



WW WORKWAYS

Workways Australia

ANNUAL REPORT 2016-17



A member of Australia's leading community services network



coact.org.au

Contents

Chair's Report	4
Chief Executive Officer's Report	6
Workways' Strategic Plan 2017-2020	9
Chief Financial Officer's Report	10
Financial Performance Summary	12
Profile of the Executive	14
People, Culture & Technology	18
Programs & Partnerships	20
Employment Services - jobactive	22
Community Services	26
National Coverage	24
Disability & Community Services	28
Community Services	30
Strategy & Growth	32
Envite Environment	33
Workways Australia Services	36
Profile of the Directors	40
Directors' Report	44
Governance Committee	48
Audit & Risk Committee	49
Office Locations	51

Our Vision

Workways Australia will be a leading regional facilitator of sustainable employment outcomes throughout Australia.

Our Mission

To deliver positive economic, social and environmental benefits to the community by enabling people to participate in the workforce, develop their potential and contribute to society.

Our Purpose

Workways is a charitable organisation established for the principal purpose of promoting the relief of poverty, distress, misfortune, or disability of individuals who suffer from long-term unemployment and other significant social disadvantages by providing programs to assist them to obtain and retain employment or to proceed to further education and/or training.

Our Values

- Equity
- Respect
- Integrity
- Excellence
- Innovative
- Responsive
- Collaborative

Workways' History



Since 1989, Workways Australia has grown from being a local, community-based organisation in regional Victoria, to a large, dynamic not-for-profit organisation operating across Victoria, New South Wales, the ACT and Queensland.

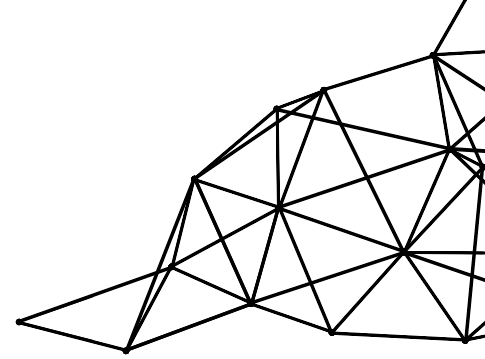
True to its mission, Workways remains one of the highest performing Employment Services providers in the country, and now delivers a range of State and Federally funded programs including jobactive, Work for the Dole, Disability Employment Services - Employment Support Service (ESS) and Disability Management Service (DMS) - Transition to Work, ParentsNext, Springboard, the Jobs Victoria Employment Network (JVEN), the Worker Transition Service, and the Gippsland East Mentoring Program. Through our Envite division, Workways also delivers a range of environmental programs funded by the Federal Government, NSW Environment Trust, Landcare Australia and a variety of philanthropic grants. Workways also operates two commercial Social Enterprise businesses: Workways Australia Services and Envite Environmental Services.

In 2013 Workways embarked on a diversification and growth strategy to increase its geographic and service capacity. Three not-for-profit organisations, Envite Inc. based in North Coast NSW, Job Futures SEQ in South Eastern Queensland and Advance Personnel in the ACT, joined up with Workways, significantly contributing to the growth of our footprint. As a result, Workways now has 43 offices and approximately 220 staff in four states and territories across Australia.

As an organisation, Workways works on a local level with employers, partners and our stakeholders to enable people from every background to participate in the workforce, as well as delivering programs and services that assist those most in need within our communities. This includes:

- provision of tailored, highly supportive employment assistance to individuals seeking employment;
- working with business and industry to design industry-specific training, relevant to their changing industry and community needs;
- delivery of directed recruitment supports to business and industry;
- delivery of long-term workforce solutions to attract skilled people to growing industries;
- delivery of Social Enterprise Intermediary Labour Market businesses that offer supported employment and a smooth transition into mainstream employment;
- delivery of targeted employment programs aimed at ensuring business and industry can attract and retain employees from key social groups including Indigenous people, people from diverse cultural backgrounds, those with disabilities and young people;
- delivery of flexible, targeted, solution-based services aimed at addressing individual and community needs;
- delivery of environmental services that involve the community in improving the quality of our natural environment.

Chair's Report



Workways Australia Ltd has had a successful year with a lift in performance outcomes, increased business in core markets and new business. The consistently high star ratings reflect the quality and passion of our staff and Executive Management Team. Our growth agenda has resulted in an increase in revenue in the 2016-2017 financial year of \$3.7M. We are a national organisation with four major business divisions; the jobactive employment services program, Disability Employment Services, Environmental projects, and Recruitment and Labour Hire services. The business has 43 sites throughout Queensland, New South Wales, the ACT and Victoria; employing 220 staff with an operating budget of \$28 million.

The Board recognised that it needed to be able to recruit directors on the basis of required skills and experience, and with the support of more than 75% of the members changed the Constitution so that directors are appointed rather than elected. This will come into effect from the Annual General Meeting in November 2017.

The Board's major piece of work this year was the development and endorsement of the Strategic Plan for 2017–2020; a blueprint for the future direction of the Company. The work was done in collaboration with the Chief Executive Officer and the Executive Management team using a comprehensive environmental scan including information on demographics, the economic and environmental context, government policy, business competitors, technology trends and sectors of interest as a starting point for strategic discussion.

The mission statement, vision and values of the Company were reviewed as part of this process. The mission statement which defines the company's purpose and objectives, and the values remain unchanged. The vision statement which describes the future position of the company was generated in consultation with all of the

Workways' staff and now reads: *Engaged communities: connecting people to opportunities.*

The strategic plan 2017-2020 is included on page 9 and I commend it to you.

During the past year we have partly completed the deployment of a single financial system across all of our varied sites and businesses, and developed a framework to better manage the risks that the organisation faces. This work will be finalised in the 2017-2018 year.

Challenges that we face in the short term future include the change of open markets, where our clients choose

their provider rather than being referred by Government. We will continue to offer our high quality programs and increase our investment in digital technology and marketing to ensure we maintain our market share of clients.

The company has reported a loss for the year of (\$193,972). The loss includes an amortisation expense of \$291,052 applied to DES and jobactive contracts acquired in 2015. The operating result before the application of the amortisation is a surplus of \$97,080. The current DES contracts are due to expire on

30 June 2018. Workways has now accepted Invitations to Treat from the Federal Government under the new DES Grant Agreement, in effect ensuring Workways can continue to deliver the DES services to 30 June 2023, adding significant security to future revenue.

Russell Needham was appointed to a Casual Vacancy in July 2016 and his term expires in November 2017. George Hutchison resigned his directorship in May 2017. George served as a director for ten years and during that time contributed to the work of the Governance Committee and the Buildings Committee. His expertise and insightful contributions to the governance of the company were substantial.

We can all be proud of the commitment and passion of the company's staff, reflected in the high quality of service delivery and client outcomes.

- Thelma Hutchison

During my second year as the Board Chair, I have been ably assisted by Angela Hutson, Deputy Chair and Chair of the Audit and Risk Committee, and Michael Nelson, Chair of the Governance Committee. I have been very pleased at the participation and commitment of all directors and the two Independent members of the Audit and Risk Committee, Abbas Khambati and Jo Cain.

Workways Australia Ltd is well led by our Chief Executive, Bryan McCormick and his Executive Team. The achievements that you will read about in the following pages would not have been possible without their dedication and skill.

The Board has confidence that Workways Australia Ltd is well placed to take advantage of opportunities and has a very positive future. We can all be proud of the commitment and passion of the company's staff, reflected in the high quality of service delivery and client outcomes.



Thelma Hutchison
Chair



Board visit to Cairns

The Workways Board and Executive Management Team visited our Cairns office in August 2016 to see first-hand how we operate in the region. They had a fantastic time learning all about the township and history of Yarrabah, launching our brand new Workways jobactive office, and meeting some of our job seekers.

Thank you especially to Elverina Johnson who kindly delivered the Welcome to Country and officially opened the site; and to our Chair, Thelma Hutchison, who officiated the launch of the Yarrabah office.

Our Work for the Dole Supervisor, Maggie, who oversees our Textiles and Creative Art project, presented Thelma and the Board with a beautiful art work (pictured right) created by one of our extremely talented job seekers. It now hangs, pride of place in our Board room at our Head Office in Bairnsdale, Victoria.

Overall, the Board and all the staff of our Cairns region really enjoyed spending time together, hearing about the lives and journeys of our job seekers, and seeing the amazing work that we are doing in the region.



Chief Executive Officer's Report



2016/17 has seen Workways expand our services into Melbourne and the Illawarra region in NSW. We have also commenced new programs in existing regions; in particular, in Victoria with the Jobs Victoria Employment Network (JVEN) program and the Workers Transition Service (WTS). In JVEN, we are successfully providing specialist employment services to ex-offenders in Melbourne and people with a disability in Gippsland. In the WTS we are providing employment services to workers, their families and contractors affected by the closure of the Hazelwood Power Station in the Latrobe Valley. Workways was invited by the Victorian Government to deliver this vital service and it is recognition of our high standing with government that we were one of only two providers invited to deliver the service. Another exciting development has been the expansion of our Recruitment and Labour Hire Services from Gippsland to the ACT through our WorkforceXS business.

The continued growth of both the number of areas where we deliver services, and the range of programs we offer, builds on our continued growth of recent years and has seen us transition to a national community services organisation. The real winners from our expansion are the people we support. Workways is rated very highly by government, the community sector and the people who use our services. This shows in star ratings, industry awards and the number of people who choose to use our services. These performances and ratings are highlighted in the pages that follow and I am sure you will enjoy reading our stories.

Once again, Workways has delivered more services, to more people, in more regions than at any time in our 28 year history. Whether it is assisting people with a disability or facing disadvantage to gain employment, supporting young people or improving our environment, Workways delivers a broad range of wonderful programs. All of us here at Workways are proud of this work. Our list of services is an impressive one:

- jobactive – employment services to unemployed people on government benefits
- Disability Employment Services (DES) – employment services to people with a disability
- Environmental Services and Projects – environmental services to government and the private sector
- Green Army – environmental training of young people aged 17-24 on community projects

- Recruitment and Labour Hire – fee for service recruiting and labour hire services
- Springboard – support services to young people transitioning from residential out-of-home care
- Gippsland East Mentoring (GEM) – mentoring services to 'at risk' or disengaged young people
- Transition to Work – intensive support to disadvantaged young people aged 15 to 21 to help them prepare for, find and keep a job
- ParentsNext – support to young parents to assist their return to the workforce
- Jobs Victoria Employment Network (JVEN) – employment services to ex-offenders in Melbourne and people with a disability in Gippsland; and,
- Workers Transition Services (WTS) – employment services to workers, their families and contractors affected by the closure of the Hazelwood Power Station

I congratulate everyone who supports these programs on a job well done. Our purpose, the reason we exist, is to relieve 'poverty, distress, misfortune or disability of individuals who suffer from long-term unemployment and significant social disadvantages'. There were over 13,000 people whose lives were improved in 2016/17 because of the support we provided. This adds value in so many ways to the communities we service.

One of the highlights of the year was the forming of a national partnership with Australian Community Support Organisation (ACSO). ACSO is an organisation dedicated to supporting people to transition from prison to the community, and to stop them from re-offending. ACSO also provides intervention programs that work to prevent people from entering the justice system. ACSO recognises employment is vital in breaking the cycle and approached Workways to form a partnership to provide specialist employment services to ACSO clients. The success of this partnership has seen ACSO transfer their Disability Employment Service (DES) contracts in Melbourne and the Illawarra to Workways. Like Workways, ACSO is also a member of CoAct. ACSO approached Workways as they were aware Workways was the highest performing employment service provider in the CoAct network and knew our values were similar to ACSO. Workways and ACSO are committed to building the partnership and are actively working on joint tenders for future services.

To improve our service and accessibility we opened new offices in the following locations in 2016/17:

- Airport West
- Coburg
- Corrimal
- Glenroy
- Richmond (Victoria)
- Shellharbour
- Queanbeyan

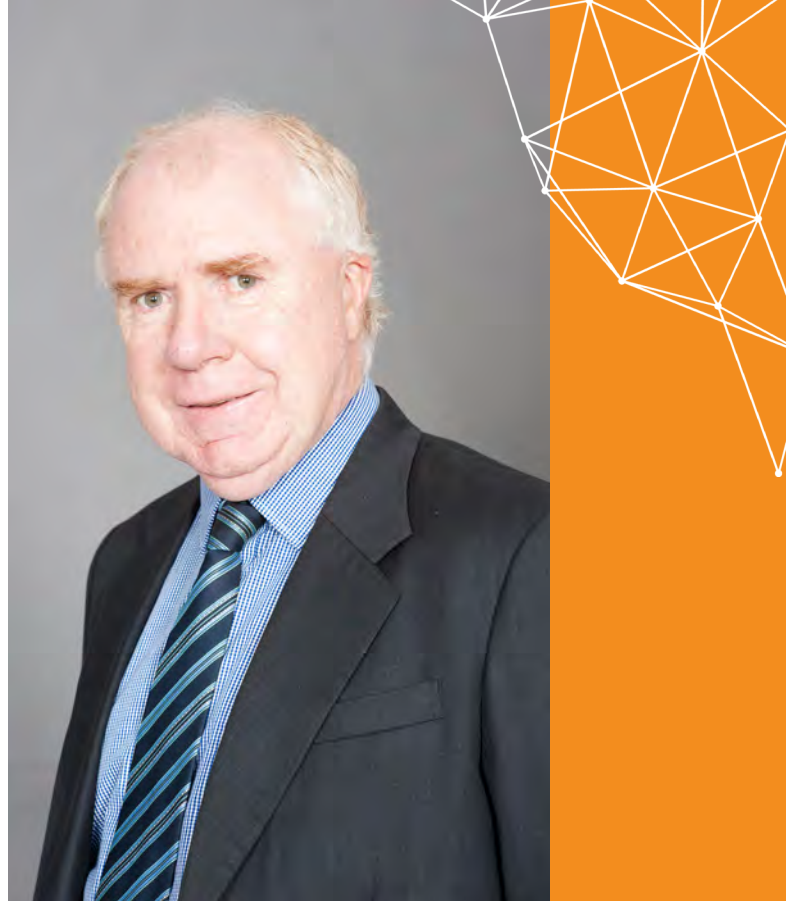
This year was the second year of the Federal Government's largest employment service program: jobactive. Workways delivers this program in the Cairns and Townsville regions, including Mount Isa.

The government uses a star rating system to assess providers based on how many people they place into employment, relative to the size of their caseload, and the length of time people stay in employment. A three-star rating is national average and four- and five-star are above national average. Of our ten jobactive sites, 9 achieved a four or five-star rating in 2016/17. This makes Workways one of the best providers in the country at getting people into work and keeping them in work.

Our other major employment service is the Disability Employment Service (DES) program. We now provide this service in the ACT/Queanbeyan, Richmond (NSW), Gold Coast, Brisbane, Townsville, Mount Isa, Wollongong, Yarra and Calder regions. Like jobactive, this program has enjoyed an outstanding year of successes. One of our core services is providing support towards gaining employment for individuals who are long-term unemployed, disadvantaged or have a disability. This is vital to our many thousands of job seekers. The average star rating across all our DES contracts as at 30 June 2017 was +15% above national average.

The combined performance of our jobactive and DES programs, according to the Federal Government's star ratings, places us in the top 10% of employment service providers in Australia. A proud achievement for Workways and a great support to our job seekers.

Another highlight is the performance of our ParentsNext program. This program is a Federal Government pilot to assist young parents to enter the workforce when their youngest child reaches school age. We were awarded the contract in the Logan region of Brisbane last year. Workways has been so successful with this program, the government took the unusual step of stopping any further referrals to Workways from Centrelink to allow the other ParentsNext providers in Logan to gain more referrals. Workways' number of participants was



more than double the numbers of any other provider; participants were voting with their feet and flocking to Workways' service. This program is being expanded from a pilot to a full national rollout commencing 1 July 2018. Due to our outstanding performance in Logan, as evidenced by the great demand for our support, we are confident we will be awarded ParentsNext contracts in other regions where we deliver services.

The Transition to Work (TTW) program is running very successfully. Workways formed a partnership on a national tender for services with the Brotherhood of St. Laurence (BSL) for the first time on this program. BSL is an organisation dedicated to the eradication of poverty in Australia and named after St. Laurence, the patron saint of the poor. BSL is widely known and respected for their policy research and services to assist young people. The opportunity

for Workways to partner with BSL on a major youth employment program is something we embraced. I would also like to acknowledge our Gippsland partner on the TTW program, Berry Street. Berry Street has a long history dating back to 1877 of helping children and young people with challenging and complex needs. The Workways/BSL/Berry Street partnership is delivering the best possible support to disadvantaged youth wanting to obtain employment.

CoAct is another critical partner to our continued success. CoAct is a national network of locally embedded

There were over 13,000 people whose lives were improved in 2016/17 because of the support we provided.

- Bryan McCormick

community service providers working together to create social and economic opportunities for Australia's disadvantaged. The collective strength of CoAct provides great support to Workways to help us help the people we support. We deliver our jobactive, Disability Employment Service (DES) and some of our Green Army programs in partnership with CoAct. We also deliver Green Army programs with Conservation Volunteers Australia (CVA). CVA is a community organisation that works in partnership with our environmental division, Envite, to undertake important environmental projects as part of the Green Army program. It was a great disappointment when the Federal Government discontinued the Green Army program on 30 June 2017. Hopefully we will see the introduction of new environmental programs at some time in the not too distant future.

Envite undertakes a stunning array of environmental projects and we expanded its services into Victoria last year. Our commitment to the environment through our very important environmental work will be something we support and grow for many years to come. The work we do through Envite is set out later in this report and you will be richly rewarded by taking the time to read about this fabulous work.

The Springboard program supports young people to transition from residential out-of-home care and is delivered by Workways in north-east Victoria and Gippsland. This is a critical service to vulnerable young people and although challenging it is very rewarding to see our young people make the transition. Similarly, the Gippsland East Mentoring (GEM) program supports young "at risk" or disengaged young people through a mentoring program. Our mentors are volunteers drawn from the local community and we are extremely grateful and thankful to our volunteers.

Our Recruitment and Labour Hire business continues to grow with a new office in Canberra while also providing services to all our offices. Following the national jobactive tender in 2014, an analysis of results showed the strongest performing employment service providers also provided fee-for-service recruitment and labour hire services. The addition of this service to Workways provides additional links to employers, more choices to employers and consequently more opportunities for our job seekers to find employment.

The above snapshot of Workways demonstrates the value of the partnerships we have formed in recent years. The needs of our communities, the people we support and the environment we live in are more complex and require more resources than ever before. The ability of

community organisations to do this on a stand-alone basis is long gone. To ensure we deliver on our mission, we will continue on our path of forming partnerships with strong community organisations, government and business. The power of many is not only vital to Workways' future but, more importantly, vital to the people and communities we support.

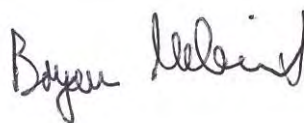
Workways looks a lot different today to what it has in years past. Much of this change has been driven by external factors, primarily government policy. Four years ago, Workways embarked on a strategy of diversification and growth in response to the changing external environment. The change has been necessary to achieve a more sustainable organisation with multiple programs across multiple states and territories.

To ensure our progress continues, the board and executive spent the first six months of 2017 developing a new strategic plan for the period 2017 to 2020. This is referred to in the Chairperson's report and a copy appears on page 9. The strategic plan is our roadmap for the way ahead and I encourage everyone to read it. The plan has been shared with staff from all regions in a series of workshops and has been fully embraced.

Finally, I thank our Chair, Thelma Hutchison, and all the Board of Workways Australia for their support to myself, the rest of the Executive Management Team and all of our managers and staff. Workways could not do what it does without this leadership. I thank the Federal, State and Local Governments and our employers for supporting Workways in the work we do. Finally, I thank all of our people at Workways for their dedication to making our services as valued as they are all around the country. We have a lot to be proud of and a lot to look forward to.

Our updated vision statement from our new strategic plan sums up beautifully what it is we are trying to achieve:

"Engaged communities: connecting people to opportunities"



Bryan McCormick
Chief Executive Officer

Workways achieved 16% growth in 2016/2017, compared to the national economy which grew 1.8%, a remarkable achievement.

- Bryan McCormick



Workways' Strategic Plan 2017-2020

In 2014 Workways was an organisation with a \$14 million turnover delivering employment services in eastern Victoria and the south coast of NSW. More than ninety percent (90%) of its revenue was derived from one program: Job Services Australia. The employment services sector was consolidating and government was favouring larger providers, a decision was made to grow and diversify the Workways business.

Workways is now an organisation with a \$28 million turnover delivering services in four states and territories - Queensland, NSW, ACT and Victoria. Revenue has diversified across four major business divisions; employment services, disability employment services, environmental programs, recruitment and labour hire; and some smaller youth and community programs. Workways has merged with three other organisations from the not-for-profit sector since May 2014, bringing new business, staff and infrastructure.

With the organisation's Strategic Plan due to expire in June, a key focus early in 2017 was for the Board and Executive Management Team to establish a new Plan for the next three years.

At an intensive and collaborative workshop over a weekend in April 2017, and aided by an external facilitator, the team worked hard to establish what the organisation's next Strategic Plan could look like. The workshop considered the current environment, the opportunities and threats in the current and possible future environment; including socioeconomic, political and regulatory, markets and competition.

The result was the creation of *Workways Strategic Plan 2017-2020* that identified four key focus areas: Leadership, Risk Management, Governance, Systems and Processes. Within the key focus areas, four tranches emerged: Growth & Diversification, Increasing Social Value, Sustainable Business, Investment in the Future.

The Board and Executive Management Team are confident that this Strategic Plan will provide clear goals, guidance and structure to all parts of the business over the next three years.



Chief Financial Officer's Report



Workways Australia continues to grow and diversify: maintaining all existing programs, and implementing four new programs in Victoria this financial year. This has resulted in an overall \$3.59m increase in revenue.

2017-18 will see continued growth and expansion with new sites being opened in New South Wales and a number of new outreach sites in Victoria. These new sites increase the number of sites held throughout Queensland, New South Wales, the Australia Capital Territory and Victoria to 43.

The 2016-17 result, despite being a loss, was a significant improvement on the previous years' result and an indication that the growth and diversification strategy is making the business more sustainable.

The valuation of the Workways-owned properties resulted in an increase in the value of the properties and a gain on property revaluation in the consolidated statement of profit or loss and other comprehensive income. This gain reduced the total comprehensive income loss result to \$28,697.

Operating Result

In prior years Workways was impacted by the transition out of Job Services Australia contracts at the end of 2014-15 and subsequent closure of sites in Victoria and New South Wales. A growth and diversification strategy was implemented to ensure all future business would not be impacted nor the company be reliant on one major program. Expansion of programs, and mergers with Envite Inc. (2014) and Advance Personnel Inc. (2015) saw the business grow.

In 2016-17 revenue increased to \$27.38m and expenses \$27.58m resulting in a loss of \$193,972.

One of the factors that contributed to this result was the transition from a predominately owned vehicle fleet to a leased fleet and the recognition of the motor vehicle financial leases. The recognition of the amortisation expense for leased assets was partially offset by the reduction of motor vehicle depreciation but this was not enough to offset the full amount of the amortisation expense.

The largest growth areas were in the Youth Services, Disability Employment Services and jobactive programs which all increased by over \$1m in revenue.

- Cindy Kenny



Cash Flow

The cash flow balance at the end of 2016-17 was \$3.27m this is a \$1.43m increase from the cash balance at the end of 2015-16 and another indicator of the successful growth in Workways business.

Balance Sheet

Workways' consolidated total assets and liabilities increased by approximately \$1m primarily due to the recognition of the new motor vehicle finance leases which increased both total assets and liabilities.

In line with our accounting policy, a property valuation is undertaken every three years on all Workways-owned land and buildings. The valuation this financial year resulted in a decrease in the land value held and an increase in building assets. The overall adjustment was an increase to the total assets held.

Total consolidated assets held by Workways in 2016-17 was \$11.58m and total equity \$6.63m.

Workways Revenue

Revenue increased by \$3.59m to \$27.38m in 2016-17. The largest growth areas were in the Youth Services, Disability Employment Services and jobactive programs

which all increased by over \$1m in revenue.

The Green Army environmental program finished on 30 June 2017. This led to a reduction in the Envite revenue towards the end of the financial year as the program was finishing.

The revenue received in Workways recruitment is steadily increasing as the business continues to grow.

Workways Expenses

Expenses increased by \$2.69m to \$27.57m in 2016-17. Expansion of new programs resulted in an increase in client expenses and employee salaries. Recognition of motor vehicle finance leases increased amortisation expenses as mentioned above.



A handwritten signature in black ink, appearing to read 'Cindy Kenny'.

Cindy Kenny
Chief Financial Officer

Financial Performance Summary



	2016/17 (\$'000s)	2015/16 (\$'000s)
Our Contract Revenue		
JSA Revenue	3,027	3,521
Youth Services Revenue	2,540	924
Interest & Other Revenue	244	805
Envite Inc. Revenue	3,764	3,783
Jobactive	9,050	7,865
Disability Employment Services	7,431	6,196
Workways Recruitment - labour hire revenue	1,329	699
Our Expenditure		
Employee Benefits Expense	14,234	13,217
Depreciation and Amortisation Expense	1,202	979
Client Expenses	4,348	3,347
Property Costs	1,768	2,109
Telephone & Data	1,381	897
All other expenses	4,646	4,337
Our Assets		
Current Assets	5,739	5,202
Non Current Assets	5,837	5,309
Total Assets	11,575	10,511
Our Liabilities		
Current Liabilities	4,020	3,686
Non-current liabilities	927	167
Total Liabilities	4,947	3,854
Net Assets	6,629	6,657
Investment		
Total Capital Investment	-	742



Workways' Executive Management Team with the CoAct Awards

CoAct National Employer of the Year Award - MRI E-Cycle Solutions

The management at MRI E-Cycle Solutions know that the key to building a strong team is to 'perfectly match' an employee's skills to the roles and requirements of the business. Using this strategy, and with the support of Workways, MRI E-Cycle Solutions has not only created a thriving business, they've also given back tremendously to their community. A large portion of MRI E-Cycle Solutions' staff are people with a disability, who are often overlooked by employers who fear they are not up to the task.

Seven years ago, MRI E-Cycle Solutions' management approached Workways looking for staff. Since that time, the two organisations have built up a trusted partnership, and MRI E-Cycle Solutions now works exclusively with Workways for all of their recruitment needs.

Together, they place on average between 12-15 people with a disability into employment each year.

The basis of this trusted partnership is an in-depth understanding of the needs of the business and a shared desire to support people within the local community to transition into employment. With the help of Workways, MRI has developed highly flexible and supportive business processes that ensure that candidates are matched perfectly to specific tasks and roles based on their capabilities and skills, so they can be successful in the work they do from day one.

The recruitment process begins with an intensive pre-screening and matching process, developed exclusively for MRI by Workways' DES Regional Manager (ACT), Marcus Caldwell, and his team. The process includes a panel-style interview to establish the candidate's interest in the role, their capabilities and support needs. Together, Marcus and the team also develop a transition plan to address any skills gaps the candidate may have, or implement training so they can attain the necessary tickets or accreditation, and to prepare the candidate for interviews and workplace expectations.

A member of the Workways team attends work with the participant on their first day, to ensure they are comfortable, understand their tasks and role, and can ask any questions. They are also introduced to MRI Supervisor, Reece, who himself has a disability. He is not only a supportive contact for new staff, he is also a role model, as he has progressed from being a front-line worker to a supervisor. Reece actively works with each new employee to support them to develop a pathway and career goals for themselves. He goes above and beyond to ensure that each person is matched with the exact tasks and roles that will enhance their skills and talents, and provides flexible conditions that take into account each participant's individual circumstances.

It is this detailed, highly-flexible and intuitive approach to recruitment that has made MRI successful in helping so many people with a disability transition into work. In recognition of their efforts over the past seven years, MRI E-Cycle Solutions was named this year's CoAct Employer of the Year, at a special ceremony in Brisbane in May. Speaking about MRI at the awards ceremony, CoAct CEO, Matt Little, said MRI was the perfect example of an employer truly getting involved in the local community, "We all have a part to play in helping to bring greater diversity to Australia's workforce. MRI have shown a commitment not only to employing people with a disability, but to ensuring they thrive in their roles," Mr Little said.

CoAct National Awards for Excellence – Workways Australia

Workways swept the pool at the CoAct National Awards 2017, winning 13 awards! This includes the National Excellence Award for being a great all-round provider of Employment Services across the CoAct network, and a range of awards for 5-star performance in both our jobactive and Disability Employment Service. This was an incredible honour and acknowledgement for the Workways jobactive, Disability Employment Services and Green Army teams who have worked exceptionally hard to ensure their programs are a success. Congratulations to everyone for this wonderful award.

Profile of the Executive



Bryan McCormick
Chief Executive Officer
BEC (Mon) LLB (Mon)

Bryan started his professional career as a solicitor and practised successfully for over 20 years. Bryan's areas of practice were in business, workplace relations law, contracts and governance. During this time Bryan held a senior position with national law firm Slater & Gordon and was also a partner in one of regional Victoria's largest law firms.

Bryan's career highlights include an appointment as a Supreme Court Mediator and retention by both the Victorian Trades Hall and VECCI to conduct workplace relations litigation on behalf of their members.

After leaving the practice of law in 2008 Bryan joined the high-profile Leading Teams organisation as a facilitator. Leading Teams delivers leadership and team development programs to business, sport and community groups. Bryan spent the next two years travelling Australia, working with senior management and staff from a wide range of companies. Bryan also worked with elite sporting teams including running the leadership program with the coaches and players of the Essendon Football Club in the AFL in 2009 and 2010.

Bryan was the Chief Executive Officer of a Disability Employment Service in 2011 and 2012 before becoming CEO of Workways Australia in 2013. Bryan was the Victorian representative on the National Committee for Open Employment which advises government on employment policy and also won the national Job Futures Network Leadership Award in 2012.

Since 2015 Bryan has been a board member of CoAct, a national network of community-based employment services, and is also a board member of East Gippsland Marketing Inc, and the Bairnsdale Football Netball Club.



Cindy Kenny
Chief Financial Officer
BCom (Acc) (Mon), CPA

Cindy joined Workways Australia in August 2016 taking up the Chief Financial Officer role. Since commencing in this role Cindy has been working on updating and expanding the functionality of the Workways Financial Management Information System and the suite of financial reports, system consolidation and automation.

Cindy has a broad range of experience in financial reporting, budgeting and resource management. With strengths in financial management information systems (FMIS), reporting and accounting policy and procedures.

Prior to joining Workways Australia, the majority of Cindy's career was spent working in Commonwealth Government Departments including Parliamentary Departments for nine years, five of them as Director of Financial Services at Parliament House in Canberra and another five years at the Director level in another Commonwealth Department.

In January 2017 Cindy's role at Workways Australia was expanded to include the management of Workways Properties, Fleet and Facilities.



Muriel Marczynski

General Manager People, Culture & Technology
MoE (Leadership Mgt), Grad Dip Ed (Prof Dev), Dip Mgt, Cert IV TAA

Muriel manages the People, Culture and Technology portfolios, developing strategy and implementing into operations. She provides high-level advice and support to the Executive Management Team, while partnering with program managers to drive and deliver best practice program delivery.

Muriel's career highlights include: Chief Operating Officer for two Victorian Statutory Authorities (2005-2014); executive positions across a number of state government departments (DHS, VicRoads); and being the recipient of a number of national awards recognising innovation, leadership and best practice. As an Alumni of RMIT, she continues to contribute to the growth of others through guest lecturing at RMIT University in the College of Business, Executive Education.

Along with her academic qualifications Muriel is also accredited in a number of psychometric instruments. A member of the Australian Human Resource Institute (AHRI), Organisational Development Australia (ODA), and the Institute of Public Administration Australia (IPAA), she regularly contributes to a number of Communities of Practice on people issues, technology, and communications.



Marc Davies

**General Manager Disability
Employment & Community Services**

Marc joined Workways Australia in 2014 when Job Futures SEQ, of which he was managing director, merged into Workways. Marc has extensive industry experience dating back to 1986 and has been in primary leadership roles for a significant amount of that time.

Since joining the Workways team Marc has lead the Disability Employment Services (DES) arm of the business into the prestigious position of being recognised as an industry leader in service delivery by the CoAct network. He has played an integral role in the growth in performance improvement and service in DES resulting in Workways' ongoing success.

Marc's 30 plus years of experience in the labour market industry means Marc brings to his role of General Manager a strong connection to community through a client first, people-focussed approach to service delivery.

Profile of the Executive



Thomas Crumpton General Manager Employment & Community Services

Thomas has responsibility for managing the performance and revenue elements of the jobactive Employment Services program, Springboard and Gippsland East Mentoring program.

With his team of program managers, Thomas oversees all of the programs functions as well as the day-to-day program service delivery models. Taking a proactive and innovative approach to his responsibility for effective planning, coordinating and delivering employment and community services to job seekers, clients and employers has contributed to Workways being recognised as one of the industry's leading providers. In the past two years the jobactive program has been recognised as an award winning finalist and overall winner at a national level.

Thomas worked for many years as a Registered Nurse in the acute sector, prior to making the transition to employment services at Workways. Since commencing in his executive role he has invested in professional development, completing Diploma in Management and Advanced Diploma in Management qualifications.

Thomas is passionate about improving the lives of long-term unemployed and disadvantaged people by way of assisting them gain meaningful employment opportunities and supporting their integration into their community. Thomas has a deep admiration for the program staff members and acknowledges the important work they do.



Samantha Hill General Manager Strategy & Growth

Samantha has worked in the Social Services sector for almost 15 years. She has a strong commitment and passion for the delivery of services and programs that assist people to actively participate in their community, and which allow them to achieve their personal and professional goals.

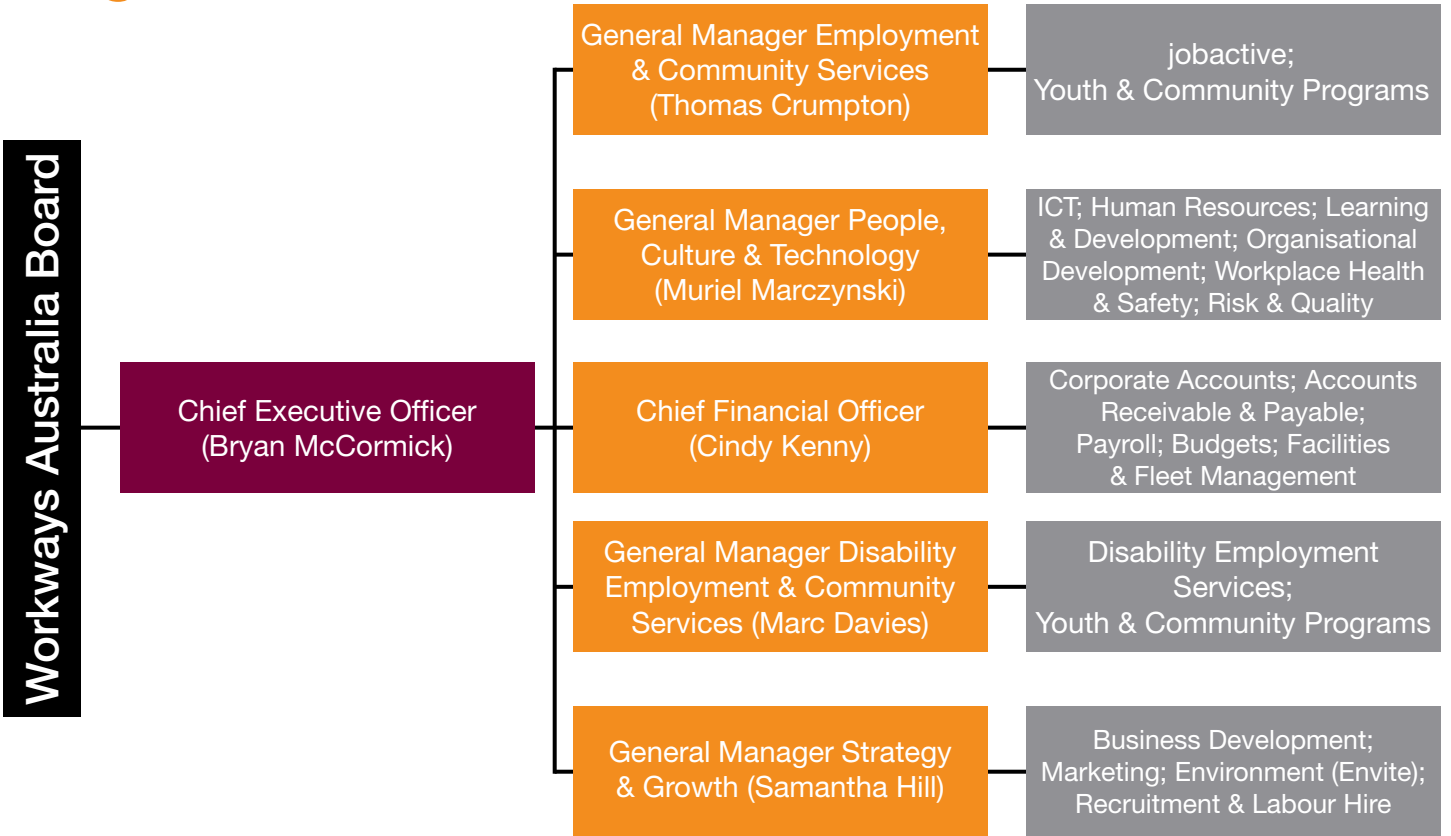
Prior to commencing with Workways, Samantha was the CEO of a not-for-profit organisation delivering community and employment services programs across the wider Illawarra, New South Wales, region.

As the General Manager of Strategy & Growth with Workways, Samantha works closely with a large network of community stakeholders, actively contributing to the development of exciting, solutions-based, partnership programs.

Since joining the Workways team, Samantha has worked closely with staff from across the organisation in a business development capacity, to identify and pursue opportunities that will allow Workways to deliver even more support and services to local communities.

Samantha's qualifications include a Master's Degree in Management, a Graduate Diploma in Management (Professional Practice), and a Graduate Diploma in Community Services Management. She also has extensive experience in community development, youth work, employment services, small business development, and strategic management.

Organisational Chart



Transition to Work

Four of our Gippsland Transition To Work young people attended the Summit Adventure Park as part of their 10 week self-care program. They planned the day and then helped complete some of the processes needed to organise it.

The day started with a safety briefing, before the group undertook a range of activities including a giant swing, flying fox, the “leap of faith”, walking on nails, and meeting a python. All designed to test our fears and determination. A BBQ lunch, followed by a small certificate presentation, was reward for all their hard work over the 10 week program.

Overall the day was amazing, with the group of young people not being able to wipe the smiles off their faces. They all conquered a few fears, and all really enjoyed spending the day with each other doing something they would not normally have the opportunity to do. Two of these kids will also begin facilitating the next group that joined the activity.



People, Culture & Technology



Our people - a community of change makers

In 2016-17, we have focused on improving workforce capabilities, attracting and retaining people, and strengthening our technology platform.

Employment and conduct principles

Workways is committed to applying merit and equity principles in its recruitment process and appointment. Selection processes ensure that applicants are assessed and evaluated fairly and equitably on the basis of the key selection criteria and other accountabilities without discrimination. Workways is committed to diversity and Equal Employment Opportunity and has policies and processes in place to foster and support these principles.

Engaging and retaining our employees

Employee engagement remains a priority for Workways, and efforts over the past twelve months have delivered a substantial reduction in staff turnover. With the industry average turnover at 37%, we have been able to reduce our annual turnover from 35.35% to 27.6%. This has been achieved with stronger recruitment processes and improved on-boarding and probation practices; all essential to create a culture of high performance. Workways is growing as an Employer of Choice, and attracted in excess of 1,600 applications for 110 advertised positions in the past 12 months, with some roles attracting more than 150 applications in a 7 day period. There were 12 internal promotions awarded; with all staff applying through the Workways careers centre; adding strength to our appointment by merit philosophy.

Workways – Our Values

The revised organisational values were launched in mid-2016 with a Values Competition. Workways offices were asked to submit an entry about how they demonstrate one of the seven organisational values in their workplace. A number of innovative entries were received, ranging from a professional drone-captured movie of the environment, to videos of 'superhero staff' depicting excellence. The Cairns office won the competition, gift vouchers were awarded to each participating staff member for their hilarious music mash-up of the value Respect, utilising the famous Aretha Franklin song *Respect*.



Photo: Envite staff create R-E-S-P-E-C-T.

Information Communication and Technology (ICT)

It has been a busy year with the development, approval and commencement of the implementation of the Workways ICT Strategy 2016-2020. The strategy's three main areas of focus are Consolidate, New, and Migrate. An important underpinning of the strategy has been developing a platform that supports future business requirements, provides greater flexibility to our workforce, and sees more efficient spending. Improved security has been achieved with a centralised gateway, together with enhanced IT policies and procedures, all of which has been acknowledged by the Department of Employment with Workways attaining its Statement of Attainability Level 2. Video conferencing facilities have been established across the network, enhancing communication and anticipated substantial cost savings on travel. Strategy Implementation is on track and progressing well, with staff already reporting a number of benefits with the improved IT working environment.

Quality and Risk

Workways was again successful in its ISO9001:2008 Accreditation; the work done to raise the bar was recognised with the achievement of ISO9001:2015. Workways continues to operate under a strong regime of audits, ensuring good corporate governance and risk management.

Learning and Development

In May 2017 we launched our online learning program, customised for Workways, which is delivered through our training partner: E3 Learning.

27 courses have been rolled out since launch with more to be added to the suite over the next year. The

modules consist of interactive courses, guided reading, and acknowledgement of Workways' policies and procedures. Learner-driven, staff access the training at any time on their work computers. To date courses delivered have included:

- Corporate Induction
- Fraud and Corruption Awareness and Prevention
- Electronic Communication and Social Media in the Workplace
- Risk Management for Workers
- Bullying and Harassment training
- Workplace Health and Safety
- Manager training in disciplinary procedures and identifying and handling poor performance

Technical training continues to be delivered in the field by program area specialists, and with staff accessing Turning Point; a portal that provides online education, information, and access to Department recorded webinars.

Providing safe workplaces

At Workways we place importance on the safety, health and wellbeing of our people. We want to ensure that they are engaged, safe and in good health when they are at work. Our aim is to continually improve on creating a safe, healthy and productive working environment.

Over 2016-17, Workways:

- Completed a review of all workplaces with evacuation plans established and/or improved.
- Held quarterly Work Health & Safety meetings across the Workways footprint and through ongoing engagement with our Health and Safety Representatives, creating enhanced awareness of workplace safety in the office and in the field.
- Continued promotion of the Employee Assistance Program (EAP), which provides employees and their immediate family members access to free,



confidential counselling to help address work and personal issues.

- Provided EAP critical incident debriefing across the Workways footprint

Workways participated in its second Workplace Gender Equality Agency report and met all compliance requirements.

Muriel Marczyński

General Manager People, Culture & Technology

Our People

220 total workforce



166 full time

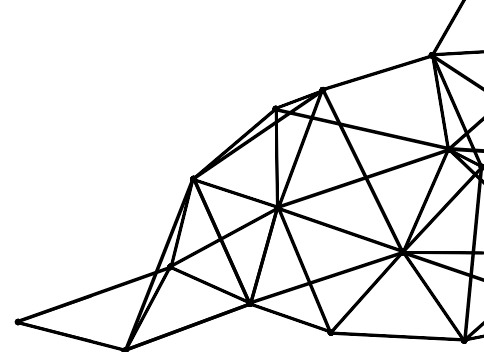
37 part time

17 casual

69% female

31% male

Programs & Partnerships



jobactive

jobactive is the Australian Government's new employment services program, designed to better meet the needs of job seekers and employers and improve job outcomes. Through this program, Workways is able to offer national and local businesses free recruitment services, assisting them to fill their available roles with the most appropriately skilled and trained people. We deliver this service in the Cairns and Townsville regions (including Mount Isa).

Work for the Dole

Work for the Dole places job seekers into work-based activities so they can gain skills and experience that give back to the community and that will help them find employment. Participants enrol in a six-month program focused on building their employability and practical skills, while linking them with local employers.

Disability Employment Service

We work closely with our participants, local employers, service providers and communities to develop strategies to ensure that people with a disability are able to actively participate in employment while contributing and adding value to their workplace. We deliver this service in Mount Isa, Townsville, the Gold Coast, Northern NSW and the ACT, providing a range of flexible and personalised supports to ensure that our participants can successfully transition into sustainable mainstream employment.

Transition to Work

This employment service provides intensive support to young people aged 15 to 21 who require assistance to prepare for, find and keep a job. The service provides case management support alongside practical employability and industry training, to ensure that young people have everything they need to successfully transition into employment. Workways delivers this service in Mount Isa, Aitkenvale and Charters Towers in the Townsville region in Queensland; and in Moe, Traralgon, Morwell, Leongatha and Warragul in the Gippsland region. In Victoria this program is delivered in partnership with Berry Street.

ParentsNext

This employment support service provides young parents who are looking to return to or enter into the workforce with career planning, employability skills training and job search support. This service provides case management alongside work preparation training, with the aim of assisting young parents to be ready for work by the time their youngest child starts school. Workways delivers this service in Logan in Queensland.

Springboard

The Springboard program funded by the Victorian Department of Human Services delivers intensive pre-employment and educational support to disengaged young people across East Gippsland, the Latrobe Valley and the Goulburn Murray regions. The program assists young people aged 16 to 21 on Victorian Custody or Guardianship orders who are in residential out-of-home care, or who have recently left care. Workways supports young people with education, training and/or employment and by linking them with other local service providers to assist them to successfully transition into employment.

Jobs Victoria Employment Network (JVEN)

The Jobs Victoria Employment Network (JVEN) is the Victorian Government's major activity to help Victorian job seekers gain employment. JVEN services are delivered by specialist employment experts such as Workways Australia, who work closely with employers to identify job opportunities and prepare job seekers for those roles. In Gippsland, the JVEN program is focused on the delivery of services to assist people with a disability to transition into employment. In the Melbourne region, the JVEN program focuses on the delivery of assistance to people who have returned to the community from detention, or those at risk of detention to transition into employment.

The Worker Transition Service

Funded by the Victorian Government, this program aims to assist specialist employment experts such as Workways Australia to provide direct assistance to workers and their family members, contractors or any supply chain employees affected by the closure of Hazelwood Power Station. These job seekers will have access to a suite of personal, financial and employment services through the Worker Transition Services (WTS) which is a partnership between the Latrobe Valley Authority (LVA) and the Gippsland Trades and Labour Council (GTLC). The program is delivered out of the Latrobe Valley Authority and the Workways office in George Street, Morwell.

Gippsland East Mentoring Program (GEM)

Workways directly delivers the Gippsland East Mentoring contract in East Gippsland, engaging young people at secondary school level who are at risk of leaving school prematurely, in supportive mentoring relationships. Mentors work with the young people on a one-on-one basis, becoming a friend to help them with career choices, further education and to enjoy other fun activities like crafts, sports and life experiences. Once a friendship

is formed the student and mentor can continue to work together to work through and overcome life's challenges.

Envite NSW Environment Trust Projects

Envite Environment implements a diverse range of projects related to biodiversity conservation and ecological restoration that are funded and supported by the NSW Environment Trust. Envite Environment has a combination of high-level technical expertise and practical ecological restoration skills and experience developed over more than 20 years. We have a large team of qualified bush regenerators with strong local knowledge and experience working in a variety of ecosystems.

Green Army

This federally funded service provided opportunities for young Australians aged 17-24 years to gain training and experience in environmental and heritage conservation fields and explore careers in conservation management, while participating in projects that generate real benefits for the environment.

Landcare Grants

Envite Environment are delivering a number of Landcare Grants aimed at engaging the local community in environmental projects, adding value to local eco-communities and providing education about issues relating to the environment and sustainability.

Envite Environmental Services

This social enterprise delivers commercial environmental services to support road works, large building and construction projects across our footprint.

Workways Australia Services

Workways operates a national Recruitment and Labour Hire Social Enterprise. This commercial business, previously known as Gippsland Workabout, has been delivering Recruitment and Labour Hire services in Victoria for over 20 years, and has an excellent reputation for provision of high quality employment support to both business and employees alike.

Partnership with CoAct

Workways Australia is a member of and subcontractor to CoAct in the delivery of jobactive (including Work for the Dole), the Disability Employment Service and Green Army.

CoAct (formerly Job Futures Limited) is a national network of locally embedded community service providers working together to create social and economic opportunities for Australia's disadvantaged people. CoAct operates solely for community benefit and drives over 90 per cent of revenue back into the communities in which it operates.

The CoAct network delivers a new, innovative approach to all its activities; including creating local initiatives and engaging stakeholders and policy makers to lead the way for not-for-profits to develop, engage and interact with communities across Australia.

Partnership with Conservation Volunteers Australia

Envite Environment is a subcontractor to Conservation Volunteers Australia in the delivery of the Green Army program. Conservation Volunteers aims to make it easy for people to care for nature by volunteering in one of its many conservation projects across the country. Volunteers come from a wide range of backgrounds and no prior skills or experience are required. Volunteer projects are available to suit participants' availability and particular interests. Their goal is to increase resilience through the protection, maintenance and restoration of the environment including landscapes, habitats, species and heritage.

Partnership with the Brotherhood of Saint Laurence and Berry Street

Workways was successful in our tender to deliver the Transition to Work service in Townsville and Gippsland. The Workways Transition to Work service is delivered as part of a consortium led by the Brotherhood of Saint Laurence, together with a number of Transition to Work services nationally, to ensure consistency across the country. This partnership will monitor and evaluate the Transition to Work service, identifying best practises and ensuring that the program continuously improves to meet the changing needs of young people and our local communities. This forum will also advocate the needs of young people, working closely with the Department of Employment to develop the service across the country.

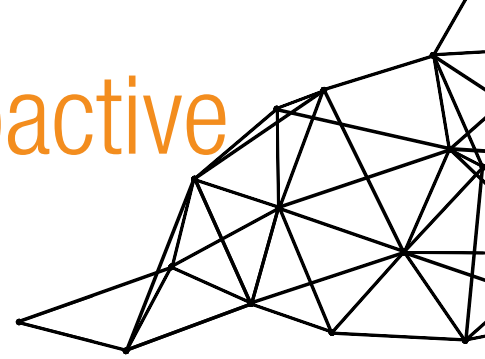
In the Gippsland region, Workways has partnered with Berry Street who are experts in the delivery of youth and family support services in the region. Workways and Berry Street provide career pathway planning and employment assistance to young people aged 15-21, and local employers looking to employ young people as part of the national Transition to Work service.

Partnership with ACSO

Workways is currently partnering with ACSO to deliver the Jobs Victoria Employment Network service in Melbourne (4 year contract) which focuses on the delivery of intensive employment support to assist ex-offenders and those at risk of offending to transition into sustainable employment. This program aims to reduce recidivism, acknowledging that secure employment is one of the key influences to a person being able to remain out of jail.

In the last three decades, ACSO has grown from a small organisation providing a halfway house for ex-prisoners, to becoming a leading provider of community support services, delivering programs that change the lives of people in the criminal justice system along with a range of diversion and early intervention programs that help stop people from getting there. This specialist organisation provides participants with intensive barrier management supports alongside of the employment supports that Workways delivers, ensuring a complete wrap around service is successfully delivered.

Employment Services - jobactive



In 2016-17, Workways has assisted approximately 10,000 disadvantaged job seekers in North and far North Queensland through the jobactive employment program. We support the communities of Cairns, Yarrabah, Innisfail, Tully, Ingham, Townsville, Ayr, Charters Towers and Mount Isa. These communities are spread wide across the West and North of Queensland and are very diverse. They are from the tropical coastal rainforests, through the dry tropics to the remote outback.

In 2016 -2017 we made 3,078 employment placements. Workways assisted 2,487 job seekers into employment. Of those placements 1,340 sustained employment for 12 weeks and a further 926 stayed in employment for 26 weeks.

Workways provides jobactive services through a unique service delivery model that includes one-on-one case management, group-based training, and face-to-face employer campaigns.

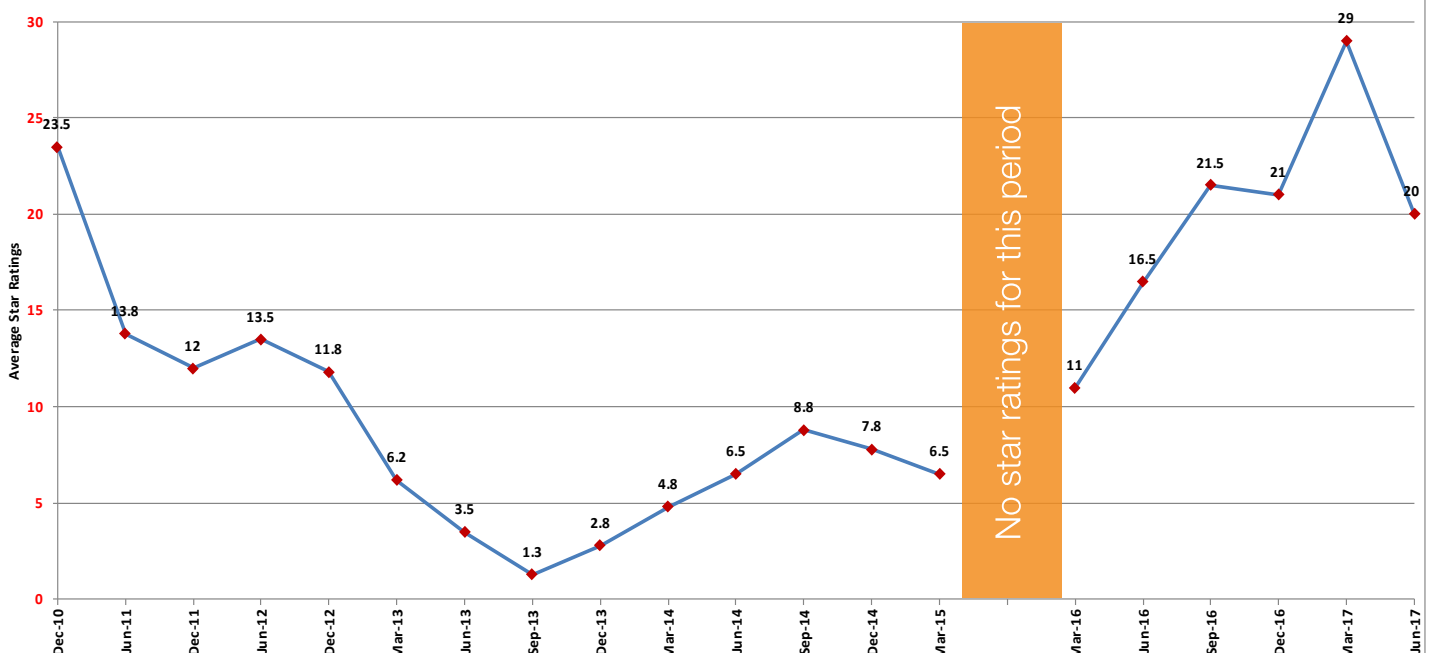
The Department of Employment completes an assessment of all jobactive providers' performance on a quarterly basis and releases a rating system in the

form of star ratings from one to five. Workways has been recognised as a high performer across both employment regions, achieving five-star ratings at several sites in the Townsville and Cairns regions. Workways' Townsville and Cairns employment regions achieved an overall four-star rating.

Australia's national unemployment rate currently stands at 5.6%. Workways' employment regions generally experience higher unemployment rates, with Townsville standing at 9.3% and Cairns 5.9%. Youth unemployment in Townsville is 22.2% and in Cairns 15.6% compared to a national figure of 12.9%. With this in mind Workways is innovative and strategic in our approach to engage employers and create employment opportunities.

Workways' staff have developed strong local employer networks across both employment regions, resulting in the creation of new employment vacancies, all of which have been successfully filled by Workways job seekers. These opportunities are within industries that are consistent with national employment trends: health care and social assistance, retail trade, accommodation, food services and construction.

JSA/jobactive Average Star Ratings - December 2010 to June 2017





Work for the Dole

Anna Smith from our West End site attended the Townsville Eco Fiesta in June. At this event, Linda Forscutt, one of our Work for the Dole Supervisors, accepted a Sustainability Appreciation Award from the Townsville City Council for work our Work for the Dole team completed in the Townsville area completed as part of our Caring for Townsville Waterways, Down to Earth and Sea and Townsville District Beach and Parks Refurbishment Work for the Dole projects.



The participants of the Townsville District Beach & Park Refurbishment Work for the Dole activity (represented by the wonderful Dylan, above) used recycled wooden pallets to build a 'Jack and Jill' chair in the Workways West End workshop. It was donated to the Aitkenvale Women's Shelter in Townsville. All of the participants took part in the building project under the supervision of Kevin Mains. Various tasks such as measurement, cutting, assembly and other preparation tasks were given to those involved who achieved outstanding results!



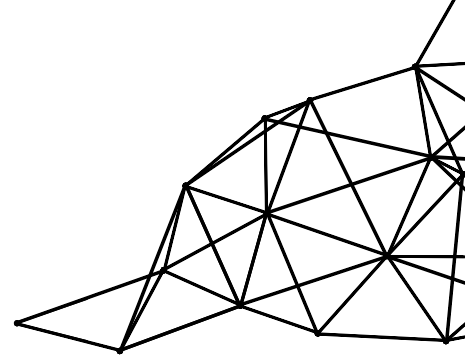
Job seekers are required to participate in Work for the Dole (WFD) activities under the terms of the jobactive contract and their individual obligations. In 2016/17 Workways:

- Commenced 3,617 job seekers into group or individual projects
- Commenced 3,339 job seekers into paid employment or study

This means we placed a total of 6,956 job seekers into WFD phase activities which is a huge credit to our hardworking WFD team led by Angela Rigney. The program was highly successful with many job seekers transitioning from WFD activity into employment.

Marc Davies
General Manager Disability & Community Services

Community Services



Springboard

Workways has been delivering the Springboard program (Victorian State funded) in the Gippsland and Hume regions since 2011. The Springboard service is designed to assist and provide intensive support to young people aged between 16 and 21 who are in residential care, or who are in the process of leaving care, and aims to assist young people to remain engaged in education or assist them to find pathways into employment.

Springboard is an intensive one-on-one service that is funded to address any barriers that may restrict a young person from engaging in mainstream education or employment. Our team works closely with the young person to create an individualised care and support strategy to allow them to achieve their identified personal, pathway and work goals.

Assisting young people in residential and independent living situations to remain engaged in education has been identified as a challenge, with complex barriers often resulting in early disengagement. To address this, Workways partners with a number of Registered Training Organisations (RTOs) to ensure that we can provide effective wrap-around support to address these barriers. RTO partners delivering these services are The Centre, Barefoot Training, Complex Training, and the Flexible Learning Centre.

Workways recently also partnered with the Department of Health and Human Services (DHHS) to develop a strategy to improve the quality of life for participants living in residential facilities, by purchasing computers, stationery, sporting equipment, and lifestyle items to ensure that young people have the resources they need to actively participate in their education, health and wellbeing, and in work. As part of this project, Workways engaged Barefoot Training to deliver a 20 week life skills program to teach the young people techniques and skills such as employability skills, computer literacy, cooking, cleaning, personal hygiene, interpersonal communication, anger management and conflict resolution, as well as linking them with a range of community services organisations and encouraging greater community participation. This program will now be rolled out to five residential units in Gippsland starting in September 2017.

Workways is contracted to provide intensive services to 14 young people in Gippsland and 15 young people in Hume. Workways' Springboard program is operating at full capacity, with a waiting list of nine young people. The program is highly valued by the Department, and has achieved amazing success for the young people involved in both regions.

Gippsland East Mentoring (GEM)

The Gippsland East Mentoring (GEM) program is an early intervention youth mentoring program that engages, trains and matches volunteer mentors from the community with young people who may be at risk of disengaging from mainstream education. The team of three staff – Jan Lucas, Susan Adair and Alyson Harrington – work tirelessly to recruit and train mentors, and to match them with young people from across the region.

Program mentors provide one-on-one support to young people, assisting them with goal-setting, decision making techniques, resilience, and general support to strengthen their ability to remain engaged in education, while also providing them with the skills to remain engaged within the community. While this is vitally important to the success of the program, the real value in the program is the connection between the mentors and mentees, with the young people being linked with a person who takes a real interest in them.

Workways is currently in its tenth year of delivering the GEM program and has increased the number of schools serviced from three to seven. The schools currently engaged in the program include Bairnsdale Secondary College, Nagle College, Lucknow Primary, Lakes Entrance Secondary, Orbost Secondary, Lakes Entrance Primary and Swifts Creek P-12.

GEM is funded by two funding bodies, the Department of Health and Human Services (DHHS) and the Department of Social Services (DSS). As a result of changing government priorities however, Workways was recently informed that the current funding will not be continued and will cease at the end of 2017. However, the Department of Juvenile Justice (Vic), has recognised the incredible value of the service, and has granted funding that will allow the program to continue for a further two years.



Workways is contracted to facilitate 40 mentor/mentee relationships per year; the mentoring total at June 30 2017 is 37.

Number of Mentors:

Bairnsdale Secondary College	14
Lucknow Primary School	4
Lakes Entrance Secondary College	9
Orbost Secondary College	7
Lakes Entrance Primary School	1
Swifts Creek P-12	2

GEM has also been highly successful at establishing strong community partnerships that allow employees to mentor students during work hours. These include East Gippsland Water, SNAP and Youth Focused Network.

Latrobe Valley Worker Transition Service

In November 2016 energy company Engie announced that it intended to close the Hazelwood Power Station in the Latrobe Valley, Victoria in March 2017. At the time, Hazelwood directly employed 750 people. Through Workways’ strong and respected connection to the Latrobe Valley and Workways’ Chief Executive Officer’s quick action and hard work, Workways was contracted to support and deliver the Worker Transition Service; the Victorian Government’s response to the closure and pending worker redundancy.

Workways has been delivering the Worker Transition Service (WTS) since the closure of the power station in March. The Victorian Government has since confirmed extension of the Worker Transition Service funding to include employees at the Carter Holt Harvey sawmill in Morwell, which is expected to close in September 2017.

The Worker Transition Service aims to:

- assist Victorians who will be impacted by the closure of the Hazelwood Power Station and Morwell sawmill to transition into alternative employment, contributing to increased social and economic inclusion and assisting Victorian businesses to meet their skills and labour needs; and
- proactively cater to the varied needs of this regional cohort and assist them to re-enter the job market.

Workways is funded to deliver a number of support services to ensure that redundant workers and their families are well-placed to find employment. Some of the support Workways has provided:

- employment support including job search support, employment placements and employment outcomes (post-placement support);
- family support, including community and peer support, and resilience training; and
- training assistance including educational courses advice and skills development and training.

The program is focused on the development of partnerships with the Department of Economic Development, Employment and Innovation (the Department), the Latrobe Valley Authority, Gippsland Trades and Labour Council, Gippsland Employment Skills Training, and the local Skills and Training Centres.

WTS has been very successful, with targeted partnerships with local employers seeing job placement numbers growing every month. Workways is working closely with local businesses to identify both current, and future, opportunities for participants, and to assist businesses to develop long-term recruitment solutions that support job growth across the region.

Since commencing WTS, Workways has assisted a total of 115 retrenched workers. This number is expected to increase with the closure of the Carter Holt Harvey mill. Workways is required to deliver a minimum level of service in order to receive a monthly retainer and is eligible for extra payments if the retainer is exceeded; to date all levels have either been met or exceeded. Workways is contracted to achieve 72 placements and employment outcomes over the term of the contract. In the first four months of the contract Workways achieved a total of 16 placements and is well on track to exceed the Department’s targets.

The Department is excited by the outcomes achieved to date and is looking at mirroring this model in other parts of the state. Workways is contracted to deliver the service until February 2019 and is looking forward to achieving meaningful outcomes for the remainder of the program.

National Coverage

BRISBANE REGION

Disability Employment Services

ParentsNext

CAIRNS REGION

jobactive

CANBERRA REGION

Disability Employment Services

Labour Hire & Recruitment

COFFS HARBOUR

Environmental

Green Army

EAST GIPPSLAND

Springboard

Gippsland East Mentoring (GEM)

Green Army

Jobs Victoria Employment Network (JVEN)

Labour Hire & Recruitment

GOLD COAST REGION

Disability Employment Services

MOUNT ISA

jobactive

Disability Employment Services

Transition to Work

ILLAWARRA REGION

Disability Employment Services

NORTH EAST VICTORIA

Springboard

Labour Hire & Recruitment

LATROBE VALLEY

Springboard

Transition to Work

Jobs Victoria Employment Network (JVEN)

RICHMOND REGION

Environmental

Green Army

Disability Employment Services

MELBOURNE REGION

Disability Employment Services

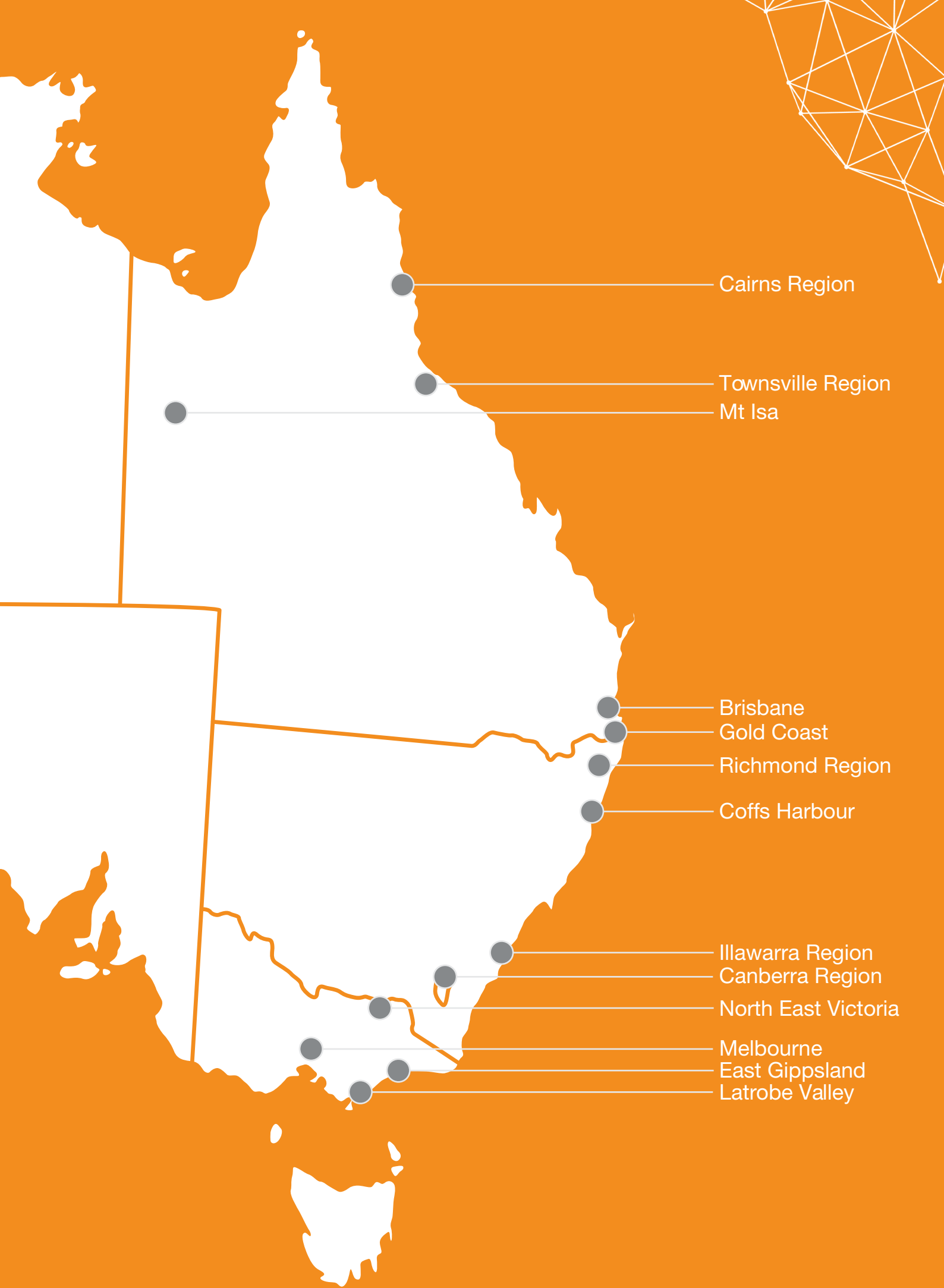
Jobs Victoria Employment Network (JVEN)

TOWNSVILLE REGION

jobactive

Disability Employment Services

Transition to Work



Cairns Region

Townsville Region

Mt Isa

Brisbane

Gold Coast

Richmond Region

Coffs Harbour

Illawarra Region

Canberra Region

North East Victoria

Melbourne

East Gippsland

Latrobe Valley

Disability & Community Services

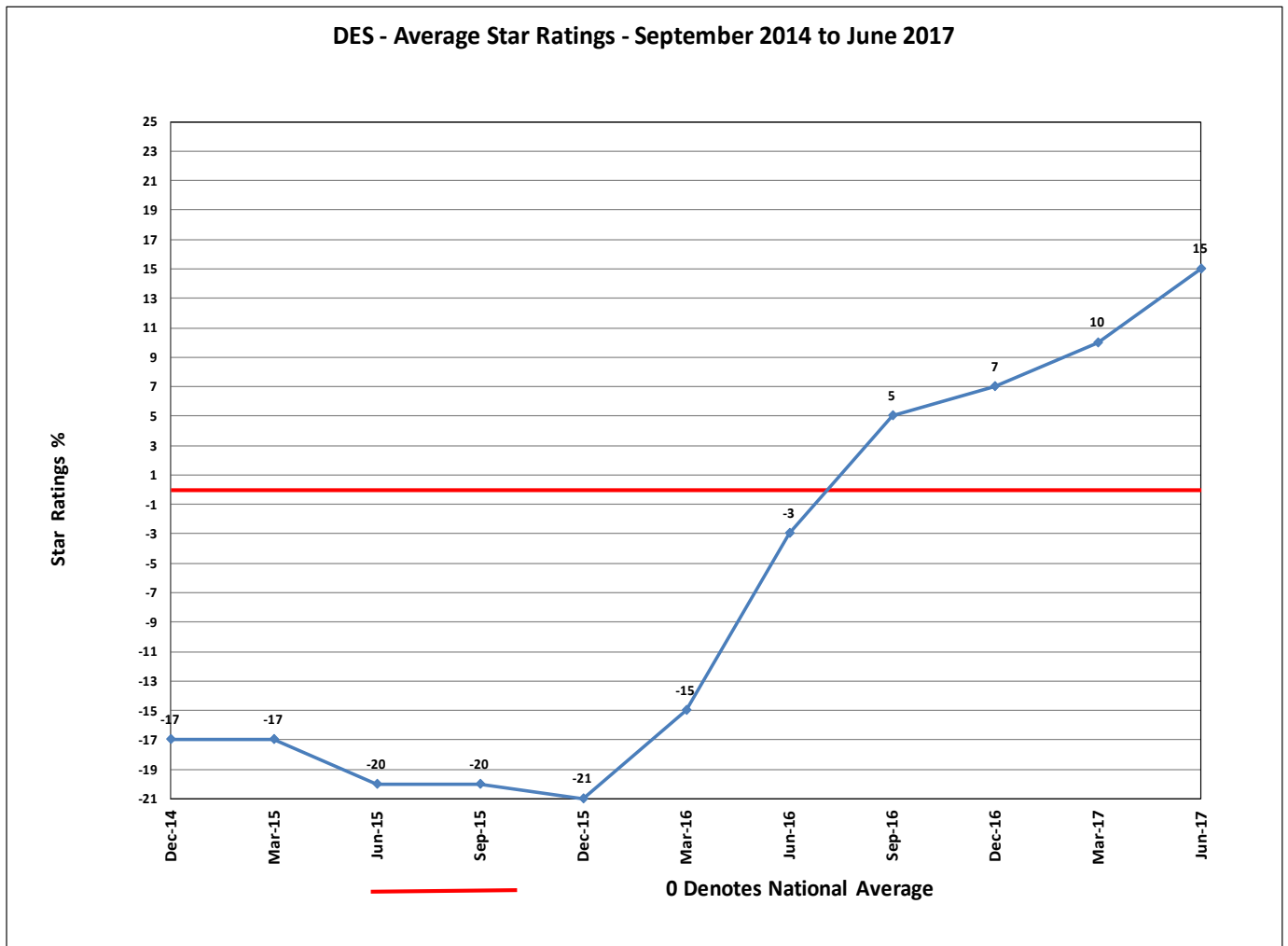


Workways supports people with a disability through the Disability Employment Services (DES) Program, providing an invaluable service to those amongst the most disadvantaged in our community. Our Employment Consultants deliver direct support to individuals, with a range of disabilities, to assist them to secure and maintain ongoing and meaningful employment. Participants in our DES program are facing a range of challenging barriers which include a multitude of physical and mental health issues. People with a disability are under-represented in the workplace and Workways is committed to addressing this imbalance.

In 2016-17 Workways has successfully supported 942 people with a disability to secure employment. During this time, 476 people sustained employment for 13 weeks. A total of 426 people with a disability continued to be employed for a further 13 weeks, sustaining six months of employment and beyond.

We successfully supported 942 people with a disability to secure employment.
- Marc Davies

We assist and support people with disabilities in Far North Queensland – Cairns to Tully; North Queensland - Ingham to Townsville to Ayr and west to Mt Isa; South East Queensland – Woodridge to Beaudesert and south through the Gold Coast to the New South Wales border; Northern New South Wales – Lismore and Casino; the Australian Capital Territory



including Queanbeyan; the Illawarra – Corrimal to Shellharbour and Melbourne – Richmond in the inner city to Sunbury in the west. We are active in nine Employment Services Areas delivering services from 29 sites.

In 2016-17, Workways' Disability Employment Services active caseload grew from 1,542 participants in July 2016 to 1,741 participants in June 2017. In partnership with Australian Community Services Organisation (ACSO) we delivered services to a further active caseload of 410 participants, bringing our active caseload to 2,151 participants at June 2017, an increase of 39.5%.

Workways provides an holistic, individually tailored support service to participants. Upon initial consultation, we work together to identify their unique skills and vocational interests. We then create a job plan, outlining strategies that both staff and participant follow to move along the path towards employment. These strategies include but are not limited to: structured job search technique training, work readiness coaching, targeting of specific industries, industry visits and work trials. Once a person is placed in employment, Workways provides ongoing support and assistance, ensuring the employment is sustained. If employment becomes unstable, Workways pro-actively identifies alternate placements to assist the participant in gaining continuity of employment. Ongoing support of participants when in employment is a key strategy to support both the employer and the person with disability. This intense, support-focused case management style best assists people with a disability to engage meaningfully in the mainstream workforce.

Securing employment for a person with a disability requires an intense approach to job identification activities as work can cross a variety of industries and skills and there can even be niches within a workplace. Often when workplaces are identified there will be a multitude of opportunities. Sourcing employment is not a simple process and requires real engagement with the local labour market and innovative strategies. Workways staff research employers in their region and often participate in work trials themselves to find opportunities for those most disadvantaged within our community.

Workways has achieved the highest star rating of



5-stars that the Federal Government awards in two of its contracts: Mount Isa and Townsville. We have also achieved a 5-star rating at eight of our sites, spread from Canberra to Mt Isa. One of our 5-star leaders, Melinda Pigram, was awarded Employment Consultant of the Year at the National Employment Services Australia (NESA) National Conference.

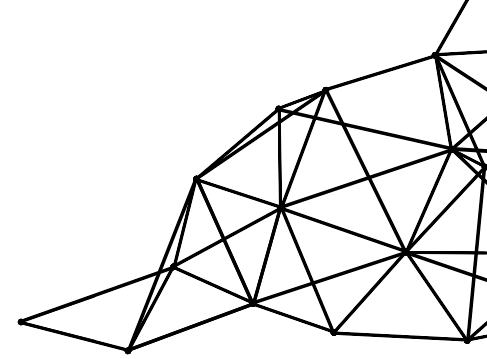
Workways' increased performance has led to the organisation being recognised as an industry leader in Disability Employment Services. At the CoAct 2017 National Conference Workways won the awards for top performance at site and contract level and our nominated employer, MRI E-Cycle Solutions, was announced Employer of the Year 2017.

Marc Davies
General Manager Disability & Community Services



Photo: At the CoAct 2017 National Conference Workways won awards for top performance at site- and contract-level and our nominated employer, MRI E-Cycle Solutions, was announced Employer of the Year 2017.

Community Services



ParentsNext

Our ParentsNext program has been highly successful this year in both attracting participants to our service, and in achieving its program Key Performance Indicators. Our program Manager Mihi Waihape and her team have developed a series of engagement activities and partnership projects for participants that develop their skills and introduce them to the world of work. These sessions have been really well received by our participants who love our child-friendly offices, and have reported that they find the sessions themselves highly enjoyable and useful.

These sessions include:

- Confidence and Resilience Programs (short program – 6 x 2 hour sessions each program)
- Goal Setting and Achieving Success Programs (4 x 2 hour sessions each program)
- Life Skills: budgeting, housekeeping, personal hygiene, health, nutrition, family communication, parenting skills, homework and school support (8 x 5 hour sessions each program)
- Cert II Foundation Skills for Work Vocational Pathways (in partnership with Quest College and Twin Rivers)
- Cert III Foundation Skills for Work Vocational Pathways (in partnership with TAFE, Quest College, Aurora and Twin Rivers)
- Get Set, Get Ready for Work (Workways' internal employability skills program)
- Career Pathway Planning (Workways' in-house delivery)

We have also delivered a series of Key Local Partner events (as described below), and the development of a number of relationships, to encourage direct referrals. These relationships include:

- Ganyjuu, the Department of Aboriginal and Torres Strait Islander Partnerships, and the Department of Education who provide appropriate services for our Aboriginal and Torres Strait Islander (ATSI) participants
- Access Community Services who provide interpreting services and direct support services for a range of culturally and linguistically diverse (CALD) participant groups
- Multilink Community Services who provide interpreting services, the Skills for Education and

Employment (SEE) program for CALD participants and a Certificate II Skills for Work and Vocational Pathways for Early School Leaver participants

- Career Employment Australia who deliver the SEE English Class for CALD participants as well as further training opportunities, where assessed appropriate, to assist the participants' journey to be more employable
- TAFE who also deliver the SEE and Adult Migrant English Program (AMEP) class for CALD participants as well as further training opportunities, where assessed appropriate, to assist the participants journey to be more employable

The strengthening of these relationships has resulted in an up-lift in direct referrals from these services, as well as strengthened our capacity to make our own referrals of participants from ParentsNext, who are then able to 'jump the queue', increasing intake times and ensuring that they are able to receive wrap-around services when needed.

Transition to Work

The Transition to Work service, which is delivered by Workways in the Townsville and Gippsland employment regions, has focused this year on engaging young people in a series of education, skills development and employment-focused training and assistance, aimed at supporting them to transition into sustainable employment. These sessions, together with our intensive case management services, have resulted in over 165 young people moving into employment, and 839 participating in employment preparation activities.

Across both the Gippsland and Townsville (including Mount Isa) regions, our teams, led by Sally Majid, have developed partnerships and relationships with other local services and agencies to ensure that the young people engaged in the program have a complete service. These partners, including the Brotherhood of Saint Laurence, Berry Street, Queensland Youth Services, Headspace, Skilling Queenslanders for Work services, training providers and local schools, have actively worked with our teams to develop targeted labour market projects to allow our participants entry into available local jobs.



Photo: The Transition to Work team's work on the Gormandale community garden also included the creation of a mural.

Our Transition to Work program in Traralgon saw clients undertaking volunteer work at the local Community House garden in Gormandale. The garden is a mixture of edible plants in raised beds, and ornamental plants. Anyone is able to enjoy the garden, pick some fruit or vegetables as they please and perhaps pull a weed or two to contribute, but unfortunately due to the garden being overgrown with nasty weeds, it hadn't been very accessible. The participants spent hours in the heat pulling the unwanted plants by hand and doing other gardening tasks. The result was a thriving garden and the beds can now safely be accessed.

We are very proud of our young people getting involved in this great project. Keep up the great work everyone!

Our teams have also been working closely with local employers to identify and support participants to effectively move into entry-level work placement and ongoing jobs. This involves getting to know our local employers to learn about their businesses, providing them with support to find the right employee match for their business, and to provide intensive, ongoing post placement support to ensure ongoing success.

Jobs Victoria Employment Network (JVEN) – People with a Disability Gippsland

The objective of the People with a Disability JVEN program is to assist people with a disability or mental health issue to gain meaningful employment. The People with a Disability JVEN program is designed to provide flexible and responsive assistance to job seekers who are disadvantaged in the labour market. The program is part of a suite of Jobs Victoria initiatives funded by the Victorian Government to support jobs growth across the Gippsland region.

To date, our Employment Engagement Officer Jodie, has registered a total of 85 participants in both East Gippsland and the Latrobe Valley and placed 30 people into employment. This means that 35% of our caseload has been engaged in employment.

Through this program, Workways has engaged a number of local businesses who are active supporters of the service. One local business, Menzies Cleaning, have employed five of our participants and both they and the employees are very happy with the placements.

Workways is funded to deliver the JVEN program until

September 2018. The department is impressed with the success of the program to date and sees the JVEN program as an important part of the suite of Jobs Victoria initiatives.

Jobs Victoria Employment Network (JVEN) – Ex-Offenders' Service Melbourne

Workways delivers the JVEN ex-offender service in partnership with ACSO in the Melbourne region. In the last three decades, ACSO has grown from a small organisation providing a halfway house for ex-prisoners to becoming a leading provider of community support services, delivering programs that change the lives of people in the criminal justice system along with a range of diversion and early intervention programs that help reduce recidivism.

The JVEN ex-offender service assists people returning to the community post-detention to address barriers that impact on their ability to transition into employment. Our team led by Giulia Teti, have far exceeded placement expectations, allowing participants who often fear that they will not be given an opportunity to work as a result of their offender history, to move into sustainable employment. The positive impact this has on these participants' self-esteem, confidence and motivation, as well as on their financial situations and consequently on their families, has been one of the most inspirational aspects of the service. We have also seen a reduction in recidivism, with very few returning to detention.

We have great plans for this service, which is funded until 2020, and which is offering some of the most difficult to place into employment the chance at a new life.

Strategy & Growth

Workways Australia has a strong commitment to growth and diversification activities across its business for the purpose of increasing social participation and employment opportunities for our participants. These opportunities ensure that participants have better access to services and individual support, are able to build personal and professional skills, and are linked with local opportunities, and allows them to more actively participate in their communities; encouraging greater social inclusion.

The portfolio of Strategy & Growth focuses on the identification and implementation of opportunities for organisational growth and diversification. Growth opportunities occur as a result of partnerships with other organisations, government departments and community stakeholders; applications for funding to deliver new programs and services; receiving philanthropic funding or sponsorships; and the development of new business models to provide alternative options to engage and support our participants and local communities.

In 2016-17, Workways:

- Added two Jobs Victoria Employment Network services to its portfolio of services – disability employment in Gippsland and ex-offenders employment in Melbourne.
- Worked with the Department of Economic Development, Jobs, Transport and Resources and the Latrobe Valley Authority in the development of the Worker Transition Service in the Latrobe Valley in response to large scale industry changes in the region.
- Increased its Disability Employment Services footprint by expanding in Melbourne and opening up sites in Wollongong.
- Received additional funding for the Gippsland East Mentoring (GEM) program.
- In partnership with CoAct, was successful in an application to deliver Smart, Skilled and Hired in



Workways Australia has a strong commitment to growth and diversification.

- Samantha Hill

Northern NSW, funded by the NSW Department of Employment, which will commence in July 2017.

- Increased the footprint of its Labour Hire and Recruitment business in to the ACT region.
- Developed innovative partnerships with a range of stakeholders to create workforce solutions for growing industries.

It has been a busy and very exciting year.

Samantha Hill
General Manager, Strategy & Growth



Envite Environment

Envite Environment's longevity and depth of Natural Resource Management (NRM) knowledge and skills is responsible for a reputation of delivering high quality results on time. Envite's mission is to restore our natural environment while supporting the growth of environmentally sustainable industries in partnership with local communities. Envite Environment originated in Northern New South Wales and is expanding environmental services to eastern Victoria, southern New South Wales and Queensland.

Envite Environment has over 40 employees including ten environmental scientists, who are experienced with site assessment, flora and fauna studies, data collection and analysis, vegetation mapping, restoration monitoring and evaluation programs and development and implementation of natural resource management projects. Leveraging this knowledge and expertise, the organisation has successfully completed over 1,000 projects. Between 2010–2017 Envite Environment completed work valued at over \$14 million.

Green Army

In December 2016, as part of the mid-year budget, the Federal Government made a decision to shut down the Green Army program, redirecting funding previously allocated to the service. This decision meant that projects that were planned to continue until 2019 had to be wound up by 30 June 2017. Envite successfully delivered 24 final Green Army projects, with the projects completed at the end of the financial year.

Green Army was a practical environmental action program that supported local environment and heritage conservation projects across Australia. The program provided opportunities for young Australians aged 17-24 years to gain training and experience in environmental and heritage conservation fields and explore careers in conservation management while participating in projects that generate real benefits for the environment.

Green Army teams of ten (up to nine participants and one team supervisor) were deployed to projects lasting 20-26 weeks across Australia to help communities deliver local conservation outcomes. Projects were guided by local community needs and contributed to Australia's national and international environmental priorities and obligations.



Green Army Bairnsdale

The East Gippsland Rail Trail (EGRT) Stage 5 Green Army Team completed construction on the earth-filled steps and handrail at the entrance to the EGRT in Bairnsdale. Not bad for two and a half days' work!

Photos - top: before work commenced; middle: the completed project; bottom: the Bairnsdale Green Army team.



Photo: Envite staff with a Green Army team and guests

Envite Environment Big Scrub Award/Green Army

Big Scrub Landcare has been acknowledged for excellence in restoration, winning the 2016 Society for Ecological Restoration Australasia (SERA) Award. The award was recently announced in Hamilton, New Zealand, with Big Scrub Landcare taking out the prestigious category of Restoration Excellence for large scale projects of 50 hectares and greater.

Big Scrub Landcare works with various government and community groups.

Recent on-ground works in the Big Scrub have been supported by the Australian Government's Green Army program through Envite Environment's Big Scrub Green Army team.

The Green Army program provides youth the opportunity to learn about the Big Scrub and be active in its protection through weed control and planting works, focusing on significant local remnants including Big Scrub Nature Reserve and Rocky Creek Dam.

President of Big Scrub Landcare, Dr Tony Parkes, says it is an honour to be recognised across Australasia, throughout Australia, New Zealand and the Pacific Islands, for outstanding achievements in rainforest protection and restoration.

This award shines a spotlight on the ecological significance of the Big Scrub rainforest and the importance of its

continued protection, Dr Parkes explains.

"Once the largest expanse of subtropical rainforest in Australia, the Big Scrub currently occupies less than one percent of its historical range across northern NSW," he says.

The award also recognises strong participation and collaboration with stakeholders, community and volunteers, aspects integral to the mission of Big Scrub Landcare.

"It is only through working alongside others that Big Scrub Landcare has been able to restore a total area of more than 600 hectares and revegetate (through planting) 250 hectares, across more than 90 lowland rainforest remnants," Dr Parkes explains.

People interested in learning more about the Big Scrub and local projects can access information from various sources including www.bigscrubrainforest.org.au or www.envite.org.au.

Maclean Landcare

The Envite Environment Clarence Field Operations team was contracted by Maclean Landcare to rehabilitate lowland rainforest and sclerophyll forest in the Lower Clarence Climate Coastal Corridor at Maclean on the NSW north coast. The project was conducted over three years to conserve the biodiversity on private properties adjacent to public reserves. Systematic bush regeneration



works were conducted; these required specialist weed control techniques and resulted in reduced weed threats to habitat for threatened species. The ecological restoration has benefited fauna by improving access to habitat areas and feed trees. The project also improved habitat connections and vegetation extent to areas of adjoining reserves. Restoration skills and awareness has been increased as part of the project for landowners and community members including Landcare volunteers.

Green Army Maclean

A number of Green Army projects have been successfully operating out of the Lower Clarence River. One stage of Threatened Species Habitat Restoration in the Clarence Valley and three stages of Rainforest and River Restoration in the Lower Clarence have concluded in partnership with Clarence Valley Council. Both projects have been working in high conservation areas including ecological endangered community lowland rainforest of subtropical Australia, which supports myriad threatened species. The local participants were involved in implementing ecological restoration works and helping raise awareness of environment and heritage values in the community. The knowledge and skills the participants learnt over their six month placement are able to be transferred throughout other industries in the local area, attested by a number of individuals finding employment at the end of the project.

Newry Golden Wattle

Envite Environment Coffs Harbour has been actively undertaking activities to protect restore and enhance Newry Golden Wattle habitat on estates of National Parks and private landowners. Newry Golden Wattle or Bellinger River Wattle (*Acacia chrysotricha*) is a tree endemic to north east New South Wales, only known in two locations in the Kalang River Catchments south of Bellinger; the species is threatened by weed encroachment and logging activities. Supervisor Damian Arnold says, "It's great to increase local community knowledge of the conservation significance of the Newry Golden Wattle and educate locals about appreciation of the plants and habitat values in your own backyard."

A local landowner sent a letter of appreciation to the Envite team commenting, "[They are] professional and highly effective, in their methods, timing and follow up which has allowed natural regeneration of bush and allowed Newry Golden Wattle we have on our property the space to propagate and thrive."

The project has achieved restoration outcomes including lantana removal resulting in improved site resilience, increased levels of native seedling recruitment including Newry Golden Wattle; habitat connectivity and native regeneration.

Workways Australia Services

(trading as WorkforceXS Bairnsdale and Woden)



In November 2015, Workways Australia purchased a local labour hire business which operated in the East Gippsland region, called Gippsland Workabout. At this time, Workways also became a franchisee of WorkforceXS. This partnership has allowed Workways Australia Services to tap into a business with over 20 years' experience and expertise delivering labour hire and recruitment services, with highly efficient systems and support processes that guarantee excellent customer service and a culture of quality.

Supported by Workways Australia, Workways Australia Services (trading as WorkforceXS) was able to establish itself in Bairnsdale, the company's home town; drawing on Workways' 28 years of experience delivering quality employment services supports to local employers. Corey Saitta, Manager – Recruitment & Labour Hire, who had a strong background in the delivery of employment services, leveraged existing relationships with local employers to grow and strengthen our business base, targeting the retail, hospitality, civil engineering, administration, health care and ageing, and environmental services industries. Corey did a fantastic job of establishing and growing the new business, before deciding to return to his home town of Ballarat. We thank him for his contribution to the business and wish him the very best for the future.

In early 2017, Workways Australia Services made the strategic decision to expand into the Australian Capital Territory (ACT), which is predicted to see high infrastructure growth over the next 10 years. This has proven to be a great move and fit for WorkforceXS. Adam Woodward was appointed Manager – Recruitment & Labour Hire in the ACT and brings construction, trades and labouring expertise to the business. Adam's expertise has enabled WorkforceXS to become a specialist in the provision of labour hire to the construction and civil engineering industries. Over the past six months, Adam has focused on the growth of the business in the ACT and Gippsland regions, and across the Workways footprint.

Over the 2016-17 financial year, WorkforceXS has gone from strength to strength, and it is envisioned that this success will continue in 2017-18.

Our Service Offering

WorkforceXS Bairnsdale and Woden work on the principle of partnering with employer clients and candidates to provide a smarter way of working. We always set out to understand the client's needs to enable us to offer a solution that matches their specific requirements and deliver the client's desired results.

Strong experience across a variety of disciplines backed by hands-on, innovative ownership, enables WorkforceXS to deliver results that add value to our client's business over time. Renowned as an employment provider of choice, WorkforceXS engages the best candidates, further enhancing its capacity to deliver the best results to clients.

WorkforceXS Bairnsdale and Woden have accumulated a wealth of candidate talent available for assignments.

WorkforceXS Bairnsdale and Woden specialise in:

- Temping and contracting
- Outsourcing core business
- Permanent recruitment

Industry specialisations:

- Trades and labour
- Engineering
- Civil construction
- Manufacturing
- Retail
- Hospitality
- Health and aged care
- Executive placements
- Administration

From first dealings right through to employees arriving at the workplace, WorkforceXS clients are confident they are dealing with a professional recruitment network. The right call, for the right people, in the right place, will always be the cornerstone of effective recruitment, regardless of the physical location.

About WorkforceXS

Established in 1997, WorkforceXS is a recruitment specialist and a supplier of labour hire staff. The company supplies personnel, both temporary and permanent, to almost any industry throughout Australia. Some of the industries we service include healthcare, industrial, horticulture, domestic and commercial construction, administration, transport and logistics, civil construction, waste management, security and mining.

The WorkforceXS network are all about setting new standards in labour hire and recruitment throughout Australia. WorkforceXS is unashamedly different to other labour hire and recruitment organisations; because we are a franchised partnership we have the scale and resources of other national firms but decentralised decision-making enables faster service.



Photo: Rhonda Gray receives her Pride of Workmanship Award.

Rhonda Gray - Pride of Workmanship Award

It was with great pride and enormous gratitude that Workways Australia nominated Rhonda Gray for the Rotary Club of Mitchell River 2017 Pride of Workmanship Awards.

Rhonda has been the driving force behind the Gippsland East Mentoring program since 2008. The program which recognised the need to connect young people who were at risk of disengaging with education with adult role models from the local community has provided direct support to approximately 306 local young people between the ages of ten and 19 since its commencement. The young people involved in the program are identified by their school as having complex barriers, being at risk of disengaging from education, and of needing a “significant adult mentor or role model” in their lives to take an interest in them. These mentors regularly spend time with the participants, listen to their concerns, assist them to develop confidence, and work with them to develop strategies that will allow them to remain in education for as long as possible, and then transition into employment.

Rhonda, who has now been working with these young people and their mentors for nearly ten years, was initially attracted to the role because, as an educator, she understood the difficulties that many students experience that can lead to disengagement and ongoing social exclusion. As a passionate and dedicated youth advocate, she actively enlisted the support of schools, other local community organisations, local businesses and local people, to build the program so that it was able to include participants and mentors from six schools across the East Gippsland region.

When funding cuts threatened the closure of the program in 2011, Rhonda battled for its continuation, lobbying government, raising awareness and funds locally in an effort to keep it going. She then formed a relationship with Workways Australia, which recognised both the positive social benefits the program offered local young people and the community; and the value that having a tenacious and inspiring spirit like Rhonda on the Workways team offered. It was for these reasons that Workways stepped in, bringing the program in-house, and engaging Rhonda as its coordinator.

“Every year the program has an end of year gathering, and it is great to see the young people with their mentors, and how the experience has changed their lives. You hear such

good stories about not only the impact the mentors have had on the young people, but also the impact the young people have had on the mentors,” says Rhonda.

“The thing that has impressed me the most, watching Rhonda work with these young people and the mentors over the years is that she is so passionate, considerate and professional in her handling of the mentors and the mentees. I believe this is a big reason for the success of the program,” said Bryan McCormick, Chief Executive Officer of Workways Australia.

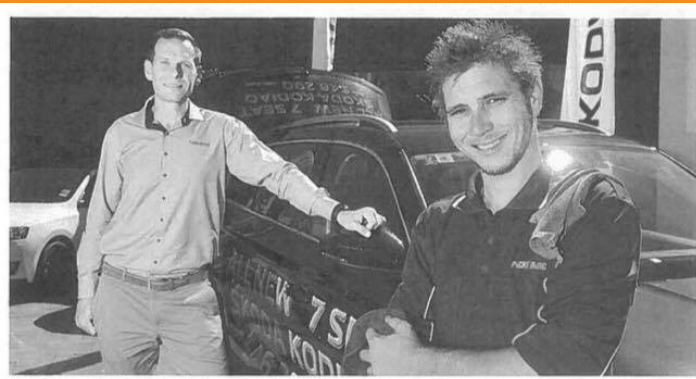
“Rhonda has created a great legacy and a fantastic program that has made a real difference in the lives of 306 young people who were experiencing difficult, disruptive and emotionally troubling periods in their lives. These young people, who may have ended up leaving school prematurely, or who may have become long-term unemployed, were instead engaged in activities that built their confidence, improved their educational attainment and started them on career paths that will ensure their future success. That is an incredible achievement, by a talented and very dedicated woman.”

As well as being an incredible person, community member and Workways employee, Rhonda is also an internationally recognised and extremely talented artist. Rhonda has been painting and drawing for as long as she can remember, and now shares her passion and expertise with budding local artists, delivering a range of classes for beginners, right through to seasoned professionals. Her artworks are highly sought after, many winning national and international awards. Other Workways staff are in awe of her incredible talent, but also her incredible generosity of spirit, and sharing nature.

Rhonda is the embodiment of the Pride of Workmanship Awards: demonstrating enormous pride in her work and workplace, but also inspires that in everyone around her. Her dedication and determination to the continuation and growth of the Gippsland East Mentoring program to ensure that it remains available to as many young people as possible across the region is a true testament to her. Her persistence and unwavering drive to engage and retain mentors and young people in the program; as well as to enlisting the support of local community partners, has resulted in the very highest standard of service delivery. Her approach to her work is motivating to her fellow workers, who can't help but get caught up in her effervescent enthusiasm; and the quality of her personal attributes gives them something to aspire to.

Good News Stories

(from Facebook)



SUPPORTING BUSINESS: HR Manager for Pickerings Jaret Grant with car detailer Steven Quinn, a successful Pathway to Employment candidate. Picture: SHAE REPLATE

Job program works

TONY RAGGATT

YOUNG Steven Quinn is a happy man. That's because, at 24, after more than six years of trying and many disappointments, finally he has secured his first full-time job.

He is employed by Townsville dealership Pickerings as a car detailer.

It has come about because of the new federal program, called Youth Jobs PATH, tackling the country's disastrous youth unemployment, which at Townsville is running at around 22 per cent.

Mr Quinn's lack of permanent work was not from want of trying. He secured a lot of work but always as a casual. "I love to work. I applied for hundreds of jobs in a month but I was lucky to get a phone call or email back just to get an interview," Mr Quinn said.

"This is awesome. I can't get over the fact that I'm working full-time."

Mr Quinn registered with employment services provider Workways, and they linked with Pickerings and the Department of Employment.

The program provides training, sup-

ported internships and wage subsidies once interns are hired.

Pickerings human resources manager Jaret Grant said they were involved in the program's trials and were among the first to accept interns.

"It's been an amazing program to assist employers to train and evaluate the skills of applicants, and assist with the unemployment issue we are facing in regional Queensland," Mr Grant said.

"This is really supporting small and large business in the region."

Under the program, interns aged be-

tween 17 and 24 are paid an additional \$200 a fortnight on top of Certificate payments, while employers receive \$1000 to help cover internship costs.

If interns are hired, the Government pays a subsidy of \$1500 or \$10,000.

Since April three young people have been employed by Townsville businesses following internships and another 11 are undertaking internships.

A further 129 Youth Bonus Wage Subsidy agreements have been entered.

Mr Grant encouraged Townsville employers to take up the initiative.



ParentsNext

In July Workways ParentsNext co-hosted an Employer Engagement Day for local young people with Transition To Work, Yourtown. The aim of this day was to link ParentsNext young people with local services and employment opportunities.

In attendance were ParentsNext Workways participants, ParentsNext Maxima participants, TTW Yourtown participants, Jobs QLD ParentsNext participants, and staff representatives from all of those services, Peter Howard from Aurora College, and Liana from Nova Skills. Thanks to Jimmena, Nat, and your Yourtown TTW team for your time, the goodie bags, and the yummy food.

Our parents had a fantastic day, and some great outcomes, including one of our referrals from the Maxima ParentsNext program commencing a SQW traineeship program on the day.

jobactive

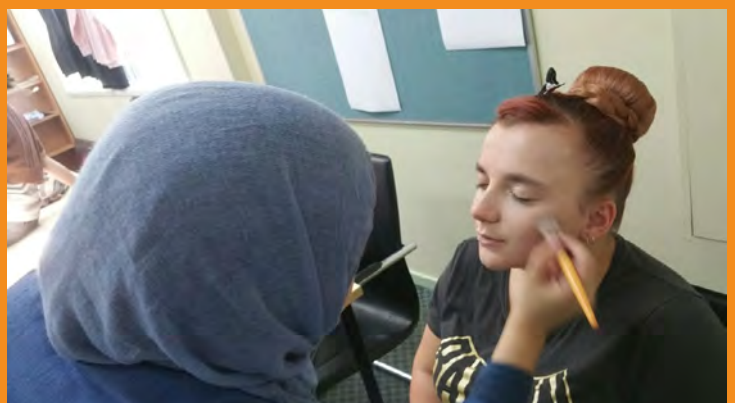
Congratulations to our jobactive client Steve Quinn who has just landed his first job as a car detailer at Pickerings Car Dealership in Townsville (pictured, above). Steve was able to do this by accessing a Youth Path Wage Subsidy, which offers businesses resources to assist them to take on and support young workers. Both Steve and Pickerings' HR Manager Jaret Grant are extremely happy with the match, and with the additional supports that the Youth Path program have provided.

Transition to Work

Congratulations to our Transition to Work Aitkenvale participants who graduated from their Certificate III in Hospitality yesterday (pictured, right). They completed their qualifications with Allara Learning as part of the North Queensland Cowboys' Dream, Believe, Achieve program. Rhyce, who completed the first course in March, has been able to gain employment as a result of his Work Experience placement and is looking forward to continuing his study by moving into the Certificate IV in Hospitality.

Well done to all the Workways TTW participants! We look forward to helping you progress on your journey towards employment.

The Workways Transition to Work service in Moe hosted a "present yourself" day (pictured, bottom right). Present Yourself is a day where all of our young ladies could come together to learn about personal presentation including tips on how to do their hair and make up, and select clothing appropriate for job interviews and work. The day was facilitated by two of our young people, Casey and Shaniya who are both studying hair dressing and make up respectively. The girls had an amazing day and we all learnt so much. We had 11 young women attend and it was an awesome day.



DES

This is a perfect example of how our staff go above and beyond for our awesome participants.

We had a client, Blake (pictured, far right) that had an interview scheduled for the following Tuesday. His case manager Kelly (pictured, right) contacted him to make sure that he was ready, arranged to pick him up and transport him to the job site, completed some interview coaching with him and during the discussion around presentation Blake advised that he would not be able to iron his dress shirt and pants and was worried about how this would look to the employer. Kelly said “no worries, bring them into the office tomorrow before your interview and I will iron them myself so you have the best possible chance to get that job”.

Blake then went for his interview and felt very comfortable.

We are so excited for our DES job seeker Jennifer (pictured, right) who loves her role at Gelatissimo in Townsville. Jennifer is a bright bubbly worker who was quickly placed into work at Gelatissimo on the Strand in Townsville just 13 days after commencing with Workways.

Jennifer’s strong work ethic, attention to detail and customer service skills have seen her progress to a senior staff member within the business. Jennifer is an excellent role model for the junior staff coming on board and a shining example that candidates in the DES program are valued employees.

We wish you all the best Jennifer in your fun new role, and encourage everyone to go down to Gelatissimo for a scoop of delicious gelato!



Springboard

One of our Springboard participants, Jesse (pictured, far right), spoke at two Department of Health & Human Services (DHHS) professional development days across Gippsland about his journey in Out of Home Care (OOHC) and what could be done differently by Child Care Practitioners to make the transition not so daunting. Jesse was asked to do this presentation with the CREATE Foundation who is the peak body representing the voices of all children and young people in Out of Home Care.

CREATE Foundation are “systemic advocates” – working to improve the policies and practices in the OOHC sector. CREATE works to ensure that the voices of children and young people in care are heard by key decision makers in government and the OOHC sector stakeholders.

Jesse went into care at the age of 12 and spoke at the sessions about the many different placements over the years he had had in OOHC, and how it affected him personally. He also spoke about the importance of having a good connection with one of his agency workers, “I was just able to talk to her about things that were on my chest and ringing around in my head. I could see that she was someone that I could trust with all of the information I had given to her.”

Jesse was asked what he was most passionate about changing in relation to the Child Protection system, “What needs to change from them is instead of deciding where a



kid is going to go, when they’ll see their family, they need to sit the kids down and say ‘hey, do you want to see your family, when?’ Listen to them and go by what they say. Ask them for the information and understand that it will take them time to understand what you are asking and for them to give their opinion”.

Jesse fielded many questions from the floor and was very honest about telling the audience the way it was for him. He finished his talk telling the groups, “I just want to make it better for kids in resi. Let them know that they’re not stuck and stranded there, let them know that they have choices and make it feel more like it would at home. Make them feel welcome. Let them know that it’s not the end of the world... at least”.

Profile of the Directors

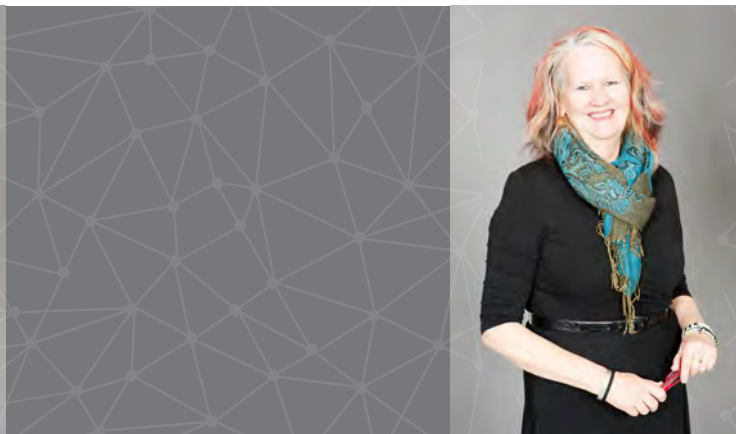


Thelma Hutchison Chair

Thelma has been a non-executive director since 2013 and was appointed Board Chair in 2015. She has governance experience of seven years as a non-executive director and two years as Chair. Her governance experience includes current positions as Independent Chair of the Gunai Kurnai Traditional Land Owners Management Audit and Risk Committee, Independent Member of the Lowitja Institute for Aboriginal and Torres Strait Islander Health Research Finance and Audit Committee, and as a former Director of Advance TAFE (now Federation Training).

Thelma is a Graduate of the Australian Institute of Company Directors; a Certified Practising Accountant and has a Bachelor of Business. She has held Executive leadership roles in the not-for-profit health sector, employed with Gippsland Lakes Community Health, Inner East Community Health and the Child Migrants Trust.

Thelma adds value to the Board as a generalist with strong governance experience, and particular expertise in the areas of financial analysis, strategy and industrial relations. She has a strong sense of social justice, and a commitment to effective governance.



Angela Hutson Deputy Chair

Angela is a Management and Education Consultant with over 20 years' experience in the Vocational Education and Training sector and is a member of various boards. Angela was the Chief Executive Officer of East Gippsland Institute of TAFE for seven years. Her professional life has been committed to the maxim that "education changes lives".

Angela's qualifications include a:

- Masters in Organisational Leadership
- Graduate Diploma of Business in Entrepreneurship and Innovation
- Diploma of Education
- Bachelor of Arts

Angela specialises in organisational development, human resources management and workforce development, strategic planning and stakeholder engagement. She has a passion for exploring and implementing ways to align social and economic development and using her networks and experience to "join the dots". She is a Fellow of the Australian Institute of Company Directors. Her interests include living in Paynesville on the Gippsland Lakes, walking with her labrador, playing bridge, and reading.

Angela is currently:

- Chair of the Bairnsdale Regional Health Services Board
- A member of the Gunai Kurnai Traditional Owner Land Management Board
- A member of the Regional Development Australia Gippsland Committee
- A Board Director at East Gippsland Water
- A Board Director at Federation Training



Michael Nelson
Non-Executive Director

Michael has been a Director of Workways since 2007 and served as Board Chair 2010-15. Michael has been a teacher since 1976 and has worked in educational administration and consultancy since moving to Bairnsdale in 1986. Currently Michael has an Educational Consultancy and coordinates an alternative educational setting working with disengaged youth.

Married to Merine, Michael has eight sons and a growing number of grandchildren. Most of Michael's interests have revolved around the activities of his children and have included athletics, hockey, swimming, scuba diving and athletics.

He has been involved in school boards and administrative committees and numerous community organisation committees of management. From 1993 till 2008 he was a Director of Hockey Victoria (incorporating VHA) and was a Director of the Gippsland Sports Assembly for a number of years. His involvement in hockey ranges from local hockey, through Victorian Country Hockey to Hockey Australia where he represents Country Australia on the Hockey Australia Competitions Committee. He is a member of Rotary and served as president of his club 2014-15.

Michael has a strong passion for social justice and a 'fair go' which is reflected in his involvement in and contribution to the community in which he lives. In Workways, Michael sees a unique opportunity to contribute to his local and wider community with a commitment to sound governance and supporting quality of service to those most in need.



Bill Gamble
Non-Executive Director

Bill has operated his Consulting Engineering and Project Management business in Bairnsdale since 1976. His firm, Gamcorp Pty Ltd, has projects all over Australia and has provided employment and training opportunities for many young Gippslanders.

Bill has served on local community boards including the Gippsland Lakes Yacht Club, and served one term as Commodore, has been in Rotary since 1970 and served as President.

Bill was also a councillor with the City of Bairnsdale during the management upgrade from dual management system to a corporate management structure, and served one term as Mayor. Bill later served as a councillor with the East Gippsland Shire.

Bill is a member of Australian Institute of Company Directors and actively maintains his qualifications to provide the necessary skills to assist Workways in these changing and challenging times.

Bill and his wife Claire-Lise are strong advocates for natural resource management and keen for Workways to develop its involvement in environmental projects, and the employment and training opportunities they provide.

Profile of the Directors



George Hutchison

Non-Executive Director (resigned 31 May 2017)

George has lived and worked in Bairnsdale for over 30 years and has been a Workways board director for the past ten years.

He is a professional Structural / Civil Engineer and is the Managing Director of G.A. Hutchison & Associates Pty Ltd. He brings to Workways over 30 years' experience as a Director of his own businesses and has served on various community boards.

As a Board member his aim is to maintain the highest level of integrity and impartiality in providing governance to the organisation. His principal hobbies are sailing, snow skiing and swimming.



Jane McKay

Non-Executive Director

Jane has worked in marketing and communications for more than a decade and runs a digital marketing consultancy from her home in Bruthen, East Gippsland.

Jane's qualifications include:

- Bachelor of Arts (Social Science)
- Masters in Communications and Media
- Advanced Diploma in Management

Jane is a member of the Australian Institute of Company Directors.

Jane has a keen interest in stakeholder engagement and examining the innovative ways Workways can assist its clients moving into the future.

As a former employee of Workways Australia, Jane has experience across many facets of the organisation and has a strong interest in the community services sector and how we, as an organisation, can continue to further our purpose to assist those most disadvantaged in our communities.

Jane has been a member of the board since November 2015 and is looking forward to seeing the continued success and achievements of Workways' clients facilitated by the hard work of the board and staff at all levels.



Margaret Taylor
Non-Executive Director

Margaret is a facilitator and educational consultant who has worked in the vocational education and higher education sectors, health and community services, government, and not for profits for over 25 years. Her work has included managing complex change projects, facilitating strategic planning and business development, designing innovative curriculum and coaching educational managers and leaders.

Her qualifications include:

- Master of Arts (Social Ecology)
- Bachelor of Arts
- Bachelor of Education
- Diploma of Education
- Certificate IV in Training and Education

She is an associate member of the Australian Institute of Company Directors and a member of Women on Boards and has undertaken training programs in governance, strategic planning, risk management and financial management.

Margaret is committed to social justice, quality education and training and environmental sustainability. Her personal interests are writing, history, art, travel, yoga and gardening. She lives in Swan Reach, East Gippsland.



Russell Needham
Non-Executive Director (Casual Vacancy)

Russell is a qualified accountant having graduated with a Diploma of Business Studies from Gippsland Institute of Advanced Education (later Monash University Gippsland Campus) in 1976.

For some 35 years Russell was a practising accountant and member of the Australian Society of Certified Practising Accountants. During that time he was a partner in several Accounting Practises specialising in Audit, Taxation and Management Consultancy providing these services to a vast array of clients in many different industries. These included health, transport, agriculture and Indigenous affairs.

Since retiring from his accounting practice in 2010, Russell has maintained business interests through the joint ownership of the caravan dealership Jayco Gippsland, based in Bairnsdale, East Gippsland.

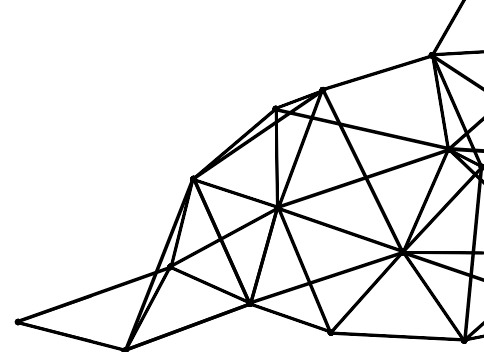
Over many years, Russell has been involved in industry, community and sporting organisations. This involvement includes holding executive positions in CPA Australia, Victorian Eastern Development Association, Bairnsdale Golf Club, Gippsland Lakes Yacht Club, various football and cricket clubs, and Rotary.

In August 2016, Russell filled a casual vacancy on the Workways board, before his appointment was extended for a further 12 months at the Annual General Meeting in November 2016.

He spends his time between East Gippsland and North Queensland with business commitments, enjoying travel, family, hiking and cycling.

Russell is keen to be part of the continued growth and success of the Workways group.

Directors' Report



The directors present their report together with the financial report of the group, being the company and its controlled entities, for the year ended 30 June 2017 and auditor's report thereon.

Governance Statement

Workways Australia Ltd is a Company Limited by Guarantee, incorporated under the *Corporations Act 2001* and registered with the Australian Charities and Not-for-profits Commission (ACNC). The ACNC has set governance standards that must be met by Workways Australia Ltd so as to remain registered.

A new company constitution was adopted by Members at a special general meeting held on 27 September 2016. The major changes to the constitution were:

- Introduction of two classes of members: Voting (the Board of Directors) and Associate (non-voting).
- Removal of the position of Treasurer.
- Removal of the requirement for a Director to be the Company Secretary.
- Establishing transitional arrangements to develop and implement transparent and appropriate director recruitment process with appointments based on merit and capability.

The Company Constitution requires a board consisting of not less than six and not more than eight directors. Directors provide the board with a mix of skills, diversity of experiences and a range of viewpoints for decision-making. Responsibility for the governance of Workways Australia Ltd rests with the Board of Directors.

This governance statement outlines how the Workways Board meets that responsibility.

Mission, Vision and Values

The Board must ensure that Workways' activities are directed towards achieving its mission to deliver economic, social and environmental benefits to the community by enabling people to participate in the workforce, develop their potential and contribute to society.

The Board must ensure that this mission is achieved in the most efficient and effective way possible, while preserving and promoting Workways' reputation and objectives as identified in our constitution and in our vision and mission.

Special responsibilities of the board

The Board fulfils its role by:

- Participating with management in setting and monitoring the strategic plan;
- Recruiting the Chief Executive Officer and providing guidance and performance monitoring;
- Ensuring an appropriate executive succession plan is in place;
- Ensuring ethical standards are met;
- Ensuring effective governance processes are maintained;
- Setting and monitoring corporate culture;
- Ensuring appropriate risk management is in place;
- Control and monitoring of organisational performance;
- Compliance with the law and the requirements of regulators;
- Financial control and monitoring solvency;
- Approving and monitoring operating and capital budgets formulated by executive management;
- Developing appropriate delegations with supporting policies and procedures;
- Communication with key stakeholders;
- Advocating on behalf of Workways.

These responsibilities are set out in the Board's Charter.

Management's responsibility

The Board has formally delegated responsibility for the operational management of the organisation to the Chief Executive and the Executive Management Team (EMT), comprising the Chief Financial Officer, General Manager People, Culture and Technology, General Manager Employment and Community Services, General Manager Disability Employment and Community Services, and General Manager Strategy, Growth and Environment.

The Chief Executive provides the leadership of the EMT and the organisation, and is responsible for achieving the directions set out in the strategic plan. The Board has determined delegations of authority to the Chief Executive to facilitate operational decision-making.

Remuneration for Directors and the Chief Executive is set by the Board on recommendation from the Governance Committee. Guidelines are developed for EMT remuneration and these are used by the Chief Executive to determine levels.

Board oversight

The Board oversees and monitors EMT's performance by:

- Meeting at least 10 times during the year;
- Receiving detailed financial and other reports from management at these meetings;
- Receiving additional information and input from management when required;
- Assigning responsibility to oversee particular aspects of Workways' operations to the two Board Committees: Audit and Risk Committee and the Governance Committee;
- Establishing, annually reviewing and updating terms of reference for each of the Committees.

Directors' names

The names of the directors in office at any time during or since the end of the year are:

Thelma Hutchison (Chairperson)

Angela Hutson (Deputy Chairperson, Chair Audit & Risk Committee)

Michael Nelson (Immediate Past Chairperson, Chairperson Governance Committee)

George Hutchison (Resigned 31st May 2017)

Bill Gamble

Margaret Taylor

Jane McKay

Russell Needham (Casual Vacancy; appointed 28 July 2016, re-appointed 30 November 2016)

The directors have been in office since the start of the year to the date of this report unless otherwise stated.

Company Secretary

Bill Gamble, Non-Executive Director, held the role of Secretary from 1 July 2016 to 23 February 2017.

Kristine Mehlert; GIA (Cert), AAICD, FAIOP, GradCert Business (Executive Administration) Swinburne. A member of the Governance Institute of Australia, Kristine was appointed Company Secretary on 23 February 2017.

Operating result

The loss of the group for the year after providing for income tax amounted to \$193,972 (2016: \$1,092,139).

The operating result was a significant improvement on last year driven by improved performance on our contracts, with revenue increasing from \$23.9M to \$27.4M.

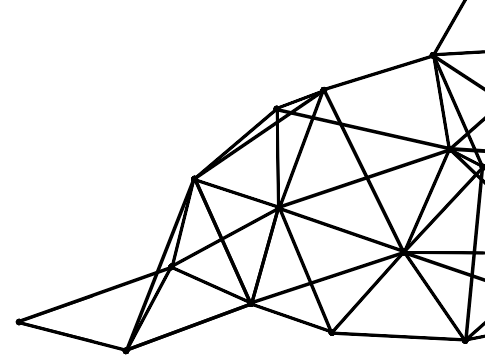
In line with our accounting policy the 2017 amortisation expense of the DES and jobactive contracts acquired in 2015 was \$291,052. Therefore our final operating result before this amortisation is a surplus of \$97,080.

The current DES contracts are due to expire on 30 June 2018. Workways has now accepted Invitations to Treat from the Federal Government under the new DES Grant Agreement, in effect ensuring Workways can continue to deliver the DES services to 30 June 2023, adding significant security to future revenue.

Significant changes in state of affairs

There were no significant changes in the group's state of affairs that occurred during the financial year, other than those referred to elsewhere in this report.

Directors' Report



Objectives and strategies

Workways Australia undertakes such activities as are suitable to achieve its principal purpose including:

- The establishment, management and maintenance of facilities for the education, training and personal development of individuals, including disabled, who suffer significant labour market difficulties;
- Participation in government initiatives aimed at assisting individuals who suffer long-term unemployment and other significant social disadvantages, including disability, which affect their ability to participate in the labour market;
- The provision of practical and innovative labour market orientated activities and services;
- The development and maintenance of networks with other service providers that assist individuals who suffer significant labour market disadvantage and disability;
- Activities which stimulate interest and assistance through enhancing community awareness in issues affecting individuals who are disabled, those who suffer long-term unemployment and socially disadvantaged people; and
- Activities to enhance and restore the quality of our environment and contribute to improvements in the approach to environmental management.

To achieve these objectives, the group has adopted the following strategies:

- Provision of employment services in Queensland under the federal government's jobactive program to assist individuals who suffer from long-term unemployment to address barriers and gain placement in sustainable employment;
- Provision of disability employment services in the ACT/Queanbeyan, New South Wales and Queensland;
- Provision of support services to youth disengaged from education through the provision of employment and support services under the federal government's Transition to Work program in Victoria and Queensland;
- Providing a service to young people between 16 and 21 years of age who are or have been in residential out of home care and who are disengaged from education or employment through the Victorian government's Springboard program;

- Providing a service to parents whose youngest child will reach school age in two years to identify their education and employment goals and develop pathways to achieve them through the federal government's ParentsNext program in Queensland;
- Providing a fee for service recruitment and labour hire service to employers in Victoria, ACT, New South Wales and Queensland to connect unemployed people with those employers;
- Undertaking environmental reforestation and rehabilitation projects in New South Wales and expanding environmental services to operate Green Army projects in Victoria and New South Wales;
- Providing financial support to activities that directly address social disadvantage or stimulate further interest and assistance to relieve poverty, distress, misfortune or disability;
- Providing training and support to assist employees affected by the closure of a power station and a timber mill in the Latrobe Valley (Victoria) under the Victorian government's Worker Transition Service.

After balance date events

No matters or circumstances have arisen since the end of the financial year which significantly affected or may significantly affect the operations of the group, the results of those operations, or the state of affairs of the group in future financial years.

Meetings of directors

DIRECTORS	DIRECTORS' MEETINGS	
	Number eligible to attend	Number attended
Thelma Hutchison	12	12
Angela Hutson	12	12
Michael Nelson	12	12
George Hutchison	11	8
Bill Gamble	12	5
Jane McKay	12	12
Margaret Taylor	12	11
Russell Needham	11	11


Members' guarantee

The parent is incorporated under the *Corporations Act 2001* and is a company limited by guarantee. If the company is wound up, the Constitution states that each member is required to contribute to a maximum of \$10 each towards meeting any outstandings and obligations of the company. At 30 June 2017 the number of members was 130 (2016: 136). The combined total amount that members of the company are liable to contribute if the company is wound up is \$1,300 (2016: \$1,360).

Auditor's independence declaration

A copy of the auditor's independence declaration under section 60-40 of the Australian Charities and *Not-for-profits Commission Act 2012* in relation to the audit for the financial year is provided with this report.

Signed on behalf of the board of directors.

Director: 

Thelma Hutchison (Chairperson)
Dated this 26th day of October 2017

Auditor's Report

This Annual Report of the Company has been based on the full audited financial report. The financial summary should be read in conjunction with the full version of the financial report which includes the Independent Auditor's report and Independence Declaration.

Governance Committee

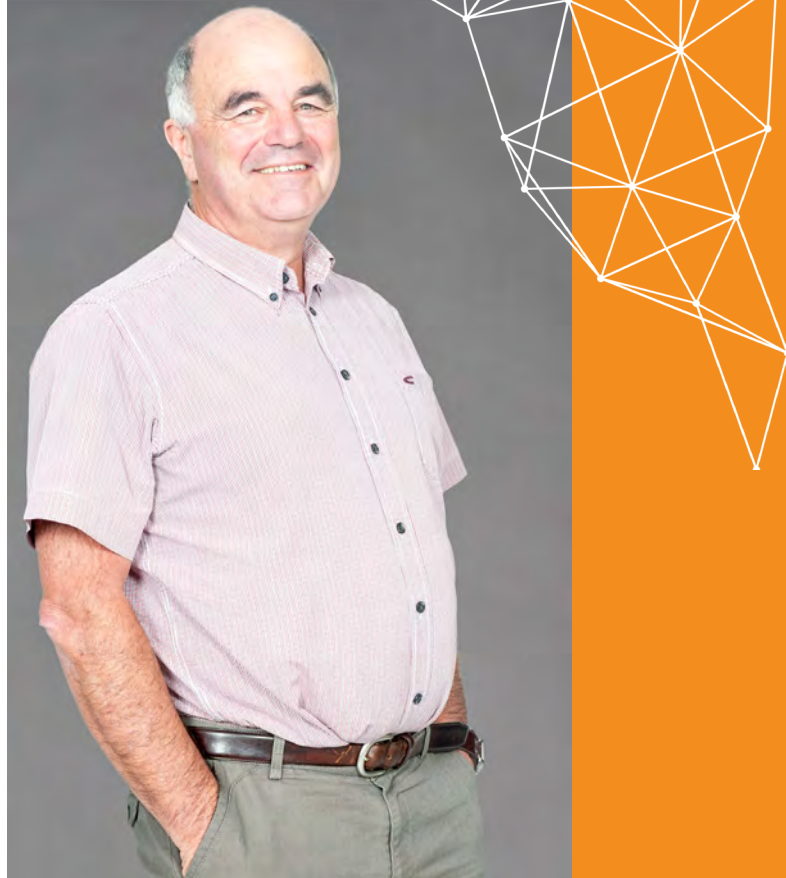
The role of the Workways Governance Committee is to assist the Board in matters relating to its governance compliance, effectiveness and performance.

The Committee accepts responsibility for governance policy development, evaluation of the performance of directors and the Board, succession planning, performance of the Chief Executive Officer, compliance with the Company's Constitution, Corporations Act and Regulations, other relevant legislation and common law, and ensuring that Workways operates in accordance with its stated Mission, Vision and Values.

The Governance Committee held four scheduled meetings during the year, with the following areas of focus:

- The Company Constitution was reviewed in 2016 to ensure we have a governance model that reflects the business changes, diversification and expanded footprint that now shapes Workways. Those changes recommended via the review process have been accepted by the membership and shaped a governance model best suited to Workways' future.
- Annual review of the Chief Executive Officer's performance and development of current key performance indicators.
- Review and updating of governance policies.
- Development and implementation of a Director skills matrix.
- Review and development of a Director performance process.
- The development of a Board renewal process in line with the Workways' governance model.
- Monthly assessment of the effectiveness of Board meetings.

Committee members are Michael Nelson (Chair), Bill Gamble and Jane McKay. Thelma Hutchison attends meetings in her capacity as Board Chair. All Board Directors are welcome to attend Governance



Committee meetings.

A handwritten signature in black ink, appearing to read 'Michael Nelson'.

Michael Nelson
Chair
Governance Committee

Audit & Risk Committee

The Workways Audit and Risk Committee continues to assist the Board fulfil its corporate governance responsibilities. The Committee has responsibility for monitoring, reviewing, and recommending Board action in relation to financial management; risk management, as well as regulatory and contractual compliance matters.

Throughout 2016-17, the Audit and Risk Committee has maintained a strong focus on financial and strategic risk management outcomes. This continued focus has resulted in:

- The formation of a Strategic Risk Review Working Party (comprising A&R Committee members and Workways Management) to undertake a comprehensive review of the Workways Strategic Risk Register which has led to an enhanced suite of risks and mitigation strategies. This work has also culminated in the Committee members' heightened understanding of the organisation's risk rating process.
- The Workways Strategic Risk Register is now firmly aligned to the Workways Strategic Plan 2017-20. The future aim of the Committee is to strengthen the core elements of the Committee's responsibility through affiliation of the organisation's approved budget line items and financial reporting to the Strategic Risk Register and the Strategic Plan.
- The review and approval of the 2017 Strategic Internal Audit Plan has resulted in a strengthened requirement for the internal auditors to monitor and follow-up any outstanding actions from previous audits. This significant change to individual audit scopes has ensured timely feedback to the Audit and Risk Committee on progress of outstanding audit action items. Such feedback has been utilised by the Committee to identify other potential areas of risk.
- Strong oversight of the Workways financial management system has resulted in a significantly improved suite of financial reports and an improved level of confidence in



management's focus.

- The Committee engaged in a comprehensive discussion regarding its operations and performance as a result of an evaluation conducted in the 2015-2016 financial year;
- The review of the organisation's delegations, investment policy, use of credit card policy and also a reporting framework for internal non-compliance.

Angela Hutson

Chair

Audit & Risk Committee



Our Board and Executive Management Team visited our Cairns and Yarrabah offices in August 2016

National Coverage



BRISBANE REGION

Beaudesert
Beenleigh
Browns Plains
Jimboomba
Woodridge

CAIRNS REGION

Cairns
Innisfail
Tully
Yarrabah

CANBERRA REGION

Belconnen
Phillip
Queanbeyan

COFFS HARBOUR

Coffs Harbour
Grafton

EAST GIPPSLAND

Bairnsdale (Head Office)

GOLD COAST REGION

Coolangatta
Nerang
Oxenford
Palm Beach
Robina
Southport

ILLAWARRA REGION

Corrimal
Shellharbour

LATROBE VALLEY

Leongatha
Moe
Morwell
Traralgon
Warragul
Wonthaggi

MELBOURNE REGION

Airport West
Coburg
Glenroy
Richmond

MOUNT ISA

Mount Isa

NORTH EAST VICTORIA

Wangaratta

RICHMOND REGION

Casino
Lismore

TOWNSVILLE REGION

Aitkenvale
Ayr
Charters Towers
Ingham
Thuringowa Central
West End



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