



The year
that was...

2021
- 2022





This document is an extract from Melba's Digital 2021-22 Annual Report. This new format has been co-designed with the Melba community. People we support and families wanted a snapshot of the year that everyone was able to read, hear, see and feel what Melba is all about.

www.melbasupport.com.au/2022-annual-report

ACKNOWLEDGMENT

Melba Support Services acknowledges the Traditional Owners of country throughout Australia and recognises continuing connection to land, waters and community. We pay our respects to their Elders past, present and emerging.

About us



Who we are



Melba makes a difference by empowering people with a disability to live the life they want.

For 50 years we have been supporting people to dream big, be happy and do what they choose and value.

At Melba, we open up a world of opportunities and make things happen for people to live life – proudly, joyously, creatively, adventurously – the way they want.

Our vision



A society that values the individuality and rights of all people.

Our purpose



To open up a world of opportunities for people to live a fabulous life.

Our values

What we do



Community and Lifestyle – Arthur Creative, Day Support and Community Connections programs, Supported Recreation and Holidays, Individualised Support

Community Participation

Enterprises – Able Bake House, Arthur Creative and Yarra Ranges in a Box

Individualised Supports

Short Term Accommodation and Assistance (STAA) Respite for Adults and Children

Specialist Disability Accommodation

Support Coordination

Supported Independent Living (SIL)

Practice, Quality and Safeguards – Person-Centred Planning, Communication, Complex Health, Quality/Practice and Positive Behaviour Support



From the CEO

A highlight this year has clearly been the outstanding and collective effort to manage yet another year of the COVID-19 pandemic. Everyone at Melba – people we support, support workers, families and our office-based staff – banded together to get us through.

I want to acknowledge the enormous commitment and resilience our support workers show; day in, and day out. Despite every challenge, our fabulous support workers kept doing what they needed to do to keep people safe and well. Their extraordinary efforts were recognised through low transmission of the virus throughout the virulent Omicron wave. We're now well into the third year of the pandemic, and our staff continue to wear P2/N95 masks and follow health protocols daily. There aren't enough ways to say thank you!

We've also celebrated some significant milestones this year, with the opening in Anderson Street, Lilydale, of 15 townhouses, in collaboration with Community Housing Limited. I'm especially pleased that the housing is local in Lilydale, close to many people supported by Melba so that new tenants can stay within their community.

We also opened our new property at Argyle Street, Frankston. Melba was involved in developing and designing these bespoke, contemporary apartments. Both properties, through design and the use of assistive technology, enable people to live independently in their own homes.

This year, Melba celebrated our 50th anniversary. That's 50 years of delivering excellent quality, human rights-based support and meeting the needs of our local communities. Our organisation started from humble beginnings in Mt Evelyn and surrounds. We now support people across Victoria. Throughout all the changes, our human rights focus and desire to enable people to live their chosen lives has remained constant.



Hayley Dean
CEO

In celebrating the past, we also look to the future so Melba can continue to thrive for the next 50 years. First, we must acknowledge that we are in a rapidly changing environment - with the NDIS and its ongoing challenges through to vast technological advancements.

We are listening to what you are telling us, and we will continue to embrace technology. A great example is our Argyle Street property which, through use of smart technology, enables people to fully direct their supports when and how they need them.

In addition, we are looking at how to use technology to ensure great outcomes for people. This includes providing more effective and timely communications that are easily accessible for people we support, staff and families. Our transformation work also includes improving and updating our systems and processes to free up our teams to do what they do best – open up a world of opportunities for people to live fabulous lives.

I am looking forward to progressing our new strategic plan, which was developed in partnership with our Melba Community. Thank you to all those who contributed and rose to the challenge of looking forward to our next 50 years. Your perspectives, insights and ideas around the future of Melba have been invaluable.

I'd like to thank our outstanding leadership team, a group of individuals whose passionate commitment to delivering high-quality supports in a volatile, changing environment is unwavering. I commend the team for extending themselves and embracing the challenge of driving change – it's not always an easy road. Finally, thank you to our Board members for their support during a big year and to everyone who has been part of Melba's extraordinary journey over the past 50 years.

Chair's overview



Arvind Nathan
Chair

Fifty years ago, our organisation started out of necessity as three families needed support for their children with disabilities. It was a true community spirit that laid the foundations for Melba, and as we have grown from these humble beginnings to the much larger organisation we are today, it's something we hold onto dearly.

We call it the Melba Way; it has guided our organisation to be a fierce advocate for people with a disability and our human rights-centred approach to support. It hasn't led us astray for 50 years and will continue to be our north star.

During the past 12 months, an absolute highlight was seeing people back in person, especially at our hubs in Lilydale and Ballarat. As a Board member, managing through lockdowns from a distance was strange. I'm so glad to see people we support and our staff back in person, happy and having a lot of fun with each other. It may sound simple, but when we have had multiple COVID-19 waves that have kept us apart for so long, it gave us a sense of normality we hadn't felt for a long time.

With the COVID pandemic starting to be in the rear-view mirror, this year's big focus for the Board is Melba's strategy that will lay the foundation for Melba's ongoing success for the next five to 10 years. This document has been a true collaboration across the whole organisation. Many of our staff members came together in person with the Board and the Executive Team to develop Melba's future strategy. This coming year is all about putting our strategy into action.

But the year was not without its changes, and I would like to acknowledge the contribution of Dr Matt Brett, our former Board President, who has recently resigned from the Board. Matt was a key member of the Board during the initial transformation of the organisation with the transfer of government services that saw Melba support people from Gippsland, Southern Melbourne, and the Central Highlands and Wimmera regions. His leadership and engagement with the organisation in trying times through COVID-19 cannot be understated, and I sincerely thank him for his dedication to the role. His perspective, knowledge, insight, and presence will be missed.

As we close out the year that was, I want to give a huge thank you to every Melba staff member for doing a phenomenal job throughout the pandemic. Because of each and every one of you and your tireless efforts, we navigated through this pandemic, keeping not only ourselves but the people we support safe. On behalf of the Board, I can't overstate our thanks to you all.

Finally, a huge thanks to our CEO, Hayley, for her incredible leadership of the organisation and work in developing the next phase of Melba's journey. And as we celebrate Melba's 50th birthday this year, I'm incredibly excited for the year ahead as Melba embarks on the next 50 years.



Key stats summary



Hilma & Glenda



80+

SIL group homes, townhouses, units and apartments



Supporting great people across Victoria



4 Day Support and Community Connections programs



9 STAA respite properties



1 Creative Arts program



5 Offices:
Lilydale, Ballarat, Dandenong, Morwell and Horsham



+ Individual supports across Victoria



Number of staff **1,516**



Hours of support delivered **1,904,633**

50 years of Melba Support Services



Nan Stevenson

Melba celebrates a special and significant milestone this year – 50 years of providing supports to people with a disability.

50 years of exploring individual's goals and delivering person-centred, flexible supports. 50 years of tenaciously advocating for people's rights to be treated with respect and dignity. 50 years of fun, of remarkable times and of building the foundation stones for a fabulous future.

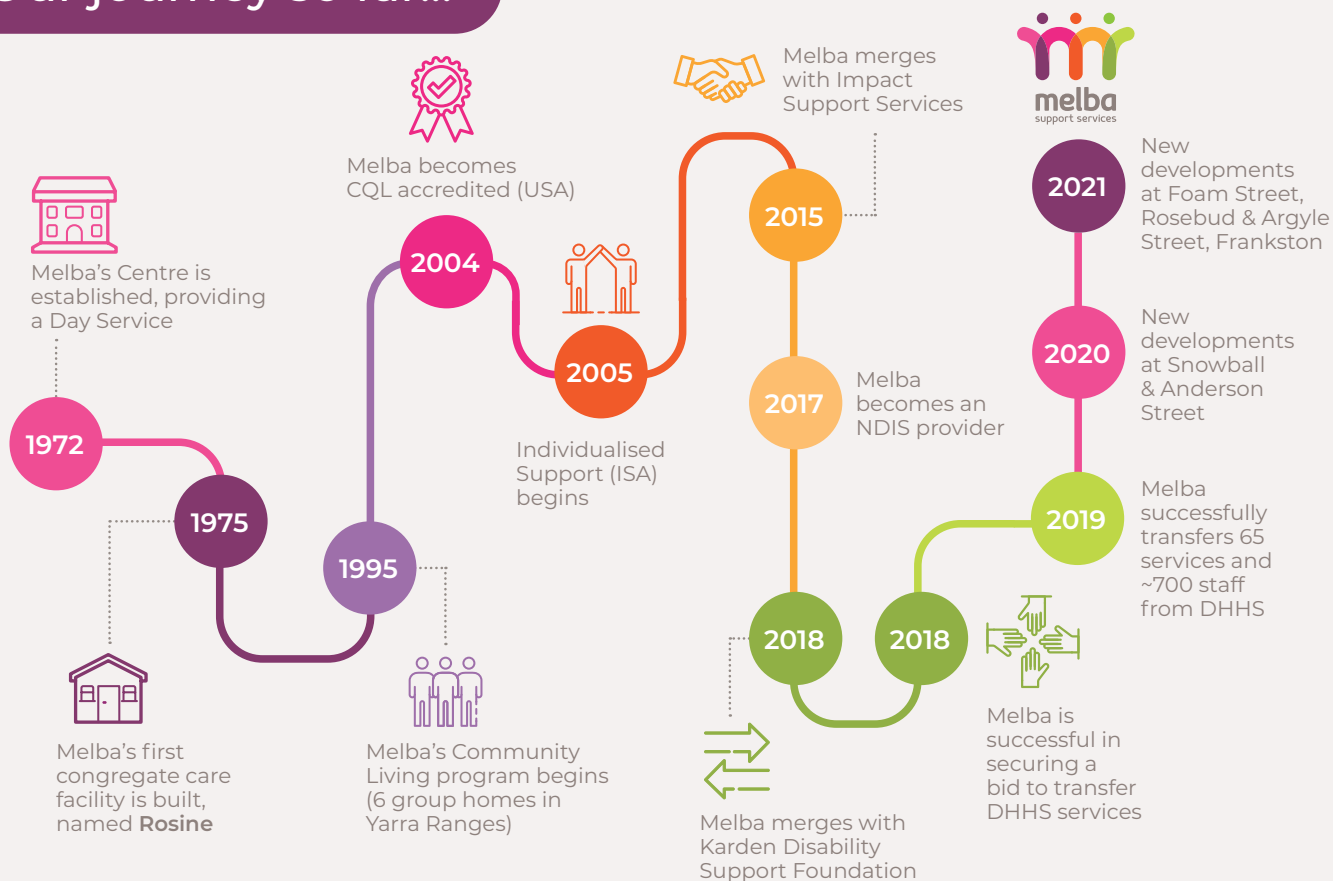
In the early 1970s, Melba was started by a small group of mothers who wanted better lives and outcomes for their children. Nan Stevenson and her daughter Janine, Pauline Jones and her daughter Susan, and Angela Blomfield and her son Marc – all fought to create and build homes, services and programs to support their children and many other children to live a better life.

Services were rudimentary at the start; in the early days, hydrotherapy services were delivered in an above-ground pool in a backyard shed. Today, NDIS-funded supports enable people to live independently, access employment, explore their interests and passions, and build valuable connections in their community.

Melba's journey of human rights, flexibility, creativity, passion, and fun continues today. Our vision, for a society that values the individuality and rights of all people, drives our strategic direction as well as our day-to-day decisions. Thank you to everyone who has been part of our journey. Most importantly, to individuals who we have had the privilege of supporting over the years, and their families and advocates; you are why Melba exists.

A few of our most significant highlights are mapped in the timeline below.

Our journey so far...



Melba's response to COVID-19



Hayley & Natasha

In January 2022, almost two years into the pandemic, we faced the rapid spread of the Omicron COVID-19 variant. The number of active cases strained every sector, especially the health, aged care and disability sectors. The Omicron variant also affected supply chains and led to a temporary national shortage of rapid antigen tests.

Despite this, our staffing team worked hard daily to respond to the rapidly changing situation and keep people supported safe and well. In addition, we maintained our good personal protective equipment (PPE) supplies.

Our strong infection prevention measures have stayed in place throughout the year, so we could give people supported the best possible chance of not contracting COVID. As a result, our case numbers were lower than the general community. We also continued to have low COVID transmission among people supported testing positive across Melba.

During the pandemic's peak, Melba's COVID-19 team met daily to assess needs and ensure the best processes and supports were in place. Our Workforce Hub team also met seven days a week to ensure we had enough staff to cover all services.

Like last year, our local teams received commendation on the advocacy they displayed for people supported and the innovative solutions they came up with to ensure that times of illness and isolation were as smooth as possible.

In addition to our vaccine campaign with Aspen medical in 2021, we ran regional COVID-19 clinics

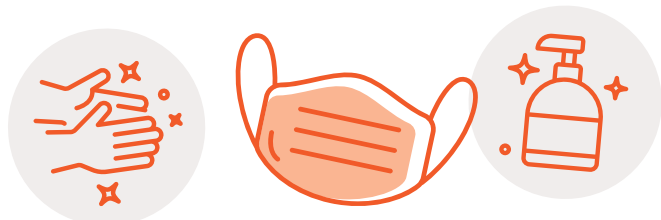
in January 2022 for booster shots. Staff also supported people to access booster vaccinations at local clinics and GP offices.

By February 2022, daily COVID cases began declining across Victoria, and the disability sector had a sufficient supply of rapid antigen tests and plenty of PPE.

Despite staffing shortages across the disability sector, we managed to keep all essential services and homes operating, which was a fantastic outcome. In addition, staff members who don't usually deliver face-to-face support volunteered to cover disability support shifts in our SDA and SIL group homes.

For all involved, the last two years have been the most challenging we will (hopefully) ever face, both professionally and personally. The dedication of all team members during this time to keep the most at-risk members of our Melba community as safe as we could, was both heartfelt and extraordinary.

We acknowledge that the pandemic isn't over but feel we have moved through the most dangerous times. As we look forward, we are confident that through the ongoing collective efforts from people supported, families, staff and the ongoing COVID controls that are now part of our standard way of operating, we will continue to provide quality supports as we encounter ongoing waves of infections.



The team at Arthur Creative with screen printed t-shirts

Supported Independent Living



Steve, Ben & Hayley at the Anderson Street property launch

Melba provides Supported Independent Living (SIL) services in more than 80 homes across Victoria.

We are also working to develop new specialist disability accommodation (SDA) homes to enable people with a disability to choose where and with whom they want to live.

This year, we officially opened our Anderson Street housing development in Lilydale. This collaboration with Community Housing Limited has seen 15 purpose-built townhouses, with a mix of social housing and SDA, developed on a site in the heart of busy Lilydale.

Home sweet home



Anderson Street resident Cecelia

Cecelia was one of the first residents to move into Anderson Street.

“I moved in last year on 6 March 2021. It’s good. I’ve got a balcony, a kitchen, a lounge room and a TV. I’ve also got a spare bedroom. I like the common area and chatting with the staff,” said Cecelia.

“I lived in Mt Evelyn for seven years [before this]. I like how social Anderson Street is. I have pictures and a rug and an electric chair. I’ve got a lot of friends here. Ben and Anna and Thomas and Mitch and Catherine and Rhiannon live here.

I like living in Lilydale. I work at Coles three days a week, a five-minute walk from home. My job is to do new stock put-away and help at the cash register,” said Cecelia.

Anna also lives at Anderson Street; it’s the first time she’s lived independently.

“I moved in last year; I’ve got lots of friends here. I’m very happy to live here. I live all by myself, no problem. It’s the first time I have lived alone,” said Anna.

“I have plants, and I like my photos. I like walking every afternoon at 3pm. I mop every day. I enjoy the staff and Lorraine is my favourite.

I learnt cooking here and how to speak up for myself. I can cook pizza, spaghetti bolognese, and beef stroganoff; I cook every night. I use the washing machine all by myself,” Anna said.



Anderson Street resident Anna

Through our partnership with Guardian Living, we have continued to develop innovative and creative living opportunities for people with a disability, including at Bond Street in Ringwood.

Here, Guardian Living delivered a housing model that includes one-bedroom SDA apartments within a broader apartment complex, located in the heart of Ringwood. These apartments enable people with high physical support needs to live independently, through smart technology and access to staff on call.

This year, we also completed a new housing development at Argyle Street, Frankston. This development includes four contemporary, bespoke one-bedroom apartments for people with high physical support needs and one two-bedroom apartment, also built to high physical support standards. Each apartment has two bathrooms and a separate study or guest accommodation. Staff, available for 24/7 support, are comfortably housed on-site in a separate apartment.

These new homes at Anderson Street and Argyle Street, through creative design and innovative use of assistive technology, enable people to live independently and live a fun, flexible and fabulous life.



Our new Argyle Street property, Frankston



18 Argyle Street interior



18 Argyle Street exterior

Community Connections



Liam

Throughout 2022, Community Connections continued to support more than 100 people across our three locations in the outer eastern suburbs, placed in the green foothills of the Dandenongs.

We offer tailored weekly programs and activities, ranging from action-packed days to more self-paced activities. Successful ongoing community-based programs that survived the lockdowns include Melba Mowing Group, volunteers for Meals on Wheels, Yarra Ranges in a Box and Eggs on Legs. We partner with local IGA and Safeway supermarkets to take their green vegetable waste and use on our gardens as part of our sustainability program, run in partnership with ECOSS – an environmental community hub in Wesburn.

We welcomed a new leadership team at the start of 2022. The introduction of this team coincided with exciting changes as we transitioned from two years of pandemic-based activities back to in-person programs. A change that was warmly welcomed by the people we support and our teams.

We also launched our six-month Community Connections services roadmap, which specifically focused on our team development and refining some of our daily staff activities, to maximise the time available to support those who use our services.



Jim crushing cans as part of the Community Connections sustainability program

Jim and John are two of Community Connection's weekly participants and wanted to share reflections of their fabulous Melba moments in 2022

Jim:

“I go to the ECOSS community hub – I do the gardening and watering,” said Jim. “I water the garden at Roland Avenue every day. On Thursdays, I do sustainability. We divide the recycling, and I crush the cans.

I come four days a week. My favourite activity is ECOSS because I like watering. It's fun to go out, and we grow veggies, like tomatoes. My friends are Llewie, Jason, Phil and Rodney. I have been coming for two years,” Jim said.



John working on his painting

John:

“ I am at Community Connections on Wednesday and Thursday at Melba Avenue. On Thursday morning in sustainability, we grab the bins and bring them in, and Thursday afternoon, I do arts and crafts,” said John.

“The workers are good. I love it here. I also go to Wray Crescent in Mt Evelyn on Mondays.

Every month, we have the meeting of the ARROW group. For the sustainability group, we sort out the rubbish. We go out in the community and collect recycling. It is good for me to do that,” John said.

“I love music. My support worker Steven and I listen to music and play in a band. I went to Steven’s concert. He plays the guitar, and he’s a really good singer. I play the drums.” said John.



John doing arts and crafts at Community Connections



John sorting rubbish for the sustainability group

Arthur Creative



Progressive Studio at the Art Gallery of Ballarat

Arthur Creative artists returned to the studios with lots of enthusiasm this year, enjoying the fun of being back together in person after the last couple of years.



As well as new projects, artists have been working on developing their individual skills. This year we started offering two new workshops: Introduction to Ceramics 3D Work, and Creative Writing.

In our Progressive Studio, the seasons, landscape, still life and flowers have been themes for inspiration. An excursion to the Ballarat Art Gallery provided new motivation and inspiration. Artists participated in Ballarat's colourful Begonia Festival celebrations, making crepe paper flowers and adding them to the visitors' bouquet at the gallery.

Below, two of our artists, Liam and Jenna, explain their work.

Liam:

“I'm here four days a week, doing mini art on a Monday, film making on Tuesdays and drama on Wednesdays,” Liam said. “On Thursdays I do progressive studios and photography. Everything makes me happy; I can't choose my favourite. I do like mini art because there are less people, and I can talk to the teacher more. We do small projects with clay or print making.

I've got an exhibition coming up at the Regent Cinema art space in Ballarat. I'm displaying paintings on canvas and paper. I also work in customer service at an art gallery on Fridays,” said Liam.



Artists Liam and Jenna at Arthur Creative in Ballarat

Jenna:

“I come to workshops at Arthur Creative four days a week,” said Jenna. “I do photography at the workshops, and drama, music, screen printing and art. I like taking photos of patterns in nature and architecture and photos of shadow works. I also enjoy taking photos to tell a story – both black and white and colour photos.

We organise some markets at the end of each year. I helped to design the market posters and we sell t-shirts, tea towels and cards that we screen print. I really enjoy drama – I'm a choreographer, and I choreographed the dances we did at South Street Eisteddfod this year,” Jenna said.

Congratulations, Ahmad!



Ahmad, Julian, & Tahlesha

Ahmad Alhamid of Reilly Court won the 2022 National Disability Practitioners (NDP) Workmate of the Year award.

The Workmate of the Year award winner is someone who delivers outstanding support, goes the extra mile, is a pleasure to work alongside, and improves the workplace. Ahmad won the 2022 award, beating over 650 other nominees across Australia!



Ahmad, Outcomes Lead at Reilly Court, NDP Workmate of the Year Award Winner

Ahmad is the leader at one of the houses where Melba provides (SIL) supports, Reilly Court. Ahmad provides outstanding support for people and inspires the team around him to follow his lead.

Ahmad first came to learn about Melba Support Services when he was working as an SES volunteer and his unit controller suggested to get in touch with Melba because of his love for working with people.

"I came to Melba and I loved it and so I wanted to learn more about it... to learn more about disability and I kept digging and digging to learn more things and make good relationships with people," recalls Ahmad.

Ahmad is always looking for opportunities for people to live a fabulous life. For example, he discovered a completely accessible ferris wheel at the Melbourne show, enabling people to experience their first ferris wheel ride.

In the genuine spirit that is Ahmad, he was shocked and overwhelmed when he received the call to inform him of the award.

"I totally froze. I'm really, honestly very proud of my team because without them, I wouldn't be able to have that success. My award or medal is the smile on the face of the people we support," he said.

"Congratulations to Ahmad – what a well-deserved win," said Melba CEO Hayley Dean.

"We've known about his amazing skills and commitment to support people to live their best life for some time, and it's fantastic to see Ahmad recognised at a national level," said Hayley.



Ahmad and Scott enjoying the Ferris wheel at the Royal Melbourne Show.

Individualised Support Arrangements (ISA) at Melba



Tim in the community garden at Melba Avenue

Melba's ISA support staff deliver one-to-one services, focusing on supporting people to achieve their goals; big, small and in between.

Exploring what really matters to a person, and supporting them to bring those dreams to life, is what drives this bespoke program. Delivering true choice and control for people we support, the ISA program is as broad, colourful, creative and diverse as people's imaginations!

Across the year, individuals have used their flexible ISA supports to explore their communities and exercise choice and control in unique and

individual ways, from catching a thrilling ride at Melbourne's marvellous Moomba festival, to catching some dinner on a fishing excursion at Rye Beach. Many have enjoyed diving back into swimming after lockdown closures, some have used their ISA supports to help them move house, and others have been busy accessing volunteer and paid employment opportunities.

Connecting with community gives us meaning to our lives. Melba's ISA program delivers tailored supports for people to discover ways to connect with their communities and focus on what they enjoy and find meaning in.

Tim's green thumb

Avid gardener Tim has been growing plants since he was very young. Using his ISA support, Tim has been busy designing and working in the community garden at Melba Avenue in Lilydale, and he loves it!

“I come to Melba on Wednesdays. If the weather is good and there are no appointments, we have been planting Melba's community garden,” said Tim.

“We have had lots of plants donated by families and staff. I have met lots of people here.

I've been growing succulents since I was four years old in my own garden at home. I'm now 52. I find it hard to choose my favourite because I like so many of them.

It is nice to hear positive feedback and to talk to everyone as they come and go through the garden. I enjoy being told that I've done a great job.”



Tim in his home succulent garden

Getting to the heart of the matter: ARROW



Ronnie

Melba's ARROW group meets regularly to learn about human rights and how to self-advocate and provide feedback to Melba on policy, procedure, and practice.

ARROW stands for Advocacy, Rights, Representation, Outcomes and Worth. During the year, ARROW's membership has grown to 46 people, representing people supported in each region that Melba delivers services.

Once again, COVID-19 lockdowns have posed frustrating challenges to ARROW members meeting face-to-face. Members have continued to develop their skills in using online meeting technology, though everyone really appreciated having in-person conversations about rights and advocacy when they could.

Over the past 12 months, regional ARROW groups focused on topics and issues relevant to their towns and neighbourhoods, along with opportunities for members to learn about and reflect on health, well-being and rights; matters that impact all our daily lives.

Members have liaised with local councils to advocate for all-ability access to swimming pools and provided feedback to local council disability inclusion plans. ARROW members also regularly attend Melba's Board's Practice, Quality and Safeguards committee, together with the CEO, to discuss rights, advocacy and delivery of support provided by Melba.



ARROW stands for:

- **A**dvocacy
- **R**ights
- **R**epresentation
- **O**utcomes
- **W**orth



April & Anne

Defend our NDIS!



Amon

"What do we want? A strong NDIS.
When do we want it? Yesterday!"

As many people and families experienced, recent cuts to the NDIS have had devastating impact. Many people lost the funding they were entitled to and needed.

In some cases, cuts to people's plans were so quick, they were left without funding for support overnight. Others were waiting for six to nine months or more to have decisions reviewed. This wait was enormously stressful for everyone involved.

Early in 2022, we campaigned strongly for urgent reforms to the NDIS. We supported the National Disability Service's *Teamwork Works* campaign, calling for an effective NDIS.



Hayley, Amon, Natasha and Penny



Ben and his mother campaign to Defend our NDIS

Together with many people we support and their families, we joined thousands of voices across Australia supporting the *Defend our NDIS* campaign. In the lead up to the 2022 federal election, [Every Australian Counts](#) drove this important campaign, highlighting the urgent need for reforms to the NDIS. We called on our political leaders to support an adequately funded NDIS and stop essential supports being cut from people's plans.

Many Melba community members attended *Defend our NDIS* campaign events online and in-person, shared social media content, and sent letters to local candidates. Seeing so many Melba families taking action with others around Australia was terrific. Our collective efforts worked, and the NDIS became a major election issue.

With the election now over, our advocacy work hasn't stopped. Melba will continue to push for the government to implement proper planning, fair pricing and genuine partnership with people with disability and with support providers.

Support Coordination



Julie & Colleen

Our Support Coordinators support individuals to understand and get the most out of their NDIS plans. Supports are tailored to individual needs and flexibly adjust when people's lives change.

Navigating the disability service system isn't always straightforward, but with access to broad community networks and skills in budget and life planning, Melba's Support Coordination team are experts at supporting people to find and purchase the services they need to reach their goals.

During the last year, our Support Coordinators have been busy working with people to build their own capacity and confidence so that they can maximise the benefits of their NDIS plans. The team has been focused on connecting people to the right services that will enable them to achieve their unique goals.

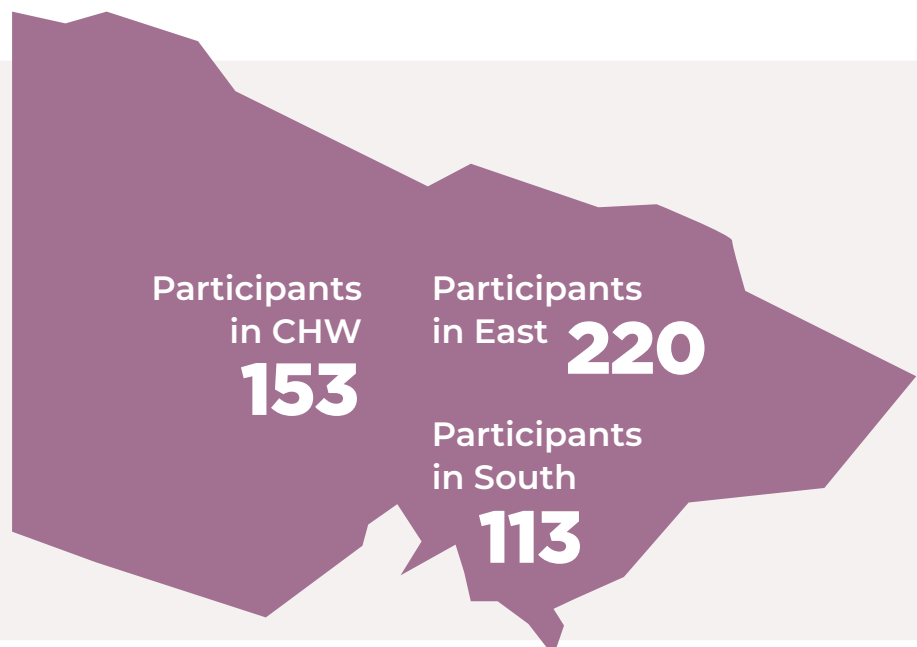
A review of our Support Coordination structure this year resulted in the team moving into the Business Operations unit. This has facilitated greater collaboration with our Outcomes teams,

while maintaining essential conflict of interest protocols. NDIS expertise is being shared along new pathways between teams, generating greater understanding and leading to better outcomes for people we support.

Partnerships have also been developed with key SDA providers, enabling people we support to access new, independent living opportunities. The team were thrilled when avid Richmond fan Kieran recently moved into his new home, and met the NDIS Quality and Safeguards Commissioner, Tracy Mackey, on the same day! The Commissioner was interested to understand everything that is involved when someone uses their NDIS Support Coordination funding to find a home. Kieran was very proud to show off his new place!

New innovations this year have included the development of a dedicated induction and orientation program for new Support Coordinators at Melba that ensures critical knowledge is shared with new starters. And strengthened data capture and analysis capability will support the team to flourish into the future.

Number of Participants by Region



The Melba Way

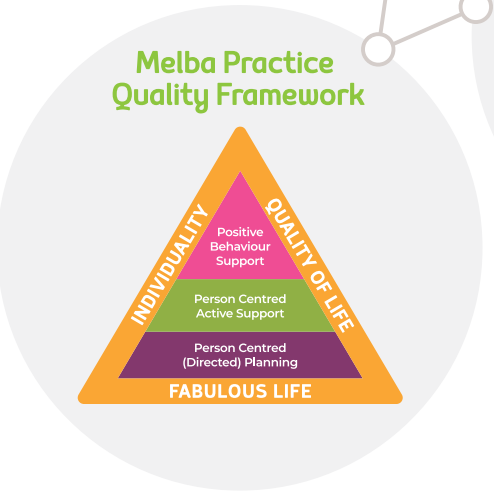
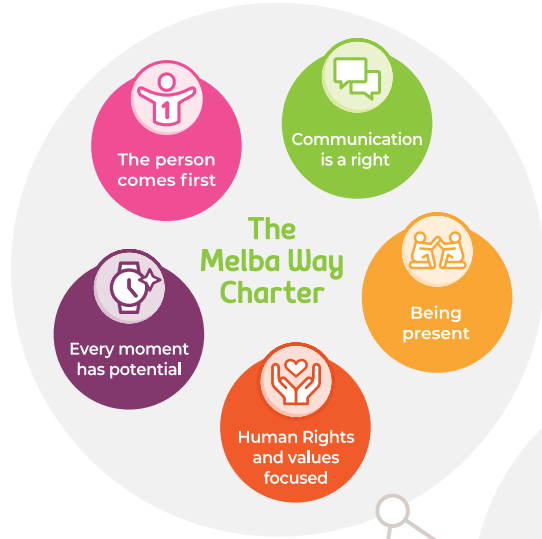


Liam & John

melba
support services

03 9212 0100

melbasupport.com.au



The Melba Way is the way we do things at Melba.

It is underpinned by our Charter, values and practice framework, guiding the ways in which we live and breathe our vision and purpose.

This year the Melba Way Steering Committee, which includes representatives from all areas across Melba, has identified a number of creative ways to weave our Melba Way through the fabric of what we do.

This includes an accessible Melba Way Easy Read, describing all elements of the Melba Way.

This year we launched our Melba Charter, (page 20–21), which the Practice Quality and Safeguards team has been using in team workshops to highlight how the Melba Way underpins our service delivery.

Supported by discussions of what this means at a team level and through the creation of Team Agreements, our teams have really embraced the understanding and meaning of the Melba Way and how this empowers people we support to live a fabulous life.

Additionally, we have introduced fantastic Melba Way posters and banners and even a TEAMS virtual background, to bring visibility across our daily activities.

Looking into next year, we will further build on our Melba Way presence through the refresh of our staff induction program and recruitment practices, incorporating Melba Way moments in our team meetings and celebrating Melba Way stories.

Here are members from our Steering Committee calling out some of our initiatives.



Kate Mallick – Outcomes Lead, East

Mac Patel – Group Payroll Manager

Michelle Smith – Outcomes Manager, Gippsland

Carol Redrup – Chief Transformation Officer

Sally Nicol – Outcome Specialist, PQS

Hayley Dean – Chief Executive Officer

Dave Glazebrook – GM Marketing, CALD, Env Sustainability



Steve & Sam

The Melba Way Charter



The Melba Way Charter enshrines our approach. It is about our relationships with each other.

We are committed to and share responsibility for upholding Melba's values and recognise our connections as a mutually enriching and beneficial experience. Everyone is expected to observe the rights and directions outlined in the Melba Way Charter.



The person comes first



Every moment has potential



Human Rights and values focused



Being present



Communication is a right

The person comes first

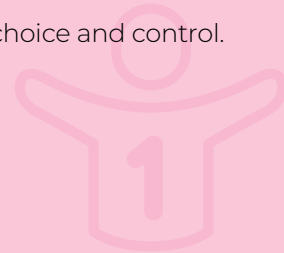


People are individuals with unique strengths, abilities, needs, values, aspirations and interests. Empowered to exercise control and make decisions, there is "Nothing about me, without me."

Getting to know the person by actively listening, being attentive and responsive to needs and wishes supports a fabulous life.

What this looks like

- › People have choice and control.



Every moment has potential

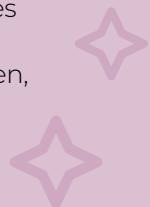


People are supported in doing what they want to do, how they want to do it, choosing to participate and contribute in ways that are meaningful to each individual.

This means being open to what works in this situation – minute by minute, hour by hour, day by day – as today's choices can be different from yesterday's.

What this looks like

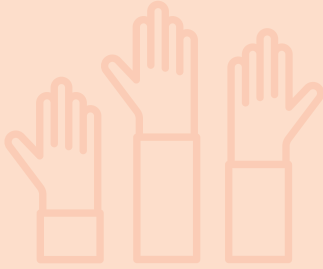
- › Always looking for opportunities and supporting requests and asking how to make this happen, not why it can't.



Human rights and values focused



People are equal by virtue of being human.
Diversity is embraced and celebrated.
The Melba Way creates an environment that delivers a fun, flexible and fabulous life.



What this looks like

- › People are safe and secure, free from harm and treated with dignity, respect and integrity.
- › Everyone is responsible for speaking up when something seems wrong.
- › People are believed every time.
- › Living the values means being passionate about creating and imagining possibilities, ready to adapt and find fun and joy every day.

Being present



Being present is actively listening, observing and understanding in a way that is free from judgement, expectations and preconception.

The Melba Way is about developing genuine relationships, learning about each other and what is important.



What this looks like

- › Bring our best selves to work each day and leave our baggage at the door.
- › Meet people where they are at with no value judgement or assumptions.
- › Talk to people about how their day's been to understand where they are at and don't dismiss people's needs, wants, or routines.

Communication is a right



Every person communicates; it's the 'how' that differs.

Every person has unique communication styles and abilities. It may be based on the words, sounds, facial expression, body language and behaviour. All behaviour is communication.

The ability to communicate and be understood is critical to everyone's human rights. Without communication tools in place or a communication partner, a person has no rights.



What this looks like

- › Embrace people's communication needs.
- › Learn and use different communication styles, presenting information in accessible formats, adapting to the person's needs as required
- › Be familiar with the communication profile and preferences of the person you're communicating with and find relevant ways to connect (utilising aids and equipment if required).
- › Get to know each person's preferences by actively listening and asking '*What is being communicated here?*'

Future Melba

– our strategy and transformation program



Matthew, Carolyn, Kieran, & Tracy Mackey, Commissioner, NDIS Quality & Safeguards Commission

As we embark on the next 50 years of Melba, our newly developed Future Melba Strategy provides the north star that will guide the services we provide and how we provide them into the future.

The strategy was developed with involvement of the Melba Board, Executive, Leadership Team, a cross section of our workforce and key representatives from our Melba community.

The Future Melba Strategy outlines our vision, purpose, and aspiration to be a globally renowned organisation dedicated to enhancing the lives of people with support needs. It recognises the current challenges in our ways of working, what we need to do to provide a great place to work for the Melba team, as well as the opportunity to provide more innovative services for people. The Future Melba Strategy sets out five bold and achievable strategic priorities covering the experience of people we support, our employee value proposition, our culture, our operations and the services and solutions we provide

To achieve the Future Melba Strategy, we have a clear execution plan called the Future Melba Transformation. Our goals through this program are to provide tailored services and solutions to people, ensuring they are at the centre of decision making with human rights at the forefront. Practice quality will remain central to our services and the Melba Way will feature in all we do. We will boost engagement and connection across our workforce by establishing a unique value proposition based on the needs of Melba and our team members; this will include employee career pathways and capability development opportunities. Streamlining our processes and leveraging technology to improve our services and ways of working, together with the introduction of contemporary and innovative services and solutions, are fundamental elements of our transformation and Melba's future.

We look forward to sharing our progress and the exciting changes we've achieved in next year's annual report. Watch this space!

Future Melba | our objectives and strategy

- Our vision:** A society that values the individuality and rights of all people
- Our purpose:** To open up a world of opportunities for people to live a fabulous life
- Our aspiration:** To be a globally renowned organisation dedicated to enhancing the lives of people with support needs

Our Strategic Priorities:

<p>Best in class experience for the supported person</p>	<p>Melba as an employer of choice</p>	<p>Melba Way aligned practice and culture for today and tomorrow</p>	<p>Streamlined and reliable operations</p>	<p>Contemporary and innovative services and solutions</p>
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Focus on quality and outcomes



Malcolm, Tony & Ryan

Melba takes violence, abuse, neglect and exploitation of people with disability seriously and has welcomed the Disability Royal Commission's work over the past year. Our Disability Royal Commission Working Group has met six times this year.

This year, our Practice, Quality and Safeguards team delivered 359 staff training sessions on contemporary support approaches, including human rights and person-centred and directed active support.

All new employees received face-to-face training from Melba's CEO on the organisation's human rights approach and zero tolerance towards violence, abuse, neglect, or exploitation of people with a disability.

This year, we also:

Completed Human Rights Checklists for people supported in SIL services. This checklist ensures that we uphold the human rights of people we support.

Reviewed our COVID-19 protocols and developed a refresher on infection control and PPE training for staff. In addition, we supported the delivery of COVID-19 vaccinations to 55 Melba SIL services.

Participated in the Supporting People with Intellectual Disability to Access Health Initiative, which aims to improve how primary health care services are delivered to meet the needs of people with an intellectual disability.



Completed Personal Outcomes Measures (POMs) for people supported in SIL services. POMs assist Melba in planning how we can support a person to achieve their NDIS goals.

Expanded Melba's research program. We ran a study with La Trobe University to evaluate the association of organisational culture in supported accommodation services with staff satisfaction and achievement of outcomes for people we support.

Participated in the Potentially Avoidable Visits to Emergency Departments Project. This project aimed to understand the health management of people who attend emergency departments with potentially avoidable presentations.

Melba's journey towards Reconciliation



What a year it has been for diversity and inclusion at Melba. In May, we launched our first Reconciliation Action Plan (RAP), 'Reflect' level, after it was officially endorsed by Reconciliation Australia.

At 'Reflect' level we are scoping and developing relationships with Aboriginal and Torres Strait Islander stakeholders, developing our vision for reconciliation and exploring our sphere of influence.

Lasting 18 months, our RAP guides Melba towards specific outcomes including increasing indigenous recruitment, building connections with local Aboriginal groups across our service areas and creating new Indigenous procurement practices. Once we achieve the 'Reflect' level, we intend to progress to the next level, 'Innovate.'

Our RAP also contains mandatory actions with timeframes which are assigned to senior leaders to ensure top-down organisation wide embedding of our RAP. It brings us in line with current societal expectations and responsibilities around organisational leadership in diversity, equity and inclusion. It also comes with a strong understanding of business growth opportunities in terms of expanding service provision in a culturally appropriate way to First Nations Peoples.

We're continuing to work closely with Reconciliation Victoria, to establish and build our foundations as we progress on our reconciliation journey.



Diversity and Inclusion

This year has been an incredible time for progressing diversity and inclusion at Melba. We have been out and about chatting to Culturally and Linguistically Diverse (CALD) communities, establishing stronger links with First Nation communities and working on increasing our numbers of employees with disability. One of our most exciting initiatives launched this year is Rainbow Melba – a group led by employees from the LGBTQI+ community and their allies. Together, we will elevate diversity, inclusion, education and awareness throughout the Melba Community – we've made a great start in 2022 and now, we're looking forward to a big year in 2023.

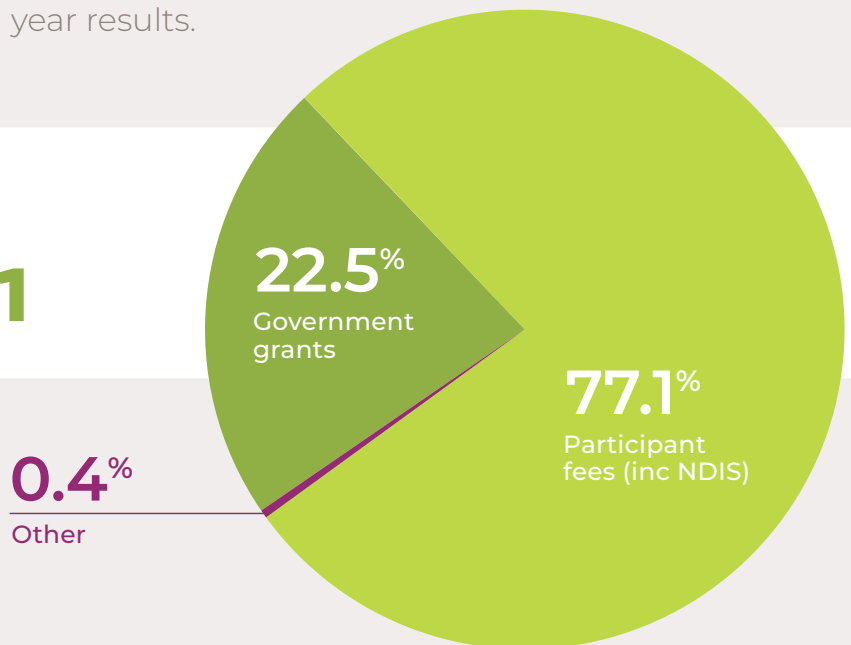


Financials

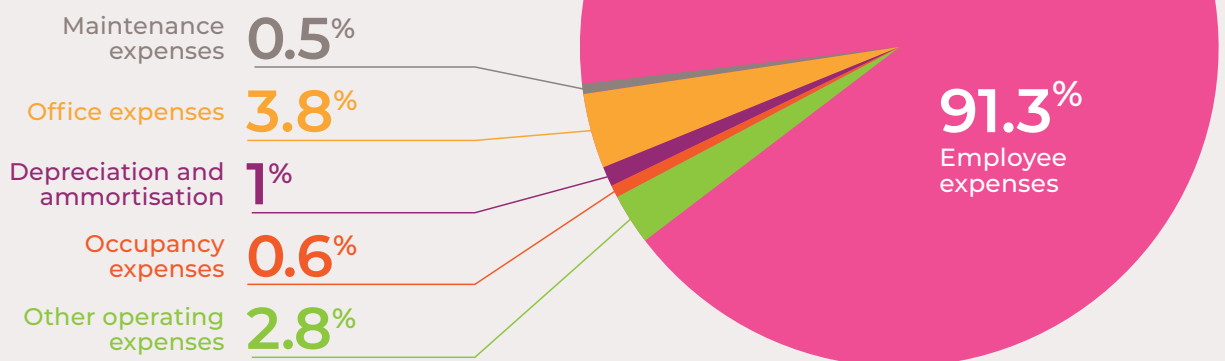


These are the 2021/2022 financial year results.

REVENUE:
\$131,100,721



EXPENDITURE:



Melba continues to be financially secure and well managed. We manage the money we receive carefully, making sure that we provide for our future, and can continue to fulfill our purpose of opening up a world of opportunities for people to live a fabulous life. Details can be seen on the ACNC website.

Roger Chao, Treasurer, 2022.



Melba Support Services acknowledges the support of the Victorian Government.







melbasupport.com.au