

# Annual Report

2020



Experienced  
in providing  
opportunities for  
people with a  
range of abilities



**Marriott**  
Support Services



# Our Philosophy

**Our core philosophy is that people living with a disability should have the same opportunities in life that those without a disability have, and we undertake our work with compassion, not sympathy.**

**We focus on ability – what people can do, rather than what people cannot do. We expect professionalism (in work) and respect (in life) from, and for, our supported employees and participants.**

## • Our Vision

**To achieve an inclusive community where people living with disabilities thrive by living life on their terms, with purpose and dignity.**

## • Our Mission

**To grow our capabilities and navigate possibilities to empower people living with disability.**

## • Our Values

- **Commitment**
- **Integrity**
- **Responsibility**
- **Respect**
- **Innovation**
- **Engagement**



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# Chair's Report

**As I write we remain in Stage 4 lockdown. And yet, despite the ravages caused by COVID-19 to the community's health, lives and the economy, I am pleased to say that Marriott, as an essential service providing disability support and supported employment, has been able to continue to operate safely and adapt its operations to the realities and requirements of a COVID-19 world.**

**Stephen Creese**  
Chair



Following the first wave of the pandemic we had to close our Communities Division at the end of March, but our Enviro and Industries Divisions were able to continue to operate albeit in a reduced manner. When the restrictions eased, we were able cautiously to re-open Communities within COVID-safe guidelines at the end of May and our loyal clients and carers responded by returning to use our services. Likewise, our customers have continued to support our two social enterprises. We are grateful to all our supporters.

None of this has been easy. We had to make decisions in an atmosphere of considerable uncertainty and genuine fear as to the impacts of this pandemic. Our new CEO Ann-Maree Colborne, who only started with us in January, scarcely had her feet under the desk before the pandemic struck. The extent of the pandemic's impact on a disability services provider, also running two social enterprise businesses, is broad indeed from needing to ensure the primacy of occupational health and safety and the welfare and impacts on employees to questions of force majeure under supply contracts and the overall financial sustainability of the organisation. Our executive team led by the CEO and our employees responded to these challenges head on and in this was supported by its volunteer board who met weekly over a number of months and who have continued to step up to the crease, for which I am most grateful. Our particular thanks also go to Director Nick Woodlock for acting as CEO pending the appointment of Ann-Maree as CEO. Once again, I would like to thank Jill Thompson for her considerable service to Marriott over many years following her retirement from the Board at last

year's AGM. At the end of May Thomas Hatvani resigned from the Board following his taking up a senior executive position in allied health base in regional Victoria. Tom has been a great contributor to Marriott over his four years on the Board and we will miss his support.

In my 2019 report a core theme was the need for change to adapt to the new world of the NDIS with the opportunities it presents and meet the five goals of our Strategic Plan. COVID-19 has catalysed and accelerated that need for change as we have had to find new ways to adapt in how we provide our services to our clients and customers and the nature of those services themselves. Under our new executive leadership, we have made significant steps in strengthening our operations, rationalising our facilities and developing our people and culture all the while maintaining a keen focus on financial stability. In this regard we have been greatly assisted by the financial support and related initiatives and concessions provided by Government, particularly Job Keeper which has enabled us to keep the great majority of our staff gainfully employed.

While the future remains unclear to us all, I am confident that the work that we have been undertaking over the last six months in particular has only helped to consolidate Marriott as an organisation that is now better placed for future growth and development for the benefit of its clients, staff, volunteers, customers and supporters.



# CEO's Report

**2020 has been a challenging and transformative year for Marriott, with every part of the organisation experiencing renewal and transformation in working towards our objective of sustainable growth.**

**Ann-Maree Colborne**  
CEO



With a firm focus on the organisation's mission, vision, values and the strategic road map to deliver the priorities as set out in our Strategic Plan 2019-2022, we have undergone organisational restructuring, as well as undertaking a number of key initiatives to strengthen our operations. Our core reason for being is to provide support to people living with a disability, and to increase their ability to participate and be involved in the community.

These initiatives include a range of projects commencing over the next year, such as moving our back of house functions onto technology platforms through HR3, finance and OHS systems, to reduce administration burdens. Concurrently there is upgrading of our IT and websites, as well as a much-needed refresh of our facilities across our sites.

During the year we had some staff changes at the executive team level, as we farewelled Trish Vivian and Joe Morrison, both of whom have moved onto new opportunities following the restructure. In the next financial year, we continue our restructure planning, which will include the recruitment of a General Manager to lead the operational areas. In addition, we have brought externally outsourced services back in-house, reallocating budget to key staffing roles. This has contributed to some new staff coming on board, along with some other staffing adjustments in the new structure.

In addition to our organisational transformation, we have faced a multitude of demands and challenges arising from the pandemic. Through their hard work and commitment under challenging circumstances, our team demonstrated a resilient capacity to

withstand the impacts and address the evolving issues with COVID-19 on our organisation. In doing so, the staff have continued to support our clients, families and, importantly, each other in this journey. On a positive note we have taken the opportunity presented by the pandemic to redesign our services, improve our capabilities and embrace new ways of doing things. Some of these changes have been implemented successfully in Community Services programs, responding to NDIS and client centric operating environments.

Marriott is positioned for growth coming out of COVID. Our focus is to promote Marriott as an organisation of choice to NDIS participants, their families, our commercial clients and staff.

To drive our growth, our business development and marketing plans will act as a roadmap for the coming year. Marriott is at the cusp of a new era and the next year will be about pursuing robust opportunities to thrive and cement our position as a provider of choice.

As we continue our journey, I extend my sincere thanks to our many loyal supporters, volunteers, clients and families for their ongoing support and being part of the Marriott community. I also wish to acknowledge my gratitude to our dedicated volunteer Board and capable staff who have worked tirelessly going above and beyond under very stressful circumstances.

I hope that you enjoy reading about our work this year and the new design of the annual report.

# Corporate Governance

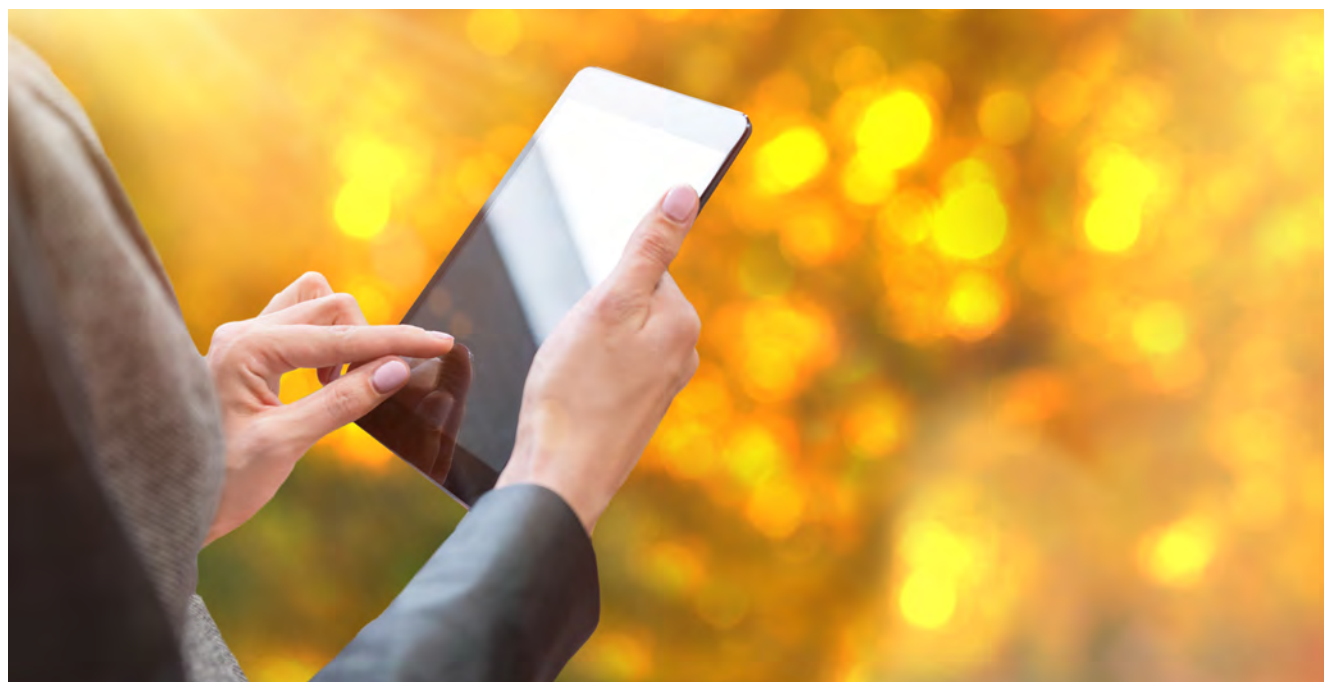
**Marriott is a public company limited by guarantee. The Board maintains a Corporate Governance Framework that includes a Constitution, Corporate Governance Policies, Delegations of Authority, Budgets, and Board and Committee Reporting Calendar processes. This Corporate Governance Framework is reviewed annually by relevant Committees and the Board.**

Marriott's Corporate Governance Framework and practices comply with the Corporations Act 2001 (Cth), the Australian Charities and Not-for-Profits Commission Act 2012 (Cth) and the Australian Charities and Not-for-Profits Commission Regulation 2013 (Cth), plus other relevant legislation. In performing its role, the Marriott Board aspires for best practice governance.

The Board is responsible for the overall governance of the organisation, including its risk management, strategic direction, establishing goals for the organisation, and monitoring the achievement of these goals. The Board appoints the Chief

Executive Officer and Company Secretary. The Chief Executive Officer is responsible for executing Marriott's strategic plan and the day-to-day management of the organisation and its people, in line with Marriott's Delegations of Authority.

The Board holds bi-monthly meetings throughout the year that are scheduled against a governance reporting calendar, determined as the year commences. The Board has four Committees that meet regularly, or more often as required: Audit Risk and Quality, Governance, Strategy, Remuneration and Nomination.



# Our Board

**Stephen Creese**

Chair

**Mark Bennetts**

Deputy Chair

**Ken Latchford**

Treasurer

**Graham Ashworth**

**Linda Bennett**

**Catherine McGovern**

**Nicholas Woodlock**

**Thomas Hatvani**

(to 22.05.2020)

**Jill Thompson**

(to 18.11.2019)

**‘In performing its role, the Marriott Board aspires for best practice governance.’**

# Our Leadership Team

**Janine Simpkin**

**CEO**

(to 25.11.2019)

**Nick Woodlock**

Acting CEO

(26.11.2019 to 05.01.2020)

**Ann-Maree Colborne**

CEO

(from 06.01.2020)

**Joe Morrison**

Divisional Manager Corporate

(to 05.06.2020)

**Tricia Vivian**

Divisional Manager Community Services

(to 30.06.2020)

**Rosie Chiavro**

Acting Quality Manager

(from 28.01.2020)

**Fiona McCabe**

Acting HR Manager

(from 17.02.2020)

**Ray Lee**

Divisional Manager, Enviro Management

**Lindsay Smith**

Divisional Manager, Industries

**David Roberts**

NDIS Senior Service Coordinator

# Finance Report

**Marriott's focus is on strategic growth in programs through improved financial performance and sustainability. The 2019/2020 year demonstrated Marriott's ability to navigate its way successfully in a very challenging operating environment, while delivering improved levels of service and better outcomes for both clients and all other stakeholders of the organisation.**

**Ken Latchford**  
Treasurer

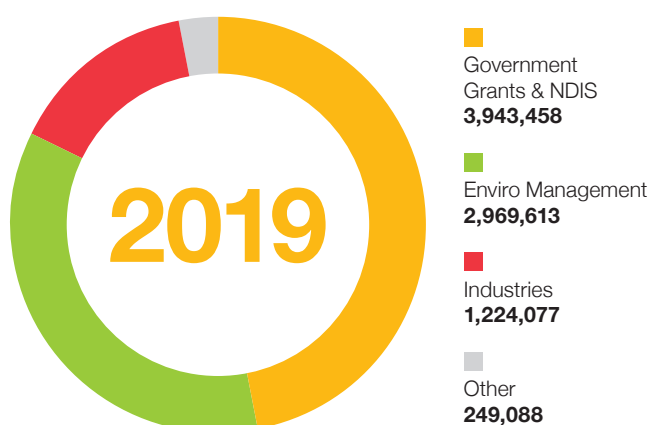
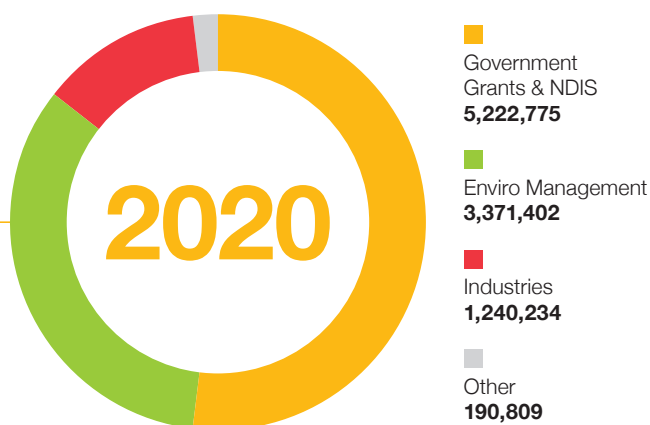
The organisation generated \$10,025,220m in total revenue, with an operating surplus of \$532,469. This result was influenced by Job Keeper wage subsidies, which allowed us to maintain meaningful employment for our staff.

There was a focus on improving the financial performance in community services, with improved budgeting and financial management, as well as achieving sustainable revenue generation in our social enterprises. We invested in much needed maintenance, repairs and IT upgrades, whilst also adding further resources in quality control and human resources to meet the accreditation requirements.

Our net assets at the end of the year stand at \$10.6m, including a cash balance of \$1.76m, which places Marriott on a strong footing to support further growth and restructuring activities.

**'Marriott is on a strong footing to support further growth and restructuring activities.'**

**2019/2020  
Revenue Growth**





Financial Performance	2020	2019
Government Grant & NDIS Revenue	5,222,775.00	3,943,458.00
Business Revenue	4,611,636.00	4,442,778.00
Donations, Bequests and Other Income	190,809.00	268,945.00
<b>Total Revenue</b>	<b>10,025,220.00</b>	<b>8,386,236.00</b>
<b>Other Income</b>	<b>209,091.00</b>	<b>268,945.00</b>
<b>Expenditure</b>		
Employee Expenses	-7,305,853.00	-6,285,882.00
Depreciation and Amortisation Expenses	-505,838.00	-425,459.00
Interest Expenses	-41,046.00	-59,303.00
Repairs and Replacement of Plant and Equipment	-284,224.00	-222,283.00
Utility and Occupancy Expenses	-249,928.00	-453,038.00
Motor Vehicle Expenses	-289,640.00	-271,875.00
Audit, Legal and Consultancy Expenses	-198,714.00	-209,306.00
Operating Expenses	-826,599.00	-839,596.00
<b>Total Expenses</b>	<b>-9,701,842.00</b>	<b>-8,766,742.00</b>
<b>Surplus (deficit) for the Year</b>	<b>532,469.00</b>	<b>-111,561</b>
<b>Financial Position</b>		
Cash and Cash Equivalents	1,758,790.00	1,162,628.00
Receivables and Other Current Assets	884,329.00	792,527.00
<b>Total Current Assets</b>	<b>82,659.00</b>	<b>1,955,155.00</b>
Property, Plant and Equipment	10,296,540.00	10,199,150.00
Right of Use Asset	92,035.00	–
<b>Total Non-Current Assets</b>	<b>10,388,575.00</b>	<b>10,199,150.00</b>
<b>Total Assets</b>	<b>13,114,353.00</b>	<b>12,154,305.00</b>
Accounts Payable And Other Payables	733,162.00	486,914.00
Lease Liabilities – Right of Use Asset	77,572.00	–
Borrowing	231,875.00	336,652.00
Provision For Employee Benefits	557,252.00	554,616.00
<b>Total Current Liabilities</b>	<b>1,599,861.00</b>	<b>1,378,182.00</b>
<b>Total Liabilities</b>	<b>2,512,687.00</b>	<b>2,445,190.00</b>
<b>Net Assets</b>	<b>10,601,666.00</b>	<b>9,709,115.00</b>
Retained Earnings	6,178,335.00	5,645,866.00
Reserves	4,423,331.00	4,063,249.00
<b>Total Equity</b>	<b>10,601,666.00</b>	<b>9,709,115.00</b>

# Community Services

**Our Community Team supports our clients in a variety of programs based at our Community Hub in McKinnon. Programs delivered in the Hub include Cooking, Art, Music, Gardening and Photography.**

Other programs such as Bushwalking, Exploring Melbourne and Out and About allow clients to start and finish their day at Wheatley Road while being part of the community during the day. The wide range of programs allows them to choose activities they enjoy and that help them to achieve their goals.

Our holiday programs offered clients the opportunity to participate in day trips to a variety of attractions in Melbourne and regional Victoria. Some of the more popular destinations have included a trip to Castlemaine, a visit to the Royal Melbourne Show and a river cruise along the Yarra.

The COVID-19 pandemic provided many challenges for our Community Team, as social distancing measures and restrictions on group sizes curtailed many of our normal programs.

Sadly, the decision was made to close Wheatley Road for a period while we prepared the site to operate under a COVID safer environment. Hard work by the team ensured that we were ready to re-open and re-commence a limited number of programs in late May.

While continuing to operate under COVID safe conditions in 2020/21 we plan to extend the Hub's hours of operation to include earlier opening, later closing, evenings and weekends. New programs are being developed to work within COVID restrictions. The first of these is bike riding, to commence later this year.

Other complementary services are also being explored, including Allied Health, to provide our clients with greater choice.

**Below: Our Community Team supports a variety of programs based at our Community Hub in McKinnon**

## Bike Program

Our new bike program will offer participants the opportunity to learn to ride and explore the local area in a different way.

Multiple bicycles and adult tricycles will be available to cater for all abilities.

Additionally, a program will be offered for participants interested in maintaining the bikes and keeping them in tip-top condition.



# Client Support Services

**Our Client Support Team is responsible for providing support coordination services to assist clients and their families to access and understand the National Disability Insurance Scheme (NDIS).**

Our Support Coordinators help clients to navigate the NDIS and find supports that will help them achieve their goals. These supports can cover the entire spectrum of a client's life, including:

- Access to the community
- Employment
- Organising holidays
- Allied Health

Based at Keys Road, our team members meet with their clients on a regular basis to ensure the supports they have in place remain aligned to their needs. They also assist clients with preparation for plan review meetings by working with providers to make auxiliary documentation available. Even if a client doesn't have support coordination as part of

their NDIS plan, our team can help them prepare for their plan by reviewing or navigating other aspects of the scheme on a fee-for-service basis.

Unfortunately the COVID-19 pandemic resulted in many clients being unable to access their usual supports. During this time, our Support Coordinators have worked tirelessly to put in place new supports so our clients continue to receive the assistance they require.

Over the past year the number of clients our team assists has continued to grow, and we now help nearly 100 people with the implementation of their NDIS plans and the coordination of their supports. The team has also recently expanded, in readiness to support even more clients in 2020/21.



## Support Coordination in Practice

Supporting a loved one to choose appropriate housing can be a daunting task. There are numerous options to consider and the NDIA require a lot of detailed information.

A Support Coordinator can help reduce this task to a more manageable level by exploring different options, handling paperwork and liaising with service providers and the NDIA.

# Roads to Independence

**Roads to Independence (RTI) offer clients programs aimed at increasing their capacity to build a more independent life.**

Programs include Cooking, Budgeting and Out and About. Clients learn skills they can use in their everyday life. The wide range of programs allows them to choose activities they enjoy and that help them to achieve their goals.

Roads to Independence (RTI) is based at Wheatley Road, as well as out in the community, where clients play sport or learn how to navigate Melbourne by public transport.

The COVID-19 pandemic provided many challenges for our RTI Team. Social distancing measures and restrictions on group sizes curtailed many of our normal programs. Sadly, the decision was made to close the RTI program for a period of

time while we prepared Wheatley Road to operate under a COVID safe environment. Hard work by the team including a fresh coat of paint, ensured that we were ready to re-commence a limited number of programs in late May.

While continuing to operate under COVID safe conditions in 2020/21, we plan to extend the hours of operation for RTI to include opening earlier, closing later, evenings and weekends.

New programs are being developed to work within COVID restrictions, and we will continue to form partnerships with other organisations such as the Mentone Life Saving Club and the Glen Eira Sports and Aquatic Centre.

**Below: Ebony learns new cooking skills at the Mentone Life Saving Club kiosk**

## Mentone Life Saving Club

RTI participants had the opportunity to work in the kiosk at the Mentone Life Saving Club.

Participants learned new cooking skills which they put into practice serving meals to patrons for their Saturday morning breakfast.

This program could not have proceeded without the generous support of the Mentone Life Saving Club.





**‘Programs include  
Cooking, Budgeting  
and Out and About.  
Clients learn skills  
they can use in their  
everyday life.’**





# Supported Employment

**Marriott Support Services provides supported employment opportunities to people with a disability. Employees work in a supported environment in which they can build confidence, learn new skills, meet new friends and work towards achievement of work goals. Supported Employees benefit from work that is meaningful, varied and challenging.**

For many of our supported employees, 2020 has been a testing year with the worldwide COVID-19 pandemic and the tough restrictions in Victoria. Despite the restrictions in Victoria, both Marriott Industries and Enviro Management have been able to continue trading at reduced capacity without closure, thanks to the calm leadership across the organisation and committed support from our people, their families and carers whose confidence in our ability to keep everyone safe and well connected has been amazing.

We encourage our supported employees to explore new workplace skills through a commitment to learning, which contributes to a more holistic independent life. The sense of being part of a team and contributing to the growth of the business, has been a goal for many Marriott employees.

Our Social Enterprises have unique commercial contracts, giving our employees the chance to work within their local communities, and live their best life. Staff and supported employees take pride in representing Marriott and take away the feeling of belonging to a great organisation.

**‘We encourage our supported employees to explore new workplace skills.’**

The transition to NDIS continued to roll over for a number of our supported employees, and certainly presented us with some challenges and barriers. We continue to work with the NDIS to ensure our supported employees have an opportunity to work with us to fulfill life changing employment opportunities, which have created increased independence, social skills, workplace skills, and a place to belong.

Our social and emotional program, plus our availability as required onsite, has resulted in a large reduction in emotional escalations of the supported employees, who have learned techniques and strategies they can apply to all facets and stages of their lives. Considerable work has gone into educating our supported employees to have a better understanding of their rights as individuals, so that they can have a say in their own future personal development. For many of our supported employees, this has provided valuable recognition in being part of a professional work team, earning money, and that the work they do contributes to the success of the organisation.

We aspire to recruit more supported employees and reach out to any person living with a disability who may be thinking that finding and keeping employment wasn't possible. Marriott can illustrate that with the right supports in place it is undeniably achievable.

An experienced and skilled workforce enables us to provide the highest standards of support and services. By June 30th, 2021, we will move to a new NDIS pricing structure, which will allow supported employees greater choice in the level of support in the workplace. We will see an increase

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## Supported Employment

in workplace training, career planning and more individualised support. There will be new individualised employment skills training, and greater emphasis on the value of work as part of everyday lives. As confidence in their abilities and skills grows, we expect to see more people moving towards open employment opportunities in the future.

Supported Employment also contributed to the following social engagement activities throughout the year:

- AFL footy tipping competition and end of season BBQ
- 3 Supported Employee art and craft competitions
- Fundraising to assist Employee Representative Committee events
- Support of Marriott Muso's group
- Pop-up shop sales to raise funds for end of year function
- Employee Representative Committee fundraising and raffles
- End of year Christmas function
- Supported Employee training and development



## Social Enterprises ►

**A growing portfolio of social enterprises is a means of achieving social outcomes through market-based ventures. These ventures have the potential to deliver a range of social outcomes for our people, including employment pathways, education and training and work opportunities. Any profits generated by our enterprise ventures are redeployed to innovate and facilitate new and current services and programs, which are at the heart of Marriott's mission.**

# Industries

**Marriott Industries has been successfully operating since 1992 (formerly Lewis Industries) and our services include Pick 'n' Pack, Light Assembly, Packaging, Event Bags, Third Party Logistics (3PL) Warehousing Services, Bonded Warehousing and Dry Food Packaging. We have a reputation for being customer focused, and delivering high quality performance and value.**

Marriott Industries presently enables 81 adults with disability to achieve their full potential in dynamic and integrated environments. This is achieved through the innovative provision of employment whilst focussing on individual development and choices, within a sustainable business model.

Marriott observes the principles of best practice and aims to make a positive impact in the community. We currently operate in two factories in Cheltenham and have teams who work off site in mainstream employment (with support). This serves as good training for possible future open employment opportunities and assists to break down the barriers around disability in the community.

Our social enterprises are commercial businesses with real time expectations, which also offers supports for people with disability from specialist staff. We ensure our employees are respected, work to their goals and are given every opportunity to develop valuable skills. We understand work is considered a standard measure of self-worth and a meaningful endeavour and is an inherent desire for all of us.

It has been of great importance for Marriott Industries to offer differing work to our employees. With this in mind, we have placed a high priority on diversifying our work within our two factories. Our employees enjoy working in small teams on varied jobs. Moving away from the traditional model of everybody working in one large open space has resulted in a far greater sense of team with a strong culture of co-operation, collaboration, professionalism and social inclusiveness.

Although the past 6 months of COVID-19 have been some of the most trying times for us all, Marriott Industries proudly continues to offer supports whilst ensuring safety in our workplace.

We have been especially busy in our Third-Party Logistics (3PL) enterprise, which is certainly a sign of the times with online ordering increasing due to retail trading being suspended in Victoria.







The 2019-2020 financial year saw 282,607 single items being picked for dispatch, equalling 61,935 parcels sent. This was achieved with an impressive error-free rate of 99.82% which is 1.82% above industry standard.

3PL is not the only area that has seen an increase, as our spice packing facility has been in full production with further teams required to meet demand. For the same financial period we have filled and labelled 212,558 jars by hand! Our people have become experts at this, and the numbers certainly reflect their work ethic and pride at the forefront of all they do. Each member of our team is a Quality Agent which ensures we always do our best.

This year we have purchased some entry level labelling machines which has allowed us to boost our output and offer a further skillset to employees on the main factory floor.

Our aim for the coming year is to increase revenue and opportunities. By doing this we can support more employees to achieve their goals and continue to offer a safe, inclusive work environment to gain training and experience to confidently step into open employment, or continue in supported employment if they choose.

**‘The 2019-2020 financial year saw 282,607 single items being picked for dispatch, equalling 61,935 parcels sent.**

**This was achieved with an impressive error-free rate of 99.82%.’**

# Enviro Management

**Enviro Management specialises in the provision of professional horticultural services to government authorities and the private sector, and has done so since 1989 (formerly known as Garden Force). Enviro provides real opportunities for people with disabilities to learn and develop skills in horticultural best practices, while working in a commercial business environment. Employees must meet operational expectations of occupational health and safety, environmental and quality standards.**

Enviro offers a variety of services including:

- Cleaning services
- Environmental management
- General gardening
- Herbicide application
- Landscaping
- Specialist grounds maintenance
- Turf maintenance

Enviro presently provides 22 supported employees with ongoing employment. It has a commitment to offer further opportunities balanced between our client contractual commitments.

Enviro currently operates across a large area encompassing Western, South Eastern, Southern Melbourne and the Latrobe Valley.

Some key FY19/20 statistics to illustrate our reach:

- Disposal of approximately 250 cubic metres of rubbish
- Equipment for Grounds and Cleaning Services funded by the successful application to a Government Grant
- Extension to long term DHHS contract with the addition of the Morwell cluster
- Mowing and slashing in excess of 20,000 hectares of grass
- New contracts with Southern Programme Alliance – rail network
- Over 10,000 site visits for horticultural services
- Over 5,000 sites visited for cleaning services
- Planted and maintained in excess of 130,000 plants

**Below:  
Marriott's Enviro  
Management  
Team in action**





Enviro Management is a social enterprise that is constantly innovating to meet and exceed industry expectations. We have one of the most advanced tractors and implement fleets in the industry. With safe work environment's our key focus, we are always looking for new technology to provide clients with greater levels of service.

Enviro has delivered services to Kingston City Council either directly or indirectly for 30 years. During that time, Enviro provided grounds maintenance, reach mowing, painting, litter control and recently manual weeding of playgrounds in the northern region of the city. These works provide people with disability, meaningful and significant opportunities to work as part of a high functioning team, as well as transition to open employment. EMS rotates up to five people with disability through the playground's maintenance crews, equivalent to about 60% of total crew numbers, at any time.

Enviro returns all profits to Marriott Support Services, which in turn provides services to 200 people with as many as 65% coming from the Kingston municipality.

Reflecting diverse communities – In addition to delivering quality work, further value is created when an organisation like Enviro Management is engaged, with a workforce that more accurately reflects the community, being more inclusive of people with disability.

**‘Enviro returns all profits to Marriott Support Services which in turn provides services to 200 people.’**



## Enviro Management by the numbers



**20,000+**  
hectares of  
grass mowed  
and slashed



**5,000+**  
sites visited  
for cleaning  
services



**130,000+**  
plants  
planted and  
maintained

# Human Resources

**FY19/20 saw the appointment and commencement of our CEO Ann-Maree Colborne, who, with the endorsement of the Board has embarked on a significant change agenda.**



Other FY 19/20 highlights include:

- The commencement in late February 2020 and concluding late May 2020, a comprehensive review of the former organisational structure, and implementation of the new 12-month interim structure;
- This review brought about significant change particular to senior management. Specifically, two divisional managers [Trish Vivian – Divisional Manager Community Services and Joe Morrison – Divisional Manager Corporate Services] left Marriott as their roles were disestablished. These departures and the financial services being brought back in-house from McLean Delmo Bentleys has enabled the creation of two new positions (Finance Manager & HR Manager). The new structure also saw the promotion of David Roberts into the newly created Senior Manager Disability role. Plus, realignment of administration support with Julia Woodgate coming across to fill a full-time Admin/Reception role at Keys Road, and Laura Hammond going to the part-time Admin/Reception role at Marriott House;
- Significantly for our people having in-house HR support ensures a platform for future growth;
- Conducted a major review and personnel file audits for all Staff and Supported Employees, including addressing missing documentation gaps. The audit was particularly significant as it has involved all our people who were asked to provide documentation for their files. The information strengthens our data and is important for the NDIS Accreditation and the upgrade to HR3; and
- A major project underway at the time of this report is the review and update of every policy, procedure and form at Marriott.

## Key staff and supported employee movements

**183**

**total employees**  
comprising 77  
staff and 106  
supported  
employees

**85/106**

**supported**  
**employees**  
employed  
by Marriott  
Industries

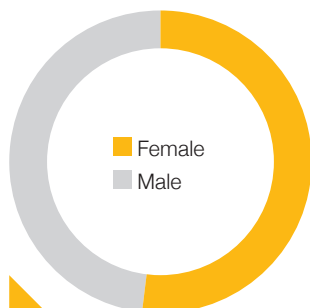
### Disability Services



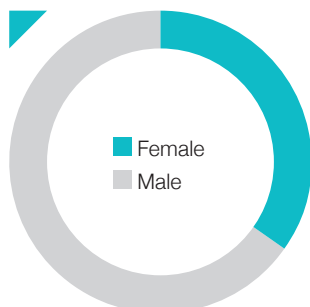
**11 new hires**



**18 staff exits**



Whilst we have slightly more female staff (40) than male staff (37), there are significantly more male Supported Employees (69) than female Supported Employees (37)



### Overall

**43**  
**new hires**

**44**  
**staff exits**

### Supported Employment

**25**  
**new hires**

**17**  
**staff exits**

## Staff Service Milestones

### 5 years

Beau Gunning  
Bill Stott  
Grant Thomson  
Jodie Watts

### 10 years

Aida Adriano  
Pat Casalino  
Greg Healy  
Geoffrey Ralph  
Darren Taylor

### 15 years

Kristen Allan  
Leonie Dearn-Lee  
Jane Devine  
Harley Hutchison  
Effie Marinos  
Miranda McClelland  
Adele McMahon  
Nick Ray  
Leore Rose

### 20 years

Matt Bennett  
Brant Dawson  
Michael Griffin  
Danny Lucarelli  
Chris Minster  
James Oswald  
Ian Poulton  
Jon Tarrant

### 25 years

Marcus Ransom  
Mark Blight

# Volunteers

**Volunteers are pivotal to our organisation, and over the last year our committed volunteers provided an economic contribution to Marriott of approximately \$170,000.**

## Community Volunteer Engagement

This year we have been significantly supported by dedicated, experienced and talented volunteers in our community programs. Our volunteers continue to be vital in providing additional support and engagement for clients in a variety of activities – art, tennis, cooking, singing groups, conversation, health and well-being.

The Volunteer Program paused in March due to COVID19, however our support and connection with volunteers has remained strong and positive. We express our sincere thanks to all our volunteers during this time. The painting of the new Roads to Independence location by staff and volunteers is a great example of what can be achieved and how much fun it can be.

There were 39 regularly active community volunteers in the 2019-2020 financial year who provided 1,991 volunteer hours equating to \$83,622 economic value (ABS rate of \$42 per hour) before the impact of health restrictions of COVID on our programs.

**‘Volunteers are welcomed into a positive and inclusive workplace.’**

## Corporate Volunteer Engagement

In the past 12 months, we have welcomed corporate teams from Deloitte, National Australia Bank, Optus and Melbourne Water. Our corporate teams are shown the ropes of a day at Marriott Industries by a Team Leader, and come alongside supported employees to be part of our production teams. Corporate engagement has been highly successful, as volunteers are welcomed into a refreshingly positive and inclusive workplace.

### Feedback from some of our volunteers...



Despite being a COVID year where we had to suspend our key corporate volunteer programs, we had 211 corporate volunteers from Deloitte (17), NAB (179), Optus (7) and Melbourne Water (8), providing 864 volunteer hours (pro rata ABS skilled rate at lower base of \$100 per hour) equating to \$86,400.

## Business Development Volunteers

In preparing for compliance with NDIS, we have valued the input of volunteers in quality and business development. These volunteers have been able to provide generous support remotely, and we thank them for their valued contribution.

## Recognition

This year we proudly recognised the contribution of Pam Fabiny (10 years) and Susie Hetherington (1,000 hours) as part of the City of Glen Eira Volunteer Recognition Awards.

## Farewell and Thank You

We also wish to thank Erica Proposch for her service to Marriott, as Coordinator of Volunteers. Erica has been an integral part of the Volunteer team, with her contribution over many years engaging clients and supported employees, as well as past and present Volunteers. We thank Erica for her service, wishing her all the best in the future.



Left: Paul Humphreys, Cr Jamie Hyams and Helen Baddeley

Below left: Li Ma (Volunteer) with Martin Duddy

Below: Maurice O'Shannassy and Pauline Davies (Sacred Heart Mission Op Shop, Bentleigh)



## Our Community and Skilled Volunteers

Sarah Allan  
 Alan Attwood  
 Helen Baddeley  
 Bill Begg  
 Maria Borsaru  
 Sam Bracher  
 Nicola Jane Briggs  
 Mereta Brown  
 Ryan Champion  
 Izzy Clarke  
 Time Clement  
 Bev Cooke  
 Rodney Davis  
 Rika Demizu  
 Margaret Douglas  
 Pamela Fabiny  
 Carolyn Goodall  
 Kay Gregory  
 Sophie Hadden  
 Sonia Hampton  
 Kiki Havos  
 Susie Hetherington  
 Paul Humphreys  
 Robert Humphreys  
 Khamsay Luangpraseuth  
 Li Ma  
 Nicky Margheriti  
 Dr Maree McCutcheon  
 Yasmin Miranda  
 Mary Neighbour  
 Shauna O'Connor  
 Ivy Paul  
 Bridget Rafferty  
 Helen Ridgway-Davis  
 Virginia Rogers  
 Bernadette Shanahan  
 Jack Smart  
 Ella Tingwell  
 Ellie Woudstra



# Building Quality in Every Day

**In 2020 we sharpened our focus on improving services for the National Disability Insurance Scheme (NDIS) participants, and promoting quality, as we continued our internal transformation journey to meet the NDIS Quality & Safeguards Standards.**

In March this year we reapplied for registration as an NDIS Approved Provider, in readiness to be assessed against the NDIS Safety and Quality Commission's requirements later this year.

## Environment

The disability sector has undergone significant change over the past few years as a result of the NDIS roll out, and we have continued to work hard this year to align our quality improvement approach to managing the way disability services are now delivered.



## Driving Improvement

Our approach included undertaking a comprehensive self-assessment against the Standards to understand areas for improvement and strengthen operations and governance, seek more efficient practices and methods to deliver quality supports. Supports that promote rights of NDIS participants and the importance of the client voice in achieving the best outcomes including safe, effective, person-centred services.

To this end, we continue to prioritise our efforts and invest in developing our internal quality systems, updating policies and procedures, enhancing staff capabilities, tools and NDIS supports for people with disability. Key Quality and Improvement initiatives over the past 12 months include:

- Establishing new quality functions with a dedicated part-time Quality Officer position
- Addressing internal identified gaps and non-conformances through comprehensive improvement plans
- Enhancing our operations and practices by revising and developing a range of client communication and support documentation, staff procedures, training, and revised policies and processes
- Establishing a Participant Advisory Committee and partnering with our clients who are NDIS participants and their families/supporters to ensure they have a say about how services are run
- Listening to clients and measuring their experience through participant surveys.

### 2019-2020 Certification

- Marriott Remains independently certified by ISO 45001 the OHS Standard – January 23 and 24th 2020;
- Certification against the National Standards for Disability Services 2013 (Employment) – superseded by NDIS Standards effective 01 July 2020; and
- Certification against the Department of Human Services Standards 29th and 30th January 2020 and ISO 45001 the Quality Management Standard for governance – superseded by NDIS Standards effective 01 July 2020.

### Compliance with NDIS Act

Marriott has taken all practical measures to comply with its obligations under the NDIS Act and all relevant statutory compliance requirements including OHS.

### Looking Ahead

We look forward to achieving our first independent re-certification audit accreditation across the NDIS Standards, and annual renewal of our ISO 45001 accreditation, celebrating a great deal of hard work and effort from our staff in this process.



Registered  
NDIS  
Provider

**‘Quality service and a commitment to continuous improvement are fundamental to our operations. If you would like to let us know about something we have done well, or that we could do better, then please let us know.’**



# Events and Marketing

**In this financial year, the seeds were planted for future refreshment and change to Marriott's corporate brand identity. The principles for this change were to rationalise the visual identity of our sub-brands Marriott Enviro Management, Marriott Industries and Marriott Community, whilst not deviating from the history of the Marriott mother brand.**

As a basis for a soft launch in the next financial year, new Marriott colours and logos were created.

The brand refresh is planned to manifest itself in a range of new communications collateral for all areas of the organisation, as well as making provision for the potential of new services to match Marriott's future growth plans.

It was identified that Marriott's three websites were not functionally and digitally effective from an external market ranking need, as well as carrying higher than average market maintenance costs; therefore the decision moving forward will be to retire the three existing domains, and create one new functional Marriott website that can meet accessibility standards relevant to the disability sector.

**'The principles for this change were to rationalise the visual identity of Marriott's sub-brands.'**



## Wills and Trusts Information Session

This popular session was presented by Jennifer Jackson, Senior Lawyer at Moores legal firm. Jennifer got everyone's attention straight away by asking 'What are you worried about?'

Thirty-eight family members and carers attended, and we welcomed several people who were at Marriott for the first time.

### Here are some of their comments...

'The best information session on this topic I have been to'

'Thank you, the session was very valuable and well presented'

'Thanks for the session, it was interesting and much appreciated'

'The session helped me to sort out what I should do next'

Below: Glen Eira Council's International Women's Day Photographic Exhibition



# Acknowledgements

The following page highlights the individuals and organisations that have supported and partnered with Marriott in 2019-2020. Thank you for your valuable support.

## Bequests, Donations & Trusts

- Australia Post
- Baird Family Trust
- Mark & Jenny Fisher
- Stephen Creese
- Rose Hadden
- Ann-Maree Colborne
- Linda Bennett
- A.T. Marriott Trust

## Government

Marriott has a long history of successful partnerships with local, Victorian and Federal Governments. We take this opportunity to thank all our local government supporters particularly Glen Eira and Kingston Councils, the Victorian Department of Health and Human Services and the Australian Department of Social Services, and the National Disability Insurance Agency and NDIS Safeguards Commission.

## Universities – Research Projects

- Monash
- Swinburne

## Corporate & Business Partners

- Bunnings
- CBRE
- Chubb
- City of Casey
- Eziway
- LXP
- McLean Delmo Bentleys
- McPhail
- Melbourne Water
- NAB
- Norton Rose Fullbright Australia
- Procurement Australia
- SE Water
- Social Traders
- Telstra
- Techware
- UMS
- VMIA
- Windsor Management Insurance

## Work Experience – Education Sector

Students attendance from the below secondary schools and tertiary institutions in FY19/20:

- Berendale
- Intercare
- Holmesglen Institute
- Parkdale Secondary
- Victorian College of the Deaf
- National College Australia
- Swinburne





## **In Memoriam**

# **Carolyn Walters**

It is with sadness that we acknowledge the passing of Carolyn Walters on the 23rd of December 2019.

Carolyn was a founding member of Marriott Support Services, with 30 years of contribution, including 24 years of employment with Marriott Industries and three years with our Roads to Independence program.

Carolyn had a terrific work ethic and strong sense of pride in all that she did, and she certainly warmed the room with her quirky sense of humour and sunny smile. She has left behind many cherished memories and will always be remembered fondly.

We thank Carolyn for all she brought to Marriott, and again, our sincere sympathies to her family and many friends.

**We undertake  
our work with  
compassion, not  
sympathy**



An abstract network diagram composed of numerous nodes and connecting lines. The nodes are represented by small circles in two colors: orange and grey. The lines are thin and connect the nodes in a complex, web-like pattern. The background is a light, neutral color, and the overall aesthetic is clean and modern.

**to provide  
opportunities for  
people with a  
range of abilities**



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**Marriott**  
Support Services