

2017

ANNUAL REPORT



melba
SUPPORT SERVICES
Individuals with a disability leading everyday lives
INCORPORATING IMPACT SUPPORT SERVICES

Melba Support Services

OUR VISION

A society that values the individuality and rights of all people

Melba Support Services

OUR MISSION

Individuals with a disability living everyday lives

We achieve this through our commitment to:

- Respecting and safeguarding the human rights of all people including their right to be safe, well and free from abuse and neglect;
- Valuing and respecting the individuals who access our services;
- Individuals developing the skills and/or networks to advocate for themselves;
- Individuals developing and/or maintaining family relationships, friendships and intimate relationships;
- Individuals identifying and pursuing a broad range of social, educational, vocational and recreational opportunities that bring meaning and value to their lives;
- Individuals being recognised and accepted as valued and contributing members of their community;
- Listening to and focusing on each individual and the choices they make;
- Leading and managing staff (in ways that respect and enhance the skills and experience they have to offer) in assisting individuals to achieve the outcomes they desire in life;
- Improving the quality of our services in line with ongoing feedback from the individuals who use our services and externally recognised benchmarks;
- Working in partnership with local communities and;
- The effective use of resources to maximise outcomes for the individuals who use our services.



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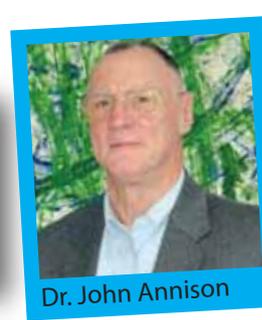
Melba Support Services

OUR HISTORY

Melba began in the early 1970s, established by families who wanted an organisation they could trust to provide a day service for children with disabilities. It also provided a support network for parents, who had nowhere to go and no one to turn to for advice and help. Through the generosity of community members, a congregate care facility was built which was used until the late 1990s. As society changed, so too did the views on providing supports to people with disabilities. Congregate care facilities dissolved and houses located in the general community were purpose built; adult training day services became places where people could come, not just to learn life skills, but be assisted to make meaningful connections to their community through employment, volunteering and developing friendships. The focus moved away from 'care' and towards the provision of support to achieve outcomes for each person, centred on each individual's likes, dislikes, dreams and desires. Today, and throughout its more than 40 year journey, Melba has held a reputation within its field as progressive, forward thinking and always a provider of quality services.

Dr. John Annison & Glenn Foard

PRESIDENT & CEO REPORT



Dr. John Annison



Glenn Foard

Our 2012 annual report highlighted how Melba had campaigned strongly for a National Disability Insurance Scheme. Five years on, the NDIS is a reality. This annual report provides an opportunity to reflect on this major social reform, as well as summarise recent achievements and acknowledge the contributions of many.

Last November, Melba commenced supporting NDIS participants and already we are seeing significant benefits for people. Funding the “reasonable and necessary supports” to which people are entitled and providing those supports in a manner that allows people to exercise “choice and control” constitute the NDIS promise. We will continue to work to ensure that implementation challenges are overcome and the promise is kept.

As a registered NDIS provider, we now support a number of people who have made an early transition to the scheme, at the same time as ensuring we are ready for the 2017/18 rollout in the eastern and southern suburbs of Melbourne.

Much effort has been directed to: disseminating NDIS information; arranging pre-planning assistance; commencing our new support coordination service; strengthening our client management software; establishing a new enquiry function; and delivering training to our staff. We are well-placed to assist people to maximise the benefits the NDIS can offer.

The introduction of a new management structure in January was done with the NDIS in mind, along with Melba’s future growth. The structure includes the new roles of Chief Operating Officer and General Manager People, Quality and Culture, which are filled by Hayley Dean and Sally Nicol, respectively. Melba benefits from a committed and talented management team.

Similarly, the Board has given considerable thought to optimal governance arrangements. Last year a detailed governance review was completed, succession planning for executive board roles was undertaken, a new board charter was produced, we farewelled and thanked two retiring directors for their diligence and commitment over many years – Sue Driscoll and Colin Rose – and welcomed a new board member, Rachel Waters. Melba’s Board is well positioned to oversee our current and future strategic directions.

The NDIS is but one factor driving Melba’s growth of some 20% in 2016/17. Equally, people are choosing Melba as a service provider they can trust. As part of our growth plans, we opened two new sites – an office in Dandenong and the wonderfully named Kirribilli House in Mt Evelyn, which has become a welcoming home for one person.

**People are
choosing Melba as
a service provider
they can trust**



During the year, Melba and Karden Disability Support Foundation announced an intention to merge. It is an exciting development. Both organisations share a very similar philosophy and value set, along with a commitment to deliver high quality support services. We are aiming to complete the merger in 2017/18.

In May, Melba successfully completed our mid-cycle accreditation review. The review is an important part of our ongoing accreditation for person-centred excellence. As many will know, our accreditation by the Council on Quality and Leadership requires a focus on personal outcomes such as developing friendships, participating in community life and enjoying the best possible health. Outcomes are a fundamental tenet of our quality framework, which inform individual planning and the subsequent delivery of supports.

Exercising choice about where and with whom one lives is another critical outcome. Throughout the year, we continued our work aimed at giving people with disability the opportunity to live in their own home. We thank those who have given so generously to our “Builders of Change” campaign that will deliver new homes in Lilydale. Other projects in which we are partners are creating new homes in Mt Evelyn, Croydon, Ringwood and Rosebud.

Of course, we would not be able to do what we do without the support of our members, friends and partners. A significant number of individuals contribute financially, for which we are enormously grateful, and we benefit from the assistance of many organisations. Our partnership with Box Hill Institute is especially noteworthy. While it is impossible to thank everyone here, we particularly want to acknowledge our partnerships with the Department of Health and Human Services, the Transport Accident Commission, the Yarra Ranges Council, the Mt Evelyn and Districts Community Bank, Karden Disability Support Foundation, Jubilee Housing, Community Lifestyle Accommodation, Lilydale Uniting Church, Community Housing Limited, Anchor Incorporated, Active Community Housing, Inspiro, Pathways to Care, Mt Evelyn Primary School, St Mary’s Primary School, Oxley College, Volunteering Victoria and the Quest Trust.

And among the individuals who contribute their time to advance our work we want to acknowledge:

- ARROW, Melba’s group of self-advocates;
- Our Ambassadors, Judge Sara Hinchey and Brett Ratten;
- Our Board who work tirelessly;
- Members of our Finance, Remuneration and Governance Sub-Committees;
- Human Rights and Quality Advisory Committee members, who play a vital quality assurance role;
- Our esteemed Life Governors, among whom is Mr Harry Jones OAM, who was awarded his Order of Australia medal during the year; and
- Our dedicated volunteers.

We would also like to acknowledge the support we receive from our local Members of Parliament – James Merlino MLA, Christine Fyffe MLA and Daniel Mulino MLC – along with Yarra Ranges Councillors who are great friends of Melba.

Finally, we owe a huge debt to Melba’s committed staff who regularly demonstrate their willingness to deliver on our organisational mission - our thanks go to you for the difference you make in people’s lives.

Dr. John Annison, President
Glenn Foard, CEO

As this is my last Annual Report as President I would like to take this opportunity to pay tribute to the past and present members of the Board for their diligence and sound governance on behalf of Melba and the people it serves. The Board’s efforts however would come to nought if it were not for the outstanding work of our hard-working and entrepreneurial CEO, Glenn Foard, and his team of dedicated staff. A big thank you to them all.

Dr. John Annison, outgoing President.



- ◆ **People exercise rights**
- ◆ **People decide when to share personal information**

Firstly, thank you ARROW for your unwavering commitment in providing advocacy and Human Rights support for all people supported by Melba. This year saw us introduce a new facilitator to the ARROW group, Ms. Skye Paul. Skye provides ARROW with the support they need to meet, create agendas, take minutes, organise events, and plan Road Shows and other initiatives. Well done Skye, and thank you. Welcome also to our newest ARROW South member Jeff, who brings a new perspective to the committee.

ARROW have, over the past year, been working in community to highlight the Human Rights issues affecting people with a disability. They work to bring awareness to how people with disabilities are sometimes treated, often without community members realizing the effect their actions have. People with a disability are considered different to the norm BUT what is the norm? – ARROW challenges this perception.

The past year has seen ARROW take their Human Rights road show on to Yarra Valley 101 FM. What an amazing experience for these members. Edward G said 'It was the best thing I've done in my life, being on radio.'

Preparation is underway for ARROW Souths initiative, a Human Rights DVD focused on how to best support people in everyday life. Each ARROW member has a role to play in this DVD, their aim is to use it as a training tool for staff and others. Thank you to Kate Lee for agreeing to undertake this project with ARROW.

ARROW continues to assist in Melba's induction/orientation training by running a session for all new staff. Needless to say, new staff are very impressed by the ARROW teams work and dedication to advocating on behalf of the people Melba supports.

Thank you to Ron, Edward, Michael, Rhiannon, Scott, Antony, Amie, Warren, Tania, Jeff and Ryan. Sadly, this is my farewell. Being the General Manager of Support Coordination which must be very separate from other Melba services sees handing the reins over to Sally Nicol in People, Quality and Culture. Thank you everyone for your support, thoughts, laughs and hard work.



◆ **People choose services**

At Melba, our services are designed around the people we support – and the unique supports that are needed to help people reach goals and live the life of their choosing. Choice and control are key to everything we do.

Similarly, the NDIS is designed to help people choose the most relevant supports and services for them, rather than a one-size-fits-all approach. Melba is a registered NDIS provider. We're ready and we understand it.

We're already supporting some individuals who have received early NDIS plans and funds.

Melba is providing pre-planning sessions to help people prepare for their interview with an NDIA planner. Our new Support Coordination team can help people make the most of the first NDIS plan.

Melba has a 28-point 'NDIS Readiness Plan'. The plan focuses on the best way to provide the supports people need and includes everything from finance, planning and staffing, to marketing, communications and other back-of-house functions.

Our Enquiries and Engagement team is now in place, and ready to respond quickly and accurately to NDIS enquiries.

At Melba we're excited that people will have more choice and control than ever before. Individuals and families are the ultimate decision-makers, and they will choose to purchase services and supports to achieve their goals.





INDIVIDUALISED SUPPORT ARRANGEMENTS

- ◆ **People use their environments**
- ◆ **People interact with other members of the community**

Another year has passed and we have seen our team grow to include the provision of Individualised Supported Living (ISL). ISL focuses on people who require a more tailored approach to their living situation. We are looking forward to the new opportunities the NDIS will bring.

How employment can increase people's interaction with other members of the community

After achieving her goal of moving from the family home to her own unit just one year ago, Catherine set herself a new goal of finding paid employment. After much discussion and investigation, Catherine achieved this goal and now collects, organises and delivers catalogues and papers to 200 houses in her local community. With some of the income she has earned, Catherine was able to achieve another goal which involved traveling interstate to Sydney on a train to explore the city and watch her football team play.



Focusing on peoples interests leads to the development of valued roles

Melba's ISA team were approached to work in partnership with James*, his wife, and another provider to assist him pursue his interests and develop valued roles in his community. It was clear that his love of gardening and animals was the best place to start. Our ISA team worked with James to create an advertising brochure for lawn mowing and dog walking services. We assisted James to deliver these around his neighbourhood and post them on community notice boards. Over time, people showed interest in his services, and James is now supported to complete a variety of paid lawn mowing and dog walking jobs for local residents.

I would like to thank our hard working ISA and ISL teams for their ongoing commitment and dedication to the people we support and to achieving their desired outcomes.

As we move towards the NDIS funded disability supports, I look forward to seeing how this new funding model will assist people to achieve their personal goals and quality outcomes. When people achieve the goals they set for themselves, new opportunities generally follow and the more opportunities a person has, the more exciting life becomes!

**The more opportunities
a person has, the more
exciting life becomes**

SALLY NICOL & MEGAN JACOBS

COMMUNITY CONNECTIONS

- ◆ **People perform different social roles**
- ◆ **People participate in the life of the community**

The social roles we play in our lives are often taken for granted. When people are engaged in community, and recognised for their individuality and skills, they develop connections and a deeper sense of purpose in their daily life.

This year has seen growth, movement and change in Community Connections. Ten new people have commenced accessing our services, and with this increase in people supported comes new support staff, new ideas and new challenges to ensure people are engaged and have roles within their communities. The Melba Ave team farewelled Sue Smith and Carol Gibbons, and Sally Nicol commenced as General Manager People, Culture and Quality. A restructure in the Community Connections team saw Megan Jacobs appointed as Manager, and Lisa Martin, Sarah Parsons, Kerry Kift and Natalie Hylard appointed as Team Leaders across all sites.

A number of people accessing Community Connections have already commenced purchasing their supports through NDIS. We are noticing that this change is broadening horizons and opening up opportunities for individuals and their families.

Having a Say Conference

In February, twenty people from Wray Crescent attended the annual 'Having a Say' conference in Geelong. This was a huge success, and for a number of individuals it was their first experience of that kind. Plans are already underway for the 2018 conference.

Social Roles in Community

Grace commenced at Community Connections in 2016 and is now travelling on the bus by herself to deliver the mail to Debbie at St Mary's Primary School each week.

Drama Concert 2016

The annual drama performance by Community Connections in partnership with Yarra Ranges Special Development School moved to new heights in December with the performance being held in the Discovery Church auditorium. People from all corners of the community were able to attend, and the people on stage enjoyed a real sense of performing in a theatre environment.

A big thank you must be extended to the staff who support ninety-plus people accessing Community Connections across any given week. The respect, dedication, flexibility and can-do attitude you demonstrate is our team's greatest strength.

Thanks also to all of our wonderful volunteers, like Neil, Jane and Julie who visit us every week, and give their time so generously.



MELBA SUPPORT SERVICES STAFF



OLIVIA BAILEY



KAY BARNETT



SARINA BUNNETT



CAROLYN CARTER



ADELE CASTLES



MARIA CIANCARUSO



NICOLE CRAWLEY



HAYLEY DEAN



PAUL EGAN



KIRSTEN FILMER



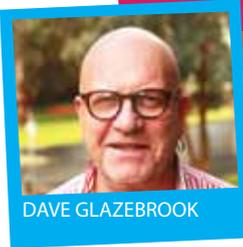
TREVOR FILMER



GLENN FOARD



AARON FRY



DAVE GLAZEBROOK



KIM HARVEY



CHERYL HENRY



MEGAN JACOBS



PENNY KENDALL



KERRY KIFT



MANDY LISTER



LISA MARTIN



LEIGH MCALISTER



KURTIS MOORE



SALLY NICOL



SARAH PARSONS



MARK PEARSON



MARTINE PROSPER



JOANNE RENEHAN



SAMANTHA RENEHAN



NICOLE STOW



LORENSZ SENN



TAMMY SMITH



KATHRYN VAN DER HAAR



KAREN WIJSMAN

NOT PICTURED
SIBYLLE AHLHAUS, KYM FRASER, MARION GRAHAM, WENDY HAINES, KATHY HAMILTON, NATALIE HYLARD, JEAN KALNS, JODIE MACLEOD, CARLY MORRE, BARBARA OLESKOWSKI, SKYE PAUL, DAWN REYNOLDS, MARA ROBERTSON, SHAREN ROBINSON & SUE SMITH

The board thanks Melba staff for their great efforts during the year

- ◆ **People live in integrated environments**
- ◆ **People have the best possible health**

Change, Challenge and Choice - these are some words that best describe the NDIS. It's YOUR money ... YOU make the choice... It's YOUR decision... these words have changed the way Australian society view people with a disability. Changes to the disability sector will now ensure people will get the services they are entitled to, services that they deserve and services that they should expect.

Community Living staff recently received some wonderful feedback from Andrew Robinson of Ermha.

"I have been incredibly impressed by the collaborative approach of the staff team, each of whom have demonstrated dedication and professionalism... the degree of compassion and meaningful human connections evident between staff and client has greatly assisted the process of stabilising primary health concerns and enhancing positive change ... clients are afforded an opportunity to live independently with support ... a model of care that is empathetic, person centred and empowering".

YOUR lifestyle choices

People with a disability have the right to be treated the same way as anyone else. They have the right to be listened to, and for staff to act on the choices they make. Choices can sometimes challenge us in how we support people, and people can - and do - make choices we would not. The Community Living team have supported several people over the past year who have complex and complicated support arrangements. Whilst this has challenged us, we have responded successfully to the needs of the people we support, respecting their choices and individuality, even in the most difficult times.

More accommodation options

Snowball Avenue in Mt Evelyn is a lovely large block of land owned by Anchor - a not for profit organisation assisting vulnerable people in the Outer-East. Melba is partnering with Anchor and Active Community Housing to build five self-contained one-bedroom units to increase housing options for people with a disability. Community Living will provide the onsite support to people living at Snowball Ave.

Moving from Lara Court to Reilly Court

Lara Court was purpose-built 20 years ago on a lovely bushy block in Mt. Evelyn. Unfortunately, this site is challenging during bushfire season, and people who live there are required to relocate on days of severe fire danger. With the assistance of the Department of Health and Human Services, a new home is being built in Croydon South, which will replace Lara Court once construction is complete.

Thank you to all the Community Living staff for their commitment and dedication in delivering services to people. To the Community Living Managers for caring about what really matters to people by demonstrating exceptional practices in leadership and service delivery in ways that the rest of the disability sector aspires to. To Kay and Sharen, your support and assistance is invaluable. To my colleagues, the senior management team - thanks for your support and encouragement.

The Community Living team looks to 2018 with new challenges and a definitive direction to provide services to people which will enhance and promote choice and control. We do this in the knowledge that for every person we support that will look very different.



- ◆ ***People realise personal goals***
- ◆ ***People experience continuity and security***

Outcomes Development continued providing person-centred planning with measurable outcomes across the 2016/17 financial year. The past five years have seen people changing their view on planning, realising that good planning and commitment in helping people achieve their goals is vital for people to lead an everyday life.

Planning this past year began to take on a new look. Goals were becoming broader, larger and far more challenging. The bigger the thought, the bigger the dream, the bigger the picture! Choosing goals is about choice and control. Most of us manage to accomplish this in everyday life. For the people we support, having choice and control is not always easy. People's goals may require more than just asking what would you like to do? Taking statements at face value, misinterpreting actions or likes and dislikes can cause people to lose sight of their goals (their dreams) and thereby make having choice and control meaningless.

Our investment

Melba has proven its desire to support people to achieve their outcomes, providing the opportunity to have measureable benchmarks through Personal Outcome Measures (POMs) interviews, and even person-centred planning meetings for people who we support for more than 12 hours per week. This is done without any allocated funding to ensure that the people we support can choose and realise their goals.

Building a new service division – Support Coordination

Melba's Support Coordination service commenced in April 2017. As Support Coordinators, our role is to assist each participant to manage and coordinate their NDIS plan. We do this by supporting participants to connect and build upon their informal supports, community participation and engagement. Our aim is to provide each participant with responsive, friendly, caring and expert support and advice. Our work days are busy but busy helping people achieve their outcomes – what more could we ask for!

One Community project

One Community is an amazing program created by Melba, made possible with a Community Development grant from Yarra Ranges Council. With three local primary schools, Melba aims to demystify disability amongst primary school children, school communities and the broader public. Year 5 and 6 students participate in discussions, and work alongside people supported by Melba to create a lasting piece of artwork.

Thank you to Carolyn Carter, Olivia Bailey, Cheryl Henry, Kathryn Van Der Haar and Marion Graham – we're a small team but a great one!



- ◆ **People choose personal goals**
- ◆ **People are connected to natural support networks**

Two key elements of NDIS are choice and control. For the majority of the people we support, communication supports are crucial to achieve these two fundamentals of an everyday life. In order to achieve this, Melba continues to provide Augmentative and Alternative Communication Supports, with each service having Communication Peer Support staff. Their aim is to help people and their support staff complete the necessary preparation for communication supports, including Triple C assessments, Communication Dictionaries and Communication Profiles.

Each of these documents provides the necessary information a persons support staff should know about how they communicate – people's unique individual vocalisations, facial expressions and body language (to name a few). These documents enable the person to have continuity of support, and new staff learn about the person prior to supporting them. This helps people feel more relaxed, comfortable, secure and less anxious. Recently we introduced a new Request for Communication Support. To date this service has been funded by Melba, however with NDIS - communication supports, technologies and face-to-face communication supports deemed reasonable and necessary will be funded. I'm positive the people we support will benefit from having specific funding in order to enjoy choice and control.

Melba has supports in place to help people be treated fairly. For example, people are informed of their options, consent is obtained and people are listened to. Procedures are applied when limitations are imposed, and these processes are Melba's checks and balances to ensure people are always treated fairly – with the utmost respect, dignity and equality. Being treated fairly includes people having the communication supports they need to make choices and decisions and to have control over their lives by expressing their needs, wants and desires. In preparation for NDIS and our accreditation next year, Marion Graham has been undertaking communication audits for all individuals living in Melba accommodation. Our aim is to continue these audits across all services prior to January 2018.

Thank you Marion. Thanks also to all Communication Peer Support Staff for their dedication to the people we support, and their colleagues.

**People have control
over their lives by
expressing their
needs, wants &
desires**





- ◆ **People are treated fairly**
- ◆ **People are free from abuse and neglect**

We all hear a lot about human rights, much of it in the media. But what does it mean at Melba when we talk about supporting people within a human rights framework, and how does this relate to Zero Tolerance? Fundamentally, Human Rights means that all people are equal by virtue of being human, it guides our work and ensures the person is at the centre of all decision making, inherently having choice and control over one's life, the freedom to enjoy one's human rights and ultimately be, and feel safe. To strengthen our human rights framework and ensure people's human rights are upheld, we have embarked upon an exciting initiative called Zero Tolerance. The Zero Tolerance approach is an evidence-based framework that implements and improves practices to safeguard the rights of people being supported.

This includes:

- Prevention and responding to abuse, neglect and violence;
- A strong clear message THIS IS NOT OK; and
- Recognising this is a human rights issue, not a disability issue.

Every person has the right to feel safe, and we individually and as an organisation have a commitment to act on:

- Anything that makes a person with disability be or feel unsafe;
- Anything that doesn't support a person's human rights;
- Anything that we could be doing better.

Zero Tolerance was endorsed by our Board of Management in April. Over the coming months, we will be educating and training staff at all levels. We are also excited to be working closely with National Disability Services (NDS) in the development of research to measure the effectiveness of the Zero Tolerance framework. We're participating on a national level with the NDS Zero Tolerance Community of Practice as the Victorian Representative. We look forward to being able to share the learnings and most importantly the great life outcomes achieved by the people we support!

- ◆ **People participate in community life**
- ◆ **People are respected**

To some, quality might be considered a nebulous term that people often equate with a vague notion of having to undertake more or do extra. But for Melba it is anything but nebulous – it is quite specific. At Melba, we measure quality using Personal Outcome Measures. These measures allow us to assess the lives of people who purchase our services against that of other people in the broader community (not just other people with disabilities). This includes people exercising their rights, being able to access and be included in community, being viewed as equal members of society, having relationships, having and making choice about what is important in one's life and more importantly being free from abuse and neglect.

Personal Outcome Measures are a key part of the quality accreditation Melba holds with the Council on Quality and Leadership. This accreditation supports the direction of the work Melba undertakes in a human rights framework while we listen to what people tell us they want and need to have a good quality of life. We are proud to be one of only a small number of organisations in the world to have achieved Person-Centred Excellence (PCE) accreditation at a distinction level.

Person Centred Excellence Plan

Melba's PCE Quality Plan actions continue to be achieved. This plan includes a range of goals including the following components:

- The "One Committee" project, working with students from three local primary schools;
- The roll out of Carelink as a rostering tool and client management system;
- Policy development on relationships and sexuality;
- Supporting people using Melba's services to understand the NDIS and be prepared for their planning meeting and transition into the NDIS; and
- The rollout of Melba's complaints, compliments and feedback process with a clear message that Melba welcomes feedback be it a complaint or a compliment.

I would like to thank my very versatile and dynamic team in People, Culture and Quality. Maria, Nicole, Kay and Martine support all of Melba with management of employee-related matters including recruitment, training, industrial relations, the maintenance and development of Melba's quality systems, compliance requirements and work health and safety. As a team we have only been working together for a relatively short period of time, but the collective knowledge, experience and passion in this team holds Melba in good stead as we progress in to the new world of the NDIS with the challenges and changes it is presenting for organisations. Thanks team PCQ!



DAVE GLAZEBROOK DANDENONG OFFICE

With the NDIS coming to the Southern Region in September 2018, and Melba already supporting a significant number of people in the region, a decision was made to open a Melba office in Dandenong. Our new Dandenong office will assist Melba to better support the people we already know, and to start the groundwork letting people in the area know we are here to help.

Melba is committed to establishing local partnerships and relationships in the Southern Region.

We're working hard to let people in the local community know that Melba:

- Helps people to live an everyday life, and exercise choice and control;
- Is innovative and passionate about helping people to achieve their outcomes;
- Will work with you to deliver what you want; and
- Provides a range of great services, with Human Rights at the forefront of everything we do.

City of Greater Dandenong business grant

Melba was delighted to receive a business grant from the City of Greater Dandenong in December 2016. This grant enabled us to establish our new Dandenong office, and improve the support we can provide to individuals living in that region. The Dandenong office was officially opened in May. Melbourne's Southern Region will be one of the biggest growth areas for service delivery in the metropolitan area when the NDIS rolls out in Year 3. Growth in services also means growth in employment opportunities.

Melba, as an NDIS registered provider will become a service provider of choice for individuals and families, and an employer of choice for new and existing staff. For the Southern Region and Dandenong, Melba is NDIS ready! We understand the NDIS, and we will work with people to transition to this exciting scheme.



- ◆ **People have intimate relationships**
- ◆ **People are respected**

Being able to have friends, relationships and intimacy is a human right. That's why we deliver the Social Impact program, providing people with the skills to form and navigate healthy friendships and relationships.

Throughout the year, the Social Impact program continued to grow with agencies booking courses for the people they support. People recognise Melba's Social Impact program provides key life skills for many. Friendships and relationships do not occur in isolation; rather they are part of the whole picture. A delightful complexity involving the nuances of that thing called 'life' - and we're proud to assist people in living life to the fullest.



Social Impact delivered to secondary school students

A short course version of the Social Impact program was delivered in Emmerson Special School - recognising that secondary school students also need access to the skills and knowledge to navigate friendships and relationships. The program was a success, and will run again next year.

Social Impact Gala

The annual Social Impact Gala was – once again – a great success. It's always great to see couples of several years standing come to the event and talk about how the Social Impact course enabled them to meet someone, their partner. It's also sad to hear stories of relationship break-ups, but they do occur. Most people, while disappointed, are also optimistic that the next great friend, or potential Mr or Ms Right, is just around the corner. Venue operators report this event is one of the best they host. It's the event their staff want to work at because it's fun, and those attending have a great time. Even the Chef always comes out to say 'hello'!

Supporting human rights

In 2017, Melba's Board approved a comprehensive 'Relationships & Sexuality Policy and Guidelines'. This is designed to ensure the rights of the people we support in relation to personal relationships and sexuality are maintained, and how Melba will promote and support those rights. Four staff recently qualified as 'Sexual and Reproductive Health' trainers to ensure we are providing the most accurate and relevant information and support.

A huge thank you to all of the trainers involved in the Social Impact program, and the agencies who worked with us. Most of all, a big thanks to the people participating who trusted, worked and laughed with us whilst gaining enormously valuable life skills.

DAVE GLAZEBROOK

COMMUNITY RELATIONS & DEVELOPMENT

Community Relations and Development is about Melba engaging with the community, from individuals and other agencies to business and different levels of government. Melba, and the people we have the privilege to support play a valuable role in the community, at a local and regional level..

At Melba we want to ensure we engage with our community for the benefit of all. Our social enterprises work with local businesses, people support our appeals and fundraising as they recognise the value we bring to people and others, and we work closely with a range of agencies on numerous partnerships.

We have also been active in informing the community about the biggest social change for many years, the National Disability Insurance Scheme. NDIS will be beneficial to many people - but they need to know about it. Melba is working hard to ensure this is communicated to everyone so that more people can benefit from accessing the NDIS.

The Builders of Change appeal raised over \$80,000 in 2016/17 for the Anderson Street, Lilydale Housing development, with more raised since.

New website launches

Melba launched our fresh new website in June 2017. The site includes a wealth of information and frequently asked questions about NDIS, and showcases Melba doing what we do best – supporting people to live the life of their choosing.

Parliament House lunch

Melba's 2016 Parliament House lunch, hosted by Christine Fyffe MP and Melba's Ambassador Judge Sara Hinchey, was a great success. As a not-for-profit organisation, fundraising efforts such as this are very important to ensure Melba can continue to innovate and grow. The National Disability Insurance Agency is currently working with local communities to improve inclusion of people with disability and build awareness of disability. The NDIA aims to foster innovation, research and best practice to better support people with disability. Melba has a 45 year history in doing just that – which is the reason we are well positioned to be a great contributor to this change.

Developing community awareness and inclusion

Community Relations and Development, while seeking community support for Melba, is also critical for the community. Our work in this area assists the community to better include people with disabilities, recognising all individuals as valuable community members who have a lot to offer.

To all of Melba's supporters, donors and friends, a massive thank you for your continued assistance in advancing our mission.



◆ **People are safe**

More than 50 families across Victoria were able to achieve meaningful and personalised respite in a way that best suited their needs and goals this year, with the support of Melba's Carers Respite program.

One of the defining aspects of the program is the ability to choose the respite that is right for 'you'. That way everyone involved feels safe in the knowledge that the person they support is having a great time while their carer can truly enjoy their break.

Melba's Carers Respite program provides opportunities for people living at home with an unpaid carer throughout Victoria. People participating in the program can choose an option which best meets their identified needs and interests. Families that access this program are able to change their goals when their living situations changes. This results in activities that are flexible, and responsive to their individual situation. Respite plans are developed together with the person supported, their carer, other service providers and Melba staff to ensure the best possible result for all involved.

Stronger Family Relationships

One gentleman who receives funded respite was able to travel interstate to visit his extended family. The purpose of his visit was to have a great time, and also explore his future living arrangement choices in preparation for a time when his parents will be unable to support him in the family home. Whilst difficult, it was also a wonderful opportunity to allow a family to connect and support one another. Visiting some world famous theme parks, everyone had a great time while strengthening their family relationship.

Thank you to everyone who has accessed Melba's respite services. Whether it be the Carers Respite Big Days Out, Camps or the Social Club, you have all helped us to provide and develop better and innovative services for the future.






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the Able
BAKE HOUSE

the Able
BAKE HOUSE

◆ **People choose where they work**

The Able Bake House

The Able Bake House team has continued to grow and develop in 2016/17, and we welcomed a range of new regular customers who enjoy our gift bags, hampers, biscuits and slices. We've also added a delicious new Granola product range.

A series of afternoon workshops started this year, developed to suit the needs, interests and skill-levels of the people we support. People work together to create all of the sweet treats in The Able Bake House hampers, as well as learning how to make peppermint and lavender foot soaks, propagate herbs, pot up tomatoes, and create delicious fudge and salted caramel popcorn. Come along and try a workshop soon!

A special thank you to everyone who works in The Able Bake House and a special thank you to our wonderful friend and supporter, Angela Fleay.



Yarra Ranges in a Box

The Yarra Ranges in a Box team recently connected with Yarra Farm Fresh on the outskirts of Coldstream. From the very beginning, staff went above and beyond to make us feel very welcome. Five months on, our customer base continues to grow significantly thanks to the excellent quality of fresh produce, and a fabulous working relationship.

Eggs on Legs

Eggs on Legs is a brand new enterprise developed by Melba to create a valued role for several of the people we support. Eggs are purchased from a poultry farm in Wesburn each week, and then a group of people deliver eggs to Melba houses and offices, and The Able Bake House. We look forward to seeing this enterprise grow to deliver eggs to homes and businesses throughout the Yarra Ranges community.

Paddock to Plate Workshops

Melba's Paddock to Plate workshops are always popular, and this year Melba have teamed up with local Chefs to showcase some of the best home-style recipes using fresh seasonal produce. Maz from The Blue Turtle Café, Kelly from 'Nourished by Kel', and Amber from 'Busy Mums' have been guest tutors in our third series, made possible with a Community Development grant from Yarra Ranges Council.

Food for Thought

A team of dedicated food lovers and knowledgeable cooks here at Melba are now combining their passion and talents with local seasonal produce to provide you with affordable, nutritious meals. The Food for Thought program sees a group of 10 people participating in picking up fresh produce, cooking, and sitting down to enjoy a healthy and delicious meal together. Meals are prepared fresh every week, then frozen for your convenience. Offered in both family and single serve sizes, meals are available to pick up, or can be delivered by arrangement.

KURTIS MOORE

RECREATION & SKILL BUILDING

◆ *People recognise personal goals*

As the recreation division of Melba Support Services, we specialise in creating exciting learning environments in amazing locations around Australia and the world. This year, people have enjoyed spectacular destinations including Fiji, New York, and Port Douglas. Others have explored our amazing country by visiting Sydney, Adelaide, Cairns and Canberra. Locally we have supported people to relax at familiar destinations including Apollo Bay, Lakes Entrance and Geelong - for the annual 'Having a Say' conference.

Typically, recreational activities are operated in small personalised groups with ratios not exceeding 1:3. The length of activities range from 3 – 11 days away, with more personalised and individual experiences by arrangement. Everyone deserves to achieve their goals for recreation while gaining amazing experiences they won't forget.

New York trip

One gentleman approached Melba with the idea of travelling to New York. He explained where he wanted to visit and what he hoped to gain while he was there. Melba then advertised to find other people with similar goals and interests. The response was overwhelming, and resulted in a group of people with similar goals, interests and dreams travelling to the US together. In early 2017, the four international travellers spent 11 days in New York! Exploring the Big Apple they soaked in the atmosphere like true New Yorkers! The group experienced some of the most iconic New York sights, such as the Statue of Liberty, Yankee Stadium, Madison Square Garden, Central Park Zoo, the 9/11 Memorial, and the Empire State Building just to name a few. The trip was a huge success and was described as 'the best holiday ever!' Eager to get the band back together again – the group have already signed up for a trip to Singapore in 2018.

Thank you to everyone who has made the choice to achieve their goals and dreams for recreation with Melba this past year. It has been an honour and a privilege to support people in having a great time around Australia and the world.



Over the last year, we have seen great change and many developments within our sector. Melba's workforce continues to grow, and is currently made up of over 340 staff who are passionate and committed to delivering quality services and achieving our mission. Human Resources have been focused on reviewing, planning and developing a number of HR practises and initiatives, to ensure Melba is well prepared and equipped for future growth and demand.

Workforce

We have been preparing a Workforce Development Plan - designed to further develop and sustain a skilled, committed, high-performing, diverse and flexible workforce. Our Workforce Development Plan includes reviewing our current structure, resources and processes - identifying any initiatives which may support our current and future workforce demands, and maximising opportunities to attract, retain, motivate and develop our workforce.

Performance and development system

Feedback is an important part of ensuring continuous improvement, recognising great work and achievements and identifying areas for development. Our new Performance and Development system was successfully implemented, providing staff and managers with the opportunity to give and receive feedback about their role, working environment, performance, and explore opportunities for staff development.

Policies and procedures

Our team have been busy reviewing current processes, policies and practices to identify areas for development, and new initiatives to improve and enhance the way we operate. We will continue to work on a number of key areas such as workplace health and safety, learning and development, recruitment and induction.

I would like to thank all staff and management for their ongoing support and positive involvement in our HR activities. We also have a number of staff who kindly support the HR team during busy times, completing key tasks and activities. Thank you to all staff for all your assistance throughout the year and for helping us during these times.



2016 Rebecca Britt Award

The Rebecca Britt Award was made possible thanks to a generous donation from Bec's grandmother, Mollie Quinton, and celebrates the achievements of people living everyday lives at Melba. Now in its fourth year, award nominations were again diverse and full of life.

Congratulations Rhiannon Lewis Lansdell!

Rhiannon has a strong presence and is kind hearted, spreading good cheer as she arrives each day. She checks in on her friends, giving a special hug to anyone who is struggling. Rhi loves sharing a funny story and encouraging others to work towards their goals. She is generous with her time and, as a member of Melba's ARROW committee, is a passionate advocate for others. Rhi has shown her resourcefulness with the creation of her very own business, "Rhi Rhi the Saltress", rolling up her sleeves and working towards raising enough money to go on her dream holiday to Mildura to eat at Stephano's Restaurant!

**Congratulations to all Rebecca Britt Award nominees:
Kevin Chester, Malcolm Craig, Scott Finerty and
Michael Sellwood.**



Stevenson Award

The Stevenson Award acknowledges a staff person and a staffing team who have contributed significantly to improving overall quality of services provided by Melba.

Individual Category winner...Congratulations Lisa Martin!

Lisa supports a young man to have the best possible life. She's committed to finding out what his needs are, and works hard to find places that the young man can access to meet his needs. Lisa has encouraged him to establish friendships by joining groups for picnics and she works closely with his parents and other support services to get the best supports for him. Lisa's tenacious attitude of "Never say never!" and her calm approach to any task means that she is highly regarded by her co-workers.

Team Category winner...Congratulations Joy Street!

The team at Joy Street take a lateral approach to new experiences. A recently established team - they work together to find a better way to support each person who has moved into Joy Street with the utmost respect. The team has received thoughtful feedback from parents of people they support, thanking them for their patience and for going that extra mile to ensure people feel safe, respected and valued in their new homes. One parent said "Once again, thank you, to you and all the wonderful carers at Joy Street, you have all made my life easier and happier in knowing that my girl is so supported and nurtured."



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Ex-Officio

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KIRSTEN FILMER
Minutes Secretary

The Melba community appreciates the Board's leadership and governance in 2016/17.





◆ **People interact with other members of the community**

'The greatest gift you can give someone is your time' - Rick Warren.

It's such a simple quote, all of ten words. However, it's something that we hear from our volunteers over and over again. There is a strong desire to give back to our local communities, and to do something meaningful with our spare time.

To you, it may only be two hours out of your week - a walk around the local parklands, some craft and conversation, or a lunch outing to a nearby café. To the people we support, your time is immeasurable. Participation in the community provides a sense of belonging, an opportunity to engage with a diverse range of people and the chance to build social capital in the areas where they live. These interactions can lead to enhanced personal relationships, deeper involvement in the community, and sometimes paid work.

Corporate Volunteering

AON Australia volunteered their time and painting flair for the third year in a row as part of their 'Empowering Communities' day. This year we were joined by Danielle, Madison, Claudio, Amanda, Brian, George, Jez and Andrea who helped undercoat the entire interior of one of our group homes. The team showed endless enthusiasm with no task too hard, or beam too high.

We look forward to working with other similarly passionate organisations who plan to donate their time and resources in the year ahead.

New Volunteer Coordinator

I joined the Melba team this year as the new Volunteer Coordinator. I'm very excited to be working for a human rights based organisation with such strong dedication to the people who choose our services. If you're interested in volunteering at Melba, give me a call at our head office in Lilydale today!

We couldn't do what we do at Melba without our fantastic volunteers. We thank all of you and recognise in particular those who have been with us for many years. It's a privilege to have you on board and to watch all those special relationships forming with people you support.

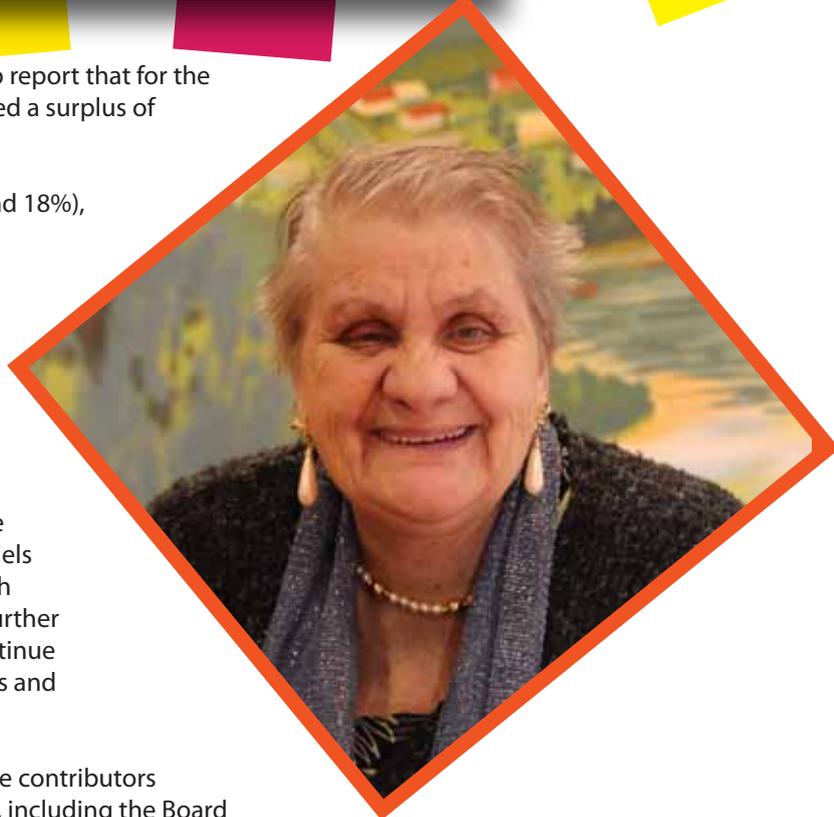


On behalf of the Board of Management, I am pleased to report that for the financial year 2016/17, Melba Support Services produced a surplus of \$514,913 (Up from 2015/16 a surplus of \$384,896).

Income has increased on last year by over \$2.8M (around 18%), expenditure by \$2.7M (around 17.6%), which resulted in the improved surplus this year. The surplus is a modest 2.8% of income and indicative of the low margins in which we operate.

In 2016/17 Melba invested in its infrastructure to ensure it is ready to meet the roll out of the National Disability Insurance Scheme in November 2017 in its primary area of operations. Furthermore, investments have been made in assets, including the securing of the Melba Avenue, Lilydale site, the installation of solar panels at this site, renovating a building to house a person with particular needs, replacing a number of its buses and further developing its IT systems. The investment in IT will continue into 2017/18, as it is an enabler to delivering efficiencies and improved services.

I take this opportunity to acknowledge and thank all the contributors to the management and delivery of Corporate Services, including the Board of Management, the Finance Sub-Committee, our CEO Glenn Foard, Melba Leadership Group and the other members of the Corporate Services team namely Karen Wijisman, Maria Cianciaruso, Mandy Lister, Nicole Crawley, Leigh McAlister, Jean Kalns, Samantha Renehan and Trevor Filmer.



Statement of Profit and Loss for the year ended 30 June 2017

	2016/17	2015/16
Income	\$18,580,799	\$15,750,123
Expenses	\$18,065,886	\$15,365,227
Surplus	\$514,913	\$384,896
Balance Sheet as at 30 June 2017	2017	2016
Current Assets	\$6,373,068	\$5,323,845
Non-current Assets	\$2,374,551	\$2,326,261
Total Assets	\$8,747,619	\$7,650,106
Current Liabilities	\$3,695,527	\$3,407,940
Non-current Liabilities	\$414,176	\$119,163
Total Liabilities	\$4,109,703	\$3,527,103
Net Assets	\$4,637,916	\$4,123,003
Reserves	\$360,056	\$360,056
Accumulated Funds	\$4,277,860	\$3,762,947
Equity	\$4,637,916	\$4,123,003

THANK YOU

Melba would like to thank the following businesses, groups and individuals for their generosity and support throughout the financial year

- ♦ William Guerin
- ♦ Peter & Edna Bree
- ♦ Evolution Business Systems
- ♦ IGA Mt Evelyn
- ♦ Nan Stevenson
- ♦ Bendigo Bank Mt Evelyn
- ♦ Beacon Lighting
- ♦ Human IT
- ♦ Telarus
- ♦ Brooker Consulting
- ♦ Harley & Fay Brown
- ♦ Greg Earney
- ♦ Andrew Erikson
- ♦ Hatrick Communications
- ♦ Mr & Mrs E & M Johnson
- ♦ EPM Pharmacies
- ♦ Lord Mayors Charitable Fund
- ♦ Geoff & Marilyn Earney
- ♦ Mervyn Serpell
- ♦ GR Haggard
- ♦ The Heritage Golf & Country Club
- ♦ Mike Dance
- ♦ Rotary Club Lilydale
- ♦ Glenn Foard
- ♦ Lions Club Healesville
- ♦ Ray & Bev Galloway
- ♦ Graham and Anne-Marie Leaver
- ♦ Governance and Giving
- ♦ Andrew and Jenny Graham
- ♦ Jason and Angela Blomfield
- ♦ Peter Johnson
- ♦ Judge Sara Hinchey
- ♦ Inspiro
- ♦ Harry and Pauline Jones
- ♦ Mooroolbark Community Bank
- ♦ Jack Brockhoff Foundation
- ♦ Mt Evelyn CFA
- ♦ Mt Evelyn Primary School
- ♦ Oxley College
- ♦ The Motet Charitable Foundation
- ♦ William Angliss Charitable Foundation
- ♦ Springboard Endowment
- ♦ B & W Drinkwater
- ♦ B & P Broadbent
- ♦ P Chapman
- ♦ A Guerin
- ♦ S Annison
- ♦ Libby Boland
- ♦ Jan Calvert
- ♦ John Cullinan
- ♦ Tony Ingpen
- ♦ A Quilty
- ♦ C Hooke
- ♦ The Mark Family
- ♦ Peter Jordan
- ♦ Jim Dickson
- ♦ J Chapman
- ♦ J Cooper
- ♦ C Beretaus
- ♦ B McPhail
- ♦ W & J Trompf
- ♦ B Drinkwater
- ♦ B Power
- ♦ D Murdock
- ♦ L Fencaros
- ♦ M Mailer
- ♦ G Knight
- ♦ C Lees
- ♦ Dr J Annison
- ♦ A Erikson
- ♦ E Lithgow
- ♦ J Dickson
- ♦ P McGowan
- ♦ City of Greater Dandenong
- ♦ AusNet
- ♦ Brett Ratten
- ♦ Lilydale Uniting Church
- ♦ Kate Lee Productions
- ♦ Yarra ranges Council

Life Governors

Melba's Life Governors have each made significant contributions to Melba over many years. They have dedicated enormous hours, given endless energy and worked tirelessly for the organisation and the people we support from the early days of Melba's history right through to the present day. The efforts of these extraordinary individuals have been recognised through the awarding of Life Governorship by Melba's Board of Management.

We would like to thank and recognise these wonderful people for their contribution to the Melba community.

23.11.77	Mr C. B. Soward (Dec)
25.06.80	Mr G. T. Stevenson (Dec)
16.03.83	Mrs N. Stevenson
07.09.83	Mrs P. Jones OAM
17.10.84	Mr H. F. Jones OAM
26.10.94	Mrs P. Buck
27.10.99	Mrs J. Van't Reit
23.10.01	Mr G. K. Welsh
24.10.12	Mrs A. Blomfield (nee Carter)
24.10.12	Mr A. Kolmus
19.03.13	Mr D. Johnston
20.11.13	Mr T. Greene
04.11.15	Mr. S. Groves



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.....and all our generous anonymous donors



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