

Inspiring WELCOME



Strategic Plan 2021-2024



Inspiring Welcome

At what point after arrival at their destination does a refugee or a migrant stop being a refugee or a migrant?

Labels become intergenerational and referred to as the hallmark, the source or the beginning, when in fact, the true beginning is the person who stands in front of us. The sum of all their life, which is still adding up. The stories that made them who they are: the games they played as children, the songs they sung, the friends they had and have, the kind acts which are inspired by their values.

Fundamentally, the person they were before leaving their country is the person they are on arrival.

Despite their journey, they remain the leader and expert of their own life.

Their name is their name. Their dreams are their dreams. Their ambitions are theirs.

To us, they are a person who is our client.

Not a refugee, not a migrant.

To welcome them is to restore balance beautifully, elegantly and with humility.

We exist to truly be of service to our client.

To shine light on their leadership and their right to call us to account.

Belonging does not occur in a bubble. It takes preparation. It takes active consciousness to see the other, regardless of the labels socially imposed on them, as one like us who has a place next to us.

The preparation is exciting as we look forward to the richness each client brings with them. Then after arrival, the journey that unfolds becomes a collection of memories that they will recall for generations to come.



The welcome will be remembered whether done well or done terribly.

We do it well.

We look deep within who we are and what lens we each see the world through, questioning each other and ensuring that the morality that embraces difference is always central as we journey with each client, welcoming them fully.

Every welcome has the potential to shine light on us. To know this is always to practise **compassion** and to give the light back to the client whose journey feeds us. Each welcome creates instant balance, for we are equal.

The person they are and the person we are is no different. With this in mind, we welcome **respectfully**, suspend our judgement of the world we know and the lens through which we see the world. Then,

and only then, does welcome infuse extraordinariness into both us and the client.

We are an organisation.

We are individuals within the organisation.

The **responsibility** remains with each one of us to do good work, serve well, lead well and above all, be responsible without detracting from the person we welcome.

Then and only then, is inspiration born and the welcome warm.



Chair's Message

VISION OF THE FUTURE

Gratefully, we live and work on Larrakia Country. I pay respect to their Elders, past, present and emerging.

Melaleuca Australia is one of Australia's five nationally approved Humanitarian Settlement Program Providers and one of eight specialist providers of a Program of Assistance to Survivors of Torture and Trauma. We are also a Settlement Engagement and Transition Support (SETS) Provider and work with people who were once refugees and migrants (clients) from various backgrounds.

To complement the work we do with vulnerable people, Melaleuca Australia also provides a number of specialist services aimed at holistic settlement outcomes.

We pride ourselves in welcoming humanitarian entrants as well as migrants into the Northern Territory. Melaleuca Australia is often the first point of contact for them in Australia. This is a responsibility that we accept with honour knowing that our actions or inactions can create a lasting impact.

Our work provides support to clients so that they can build new lives. This includes support to build the skills and knowledge needed to become self-reliant members of the Australian community. Our clients are people who have been subject to persecution or substantial discrimination

amounting to a gross violation of their human rights in their home countries, and people who for economic or lifestyle change reasons have had to leave their homelands.

Since 2016, Melaleuca Australia has been on a journey of renewal in response to Federal Government reforms and other external environmental factors including the COVID-19 global pandemic. Since 2016, there has been an increase of humanitarian entrants and migrants into Darwin from various countries. As a not for profit organisation, our efforts are focused on making clients feel welcome and to be proud of their contributions to the Territory.

It is for this reason we have entitled our Strategic Plan 2021-2024: Inspiring Welcome. I commend the Strategic Plan to you as we work alongside our partners, industry colleagues, funders, supporters, the Northern Territory and Australian Governments as well as the wider community to pursue this strategy for the benefit of those we serve.

Ross Springolo
Board Chair



CEO's Message

BRINGING OUR STRATEGY TO LIFE

As we step into this new and exciting era for Melaleuca Australia, I stand proudly beside my dedicated colleagues and applaud our clients for allowing us to support them on their journey.

Melaleuca Australia is a collective and as such, each of our actions combine to bring to life the commitments that are encapsulated in this Plan.

This is a plan that is shaped by the experiences of our clients. Their joys, their pains, their hopes and their visions. With this in mind, we are proud to include a number of stories written by clients with the assistance of Melaleuca Australia staff throughout this Strategic Plan. The stories reveal their experiences, ambition and fortitude to be active contributors to the life and times of the Northern Territory.

As this Strategic Plan unfolds into tangible initiatives, so too will more stories. We will celebrate them, learn from them and speak of them as proud members of the "Top End".

We alone cannot undertake this journey. However, with community leaders, government, the Refugee and Migrant Support Network, sector colleagues,

volunteers and others as proud supporters and witnesses by our side, I have every hope that these initiatives will transform us all.

Settlement is not something that occurs in a bubble. It takes a whole of community approach. Settlement touches every aspect of community socially, physically, emotionally and spiritually. I therefore invite you to join this journey with us.

It has been a true honour to lead this strategy and to work with so many extraordinary people whose vision is captured within this document. Melaleuca Australia has been changing lives for over 20 years, I honour the leaders before my time and thank them for their work and the opportunity to build on what has started.

I am sincerely grateful to serve you all.

Kwame Selormey
Chief Executive Officer

OUR VISION

A world where everyone belongs.

OUR MISSION

We exist to welcome and support individuals and families from diverse cultural backgrounds to lead the lives they choose.

OUR VALUES

Belonging – creating a sense of community where everyone is welcome and feels included.

Compassion – practising empathy and kindness towards everyone.

Ethics – upholding our moral obligations to each other, the individuals we serve and the community.

Respect – accepting each person as a unique individual.

Responsibility – being held accountable for what we do and how we do it from beginning to end.



STRATEGIC GOAL NO 1

Client Services and Quality Assurance

Enhancing and growing the right types of quality services in the best ways to meet client needs, choices and expectations.



STRATEGIC GOAL NO 2

CaLD Health Service

Establishing a culturally safe and holistic health service supported by a multidisciplinary team of health professionals.



STRATEGIC GOAL NO 3

Affordable Housing Options

Increasing social inclusion and sense of belonging through the provision of safe, affordable and secure housing options for individuals and families.



STRATEGIC GOAL NO 4

Specialist Employment and Business Incubator Services

Providing specialist supports that assist clients to develop their skills, confidence and abilities to pursue their career and business aspirations.



STRATEGIC GOAL NO 5

Community Development

Increasing community connectedness through the universal language of food and music.



STRATEGIC GOAL NO 6

Governance and Stewardship

Strengthening financial, operational and governance practice to increase organisational capacity, resilience and sustainability.

STRATEGIC GOAL NO 1

Client Services and Quality Assurance

Enhancing and growing the right types of quality services in the best ways to meet client needs, choices and expectations.

The increasing number of refugees worldwide is a disturbing trend and one that Australia continues to respond to as a signatory to the *Refugees Convention*. This is the key international instrument that regulates the obligations of states to protect refugees fleeing from persecution.

At its core, Melaleuca Australia is a humanitarian organisation that supports clients to recover from their experiences and rebuild their confidence, sense of self and purpose. To complement our person-centred approach of working with clients, we will introduce and be guided by **Social Role Valorisation** and **Cultural Humility** principles to improve client outcomes as well as uphold our quality and clinical governance standards.

Another key initiative will be enhancing the **trauma informed practice frameworks** across each service to further improve

client's experiences. To be sure that we uphold our **value of responsibility**, Melaleuca Australia will appoint several **Consumer Advocates** who will connect impartially with clients, inviting them to speak openly about their experience and satisfaction with our service.

We take pride in creating meaningful ways to increase social inclusion and celebrate cultural diversity within our community. To this end, we will establish a **Client Alumni** inviting former clients to reconnect with us and the new clients we now serve. We consider this to be an equally important dimension of what we do and the contribution we make to the Territory's social and cultural fabric.









What will this achieve?

It will build a strong foundation of trauma informed approaches across the organisation, amplify the voice of clients and maintain engagement between Melaleuca Australia and previous clients. Therefore, building on the social capital that creates stronger client outcomes.

Key strategies

-  Enhance quality service outcomes and the client experience
-  Expand existing client services for individuals, families, children and youth
-  Enable and encourage clients to speak openly about their experience and give feedback
-  Grow partnerships that promote long term citizenship in the Northern Territory





CEO'S REFLECTION

Client Services


The power of combining family and person-centred care

A family* arrived in Australia 3 years ago to settle in Adelaide under the **Humanitarian Settlement Service**. Shortly after they moved to the Northern Territory with their three children Anh 16 years, Bao 13 years and Chinh 8 years of age. The father, Huy, is an accountant. His wife Kim is a dress maker and was 5 months pregnant at the time of the move. Huy speaks English and was able to secure employment. However, Kim speaks very little English and continues to study. Their middle child Bao has an intellectual disability.

The family reached out to Melaleuca Australia and we provided a single point of contact to support their settlement in the Northern Territory. We assessed each member of the family and coordinated the services they required.

Kim was eligible for support under the **Settlement Engagement and Transition Services** program. Through the planning process, it became evident that she had some complex health needs and was referred to a GP. There were some systemic challenges in progressing her assessments by the GP. The **Health Support Service at Melaleuca Australia** became involved in working with the GP to understand the best clinical approach for supporting Kim within a culturally safe manner. The health services were provided with specific training to understand the impact of trauma on families through the **Program of Assistance to Survivors of Torture and Trauma Program**. Given Kim's level of isolation she required parenting support. Kim was linked to a parental peer to peer service organised through the **Family Harmony Service**. She was able to connect with a variety of parenting groups and form friendships.

* Names and identifying aspects of the story have been adapted to protect the identity of the client.



Bao's disability had a significant impact on his day to day functioning. That, coupled with his other complex health needs, meant he required extensive clinical and personalised supports. Bao was referred to the **Humanitarian Settlement Program** to access **Specialised Intensive Services**. Melaleuca Australia coordinated this effort to ensure his needs were met and his family were accessing the level of specialised NDIS services required.

Within 6 weeks, Ahn started demonstrating some concerning behaviours at school. This led to a referral from the school for him to receive supports through Melaleuca Australia's **Settlement Engagement and Transition Service**. Ahn disclosed violence at home mainly caused by his brother Bao. Subsequently, he ran away from home and refused to return. To provide additional support, Ahn was linked to the **Youth Reconnect Program** which supports youth who are homeless or at risk of homelessness. He continued to be supported by the same coordinator who he had built trust with and a range of other integrated services were designed and coordinated by Melaleuca Australia to support the family.

Huy experienced challenges at work in terms of cultural adjustment. Melaleuca Australia supported him to adjust to the workplace and assisted his employer to better understand his needs.

Melaleuca Australia identified a range of systemic issues impacting the family and advocated for changes within various government departments, organisations and community groups to strengthen cohesion.

Key parties who helped Melaleuca Australia to support Nuy, Kim and their family included six Member organisations of the **Refugee and Migrant Services Network**. As a result, the following settlement outcome areas were progressed:

- ✓ family functioning
- ✓ health
- ✓ employment
- ✓ education and training
- ✓ community participation and networking
- ✓ justice

Within four months, life stabilised for the family. Huy was provided with more hours at work and can balance time well at home with his family. Kim made significant progress towards setting up her dress making business. Bao started accessing a range of supports and his behaviours have settled. Ahn was reunited with his family. Chinh started a new school. The family made new friends in their neighbourhood and also connected with the community here in Darwin.

Kwame Selormey
Chief Executive Officer

STRATEGIC GOAL NO 2

CaLD Health Service

Establishing a culturally safe and holistic health service supported by a multidisciplinary team of health professionals.

The Culturally and Linguistically Diverse (CaLD) Health Service will become the first of its kind in the Northern Territory for children, adolescents and adults from a CaLD background. A team of general practitioners, CaLD health nurses and allied health professionals will prioritise care for newly arrived clients within their first five years in Australia. The team will have a shared understanding and commitment to person-centred care principles and trauma informed practice. The *CaLD Health Service* will operate from Melaleuca Australia's city-based premises and clients will have access to interpreters as required.

The *CaLD Health Service* will work closely with the Northern Territory's Primary Health Network to ensure clients can access supported referral pathways and navigate the health system to meet their long-term health and wellbeing needs.


The *CaLD Health Service* will carry out projects aimed at examining and implementing methods to improve the quality, standards and efficiency of CaLD health services in Australia.




What will this achieve?


It will enable clients to access appropriate, culturally safe health services that focus on their overall wellbeing and cultivates health education that is needed to achieve positive health outcomes. In addition, it will empower health service providers and assist patients to transition well into mainstream services of their choice.

Key strategies

 Undertake research and field studies to inform the development of an innovative practice model for the *CaLD Health Service*

 Develop a practice model and supporting business plan for the establishment of the *CaLD Health Service* within Melaleuca Australia's existing premises

 Develop the *CaLD Health Service's* clinical governance framework and standard operating procedures

 Establish, launch and promote the *CaLD Health Service*





STAFF MEMBER'S REFLECTION

Client Services

The importance of seamless healthcare


In 2018, Melaleuca Australia's Refugee Health Leader identified an incoming Ugandan family with multiple members returning positive test results for malaria. Immediate guidance from the Centre for Disease Control was sought as to the best course of action for the family on their arrival into Darwin.

Initially, the decision was made for the family's treatment to be overseen by the Doctor who provides Refugee Health Assessments within 2 weeks of arrival. The rationale for this course of action was that if a patient had tested positive for malaria and been treated correctly (in the refugee camp) then there was a greatly diminished risk to the patient and in turn the public. However, there was ambiguity around whether one of the children had

been treated or not. Therefore, requiring a more stringent response to managing the potential risk was required.

Subsequently, Melaleuca Australia ensured the family were assessed by the Emergency Department of Royal Darwin Hospital which led to the following coordination of referrals:

- ✔ *Transfer and admission to the paediatric ward for treatment of a one-year old patient with positive malaria parasite results;*
- ✔ *Referral to antenatal clinic and Midwifery Group Practice for a patient with a positive pregnancy test result;*
- ✔ *Referral to Outpatient Infectious Disease Clinic for follow up of all those who tested positive to malaria;*

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- ✓ *Public health authority notified of potential public health risk. Medical entomology for mosquito trapping and spraying in Rapid Creek and Marrara marshlands; and*
 - ✓ *Referral to the Centre for Disease Control Darwin, local Doctor, audiology, oral health, child health and optometry clinics for routine Refugee Health Assessment.*

Ultimately the family moved to another State and Melaleuca Australia managed the handover of their history and clinical regimes. This involved identification of a Refugee Health Nurse, midwifery practice, general practitioner, tertiary hospital and relevant public health authority in the new destination.

Melaleuca Australia's role was pivotal in averting potential health risks to the Ugandan family and wider public.

Scott Andrews

*Former Refugee Health Leader,
Melaleuca Australia*



STRATEGIC GOAL NO 3

Affordable Housing Options

Increasing social inclusion and sense of belonging through the provision of safe, affordable and secure housing options for individuals and families.

The **Welcome Homes Project** has been designed to increase the types of affordable housing options for clients in addition to the existing housing options provided by Melaleuca Australia. Uniquely, the project will create a variety of shared living arrangements between Territorians and clients.

Shared living is a contemporary social inclusion model used in various developing countries to bridge the gap of isolation between marginalised community members and their society. The shared living model aligns with the principles of **Social Role Valorisation** and our organisational value of *belonging*.

This project will increase access to affordable housing options. From short-term four week stays through to long-term undefined stays Melaleuca Australia will assist clients to enter into formal leasing agreements with landlords to ensure they

have security of tenure, understand their rights and obligations, and have a place to call 'home'.

In addition, **safe homes** for vulnerable clients will be made available to fill the void that currently exists for people from a CaLD background. Melaleuca Australia has previously undertaken work in this area to actively support individuals and families experiencing domestic violence.

Our work in this area will respond to the **Northern Territory Domestic, Family and Sexual Violence Reduction Framework 2018-2028** aimed at giving every Territorian the fundamental right of living a life where they are safe, respected and free from violence.

Melaleuca Australia is an advocate for affordable housing and safe homes and intends to do all that it can to be part of the solution.

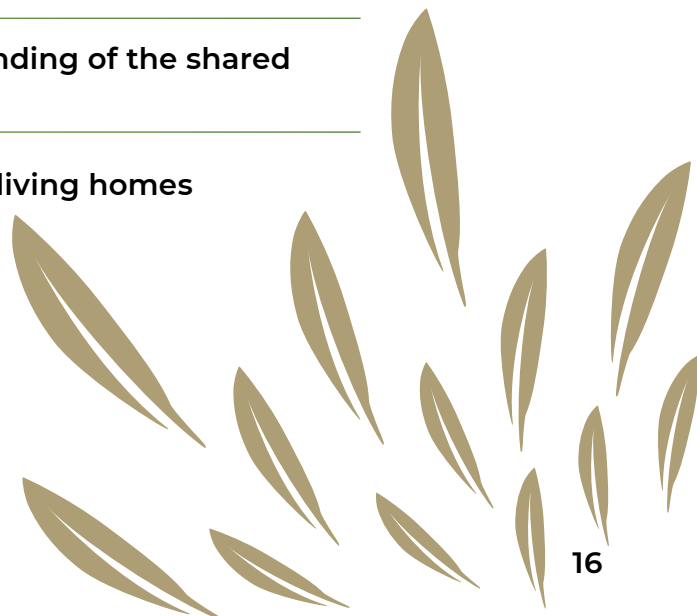


What will this achieve?

Through a collaborative approach and partnerships, it will generate more housing options for clients. It will close the gap between the general community and clients, assist with improving English literacy, enable opportunities for increased client safety, and reduce the impact of domestic and family violence.

Key strategies

-  Develop a range of short and long term affordable housing options for clients
-  Develop Melaleuca Australia's Safe Homes model for vulnerable clients
-  Raise community awareness and understanding of the shared living concept
-  Grow a pool of short and long term shared living homes





A STORY

Affordable Housing

“Staying together is important to me”

In 2017, I arrived in Australia alongside my 80 year old mother, four children, nephew and granddaughter. There was 8 of us in total.

We had been through many difficult situations and lost many of our family members. As a woman who is the head of my household, I was determined to keep our family together. My mother had complex health needs. Each of my teenage children had needs that required me to engage with schools, health providers and government departments. On arrival, none of us spoke English and we had never lived in a rental property in Australia. Melaleuca Australia supported us by keeping us together in their short-term accommodation housing, which was only intended to be for 4-6 weeks.

*I started studying English together with my children and granddaughter. Each of us had some complex support needs, and as the head of the family, I was required to be in so many places to attend to my ageing mother's needs, my children's education and work preparation, and our financial matters whilst at the same time dealing with the impact of our individual and collective trauma. Soon the time came for us to start searching for long-term accommodation. This was difficult and many of our attempts failed because we had no rental history. There were 8 of us and many houses only catered for small to medium families. We were advised by some members of the community to consider two houses and split up the family. **I did not bring my family this far to have them separated.***



Melaleuca Australia could have asked us to move out when it was time, and that would have forced us to split up as a family and vacate the short term housing provided to us. Instead, Melaleuca Australia kept teaching us how to search for homes and how to discuss our needs with real estate agents and landlords. Melaleuca Australia told us not to give up. They advocated tirelessly for us. We tried so many real estate agents and we had so many rejections.

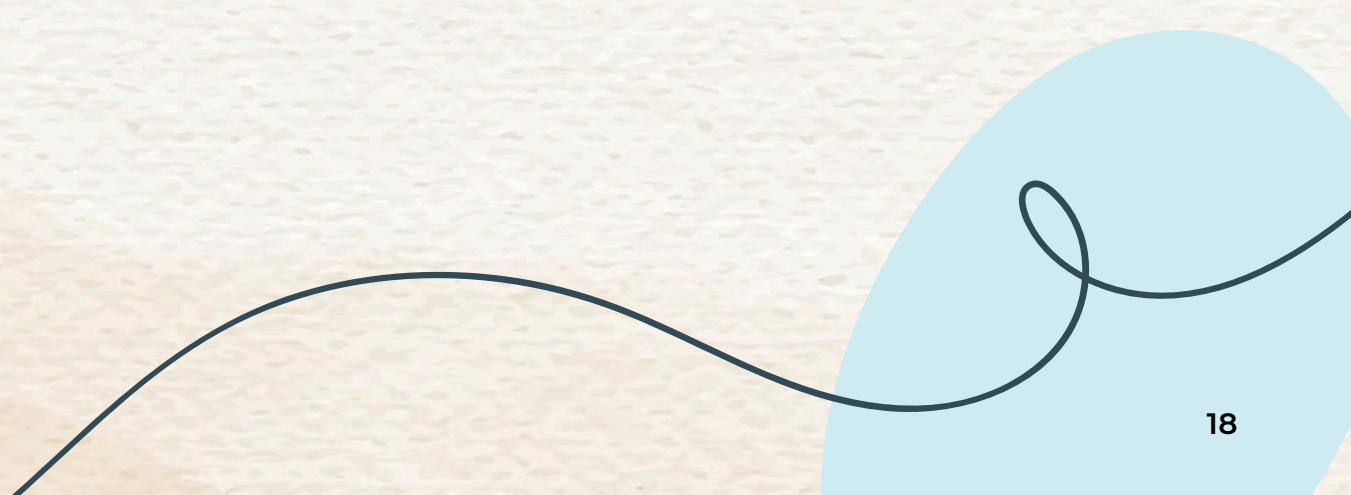
Eventually, we were able to find a house in the private rental market. With the support of Melaleuca Australia, we secured a home big enough for all of us. I still live with the

fear that if we must move, this situation will happen again. The houses out there are not yet built for people like us. We are people of large families; some arrive with families of up to 10 or more. If all people are important, then the house should fit the size of our family.

One day, I hope that other big families who arrive after us have a different and better experience.

Alice's story

* Names and identifying aspects of the story have been adapted to protect the identity of the client.



STRATEGIC GOAL NO 4

Specialist Employment and Business Incubator Services

Providing specialist supports that assist clients to develop their skills, confidence and abilities to pursue their career and business aspirations.

One of the greatest determinants of attracting and retaining people from CaLD backgrounds in the Northern Territory is **employment**. Whether that be as an employee or as a business owner. This cohort often need intensive supports to improve their English skills and/or address the lack of Australian work experience, education, financing options and understanding of Australian culture. This calls us to partner and work more intensively with employers, education institutions, financial entities, community service providers and government agencies to help clients overcome and better manage these barriers to employment.

Melaleuca Australia, through the support of the Territory Government, local businesses and Anti-Discrimination Commission, has been proactively tackling these barriers to employment through our *Specialist Employment Service*. We are committed to

strengthening, improving and increasing our existing support mechanisms for clients seeking employment. To do so, a **CaLD Recruitment Centre and Business Incubator Hub** will be established within Melaleuca Australia's premises supported by a team of dedicated staff and volunteers. Workplace cultural diversity training and post-employment support will be made available to employers to increase employment retention rates.


We know through experience, triangulating *holistic case management support*, *job readiness* (including improving English literacy) and *employer and business community engagement* has proven successful. Melaleuca Australia is determined to do all it can to support clients achieve their career aspirations as well as business goals and in turn, increase their sense of purpose and belonging in the Northern Territory.




What will this achieve?

It will create improved opportunities for clients to gain employment or establish a business. It will also support employers and the wider business community to understand ways of engaging with CaLD employees and business owners. Ultimately, employment opportunities will increase, making living in the Northern Territory more attractive to CaLD communities.

Key strategies

 Prepare CaLD job seekers to gain employment within 6 months of accessing Melaleuca Australia's Specialist Employment Service

 Collaborate with government and private enterprise to increase employment prospects for CaLD job seekers

 Establish a CaLD Recruitment Centre within Melaleuca Australia's premises

 Establish a CaLD Business Incubator Hub to support start-up businesses





A STORY

Employment

“I want to be employed and independent”

In early 2016, my family and I immigrated from Africa to Darwin, Australia. Fortunately, we were eligible to be resettled through the Australian Government’s Humanitarian Settlement Program. Although the culture and language were completely foreign to me, I was still excited to have the opportunity to live in a safe and prosperous country.*

As the reality of relocation unfolded, I started to experience difficulties in communicating coupled with culture shock! I knew that I needed to overcome these challenges in order to obtain employment and in turn become self-sufficient.

When I reflect, sourcing employment was the most significant barrier I faced during my settlement journey. I felt as though joining the Australian workforce was like climbing a mountain without any support. At the time, I had no formal education and low English proficiency. I knew without a career I could not provide for my family or enjoy life as I chose. I was completely dependent upon welfare assistance. My identity could become that of an unemployed man.

I was referred to an employment training program facilitated by Melaleuca Australia. The program provided me with one-on-one coaching with a Job Coach,



participation at monthly employment capacity building workshops, networking opportunities with potential employers and case management support to help me gain meaningful long term employment. Throughout this 12-month program I learnt new skills and increased my understanding of Australian culture and workplace practices. I gained the ability to write my own resume and apply for work.

Thanks to the wonderful support of Melaleuca Australia, I have secured employment within the community services industry. My employer has provided very positive feedback on my performance. Upon my arrival to Australia, my status was: refugee. Today, I am proud to be financially independent and living the Australian dream!

Keneilwe's story

* Names and identifying aspects of the story have been adapted to protect the identity of the client.



STRATEGIC GOAL NO 5

Community Development

Increasing community connectedness through the universal language of food and music.

Mela-Kulcha is an initiative designed to create opportunities for clients to share their unique cultural cuisines, music and spirit of hospitality with the wider community. In doing so, people and cultures come together, employment opportunities are created, English practice is enhanced and the modern Territory story becomes more interesting.

The Northern Territory is a CaLD community with one in five residents coming from a refugee or migrant background. There is much to learn, explore and experience about each other and often times, food and music is what brings us together.

Over the next three years, Melaleuca Australia will launch a variety of cultural cuisine and music initiatives starting with a small fleet of food vans¹ meandering throughout Darwin and the establishment of an on-site café, catering service and music club within our city-based premises.

In addition, we will offer cooking classes across different locations in Darwin and publish cookbooks to help people create and enjoy diverse cuisines in their own homes. With the support of government and our many partners, Melaleuca Australia will strengthen its social impact whilst promoting cultural diversity and community connectedness.

To support these initiatives, a variety of training, employment and business pathways will be established for clients. This will be done by partnering with training and education providers and working with government and industry. This will enable more good work to be done by supporting clients and the community.

Mela-Kulcha will present many ways for residents, visitors, and tourists to experience the universal language of food and music at its best in Darwin by bringing different cultures together.

¹ Melaleuca Australia defines the term **food van** to include various foods, snacks, beverages and other offerings relative to its target markets and consumers



What will this achieve?

It will create employment and business pathways for clients by increasing their confidence and independence. It will generate additional revenue streams enabling greater social impact and financial sustainability. Furthermore, it will increase cultural diversity and humility, social inclusion and language practice as well as community connectedness in the Territory through the universal language of food and music.

Key strategies

-  **Seek to partner with the NT Government on the execution of its Population Growth Strategy as it relates to cultural diversity in the Northern Territory**
-  **Establish, launch and scale-up the *Mela-Kulcha* initiative**
-  **Undertake capital fundraising activities to contribute towards the fleet of food vans**
-  **Measure Melaleuca Australia's social impact**





A STORY


Cultural Cuisines

“Food can give us a new life”

In 2016, after facing considerable hardship in our home country, we arrived in Darwin. Shortly after, our first child was born. Excitement filled us as we were gifted the opportunity of a new life!

The education we received in our home country was not worth much here. Unfortunately, our qualifications were not recognised and we needed to start again. We wished to show our gratitude and we wished to contribute to society by working hard to say thank you, but we couldn't.

Melaleuca Australia connected us to the Adult Migrant English Program where we attended classes to help us learn the English language. We realised that English could be learned quickly when practised. However, to practice we needed to be surrounded by people who spoke English all the time. Yet, our classes were full of other non-English speaking people. We knew that for us to learn, it would be best to be working alongside English speaking people. However, to obtain work we needed better English skills. It felt as though we



were going around in circles! We couldn't help but feel vulnerable because we knew we needed to improve our English in order to work and become independent.

With Melaleuca Australia's support we hope that cooking can be our answer to a new life. We know that food is essential and without it we will die. We have the skills to cook beautiful meals from our homeland. If we are able to sell our food,

we can create an income for our family and improve our English at the same time. All the while, we can show our appreciation to Australia and feel at peace and at one within our new community.

Hussein's story

* Names and identifying aspects of the story have been adapted to protect the identity of the client.

STRATEGIC GOAL NO 6

Governance and Stewardship

Strengthening financial, operational and governance practice to increase organisational capacity, resilience and sustainability.

As a humanitarian organisation, Melaleuca Australia, along with many others, makes a valuable and important contribution to Northern Territory's social, cultural and economic wellbeing. As a not for profit, we have legal and moral obligations that guide the way we oversee, manage and make decisions in the best interests of our stakeholders.

In recent years, the not for profit sector has experienced significant change through Federal Government reforms and the impact of the COVID-19 global pandemic. In response, Melaleuca Australia restructured operations from top to bottom. We redesigned how services are delivered to ensure viability and efficiency without compromise to quality. We made a concerted effort to identify long-term revenue generation opportunities to help reduce the reliance on government

funding. Throughout this process of change, we have become good self-critics, more disciplined and more aspirational.

Over the next three years this will not stop. We will continue to grow our capacity, resilience and financial sustainability in ways that inspire confidence in the clients we serve and the funders who support us.

We are committed to investing in areas that add value to our mission. Including quality assurance, technology, property improvements, branding and marketing. Importantly, Melaleuca Australia's greatest asset is our people. The staff, volunteers and Board. They are our ambassadors and we commit to providing them with increased levels of professional development and support.

This is the dawn of a new era; Welcome!



What will this achieve?

It will make sure the services we provide are responsibly and ethically managed to deliver on our mission. It will also ensure Melaleuca Australia pre-emptively change, remains relevant to those whom we serve, and continues to be a good citizen of the Northern Territory.

Key strategies

-  **Strengthen financial viability and sustainability**
-  **Enhance brand and market presence**
-  **Invest in the development of staff and volunteers**
-  **Integrate technology as a means of improving business intelligence, communications and reporting**
-  **Upgrade assets and increase utilisation**
-  **Enhance governance practices**



BOARD CHAIR'S REFLECTION

Governance During Times of Change

Continually learning, adapting and evolving for a better future

Melaleuca Australia has changed and evolved over the decades. The changes over the last five years were most pronounced due to Federal Government reforms and the impact of the COVID-19 global pandemic. With such shifts in policy, funding and the external environmental, Melaleuca Australia carefully examined the potential impact on clients and the organisation as a whole. To this end, we embarked on a transformational journey. We reviewed our governance and organisational structures, client service offerings, cost structures and revenue streams. We carefully assessed risk, identified opportunities and ascertained how best to adapt and evolve to the

changing circumstances. Notably, we identified gaps in unmet client needs and opportunities to address those gaps.

During this time of transformation, the Board's governance role was amplified to ensure appropriate management oversight, guidance and support. This included oversight of significant workforce changes, operational and systems improvements and service re-design. We also focused on financial sustainability which included identification of long-term revenue generation opportunities to help reduce the reliance on government funding. The culmination of our efforts is reflected in this Strategic Plan.



We learnt many valuable lessons along the way but the most crucial was to focus on our mission, our why. In doing so, clients are supported to live out their hopes and dreams of a new life in the Territory.

The transformational journey required an inordinate amount of communication and collaboration with our key stakeholders. In our case this included clients, community leaders, businesses, government, primary, secondary and tertiary health care providers and importantly, the Refugee and Migrant Support Network. Each stakeholder positively contributed to the outcomes we and the community at large achieved – we deeply appreciate and give thanks for their support.

As Melaleuca Australia seeks to implement this Strategic Plan, we take with us the valuable lessons learnt and recognise that we are continually learning, adapting and evolving.

Wholeheartedly, Melaleuca Australia will do all that we can to cooperate with government, the private sector and our colleagues in the not for profit sector to support our communities and economy to flourish.

Ross Springolo
Board Chair

OUR CURRENT SERVICES



Humanitarian Settlement Program

DEPARTMENT OF HOME AFFAIRS


This service supports humanitarian entrants and other eligible visa holders to through individualised case management to settle into Australian life. We support people from their first day of arrival to build the skills and knowledge they need to become self-reliant and active members of the community, and for up to 18 months.



Settlement Engagement and Transition Service

DEPARTMENT OF HOME AFFAIRS

This service is for eligible clients from culturally and linguistically diverse backgrounds to address their identified settlement needs in order to improve social participation, economic well-being, independence, personal well-being and community connectedness. This program is available for people arriving in Australia on certain visa's for up to 5 years from arrival. It is available to Humanitarian Entrants from 18mths of arrival and up to 5 years.



Program of Assistance for Survivors of Torture and Trauma

DEPARTMENT OF HEALTH

This service is for adults, children and families who have resettled in Australia and who have a refugee background. We support them through Trauma counselling and a range of specialist services that aim to restore hope and healing.



Youth Reconnect

DEPARTMENT OF SOCIAL SERVICES

As a Newly Arrived Youth Specialist, our Reconnect Program is a community based early intervention and prevention program for young people aged 12 to 21 years who are homeless or at risk of homelessness, and their families. This service works with young people and their families to strengthen their bonds and to improve their participation in community and settlement outcomes.



Family Harmony

**NT GOVERNMENT –
TERRITORY FAMILIES**

This service provides uses a strengths based approach to support newly arrived families from humanitarian, migrant, and culturally and linguistically diverse backgrounds, to build on positive and respectful family relationships that reduce isolation, strengthen families and enhance the safety of children.

Communities for Children

**PARTNERSHIP WITH AUSTRALIAN
REDCROSS – DEPARTMENT
OF SOCIAL SERVICES**

Melaleuca Australia is a Communities for Children Partner with Redcross. This service offers a parenting Home Visitation program for families from culturally and linguistically diverse backgrounds living in the Palmerston and surrounding areas.

Health Support Services

NT PRIMARY HEALTH NETWORK

Melaleuca Australia is the designated Refugee and Migrant Health Coordinator for the Northern Territory. This service is to work closely with general practice clinics and hospitals, in accordance with the Australian Health Guidelines, to build stakeholder capacity and ensure increased access to services for our clients.

Employment Pathways

NT GOVERNMENT

This service works collaboratively with a range of businesses and employers in the Northern Territory to create employment pathways for people from culturally and linguistically diverse backgrounds. We also work with the culturally and linguistically diverse communities to support them with employment readiness skills and to match them with the employer networks.



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WE DO IT WELL



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 melaleuca.org.au

 (08) 8985 3311

 Melaleuca Australia

 admin@melaleuca.org.au