

# Annual Report

2021

# Marriott's Core Business

**Marriott is a registered NDIS provider with core business in disability and social enterprises. Key services and supports delivered are –**

- **NDIS client support coordination, community day services and employment options (training, supported employment and roads to independence)**
- **Certified social enterprises, including Enviro Management, Industries and Fresh Start, that generate revenue to reinvest into supporting our clients**

## **Purpose/Mission**

Our purpose is to empower and enhance the lives of people living with a disability in a way that enables them to live their life to its fullest potential.

## **Vision**

Marriott is an inclusive community where people thrive by living life on their terms with purpose and dignity. We undertake our work with compassion, not sympathy, focusing on ability – 'what people can do'. We expect professionalism (in work) and respect (in life) from and for our supported employees and participants. We strive to become the partner of choice in supporting our people to shape their own lives.

## **Values**

- Integrity
- Respect
- Safety
- Accountability



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# From the Chair

**Stephen Creese**

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**We were in lockdown just on a year ago when I was writing last year's annual report and we are in Lockdown 6-extended as I write this year's report. Since the time of the AGM in October last year, we have constantly been in a state of going into or coming out of lockdown. The difficulties that this presents for an organisation such as Marriott in terms of our clients and staff, planning, management and finances are significant.**

While Job Keeper performed its role effectively, allowing us to keep most of our staff gainfully employed, the last payment we received was in March. Since then, each lockdown has cost us not only in terms of lost revenue and expenses incurred, but more importantly the mental toll that each lockdown takes on our clients and staff. It is a credit to our management team led by Ann-Maree Colborne and our staff, that they have been able to continue to respond to the exigencies caused by the lockdowns and keep the organisation operating. The Communities Division has been most significantly affected of all, with attendances declining materially upon each lockdown and then slow in ramping up again.

Surely the path out of this lies in vaccination for all those who are able, as well as rapid testing?

The Job Keeper scheme has allowed us to report what may appear on the surface to be a healthy surplus this year, but this reflects a snapshot in time and any surplus funds have been put to good use in terms of essential improvement of our systems and processes and vital maintenance. With a not-for-profit charitable organisation such as Marriott, all funds must be, and are, put back into the organisation for the benefit of those whom we serve.

As a Board we actively continue to assess our operations against the goals of our Strategic Plan, with a focus on providing the best services to our clients and customers that we can. COVID-19 continues to catalyse and accelerate the 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



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nature of those services themselves. From time to time this involves some hard decisions about services we can provide, and the Board made the hard decision this year that we would no longer be able to provide 1:1 services in the few remaining situations where these were being provided. This was based on several factors, including, significantly, the revised NDIA funding model.

The Strategy Committee of the Board continues to look at opportunities to provide a broader range of quality services to a wider group of clients, and to better embed our financial stability. This is in a more uncertain environment in which the level of compliance and the associated costs and necessary overheads continue to increase.

During the year, we were very pleased to welcome to the Board two new volunteer members, Nichola Lefroy and Shane Armstrong. Amongst other things, Nichola brings to the board experience in philanthropy and disability advocacy, and Shane extensive business experience, much of it internationally.

In conclusion I would like to thank all our clients, staff, volunteers, customers and stakeholders for their continued support and understanding in these difficult and trying times.

# From the CEO

**Ann-Maree Colborne**

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**Across all of our service and business areas, we have operated at reduced capacity during each lockdown. As an essential service however, Marriott has remained open, operating under strict COVID-19 safe protocols. Throughout the pandemic our focus has been on ensuring vigilance with COVID-19 safety requirements to safeguard the safety, health and wellbeing of our people.**

The mental health impacts on our people have been considerable, and we have done our best to provide support through calm leadership, the Employee Assistance Program and mental health first aid.

Marriott has adapted to new ways of working in the constantly evolving and uncertain world with COVID-19. We have learnt to pivot with this new normal, which has been centred around the frequency of changes from government departments and being glued to media channels awaiting daily COVID-19 updates, with its endless influx of bulletins in navigating our way through the pandemic and what seem to be never ending restrictions. Everyone has experienced COVID-19 testing at some point. We have embedded the importance of following key safety messages, of mask wearing, physical distancing, QR codes check-

ins and infection control measures, to become a routine part of life for us all to remain open for business, albeit with reduced services.

Marriott was eligible for Job Keeper payment, which was vital in providing support to pay employee wages and keep as many staff as possible employed during this time. After the last Job Keeper payment in March, there have been further lockdowns and restrictions, which has continued to impact our organisation by incurring costs and diminished revenue for which we have received no compensation.

This year as we continued the organisation's change transformation and renewal process, we successfully completed several new technology upgrades such as our HR system and our finance systems. These

replaced outdated manualised processes and improved our ability to operate. We also took the opportunity to replace worn out equipment and upgrade our facilities through addressing the long list of maintenance requirements. These measures have been well received and leave us better resourced in a refreshed environment.

To expand our growth for increased business opportunities, we worked hard on remodelling and driving growth of our social enterprises, which focused on a range of opportunities that enhanced our commercial contracts. Central to this was the reconfiguration of our warehouses and purchasing of some new equipment.

Over many years, across our social enterprises, Marriott has a successful performance contract history with its commercial clients. I would like to extend my most sincere thanks to every client for their continued unwavering support through the many challenges we have faced together. I also want to take the opportunity to welcome our new commercial clients who have come on board this year. We look forward to our ongoing partnerships with our commercial clients.

There has been a focus on implementing a culture of one organisation working together. This is beginning to bear fruit with staff stepping up to help other areas during peak times to meet key deliverables. This has seen a major shift in mindset from working in one area and, importantly, it improves our capabilities with staff being able to work across different areas of the organisation.

In our sector, achieving consistent, customer-focused excellence is tough in a constantly changing operating environment, and therefore we need to remain vigilant and responsive to a fast moving and highly competitive environment. To meet this challenge, we knew we needed to strengthen our workforce and develop our leadership capability and approach. We have made sure we have the skilled leaders who could add value to the organisation. We did this through restructuring to align with our Strategic Plan and strengthening the Executive and Leadership Team. We have welcomed new faces, with Malcolm Shimmins as the General Manager, Operations, Jennifer Lee, Finance Manager, Joy Bowman Senior Marketing Officer, Linda Vogt

Senior Manager Social Enterprises and Citshela Ndlovu Senior Manager Disability Services.

During the year our volunteers have remained an important part of our organisation in providing much needed support. They have embraced COVID-19 safety training and continue to be a key part of our team. This has been highlighted in the Volunteering videos released in Volunteer Week. These are on our website and I encourage everyone to watch if you have not already done so.

I would like to thank our staff and volunteers for their resilience during extraordinary times. I have received feedback from clients and families remarking on the exemplary work of our staff to keep people safe and supported. I would also like to thank the senior leadership team for their support and leadership in this challenging year, stepping up when needed.

I am extremely grateful to the Board of Directors for their unwavering support through the many challenges we have faced together over the year. To ensure our success and sustainability, the Board continues in its commitment to plan for Marriott's future and adapt as new challenges arise in the organisation. On behalf of the staff, thank you for your ongoing contributions and outstanding efforts over the past year.

In closing, my sincere thanks to the people we support and their families. These have been difficult times and I thank you for your support, patience and cooperation in the interests of keeping people supported and safe. My team and I look forward to working with you into the future.

**“ I would like to thank our staff and volunteers for their resilience during extraordinary times. ”**

# Corporate Governance

**Marriott is a public company limited by guarantee and registered with ACNC. We are a registered NDIS provider with certified social enterprises.**

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 maintains a corporate governance framework that includes a constitution, corporate charter, governance policies, delegations of authority, strategic plans, budgets and annual calendar processes. This framework is reviewed annually by the relevant committee and the Board.

The Board is responsible for the overall governance of the organisation including 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 scheduled against a governance planning calendar, determined annually and updated as required. The Board committees meet regularly or more often as required.

## Our Board

**Stephen Creese**  
Chair

**Mark Bennetts**  
Deputy Chair

**Ken Latchford**  
Treasurer

**Graham Ashworth**

**Linda Bennett**

**Catherine McGovern**

**Nichola Lefroy**  
(from 23.12.2020)

**Shane Armstrong**  
(from 30.12.2020)

**Nick Woodlock**  
(to 20.10.2020)



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



## Board Committees

### Governance

This committee assists the Board in relation to corporate governance matters generally, across Marriott.

Committee Members –

- Graham Ashworth (Committee Chair)
- Linda Bennett
- Nichola Lefroy
- Jennifer Lee (Company Secretary)

### Audit, Quality and Risk

This committee assists the Board in financial reporting processes in accordance with relevant standards, compliance with applicable laws and regulations, ongoing development of quality systems and risk management areas.

Committee Members –

- Ken Latchford (Committee Chair)
- Mark Bennetts
- Graham Ashworth
- Shane Armstrong
- Stephen Creese

### Strategy

This committee assists the Board in ongoing oversight in matters pertaining to business development transactions and projects, including, but not limited to, major capital projects, transformation projects, business development or reorientation projects, strategic alliances, partnerships, mergers, acquisitions and properties.

Committee Members –

- Shane Armstrong (Acting Committee Chair)
- Mark Bennetts
- Stephen Creese
- Catherine McGovern
- Nichola Lefroy

### Nominations and Remuneration

This committee assists the Board to fulfil its responsibilities in relation to Board related appointments, remuneration, performance management and succession planning.

Committee Members –

- Linda Bennett (Committee Chair)
- Stephen Creese
- Catherine McGovern
- Robyn Campbell (Board Appointed Independent Officer)

## Our Leadership Team

### Ann-Maree Colborne

Chief Executive Officer

### Malcolm Shimmins

General Manager Operations  
(from 01.07.2021)

### Fiona McCabe

Acting HR Manager

### Rosie Chiavro

Acting Quality Manager

### Jennifer Lee

Finance Manager  
(from 01.09.2020)

### Joy Bowman

Senior Marketing Officer  
(from 01.08.2020)

### Linda Vogt

Senior Manager Social Enterprises  
(from 01.02.2021)

### Citshela Ndlovu

Senior Manager Disability  
(from 01.02.2021)

### Ray Lee

Divisional Manager  
Enviro Management  
(to 21.09.2020)

### Lindsay Smith

Divisional Manager Industries  
(to 25.02.2021)

### David Roberts

Senior Manager Disability  
(to 07.01.2021)

# Treasurer's Report

**Ken Latchford**

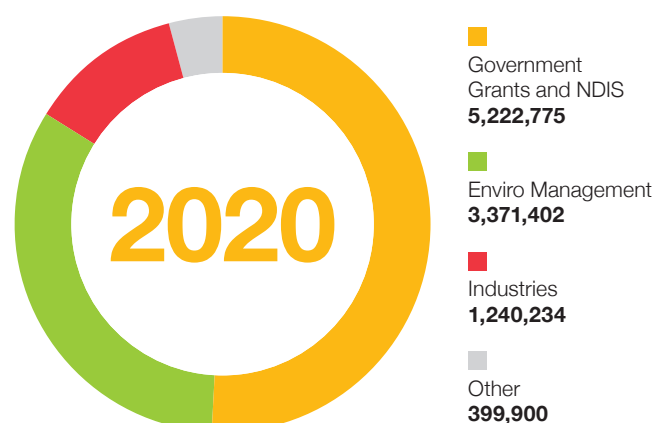
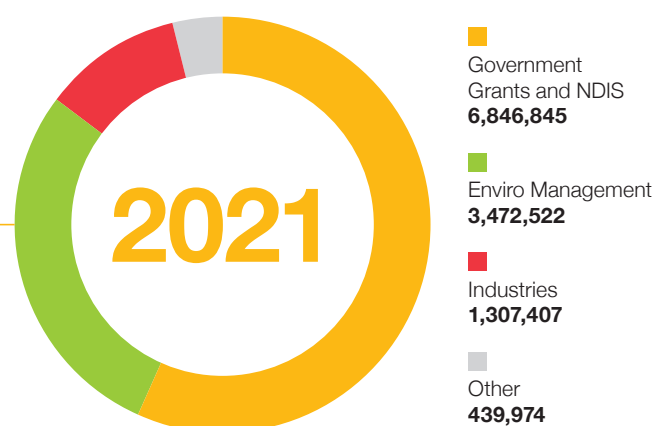
Marriott has completed a solid year of progress despite the disruption to operations caused by COVID-19 and the significant impact on our people of the changed business environment. Revenue for care services in our Communities Division declined substantially as many clients were unable to access Marriott due to COVID-19 and its ongoing and related effects. Business revenues in our social enterprises increased marginally during financial year 20/21, reflecting dedicated efforts by our team to operate in challenging and more difficult circumstances and the strong support of our business customers to generally continue their contracts and purchases.

Total revenue from all sources grew to \$11.645M from \$10.025M. This included Job Keeper payments of \$3.49M (net \$1.8M) which were significantly larger due to extended lockdowns in Victoria in 20/21. Without Job Keeper, on an ongoing revenue basis, the total was \$8.158M, down from \$8.636m, a decrease of 5.5% in real terms. This demonstrates two facts, our operations were under severe pressure during the year, and Job Keeper allowed us to continue the employment of our supported staff and other staff members and to continue to provide our external and internal services.

A continuing focus of the year was looking to increase the sustainability of the four Marriott businesses. Our Community Division's care services have seen some restructuring to respond to the changing guidelines of NDIS. Our social enterprises, Enviro, Industries and newly formed Fresh Start cleaning services have undergone significant updating and detailed internal repositioning to be better prepared to meet the needs of all staff and customers now and in the future.

At the end of the financial year Marriott's net assets had climbed to \$12.99M, including valuation gains on our key property holdings. Cash and equivalents were just over \$2.54M. Marriott remains in a satisfactory overall financial position given the challenges it faces.

## 2020/2021 Revenue Growth



Financial Performance	2021	2020
<b>OPERATING REVENUE</b>		
Government Grants & NDIS Income	6,846,845	5,222,775
Enviro Management Services	3,472,522	3,371,402
Marriott Industries	1,307,407	1,240,234
Participant Fees and Charges	13,050	182,622
Interest on Investments and Fixed Interest Securities	4,976	8,187
<b>Total Operating Revenue</b>	<b>11,644,800</b>	<b>10,025,220</b>
<b>EXPENDITURE</b>		
Employee Benefits Expenses	7,888,952	7,305,853
Depreciation and Amortisation Expenses	509,327	505,838
Interest Expenses	30,297	41,046
Repair and Replacement of Plant and Equipment Expenses	245,996	284,224
Utilities and Occupancy Expenses	260,579	249,928
Motor Vehicle Expenses	311,840	289,640
Audit, Legal and Consultancy Expenses	269,137	198,714
Production Expenses	657,776	431,133
Marketing and Communication Expenses	316,594	223,821
Program and Client Support Services Expenses	0.00	57,901
Administration Expenses	136,296	113,744
Operating Expenses	-826,599.00	-826,599.00
<b>Total Expenses</b>	<b>10,626,794</b>	<b>9,701,842</b>
<b>Total Operating Surplus</b>	<b>1,018,006</b>	<b>323,378</b>
<b>NON-OPERATING INCOME</b>		
Gain on Disposal of Property, Plant and Equipment	151,736	8,978
Donations and Other Fundraising Income	102,324	29,492
Other Income	167,888	170,621
<b>Total Non-Operating Income</b>	<b>421,948</b>	<b>209,091</b>
<b>Current Year Surplus Before Income Tax</b>	<b>1,439,954</b>	<b>532,469</b>
Income Tax Expense	0.00	0.00
<b>Net Surplus</b>	<b>1,439,954</b>	<b>532,469</b>
<b>ITEMS NOT RECLASSIFIED SUBSEQUENTLY TO PROFIT OR LOSS</b>		
Net Gain on Revaluation of Freehold Land and Buildings	950,000	360,082
<b>Other Comprehensive Income</b>	<b>950,000</b>	<b>360,082</b>
<b>Total Comprehensive Income</b>	<b>2,389,954</b>	<b>892,551</b>
<b>Financial Position</b>		
<b>CURRENT ASSETS</b>		
Cash and Cash Equivalents	2,535,621	1,758,790
Accounts Receivable and Other Debtors	918,304	884,329
Prepayments	91,731	82,659
<b>Total Current Assets</b>	<b>3,545,656</b>	<b>2,725,778</b>
<b>NON-CURRENT ASSETS</b>		
Property, Plant and Equipment	11,446,581	10,296,540.00
Right-of-Use Assets	296,251	92,035.00
<b>Total Non-Current Assets</b>	<b>11,742,832</b>	<b>10,388,575.00</b>
<b>Total Assets</b>	<b>15,288,488</b>	<b>13,114,353.00</b>
<b>CURRENT LIABILITIES</b>		
Accounts Payable and Other Payables	451,391	526,248
Contract Liability	23,226	54,928
Employee Provision	528,317	557,252
Current Borrowings	186,366	383,861
Lease Liabilities	110,136	77,572
<b>Total Current Liabilities</b>	<b>1,299,436</b>	<b>1,599,861.00</b>
<b>NON-CURRENT LIABILITIES</b>		
Employee Provisions	233,363	382,821
Non-Current Borrowings	576,492	514,453
Lease Liabilities	187,577	15,552
<b>Total Non-Current Liabilities</b>	<b>997,432</b>	<b>912,826</b>
<b>Total Liabilities</b>	<b>2,296,868</b>	<b>2,512,687.00</b>
<b>Net Assets</b>	<b>12,991,620</b>	<b>10,601,666.00</b>
<b>EQUITY</b>		
Retained Earnings	7,618,290	6,178,335.00
Revaluation Reserve	5,373,330	4,423,331.00
<b>Total Equity</b>	<b>12,991,620</b>	<b>10,601,666.00</b>

# Community

**The COVID-19 pandemic provided many challenges this year. This saw community-based programs losing a total of 112 days of direct service delivery, with reduced client numbers operating at 28% of daily capacity levels.**

## Disability Day Services

This impact required Day Services to adjust the 'outings amongst the community' activities and only provide day centre-based services. Staff worked extremely hard to ensure all clients that attended still received a service that was tailored to their individual needs, whilst ensuring everyone's personal safety.

During the pandemic, many of the clients were not able to access the supports they required. The Marriott teams never stopped working and remained connected with each participant through additional avenues such as extended phone conversations and Zoom meetings. Clients still had opportunities to be a part of fitness and health programs such as Zoom exercise, attendance at public parks and sessions provided by our local partners on site at Glen Eira Sports and Aquatic Centre.

Behind the scenes our staff faced many challenges with the ongoing lockdowns and restrictions. The numerous changes in health department directives, quarantine periods, restrictions to work sites and working for only one employer, required many staff to extend themselves beyond their job description boundaries. COVID-19 infection control protocols were implemented each day, with all staff members carrying out the vital safety measures, on top of providing service support. During these times, there were a number of staff that isolated due to proactive COVID-19 testing of their symptoms, or as a result of immediate family contacts being recorded at exposure sites. This resulted in staff shortages and necessitated continual rescheduling of staff rosters to ensure that the day services remained open to those who needed

these supports. It was also a stop start year for the many volunteers who provide support to our clients, with everyone missing the interactions and support of our volunteer team.

Thank you to the Baird Family and our Board Chair for their donations. With their generosity, we have been able to purchase a number of new accessible bikes for a range of disabilities and introduce a popular new activity program which the clients and staff are looking forward to. Other complementary services are under development, providing clients with more options of how they wish to spend their time in the community, as well as on site.

Marriott will continue providing programs to clients to enhance their awareness and involvement in the community, and facilitate a sense of belonging, contribution and acceptance.





### Client Support Coordination Services

Our team provides valuable support services to assist clients face the day-to-day difficulties which are related to their disability and navigating the hurdles and complexities of the system in accessing their NDIS supports to achieve their individual goals.

Whether it may be allied health, daily living, employment or domestic supports, the team provides a person-centred approach designed to take the stress out and help ease the burden for clients and their families through the coordination services that Marriott provides.

Our service aims to assist our clients reach their goals and maximise their NDIS funding and their potential. We also provide a range of unbiased and independent advice on suitable service providers, enabling clients the choice and control that enables them to select their preferred services.

Marriott is very proud of its team who see their role as more than just connecting NDIS clients to services; but rather provide a tailored service to each client, recognising and celebrating their individuality.

The real reward for us at Marriott is that we have an opportunity to work with our clients and their families, who are people of true courage and tenacity who take on whatever life throws at them. Working alongside them being a witness to real strength through adversity inspires us, guides us and gives us a privileged perspective.

The number of clients accessing support coordination has grown past 100 and each participant has targeted support that meets their goals and needs. Our team operates flexibly from Wheatley Road, Keys Road and GESAC sites to enable a range of accessibility options in meeting with clients.



**“Marriott will continue providing programs to clients to enhance their awareness and involvement in the community.”**

\*All photographs taken outside of the lockdown periods

# Fresh Start

**For the previous decade, Marriott Enviro Services had provided a subsidiary cleaning service to our long-term Department of Families, Fairness and Housing (formerly DHHS) and Department of Transport (VicRoads) clients, as part of wider estate maintenance contracts.**

In November 2020, Marriott Support Services launched its third stand alone certified social enterprise – Fresh Start.

In a phased approach from November 2020 to April 2021, Fresh Start commenced with a cleaning team which included a cleaning supervisor and six cleaners. The team progressively and successfully replaced external contractors at both Keys Road and Wheatley Road sites, followed by our government clients. This transition was gratefully assisted by our corporate supporter, Joe Licastro and Wayne's Cleaning Solutions.

The appointed cleaning staff come from a traditional disability background, as well as those who have experienced disadvantage. These appointments have provided Fresh Start with a diverse, multicultural team who consistently deliver quality cleaning solutions to all 70 plus sites. Assisting us with the recruitment and ongoing support of cleaning staff, we have developed excellent relationships with the Brotherhood of Saint Laurence, Wise Employment and DNA Recruiting.

Fresh Start's initial growth strategy is to attain opportunities with existing clients (proven with a recent South East Water site), proactively develop new relationships, and partner with our corporate supporters in joint bids for council, state and federal government contracts across the Melbourne metropolitan area.

Our current office and estate cleaning services will be complemented in FY 21/22 by the addition of deionised water pole window washing, high pressure cleaning,

carpet steam cleaning and floor stripping and sealing. This will allow Fresh Start to offer the full suite of cleaning services to existing and new clientele.

With the framework to deliver measurable positive social impact, plus the ability to engage more cleaning staff, the 2021/2022 year is looking very positive for the sustained growth of Fresh Start.







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**With the framework to deliver measurable positive social impact, plus the ability to engage more cleaning staff, the 2021/2022 year is looking very positive for the sustained growth of Fresh Start.**

# Enviro Management

**Enviro is a certified social enterprise that provides professional horticultural services to government departments and statutory authorities, educational institutions, local councils, corporate clients, big build projects, golf courses and recreational areas.**



For over 34 years our services have operated across an expansive area which includes the South, West, South-East Melbourne, Mornington Peninsula and Latrobe Valley. These services provide employment opportunities and sustainable vocational outcomes for adults living with a disability and disadvantaged groups within the local community.

Keeping abreast of current practices, Enviro strives to exceed industry expectations and maintain commercial business outcomes.

With the extra demands and restrictions imposed upon our workplace by a global pandemic, our dedicated team of staff managed to service all our contracts throughout the year, in an ever changing COVID-19 environment through teamwork, resilience and agility.

## **Innovation**

Enviro has one of the most innovative and modern tractor and machinery fleets in the industry. To maintain this position, we upgraded our tractor fleet, equipment and machinery, which included a recent addition of a mule sprayer and reach mower.

The latest GPS tracking system was purchased to improve client service levels, which provides detailed tracking progress of key projects on location. This same technology has enhanced our safe working practices, by communicating when our tractor fleet is non-operational, idle, in a near miss situation, or on an awkward incline requiring immediate attention.

## **Services**

- Broad Acre Management – slashing, reach mowing, spraying, verge mowing and spraying
- Planting and maintenance
- Specialist grounds maintenance
- Weed control services – herbicide
- Gardening and mowing
- Tree maintenance and removal
- Playground maintenance
- Litter removal from beaches, playgrounds and housing sites



### Supported Employment Pathways

Enviro currently provides supported employees with ongoing employment and on-the-job training, with the aim of transitioning employees to open employment. This is achieved by focusing on an individual's strengths, whilst contributing to overall team goals. Some tasks include learning to drive large vehicles, towing trailers, ride-on mowing, push mowing, brush cutting and using different types of gardening equipment.

Our dedicated team of Enviro supported employees contributed over 9,000 hours to assist in the completion of Enviro contracts.

#### Sample Projects

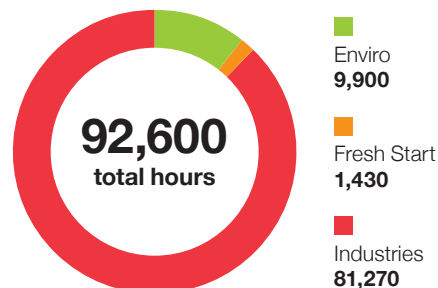
##### Seaford Level Crossing Removal

Enviro teams planted 197,000 tube stock and trees at the Seaford site throughout 2020/2021. Staff have spent approximately 1,600 hours on this project over the last 12 months, and the team continues to maintain these plants by watering and weeding them while they grow and develop.

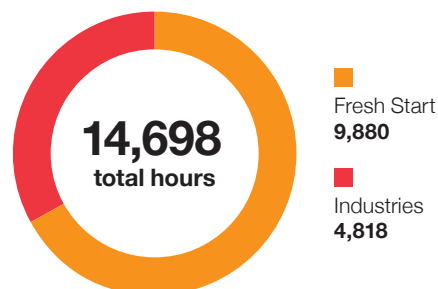
##### City of Kingston Playgrounds

Enviro's playground team manually removed weeds, raked out soft fall mulch, swept and removed litter. The team made over 2,500 playground visits in a 12 month period and supported employees contributed more than 3,300 hours to this project. Playgrounds were extremely important during this year's Victorian lockdowns, providing children much needed exercise and playtime.

### Supported Employee hours per annum



### Disadvantaged Employee hours per annum



“ Our dedicated team of Enviro supported employees contributed over 9,000 hours to assist in the completion of Enviro contracts.



**26,000**  
hectares of  
grass mowed  
and slashed

Up from 20,000 in 2020



**8,890**  
site visits for  
gardening and  
maintenance

Up from 5,000 in 2020



**198,900**  
plants planted  
and maintained  
in 2021

Up from 130,000 in 2020



**2,251**  
visits to water  
and sewer sites

to mow grass, brush cut,  
provide edge treatment  
and spray

**With depots in Cheltenham and Koo-Wee-Rup (65km south-east of Melbourne), Enviro Management's services extend to the South, West and South-East of Melbourne, as well as the Mornington Peninsula and Latrobe Valley.**

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**Marriott**  
Enviro Management





# Industries

**Marriott Industries has been successfully operating since 1992. We pride ourselves on offering customers a wide variety of specialised and cost-effective solutions for their production and warehousing needs.**



Industries is proud of our proven reputation in delivering high quality contract deliverables for our commercial customers.

As a Certified Social Enterprise, Industries is a commercial business with real time customer expectations, providing employment to 78 Supported Employees.

Many of our supported staff have worked with us for decades, enjoying their work and social inclusion community. Our average length of employee service is over 12 years, which is testament to the helpful and professional work environment we provide. We ensure our supported employees are in a safe environment, respected, work towards achieving their personalised goals and are provided every opportunity to develop valuable skills to transition into Open Employment.

For our staff to have a selection of work types, Industries delivers a range of different tasks and roles.

Some of these include:

- Dry food packing and labelling
- Rework and bundling
- Shrink wrapping
- Packing of products and hampers
- Assembling sample and event bags
- Warehousing and driving forklift
- Picking, packing and shipping
- Bonded warehousing and fulfilment

## **Modernisation and Automation**

As part of Marriott's strategic growth priorities, we reorganised our warehouses to improve efficiencies and best position the organisation for future growth. This involved reconfiguring the production areas, location of products, new racking and extra floor space to allow for the expansion of dry food areas.

In the Industries Dry Food Packing room, we invested in labelling, filling and mixing technology. One particular machine delivers a 400% boost in productivity, which will allow us to increase volumes, operate at a faster pace and, in turn, benefit customer deadlines and outputs. Employee teams are given training to run them, as well as upskilling opportunities on a range of other equipment. Additional investment was made in new forklifts and roller conveyors, making the production and container unloading process safer and faster for our staff.

To improve the staff working environment, we purchased new heaters and anti-fatigue mats, along with some warm corporate jumpers and beanies for those cold days.



## Customers

Industries are very proud of our customer relationships and business retention. Our internal quality processes are second to none. We have been working with some of our customers for more than 10 years and many have grown from small sole traders and family businesses into large enterprises with multimillion dollar sales results.



'Marriott Industries has been our partner in assembling Caesarstone's sample books for a number of years. Our sample books are an important asset for our sales operations and Marriott's team deliver the books by adhering to our high quality standards.'

We know that actively partnering in this social enterprise allows Caesarstone to contribute to providing employment options for people with disabilities. With a commercial approach, we highly endorse any business to partner with Marriott Industries for their warehousing and logistics needs.'

**Omer Ben-Moshe**

National Operations Manager, Caesarstone



'We have partnered with Marriott Industries for over 5 years across a range of functions including warehousing, picking and packing, co-ordinating shipments, stock recording, re-work projects, labelling and other activities. Their friendly team have always maintained a high level of professionalism.'

The ability to confidently hand over the logistics side of our business to Marriott has given us more time to work *on* the business and not *in* it – all whilst knowing that we are supporting a social enterprise that benefits people with a diverse range of disabilities. I highly recommend their services.'

**James Cross**

Director, Cherub Baby

## COVID Resilience and Wellbeing

Industries managed to stay open and provide work for staff during COVID-19, as we are an essential service. COVID-19 safety is our number one priority and is the first topic at each of our daily, morning toolbox meetings for staff.

During the toolbox meetings we also engaged in a bit of dancing and stretching. This can involve doing the Time Warp, Macarena, Nutbush, Bus Stop and many other group dances, which highlights some very interesting moves!

The organisation's pet therapy initiative has been well received by staff, with Zac the Jack Russell and Rosie the spoodle our frequent visitors, who provided much needed canine therapy to our team during winter.

**“ 2.63 million items were packed into 203,000 bags for just one of our event bag customers.**

**73,797**

**Our supported employees contributed 73,797 annual working hours**

**68,316**

**We packed 68,316 orders which had 269,863 items picked for them**

**365,599**

**We filled 365,599 jars for a major dry spice customer contract**

**1,100**

**24-hour turnaround of 1,100 Black Friday sales orders, with 4,500 picks**

# Human Resources

**Our people are the key to Marriott's ability to provide effective and appropriate programs and services. We are committed to inclusion, safety and wellbeing, so our staff can thrive and support our clients and communities to the best of our abilities.**

We know that delivering excellent person-centred care and service requires skilled, passionate and engaged staff, who want to deliver their best every day. We provide responsible stewardship of resources and support our people by valuing their contributions and ideas, plus embracing their diverse backgrounds.

A focus on culture has been the driver for HR and the management team over the year. Key priorities were:

- Review of the staffing structure in alignment with the Strategic Plan
- Review of workloads, resources, capabilities and skill mix was undertaken to develop a competency and capability framework
- Review and enhance systems and processes
- Embedding continuous improvement
- Increase training, learning and development opportunities

The coming year will see the implementation of revised organisational values, along with a Behaviour Performance Framework.

## Training

An important part of keeping our staff, clients and the wider Marriott community safe, was the re-establishment of the importance to undertake training. Given the challenges of COVID-19 safety and lockdowns, training programs were carried out using a mixture of face to face and online environments.

Training undertaken during the year included COVID-19 infection control, manual handling, fire, emergency, defensive driving, safety procedures, mental first aid, finance and the new HR3 and timesheet app Bundy Plus.

Planning was implemented to create an effective learning framework which will engage and support our staff by providing them with the supports and tools they need to succeed in their role. In alignment with the organisation's mission, vision, values and strategic priorities, the learning will be delivered via a blended approach, tailored to suit different staff cohorts across the organisation. This will include induction and orientation, annual refresher training, safety training and targeted training relevant to work areas.

## Safety and Wellbeing

Marriott is committed to providing a safe workplace for all our staff, volunteers and student placements. COVID-19 safety protocols along with a range of other OHS procedures, dominated the agenda during the last year.

Through calm leadership and reassurances, we have also been addressing the mental health and wellbeing of our people during the pandemic and lockdowns, with reminders of our provision of the Employee Assistance Program and regular information updates through many communications, engagements and forums.

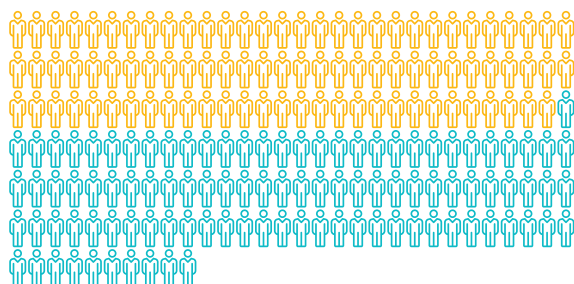
### Staff Service Milestones

It is testament to the commitment and dedication of our staff, including our supported employees, that we recognise length of service at December 2020.

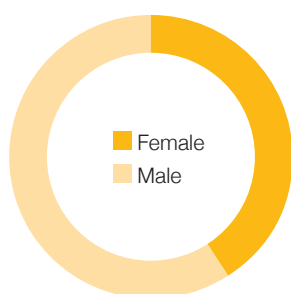
- 2 staff attained 25 years of service
- 8 staff attained 20 years of service
- 9 staff attained 15 years of service
- 5 staff attained 10 years of service
- 4 staff attained 5 years of service

# 190

employees at year's end, comprising  
**89** staff and **101** supported employees



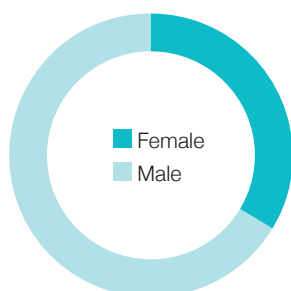
### Total Employees



**65**  
new hires

**53**  
staff exits

### Supported Employees



**11**  
new hires

**15**  
staff exits

## Annual Staff Awards

at December 2020

### Pam Rivers Volunteer Award

#### Winner

Susie Hetherington

#### Highly Commended

Bernadette Shanahan

### Values Award

#### Winner

John Ramesa

#### Highly Commended

Colin Patterson

### Excellence in Safety Award

#### Winner

Kim Heam (Industries)

### Allan T Marriott Achievement Awards

#### Winner (General Staff)

Amy Madigan-Cooke

#### Winner (Participant)

Jacki Kirchoffer

#### Highly Commended (Participant)

Marc Monkus

#### Winners (Supported Employees)

Paul Hyland (Enviro)

Chris Dadiras (Industries)

### CEO Award for Excellence

#### Winner

Julia Woodgate

# Quality and Accreditation

**A highlight this year was the outcome of two certifications, following independent audits which occurred in December and January.**

We achieved our accreditation as an NDIS Provider, demonstrating compliance with all four core modules of the National Disability Insurance Scheme (NDIS) Practice Standards:

- Rights and Responsibility for Clients
- Governance and Operational Management
- The Provision of Supports
- The Support Provision Environment

We also achieved re-certification for our compliance with the Occupation Health and Safety Management System ISO 45001:2018. This was achieved with a great deal of hard work and effort from all. Our staff very ably demonstrated through the process how focused we all are on providing high quality disability supports within a safe work environment.

## **Building Quality and Improvement**

A strong focus this year included strengthening our quality systems and driving improvement through monitoring, improvement planning and redesigning projects to meet operational priorities and alignment to relevant standards and other compliance requirements.

Committee consultation structures were refined and reporting systems improved the way we evaluate our performance and future changes for effectiveness. This was achieved through committed leadership, continual reviewing and participant and staff engagement.







### Registrations

Marriott is independently certified by:

- Global Compliance Certification (GCC) to ISO 45001:2018 OHS Management System Standard (Certificate of Registration – Feb 2020 to Feb 2023).
- Quantum Certification Services to the National Disability Insurance Scheme (NDIS) Standards (Certificate of Registration – May 2021 to May 2024).

### Quality Systems – The Roadmap

As we prepare to implement the Integrated Management System in accordance with three ISO Standards; 9001:2015, 14001:2015 and 45001:2018; the scope of our registration will broaden in 2022 to include standards for Environmental Management Systems and Quality Management Systems

### Compliance with the NDIS Act

Marriott has taken all practical measures to comply with its obligations under the National Disability Insurance Scheme Act 2013 and all relevant statutory compliance requirements including OHS.

“

**Continuous quality improvement is key to our operations. When it all comes together and works, we can make a real difference to people's lives. If you would like to let us know about something we have done well, or that we could do better, please let us know.**

# Marketing

**The largest project undertaken by the Marketing and Communications team this year was the creation of our new website. This was a huge effort by all involved and required extensive coordination, creative development, content creation, analysis and testing. Three historical domains were retired and one new, functional and accessible website was launched.**

The new site showcases all of Marriott's services, including day services programs, three certified social enterprises, volunteering, supported employment options and our corporate governance and credentials. It is the lead channel for Marriott Support Services and will provide essential information and lead generation for customer enquiry moving forward.

Our recently updated visual identity, with its vibrant colour palette and contemporary logos, was well received by stakeholders and represented on the new website, as well as all branded collateral.

## **Facebook**

With a revised social media strategy and regular cadence of engaging content, Marriott reached a milestone of 700 Facebook followers. An extension of this strategy was our acceptance in joining disability sector groups, where we can further extend our brand and service offerings to reach new audiences.

## **Communications**

A range of new communications collateral was designed for the social enterprises to appeal to business and government, such as capability statements, single sheet A4 detailed service flyers and refreshed website content. During the time of COVID-19, the majority of paper-based communications at Marriott sites was removed and replaced with new TV screens, showcasing a mixture of rotating content, such as – policies, incident reporting, organisation values, COVID Safety protocols and emergency procedures, to name a few.

## **Partnering with Local Council**

This year we were able to produce two short videos promoting volunteering at Marriott. Thanks to a grant from the Glen Eira City Council and the hard work of our team, these videos were shared on social media and housed on the Marriott website, to encourage members of the community to consider volunteering.

## **Branding**

Branding was rolled out in the form of new building and entrance signage at Keys Road and McKinnon, plus new logo decals on the Enviro vehicle fleet. Corporate stationery was updated, with standardised business templates available to all.

“The new site showcases all of Marriott's services, including Day Service programs, three certified social enterprises, volunteering, supported employment options and our corporate governance and credentials.





# Volunteers

**Volunteers are an integral part of Marriott and important members of our community. They provide practical assistance whilst contributing to the health and wellbeing of our clients and staff.**

## **Creative Volunteer Opportunities**

This year our volunteers have continued to be enthusiastic and engaged with our clients. Even with all the practical challenges of COVID-19, we found creative ways to keep volunteers engaged, including the introduction of the Postcard Pals program, where volunteers and supported employees write letters to each other. Volunteers originally committed to the program for 6 months, although all volunteers have remained involved long after the initial period had passed.

## **Community Volunteer Engagement**

On the easing of restrictions, we were able to invite volunteers to be involved in activities, especially offsite, where there was greater capacity. We had volunteers who attended weekly cooking groups and others who helped plan and supervise offsite excursions. Our clients love having the extra company and the volunteers say they feel so welcomed when they arrive on site.

Although we saw a drop in the number of volunteers who are actively involved in our programs due to COVID-19, volunteers at Marriott still managed to provide almost 500 volunteer hours in 2020-2021, which equated to \$21,000 (ASB rate of \$42 per hour) in economic value to our organisation.



# Thank You

**The following individuals and organisations have supported and partnered with Marriott throughout 2020-2021. We thank you for your valuable support.**

## **Bequests, Donations and Trusts**

- Linda Bennett
- Richard Cameron
- Laurie Caulfield
- Ann-Maree Colborne
- Stephen Creese
- Lewis Eishold
- Wendy Guy
- Rose Hadden
- Thomas Hatvani
- Don and Yvonne Laird
- Michael Payton
- Dorothy Perrone
- Lesley and Michael Stewart
- K & J Still
- Darren Taylor
- Baird Family Trust
- A.T. Marriott Trust
- Estate of Francis Andrew Howard

## **Government**

- Department of Social Services
- Department of Transport
- DHS
- NDIA
- NDIS

## **Corporate and Partnerships**

- Bunnings
- Chubb
- Eziway
- McPhail
- NAB
- Norton Rose Fulbright Australia
- Procurement Australia
- Promentor
- Social Traders
- Telstra
- Techware
- VMIA
- Westpac
- Windsor Management Insurance

## **Commercial Partners**

Marriott has a long history of successfully delivering commercial contracts with our partners in our social enterprises Enviro Management, Industries and Fresh Start, which provides employment for people with disabilities and those experiencing social disadvantage.

Our people take enormous pride in delivering high quality services to strict timelines, sometimes under very challenging circumstances.

We look forward to continuing to work with our loyal customers across a diverse range of sectors from large utilities, government departments and agencies, councils, schools, Tier 1 and 2 companies, golf clubs, parks, spices and herbs, food products, alcohol, baby and children's products, packaging and 3PL areas.

# Moving Forward

## Our strategic priorities moving forward



### **Financial Sustainability**

We will focus on financial sustainability in NDIS and social enterprise environments, aiming to grow services in existing and new markets. We will do this by ensuring that our services are viable and meet market demand, to safeguard our long-term future.



### **Strengthening Our Operations**

We will strengthen our capability to ensure a staffing structure fit for purpose, that can enhance service delivery to achieve optimal results that meet the needs of our clients and the organisation.



### **Growing Our Business**

We will actively pursue growth and expansion opportunities in order to increase the organisation's reach, recognition and sustainability. We will cement our market position by delivering customer-driven services and products that meet market demand.



### **Developing Our People and Culture**

We will cultivate a high performing, productive and growth-oriented culture, and attract, develop and retain the best available people.



## I N M E M O R I A M

**It is with sadness that we acknowledge the passing of two of our Day Services clients. Both women were with us for many years. Our sincere sympathies to their family and many friends.**

### **Jane Conlan**

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Jane Conlan passed away in February after a short battle with dementia and multiple myeloma. She was one of the founding clients at Community, with over 30 years as a member of our Marriott family.

Jane liked being fashionable and had fun enjoying swimming, dancing, singing, drama and clothes shopping. Jane was always keen to get involved with things. She will be remembered fondly and we will miss her smile.

### **Susan Tidor**

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Susan is fondly remembered by many, with her friendly manner and lovely smile. She always loved to talk to people about what was going on in her life and she especially loved the drumming group she attended weekly and the drop-in centre.

Susan enjoyed chatting to the volunteers and singing songs from the song book. She loved art and writing and was a terrific reader. She was very proud of her artwork and loved to share it with people around her. Never shy, Susan loved talking, singalongs and drama. She was with Marriott Community from the beginning, when the group started with about 10 clients.

Susan was a joy to work with and will be remembered as a bright star in our hearts.



**Marriott is a registered  
NDIS provider with core  
business in disability and  
social enterprises.**

**‘We’re experienced in  
providing opportunities  
for people with a  
range of abilities to  
have a connected and  
independent life.’**



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