



ANNUAL REPORT

20
22



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OPPORTUNITIES TO ENHANCE

Glenray provides disability support and business services across Central West NSW, with our head office centrally located in Bathurst. Glenray is an approved NDIS provider that is a not for profit organisation and has been providing disability support services in the central west for 65 years.

Our services focus on Supported Independent Living, Supported Employment opportunities at one of our Australian Disability enterprises (ADE), Short Term Accommodation, Individual Community Support, Learning and Lifestyle Day Programs, NDIS Support Coordination + Plan Management.

We employ over 250 staff across the range of our services, and over 50 supported employees with a disability.

OUR VISION

All people living with disability are included and empowered to live the life they choose.

OUR MISSION

To be a leading service provider that supports people living with disability. We will do this by creating opportunities to enhance independence, provide choice and enrich lives.



OUR VALUES

INTEGRITY

We will do the right thing, hold ourselves accountable and honour our commitments.

CONNECTION

We focus on people first and nurture meaningful relationships.

RESPECT

We are inclusive and treat people with dignity, honesty and empathy.

POSITIVITY

We seek the positive in a challenging world.

COMMITMENT

We go above and beyond to do our very best.







ENRICHING LIVES AT HOME

JULIE PRICE

THE VILLAGE

It has been a busy year for development and growth within our residential services. The addition of the new outdoor recreation area at the Village offers our participants the opportunity to maintain their health and wellbeing, build on current skills or learn new ones, whilst strengthening friendships through exercise and group activities. These facilities include a ½ Basketball court with an adjustable hoop for wheelchair participants allowing inclusion for everyone, hopscotch, handball court and a 6 station fully accessible gym. In the new year there will be a giant chess board added.

The new outdoor pergola area provides an outdoor living space for participant's and their families to gather for a catch up or celebrate special events.

We have also seen considerable investment in upgrades and improvements with new furniture being purchased for several houses, new weather proof roofing installed over pergolas, and layout and accessibility of some houses improved through home modifications.

This year has also seen us create a new Evening Accommodation Coordinators role. This has been a great success, providing more support to our staff out of ordinary business hours.

We have continued to have challenges with COVID during the year and have had to be creative in the way daily activities were delivered. Staff rose to the challenge and adapted, arranging in home weekly programs which offered activities like cooking, arts and crafts, basic computer skills and dance classes. Staff assisted participants to maintain contact with their loved ones though Face Time and hand written letters.

OUR FAMILY

We have had many special celebrations over the year with multiple participants reaching milestone birthdays.

We also acknowledged the achievement of one of our participants graduating from High School. It makes us feel proud to see the progress our participants make.

NEW PROJECT

Over the past 12 months we have seen the the construction progress on our purpose built accessible 4-bedroom house "Casuarina" and a 1-bedroom unit "Gungarra". These are nearing completion in mid-December. These new houses will offer accessible communal living experience in our highly sort after unique Village environment.

We welcome all new SIL participants who have joined our Glenray family in the last year and look forward to meeting more in the future.

LITHGOW

We have continued to grow our Lithgow services with Supported Independant Living and Independant Community Supports being offered.

We welcome a new Team Leader in Lithgow. Who brings a wealth of experience and knowledge to the team and continues to build services in Lithgow.

Overall we have had a positive year and look forward to an exciting 2023.



A PLACE TO LEARN & GROW

TAMMY SMALL

LIFESTYLE & 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.

Over the last year we have invested in upgrades to both the high needs and general area, with the development of more spaces for craft, music and sensory areas for relaxing in as well as refreshed bathrooms and kitchen areas. There are more exciting revamps underway in the general space including a new break out area that will be turned into a beautiful sensory garden.

GLL in the past year have celebrated many special days, building upon the programs and experiences we offer our clients. The participants chose to participate in Pyjama Day supporting children in foster care, Beyond Blue raising awareness for mental health as well as Naidoc Week raising awareness for indigenous culture. The participants really engaged in these unique days and enjoy learning about new ideas.

Currently we have 50 clients attending our lifestyle and learning centre throughout the week enjoying a range of programs. We continue to receive enquiries and are excited to explore the future growth in this area.

We saw some disruption as Covid continued to affect our lives. We were able to adapt our services and continue supports to participant's through innovative program delivery direct to participant's in their homes.

INDIVIDUAL COMMUNITY SUPPORT

Glenray provides Individual Community Support Services to over 75 participants across the areas of Bathurst and Lithgow. 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 participants develop the skills needed in everyday life, through flexible delivery, enabling them to be involved in decision making.

We have seen some challenges with staffing in this area in particular due to an industry wide shortage of staff and we continue to recruit to meet the support demands.

We continue to see strong growth in enquiries in this area, and we have solidified our numbers and look forward to future growth.

NDIS SUPPORT COORDINATION

Glenray offers NDIS Support Coordination to assist in the plan preparation, implementation and reporting for the participants. Our coordinators take the participant on a step by step journey through the process to ensure the best outcome is achieved to reach their goals.

Support Coordination services has seen some changes this year, with new team members joining us. We have used this time to focus on providing a solid foundation in services and delivering quality support to our participants. Overall we continue to see an increase in participants as we proceed with our revamped team, and look forward to future growth.







WORK FOR ALL ABILITIES

We are committed to providing Supported Employment opportunities for people with disability from work experience through to career progression. We support 52 people living with disability to work in a positive and rewarding environment, gain meaningful employment and learn new skills.

INDUSTRIAL SERVICES

Our Industrial Services comprises of a number of individual businesses including:

MANUFACTURING

Glenray Industrial Services is the only export pallet manufacturer in the Central West of NSW certified under the Australian Wood Packaging Certification Scheme (AWPCS & IPSM 15). We specialise in custom built pallets (export & domestic), custom made boxes and crates (export & domestic), gluts, bearers and bed bases.

Over the past year we have experienced a shortage of timber supply which has impacted our ability to manufacture pallets and subsequently has had an impact on our income stream.

FACILITIES MAINTENANCE

Glenray's work crews are involved in a number of grounds maintenance contracts and offer a wide range of garden services. Customers include Bathurst Regional Council, Charles Sturt University and Catholic Diocese. This year we have secured additional contracts with several independent agencies.

DOCUMENT DESTRUCTION

We provide a secure document destruction service to local businesses in the Bathurst area. We have seen a significant increase in the number of customers utilising our services.

COMMERCIAL PACKAGING & ASSEMBLY SOLUTIONS

Glenray sorts and packages items, product labelling and this year we added cleaning rags to our services. The Industrial Services team recycles and cuts reject linen received from our laundry to produce high quality cleaning rags. The process includes collecting the reject linen, cutting and packaging. The finished product is sold to businesses throughout Bathurst including painters, mechanics, and builders. We are hoping to expand this business into the Central West.

LAUNDRY SERVICES

Glenray Laundry provides quality linen hire to the hospitality sector throughout the Central West of NSW. Our delivery schedule provides daily servicing to Bathurst, Orange, Forbes, Wellington, Parkes, Dubbo and Mudgee.

This year we have streamlined tasks and created cost savings through improved efficiencies. This included:

- purchase of a sorting station/conveyor in the wash area - reduction in inefficient handling of product, positive impact to manual handling process and redeployment of labour due to increased efficiency in the handling process.
- Implementation of 'roll-on - roll-off' system for deliveries; (stock delivered to and from customers in trolleys; improving time efficiency and reducing manual handling of bags).

The laundry has been significantly impacted from ongoing COVID with a decrease in visitation to the area, and subsequently a decrease in demand for linen. However, we are confident that this situation will improve as visitation increases and visitors to return to the area.



THE YEAR AT A GLANCE

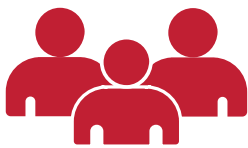


SAFETY & WELLBEING

This year saw ongoing challenges with COVID and we continued to support our staff and participants to remain safe throughout. We held several vaccination clinics administering vaccines to our participants, staff and the wider community. We achieved full vaccination of all residents and staff who chose to do so, and commend our staff for being so prompt in taking up these opportunities.

EXPANSION

We undertook a significant project this year expanding our residential village, building a new 4 person home, single person unit as well as a 20 space carpark and adjoining infrastructure. This new build has been designed to the Specialised Disability Accommodation (SDA) guidelines and provides much needed accommodation for people in our community living with disability.



90

Employees Inducted



1,334

Tonnes of Linen Processed



23,479

Average hours of support delivered each month

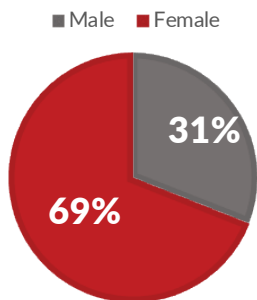


OPPORTUNITIES

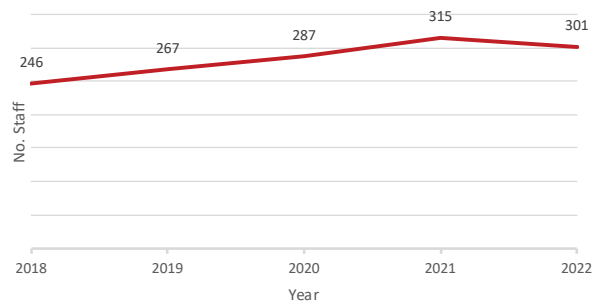
Glenray were the grateful recipient of a Stronger Communities Grant. The grant partially funded a new outdoor recreation area at Glenray Village, that included an accessible basketball court with adjustable height hoop. 6 accessible fitness stations included several stations suitable for wheelchair users. The participants love using the new area and enjoy using the space with their friends.

COMMUNITY

Glenray representatives were on hand to contribute to Bathurst Regional Councils review of their Disability Inclusion Action plan (DIAP). The DIAP aims to improve and support the inclusion of people living with disability in the Bathurst community, by recognising the local community's perceptions, ideas and concerns around accessibility and inclusion and how they are reflected in the local community.



Gender of Staff



Staff Growth

EMPOWERED POSITIVE CULTURE

KATE GORRELL

PEOPLE

Wow! What a fantastic year we have had at Glenray. We have certainly had a lot of challenges with continued COVID restrictions and requirements. Despite this, our team showed an amazing amount of resilience to ensure that they continued to provide essential supports for the amazing people that we work with.

We have seen so many examples of people really going above and beyond to ensure that we have maintained support to the people that we provide services to. We have seen our teams become very agile, flexible and creative in the way that we provide services, from providing day program facilities within homes that are locked down, to having staff “live in” to provide support to COVID positive people, to staff doing additional hours and assisting in any way they can to ensure that the people we support have everything they need, and that our team are looked after.

As at 30 June 2022, we employ 301 people across Bathurst and Lithgow. We are fortunate to be able to provide Supported Employment for people with a disability, and currently have 49 wonderful Supported Employees who do a varying types of work with us.

CULTURE

This year, we were thrilled to be awarded the Most Outstanding Community Organisation at the Bathurst Business Awards. This was public recognition of the fantastic work that our team do each and every day to ensure we provide exceptional support to the people who trust us to care for them.

During the year we have been rolling out refreshed organisational values of Integrity, Connection, Positivity, Respect

and Commitment. We feel that these values underpin all that we do at Glenray, and these values guide our decisions and how we operate. We have been excited to get out and see our teams and share this with them. This has been very positively received!

POSITIVE GROWTH

We have also invested in a Human Resource Information System, streamlining our processes and making training more accessible for our staff. This system will also allow the recruitment of new team members quicker and allow hiring managers access to information to help us be agile and speed up the process of onboarding our team. We are in the final stages of implementation and can't wait to share this with our team!

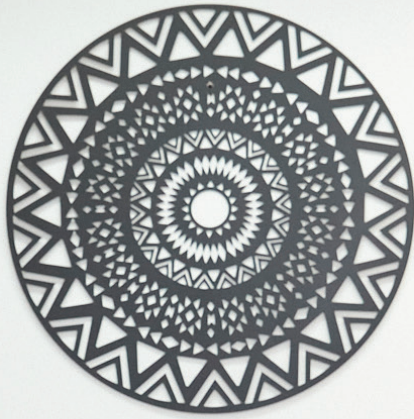
We continue our focus on training and education for our teams and are working with a local provider to provide accredited training to ensure our staff are providing high levels of support. We also continue to implement safety measures and training to ensure that the way we turn up to work is the same way we go home.

This year also saw us rolling out a “team member of the month” where we celebrate the amazing things that our team are doing! This has been very well received by our team, and we look forward to expanding of this within our new system.

Throughout the year the People and Culture team has expanded, and now includes two P&C Officers, and a Payroll and P&C Officer. Our team is now better resourced to provide further support and assistance to our team.

I am so incredibly proud of everything that we have been able to achieve at Glenray this year. Every team member has contributed to our success this year, and I am looking forward to seeing what we can achieve next year and into the future!





GENERAL MANAGER'S REPORT

KATH GRAHAM

DEDICATION & COMMITMENT

Glenray consistently maintained our services throughout the year supporting participants in supported independent living (SIL) settings, supported employees working in our two ADE's, participant's attending our Lifestyle and Learning Centre and participants in the wider community. This would not have been achievable without having dedicated and committed staff.

CHALLENGES

The year saw Glenray continue to respond to the ongoing COVID-19 pandemic. Responding to the COVID-19 pandemic has and continues to be a large part of our operation. The Executive Management Team developed a comprehensive COVID-19 response plan which has been tested on a regular basis, whilst maintaining support for our participants.

We continue to see changes and reductions imposed on SIL funding. There has been unplanned and unexpected reviews of participants SIL funding and in some cases these reviews have led to the reduction in funding of more than 50% with no notice or consultation. There is also no option for providers to discuss these decisions on behalf of our participants with the NDIA as they will not communicate with providers regarding SIL funding.

In May, the new Government was sworn in and the Hon Bill Shorten MP was appointed the Minister for the NDIS. The Albanese Government has launched an Independent Review into the NDIS. Minister Bill Shorten said "The NDIS Review will help us make the NDIS a world-class scheme to improve

outcomes for people with a permanent and significant disability so they can live an ordinary life". All I can say is "Watch this space!"

Recruitment continues to be our biggest challenge.

HIGHLIGHTS

CONGRATULATIONS to everyone at Glenray, last year we were awarded "Outstanding Community Organisation", at the Bathurst Chamber Business Awards.

We have experienced growth through the expansion of additional SIL accommodation at Glenray Village with the construction of a new group home. In addition, Glenray also invested more in expanding our accommodation with the purchase of a property in the CBD of Bathurst and the primary focus of building two new Specialist Disability Accommodation properties to respond to the unique needs of people with disability. The conceptual design is complete and it is anticipated that construction will commence early 2023.

The past year was also a period that saw a significant amount of funds injected into scheduled maintenance of current facilities to provide better quality of life for our participants, and the construction of the outdoor recreation area at Glenray Village that includes a basketball court and gym stations.

The Mid-Term NDIS Certification Audit was conducted earlier this year which resulted in Glenray meeting the requirements of the NDIS Practice Standards and Quality Indicators with Strategic Planning highlighted with elements of best practice. Well done team! A great achievement.





STRATEGIC DIRECTION

We continue to implement the 2021-2024 Strategic Plan and have made considerable progress with our Operational Strategies that support the Strategic Priorities.

Our Strategic Priorities includes: Growth & Excellence in Service, Empowered Positive Culture, Effective Systems, Processes & Governance, Compelling Brand & Reputation and Connection & Engagement. We are working to drive positive culture through engaging our staff in living our values. In the past year we have launched our values throughout the organisation, included them as part of our onboarding program and we will continue to ensure our values are included in regular communication and remain at the forefront.

We have concentrated on the effectiveness of our systems and processes by working to ensure they meet legislative and contractual requirements that are user friendly in accessible formats to enable service delivery excellence and support targeted growth by making it easier for our staff to do their job.

During the year Glenray formed a Governance and Safeguards Committee chaired by Director of the Board Felicity Small. The main purpose of the committee is to provide assistance to the Board of Directors by monitoring, reviewing and providing advice about the organisation's role to support human rights, governance processes, safeguards management and control frameworks obligations.

FINAL WORD

We will continue to improve the quality of the services we currently offer, foster a person-centred approach to provide tailored services that adapt to the fluidity of individual needs of people supported by our organisation.

We will also continue to drive positive culture to ensure we continue with the right behaviours and ethical intent.

As we emerge from 2021-22, I am looking forward a great 2022-23, supported by an extraordinary team of dedicated individuals who give their all to support our participants.

Thank you to the Board of Directors, the Executive Management Team, our staff and our stakeholders for all your support.

PRESIDENT'S REPORT

BRIAN ADAMS

EXCEEDED EXPECTATIONS

Restoration of the Business environment to pre covid conditions has been slow. The lack of resources both staff and materials has consistently challenged the business throughout the year. In the face of these challenges, the financial outcomes for the year have exceeded expectation. This has allowed the company to maintain a strategy of growth and development of services to people with disabilities in the Central Western Region of NSW.

NEW PROJECTS

We have maintained our capital works program committing funds to the acquisition and construction of new housing. Housing for people with disabilities will be constructed under the Specialist Disability Accommodation (SDA) design guidelines. We look forward to the opening of a new home late 2022 in the Village. On completion we will have a small program remaining to complete the overall project.

Design development is well underway for an SDA registered home in Brilliant Street more central to the CBD of Bathurst, offering further choice to our clients. Furthermore, we are investing in our current stock of housing and industrial buildings updating and renovating to ensure value is maintained in our property related assets.

STRATEGIC DIRECTION

The Board of Directors is very pleased with Strategic Direction of the company and the progress achieved in adverse conditions. The Board members also recognised the necessity for the general Governance of the organisation to be reinforced with the formation of a Quality and Safeguards committee. This committee is comprised of five members being two Directors and three members of the management team. A Charter has been approved by the Board and meetings have commenced and regular reporting is taking place.

We recognise that it has been a challenging year for our employees in providing the support necessary for the safety and wellbeing of our participants in all sectors of the Glenray business. We wish to thank all staff for their commitment and the compassion they have exhibited in their respective roles.

Thank you to our Board of Directors who give their time freely to Glenray providing support and guidance to the business. The Board has been fortunate to have procured the services of Amy Collins during the year to fulfil the role of Director and Treasurer. We welcome Amy and look forward to a long association serving the interests of Glenray.



TREASURER'S REPORT

SCOTT GREEN



STRONG FISCAL POSITION

Glenray recorded an operating surplus for the current financial year of \$2,837,537, this is a comparable result to recent years, and is made more pleasing considering the ongoing impact of Covid-19.

Despite the excellent result the year has not gone without challenges. Disability and aged care have a particular dislike of Covid and the devastation that it brings to those that are more vulnerable in our society, however this is not the only common struggle that we share. A shortage of suitable and qualified workers across both sectors is a struggle and one that has been recognised by the NDIA with no real solution.

INCREASED REVENUE

Despite these challenges Glenray increased overall revenue from the previous financial year. It is no surprise that 80% of our revenue is derived from NDIS funded services, with accommodation making the largest contribution to this. Revenue from commercial activities decreased marginally, with Covid shutdowns crippling the hospitality industry throughout the year, rendering our commercial Laundry to a skeleton operation.

GROWTH & SUSTAINABILITY

During the year Glenray purchased a new Group Home in a central location that gives the opportunity for a second Group Home to be built on the same site. Glenray also

commenced construction of a new Group Home and unit at 10 Collins Close. This expansion will provide an additional 12 accommodation options for new and existing participants. With these additions Glenray continues to increase its asset base ensuring sustainability. Total assets increased by 11% this financial year and sit at just over 21 million dollars. The investment in housing supports Glenray's commitment to direct all surpluses into improving services for individuals with a disability.

From a sustainability point of view Glenray maintains an excellent working capital ratio of 2.85 which means that for every dollar of current liabilities we have nearly three dollars to service this debt. This luxury has evolved from a continual process of cost reduction combined with implementation of technologies that provide efficiencies in service delivery.

82% of our operating expense is directed towards staff, this is a large part of our business and we are conscious of the need to provide a safe and rewarding work environment for our staff. We continue to invest heavily in staff through training and mentoring from internal and external sources.

Glenray appreciates the support offered by the NDIS and other Government agencies through the Covid period. Additional Covid payments for PPE and direct support have eased the impact of the pandemic on our service delivery.

We look forward to continued success.



OUR TEAM

EXECUTIVE MANAGEMENT TEAM

The Glenray Executive Management Team is led by General Manager Kath Graham. The leadership team continually focuses and aligns the purpose and values of the organisation to support the outcomes of participants, and young people to live the life they choose.

Each of the members in our leadership team bring their own experience, qualities and skills to enable quality service delivery focused on supporting individual outcomes. The positive culture of our team with sound data and insights, drives innovation and growth, leading to empowered decision making realising Glenray's vision.

MEET THE TEAM

Julie Price
Residential Manager

Kate Gorrell
Manager of People + Culture

Scott Green
Chief Financial Officer

Kath Graham
General Manager

Elisa Miller
Marketing Manager

Tammy Small
NDIS Services Manager



OUR BOARD

BOARD OF DIRECTORS

Glenray's Board of Directors consists of 8 Non-Executive Directors who work with the General Manager & Chief Financial Officer assessing Glenray's overall business and compliance performance. The Board brings a wealth of knowledge and expertise which augments Glenray's ability to grow as an organisation.

Each of our Directors:

- believe that every person deserves the chance to lead a rewarding life
- has business experience
- understands the principles of good governance
- is committed to the concept of social justice



BRIAN ADAMS
PRESIDENT



JOHN MCMAHON
VICE PRESIDENT



FELICITY SMALL
SECRETARY



EVAN DOWD
DIRECTOR



JUDY MCGIRR
DIRECTOR



DEIRDRE KEOGH
DIRECTOR



TED REEDY
DIRECTOR



AMY COLLINS
DIRECTOR

FINANCIALS

2021- 2022

A SOLID PERFORMANCE IN KEY AREAS FOR GLENRAY REVENUE BY BUSINESS AREA SUMMARY

Accommodation \$14.2M



Laundry \$2.6M



GIS \$700k



Day Program \$1.7M



Individual support \$2.14M



Other \$4.36M



GLENRAY CONTINUES TO RETURN ALL SURPLUS INTO IMPROVED SERVICES FOR PEOPLE LIVING WITH DISABILITY, AND PLAN TO ADD MORE SPECIALIST DISABILITY HOUSING TO OUR ACCOMMODATION PORTFOLIO IN THE NEXT 12 MONTHS.

GLENRAY CONTINUES ITS LONG HISTORY OF SETTING A STRONG ASSET BASE TO ENHANCE SERVICES AND ENSURE LONGEVITY.

	FY 2022 \$M	FY 2021 \$M	Increase \$M	Increase %
Total Assests	21.6	19.5	2.1	10
Total Liabilities	2.7	3.4	-0.7	-20
Net Assets	18.9	16.1	2.8	17

A CLOSER LOOK AT REVENUE BY BUSINESS AREA, YEAR ON YEAR

	FY 2022 \$M	FY 2021 \$M	Increase \$M	Inc / Dec %
Accommodation	14.2	12.5	1.7	14
Laundry	2.6	3.2	-0.6	-18
GIS	0.7	0.9	-0.2	-22
Day Program	1.7	3.7	-2.0	-
Individual Support	2.14	0.7	1.44	-
Other	4.36	3.9	0.46	12
Total	25.7	25.1	0.6	2

**ACCOMMODATION
REVENUE
GREW 14%**

FY 22 saw a steady increase in overall income, a pleasing result in the face of ongoing Covid-19 service limitations that heavily impacted our more commercial activities in the Laundry and GIS. Glenray accommodation services increased overall revenue by 1.7 million with Glenray heavily investing in additional accommodation infrastructure throughout the year as well as providing essential upgrades to our existing housing stocks.

Glenray Day Programs on the surface indicates a drop in program hours and revenue, this is created artificially by recognising revenue across Day programs and Individual Support Services differently from previous years. In reality Day Programs has maintained service hours from the previous year despite periods of Covid shutdowns.

Individual Support Services across Bathurst and Lithgow continue to increase their operations as more participants seek support in their own homes or reach out for support to be more inclusive in the community. This support relies heavily on high staffing numbers as it is exclusively offered on a one to one basis.



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