisation that can withstand the challenges of the future and develop opportunities and new facilities for the benefit of our Clients.

On behalf of the Board of Directors I wish to thank all of our staff and support workers for providing a continuity of services to all of our clients in unprecedented conditions.

Thank you also to the Board Members who give their time voluntarily to ensure that the strategic direction and general governance of Glenray is well supported. In particular we thank Ian Hooper our immediate past Treasurer who retired from the Board this year following eight years of voluntary service to Glenray.

TREASURER'S REPORT

SCOTT GREEN

A PLEASING RESULT WHEN FACED WITH A BACK DROP OF COVID 19 FOR THE LATTER HALF OF THE FINANCIAL YEAR.

Glenray Industries recorded an operating surplus for the current financial year.

This is a pleasing result when faced with a back drop of Covid 19 for the latter half of the financial year. To put the impact of Covid into perspective our Laundry reduced services by nearly 90% in the first month of Covid, a similar decline developed in Community Support and Day Program's.

Assistance was received from the Commonwealth Government and NDIS that provided the necessary cash flow to keep all our staff and supported employees in jobs throughout the pandemic. This assistance also enabled Glenray to continue to offer supports in the home, community or workplace to those that required it.

Overall revenue increased to \$27,205,000 up 33% from the previous year, revenue from the NDIS makes up a large portion of this increase but other areas also welcomed a return to more profitable times with our Australian Disability Enterprises bouncing back from some difficult years.

Glenray is in sound financial position at 30 June 2020, with healthy bank balances and minimal interest bearing liabilities. We continue to maintain and grow a strong balance sheet with current assets exceeding current liabilities by \$2.6 million with a Current Ratio of 2.1.

Investment in bricks and mortar remains a feature of Glenray's balance sheet with Land and Buildings having a carrying value in excess of \$8 million at 30 June 2020.

The NDIS continues to transform the platform that our business operates on. There is a much wider spectrum of services offered to an individual who has a disability. With this is a comparable enhancement of choice and control promoting the enrichment of life experiences for those with a disability.

Glenray is well placed financially to continue its positive relationship with the NDIS.

GENERAL MANAGER'S REPORT

KATH GRAHAM

**OUR ROLE IS CLEAR,
WE WILL CONTINUE
TO OPERATE WITH
A PRIMARY FOCUS
ON MAINTAINING
ESSENTIAL
SUPPORTS TO
PEOPLE LIVING
WITH A DISABILITY**

I would like to open my report with a massive “thank you” to all of our staff who have worked tirelessly this year. 2020 has been a difficult time for everyone, and a time of great uncertainty, it has also been a time when the work we do has been at its most critical.

The COVID-19 pandemic was a fast moving situation and was an extremely challenging time for all of us.

First and foremost, I appreciate everyone’s commitment and support for the measures developed and implemented by Management this year. These measures have been developed to protect our clients, supported employees, staff, contractors and suppliers from the devastating effects of this virus that has and may continue to affect our society.

Whilst COVID-19 has made some big impacts on the way we live, our priority remains unchanged – Our role is clear, we will continue to operate with a primary focus on maintaining essential supports to people living with a disability, while protecting our staff and the wider communities we serve from the effects of COVID-19.

We will be forever changed by this collective experience, and we have all emerged with a different perspective on how we work, learn and care for our participants.

The administration team have had their share of challenges this year that has seen disruptions to work and relocations due to COVID-19 and the expiration of the office lease. Over the past year we have continued to explore options for a permanent site for our head office. After a long wait we have finally relocated our administration operations into our new premises at 225 Howick Street, Bathurst. The location close to town was specifically chosen to help make disability support services more accessible to the people of Bathurst providing more opportunity for people with a disability to access our services and programs and reach their full potential.

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GENERAL MANAGER'S REPORT

KATH GRAHAM

Whilst we thought we were over the hump of the NDIS introduction and moving into a period where we can consolidate our systems and streamline our processes to make it easier and clearer for all, the complexity of the ever changing NDIS requirements and processes continues to be our greatest challenge. The challenges we are now experiencing, relate to Supported Independent Living (SIL) prices and funding allocations by the NDIS. In its current form, the cost model does not adequately cover all the costs associated with the provision of SIL. The NDS continues to advocate on behalf of service providers on these issues to NDIS and Australian Governments and whilst they understand that there are cost pressures on the NDIS, they question the rationale for the heavy targeting of SIL to manage these pressures.

In 2019, the Board approved further investment for stage 3 of the residential development at Glenray Village. This will comprise of an additional four Supported Independent Living group homes. We have made significant progress over the past year with the final design and subsequent Development Application approval. Construction is expected to commence in early 2021.

We have such a highly skilled and committed team across all our areas and I wish to thank you all for your consistent and valuable support to our participants and the families we serve. Your compassion, devotion and commitment to ensure you continue to provide high quality services that meet the needs of our participants is commendable and the value you bring to making every participants journey with Glenray a pleasure is inspirational.

As we move forward we will continually strive to be The Provider of choice of quality services and products for those in the Central West and beyond that meet customer needs and drive inclusion in the community for people with disability.

This will not be possible without well trained and professional staff. Recruitment and retention are a major focus for us and we will continue to provide training and education to enable them to do their work well, in a supportive environment.

In closing, I would like to thank the Executive team for your commitment and dedication over the past year and the people we support for trusting us to care for you!

A special thank you to our Board of Directors who continue to believe in what we do, their leadership, service and support they have given Glenray this year. Our Chairman Brian Adams has continued his wonderful service to our organisation and to me personally. My profound thanks to Brian.

We look forward to a great 2021.

Kath Graham



STORIES:

DOTTI AND MATT

Glenray participants and long life partners, Dorothy Hancock and Matthew Barker had a commitment ceremony to each other on Saturday, August 24th, 2019.

The couple who both work at Glenray Laundry, were joined by 130 guests, ranging from family and friends, their colleagues and housemates and Glenray staff all attended the ceremony at the HOPE Church in Kelso. Matty, the chivalrous man asked Dot's mother many years ago before she passed away, could he marry her daughter.

Glenray staff meticulously organised the wedding to make it one to remember. Pastor Steve lead the commitment ceremony, where Dorothy walked down the aisle accompanied by her father, Donald. There were plenty of tears of joy on the day.

Everyone who attended the event was overjoyed with happiness, with many of the Glenray community getting involved from the laundry supplying the linen for the tables, GL&L "day programs" hand making petal cups for the big day to Support workers donating their time to make a wedding cake, and DJ music services so the guests could dance the afternoon away.

A BIG thankyou to everyone who made this event possible.

HIGHLIGHTS

2019 - 2020

Purchased and installed Bundle Connect in the Laundry.

Stage 1 of Bundle Track, Bundle connect is a smart productivity management system that provides real time inventory reporting.

Using RFID technology it allows us to track inventory and provides online ordering and streamlined processes for our clients.



Delivered Care Packages to our Supported Living Homes during COVID restrictions

The hampers were a welcome distraction and lifted the spirits of staff and residents during a very stressful time. Another initiative that was implemented to ease the stress and say thankyou to our many hardworking support staff.

We welcomed new residents in Bathurst and Lithgow

We increased our SIL with 2 new Supported Living Homes at Freeman Cct Bathurst and Wrights Rd Lithgow, increasing our SIL capacity for 6 more people.

We also had a DA approved for a further 4 new homes at Glenray village increasing capacity there by 20 people.



More staff training rolled out throughout 2020

Staff have completed a variety of training throughout the year, including Behaviour Support training, Peg Training, Abuse And Neglect modules, Manual Handling, Vehicle Accessibility training, Covid Infection Control training, and NDIS and NDS update webinars.



AT A GLANCE



230

Dedicated Staff



126

Individual Support Clients



55

Supported Employees



281

Plan Management Clients



277

People supported



142

Support Coordination Clients



55

SIL Clients across 17
homes

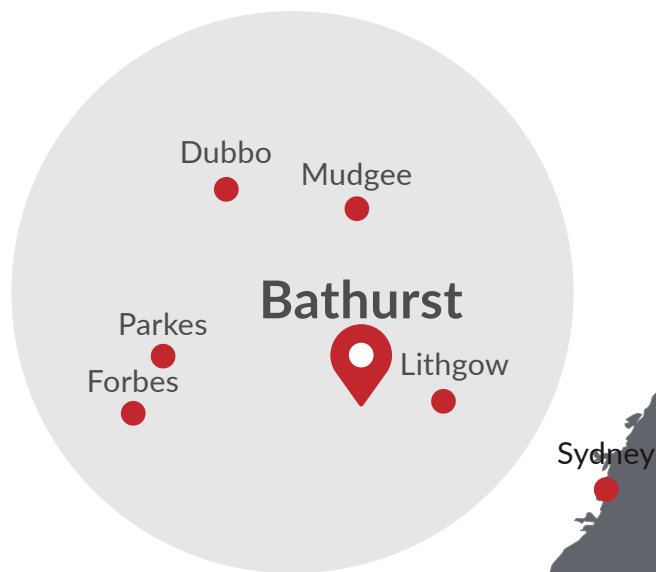


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Lifestyle and Learning
Participants

SERVICE LOCATIONS

GLENRAY PROVIDES DISABILITY SUPPORT AND BUSINESS SERVICES ACROSS CENTRAL WEST NSW, WITH OUR HEAD OFFICE CENTRALLY LOCATED IN BATHURST





KEY SERVICES

Vocational

Our Vocational Services facilities are major enterprises referred to as ADEs (Australian Disability Enterprises) that compete in the open market and provide full time employment for 55 supported employees.

Vocational services are Federally funded through the NDIS and supported employees within Glenray are in receipt of productivity based wages.

The businesses operate and service regional NSW area.

Glenray Industrial Services is aligned to the manufacturing and services sector of Industry while Glenray laundry and linen service is aligned to the hospitality, tourism industry and commercial sectors.

Support

Glenray offers disability support services in the form of Accommodation, Lifestyle and learning Day Programs, NDIS Support Coordination, Plan Management and Individual Support Services in Bathurst, Lithgow, Mudgee and other Regional areas of Central Western NSW.





SUPPORT SERVICES

Supported Accommodation

Glenray's supported accommodation program offers individual support to adults and young people living with disability, in a diverse range of housing options, such as a house, unit or group home which meet the resident's needs. The goal of this service is to enable people living with disability to live in community based settings. All residents can participate in community based activities related to their daily living, such as shopping, meal planning and home maintenance.

Within each of these settings our staff provide an environment where residents have active input into how they wish their home to function. Our homes provide a safe, secure and caring environment.

Lifestyle and Learning

Our unique centre based learning programs aim to develop skills for independence, recreation and social inclusion, through a diverse range of lifestyle experiences for adults and young people living with disability. We tailor individual programs to create person-centred plans, which offer clients the opportunity to develop to their individual potential.

We offer these programs in Bathurst, Lithgow and Mudgee.

NDIS Plan Management

Glenray provides a plan management service to the individual client to make claims and pay providers on behalf of the client for the supports that have been agreed to be provided.

Individual Support Services

Glenray is an approved provider of the NSW Government's Individual Support Services. Formerly known as the High Needs Pool and Attendant Care Programs, this service enables people living with a disability to manage personal care needs and live as independently as possible. Glenray focuses on building independence and ensuring clients develop the skills needed in everyday life. Under Individual Support, clients are given flexibility to control their own personal support. This enables them to make decisions about planning and their individual involvement.

We operate seven days a week, 24 hours a day and provide support workers who are qualified, professional and supportive. We are committed to providing a positive support experience for both the carer and person with disability, and can support people aged 0-65.

NDIS Support coordination

Glenray offers NDIS Support coordination to assist in the plan preparation to meet the individual requirements of the client. The plan is designed with support coordination around the participants having a say in what they wish to achieve. Our coordinators take the participants on a step by step journey through a negotiation process with the NDIS to ensure the best outcome is achieved for the participant for their established goals through core and capacity building supports. An ongoing monitoring process is implemented by the coordinator throughout the life of the plan with continual feedback to the client and guardians.



VOCATIONAL SERVICES

Industrial Services

Industrial Services is comprised of a number of individual businesses in the areas of:

Manufacturing

At Glenray Industrial Services we strive to satisfy transport packaging needs. We are the only timber packaging manufacturer in the NSW Central West certified under the Australian Wood Packaging Certification Scheme (AWPCS & IPSM 15).

Glenray specialises in the following products:

Standard size or custom built pallets (export and domestic).

Custom boxes and crates for transport (export and domestic).

Gluts and bearers.

Bed Bases.

Facilities Maintenance

Glenray work crews are involved in major grounds maintenance, facilities and cleaning contracts in the local area. The Facilities Maintenance Business is comprised of a small number of major contracts contributing 50% of the turnover in the Industrial Services Business.

Document Destruction

Glenray Industrial Services provides a secure document destruction service to individuals and business owners in the Bathurst area.

Glenray sorts and packages small items and offers replacement labels on product packaging on an opportunistic basis.

Laundry Services

Glenray has more than 30 years' experience in premium laundering and linen hire. We service the motel, hotel and restaurant market and offer pick-up and delivery across the Central West including Bathurst, Lithgow, Orange, Dubbo, Millthorpe, Forbes, Parkes and Mudgee. The laundry business has the capacity to process 70t per week.

The Laundry facility and head office were completely destroyed by fire in May 2018. The new laundry was rebuilt on the same site and was completely operational in February 2019. The laundry business has been processing in excess of 30t of laundry per week.

As business was increasing the coronavirus struck in March 2020, with a devastating impact on the operations of the laundry business. The hospitality industry in the Central Western Region of NSW came to a standstill, causing a reduction of 87% in the turnover with tonnage throughput falling below 8 tonnes per week.

FINANCIALS

2019 - 2020

**A SOLID YEAR
FOR GLENRAY
IN A VERY
CHALLENGING
ENVIRONMENT**

Revenue by business area summary

Accommodation **\$11.7M**

Laundry **\$2.5M**

GIS **\$1M**

Day Program **\$2.4M**

Individual support **\$1.7M**

Other **\$7.6M**

GLENRAY WILL CONTINUE TO INVEST IN RESOURCES THAT ENHANCE THE LIVES OF INDIVIDUALS WITH A DISABILITY.

**40%
INCREASE IN
NET ASSETS
TO \$12.6M**

Value in bricks and mortar continues to be a staple of our balance sheet with over 8 million dollars in land and buildings.

	FY 2020 \$M	FY2019 \$M	Increase \$M	Increase %
Total Assests	17.0	13.2	3.8	28
Total Liabilities	4.4	4.2	0.2	4
Net Assets	12.6	9.0	3.6	40

**TOTAL
REVENUE
GREW 33%
to \$27.2M**

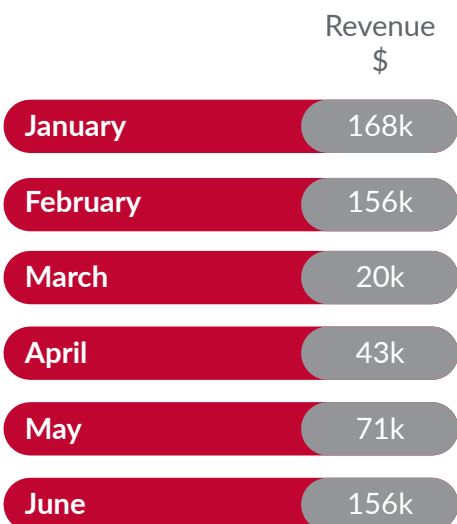
A closer look at revenue by business area, year on year

	FY 2020 \$M	FY2019 \$M	Increase \$M	Increase %
Accommodation	11.7	8.9	2.8	32
Laundry	2.5	2.3	0.2	7
GIS	1.0	1.5	-0.5	-31
Day Program	2.4	2.2	0.2	10
Individual Support	1.7	1.0	0.7	68
Other	7.6	4.3	3.3	75
Total	27.2	20.4	6.8	33

FY 20 was a solid year for Glenray despite the challenging Covid -19 Environment. Glenray accommodation services lead the way in our success delivering revenue of \$11.7M, an increase of \$2.8M over FY 19. Similarly the laundry performed strongly despite 3 months of significantly reduced tonnage due to Covid -19 shutdown of the tourism industry our primary source of clients.

Glenray Day Programs have also performed well despite being shutdown for 8 weeks due to Covid - 19 restrictions, our participants have supported these decisions to keep everyone safe and welcomed the reopening when it was safe to do so.

Glenray Industrial Services finished with a drop in revenue, largely due to the loss of a major cleaning contract. GIS continues to look for new opportunities to increase revenue along with employment opportunities.



A detailed look at revenue for the Laundry business shows the impact of Covid-19 throughout the early parts of 2020.

Glenray had a tremendous fight back from the impact of Covid 19 after the Laundry drops revenue by 87% in one month under Covid tourism ad travel restrictions.

We were assisted by Covid incentives provided by the government and the NDIS, allowing us to maintain our employees and be ready to pick back up as the restrictions lifted in June.

STORIES:

RON CELEBRATES HIS RETIREMENT

This year long time resident and employee of Glenray, Ron, retired after over 30 years of service in the Glenray Industrial Services team.

Ron worked tirelessly on our maintenance crew and in the wood workshop showing his excellent wood workmanship and team work.

He currently lives with us at Glenray Village and is filling his time with other interests and passions, he is busy creating furniture from reclaimed wood and restoring it to its former glory.

He also enjoys painting his model cars and planes, and is enjoying spending more time doing the things he loves.

Happy Retirement Ron.



