

WW WORKWAYS 2017-2018 Annual Report

About this Report

The Workways Australia Limited Annual Report for 2018 is a summary of our operational and financial performance during the 2017-2018 financial year. It explains how we work to improve the lives and the communities in which we work by 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 Audience

This report is targeted at the following stakeholders: recipients of our services; members of Workways Australia Limited; federal and state government partners; our not-for-profit industry partners; the employers who assist our job seekers; support partners that provide services to our clients and the Workways Australia Limited staff members who deliver our services.

Acknowledgement of Country

Workways Australia acknowledges the Australian Aboriginal and Torres Strait Islander people of this nation. We acknowledge the traditional custodians of the lands on which our company is located and where we conduct our business. We pay our respects to ancestors and Elders, past and present. Workways Australia is committed to honouring Australian Aboriginal and Torres Strait Islander peoples' unique cultural and spiritual relationships to the land, waters and seas and their rich contribution to society.

Our Vision

Engaged communities: connecting people to opportunities.

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 Values

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

Workways Australia Limited

Head Office: 280 Main Street, Bairnsdale VIC 3875

Postal Address: PO Box 331, Bairnsdale VIC 3875

Phone: 1800 631 196

Website: www.workways.com.au

Email: enquiry@workways.com.au

ACN: 141 659 734

Follow us



Contents

Chairperson's Report	4
Chief Executive Officer's Report	6
Chief Financial Officer's Report	10
Financial Performance Summary	11
Our Executive Team	12
Strategic Performance	14
Corporate Services Report	18
Envite Environment Report	19
Our Clients: Julie-Anne O'Neill	20
Our Services	21
National Coverage	24
Client Services Report	26
Our Clients: Korban Campbell	27
Workways Australia Services Report	28
Our Clients: Ainslee Scurrah	29
Our Board	30
Our Clients: Ashley Lapham	33
Directors' Report	34
Governance Committee	38
Audit & Risk Committee	39

Highlights



~15,000
Total clients benefitted
from Workways
services in 2017/18



3.91

Average star rating
(National average 3.0)



Quality
ISO 9001



Successful
ISO9001:2015
Surveillance Audit
with zero areas of
non-compliance
identified.

Our People



258
Total staff
17% increase on
2016/17

Gender diversity (Total organisation)

69%
Female

31%
Male

Gender diversity (Board)

62.5%
Female

37.5%
Male

Gender diversity (Executive)

50%
Female

50%
Male

Chairperson's Report



I am pleased to be reporting to you about the progress and achievements of Workways in 2017-2018. This financial year saw the implementation of the first twelve months of the Strategic Plan 2017-2020, our roadmap for the future. It has four key components:

- Growth and Diversification
- Sustainable Business
- Increasing Social Value
- Investments in the Future

There has been significant growth this year with revenues increasing by 13% predominantly in the jobactive and Disability Employment Services (DES) programs. The current DES contracts expired on 30 June 2018. We have been successful in retaining the majority of our existing footprint under the new DES Grant Agreement, and in addition have been awarded a further six new employment services areas. This will ensure that we continue to deliver the DES services to the year 2023, adding significant geographic and revenue growth into the future. In 2018-2019 there will be ongoing effort to further diversify our revenue streams.

The company has reported a loss for the year of \$1,129,009 which is disappointing. Despite this loss, the company's net asset position remains strong at \$5,333,290. The loss this year includes an amortisation expense of \$295,868 for DES contracts acquired in 2015. The new five-year grant agreement for DES commencing 1 July 2018 saw a shift to an open market modelled on participant choice of provider. Preparing for this change required Workways to invest in the development and implementation of new structures, staff training and technology. These additional costs affected our profitability. Financial margins on programs

have been insufficient and whilst revenue has continued to be strong, expenditure to support expansion and investment in technology for the open market has been high. During 2018-2019 the Board will continue to focus its efforts on returning the company to profitability.

There has been significant growth this year with revenues increasing by 13%

- Thelma Hutchison



The excellence of our service delivery continues to be recognised. We are achieving consistently high star ratings which reflects the commitment, capability and passion of our staff. Workways enjoys a strong reputation with government and our partners as a quality service provider.

We continue to invest in staff training and development to ensure our workforce keeps pace with change, while implementing technological solutions to engage and support our participants and partner agencies.

The Board's duty is to provide effective governance, exemplary ethical conduct, and create enduring business and social value. Our responsibilities include setting the strategic direction, monitoring financial and operational performance, ensuring compliance with legislation and regulation, managing risk and being accountable to members, government, and other stakeholders.

We have confidence that Workways Australia Ltd is well placed to take advantage of its opportunities and has a very positive future. We can all be proud of the commitment and passion of the company's CEO, Executive Management Team and staff, reflected particularly in the high quality of service delivery and participant outcomes.

In 2016 the Constitution was changed by the members so that directors would be appointed on the basis of their skills and experience. In November 2017 four directors were appointed after a rigorous and transparent process: Jenny Semple, Russell Needham and myself for a three-year term, and Max Newton for a one-year term. The biographies included in the annual report detail the broad range of skills and experience that directors bring to the Board.

In my role as 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 with the participation and commitment of all directors and

the two Independent members of the Audit and Risk Committee, Abbas Khambati and Jo Cain.

The reports of our Chief Executive, Bryan McCormick and his Executive Team are published in the following pages. The achievements that you will read about would not have been possible without their dedication and skill.



Thelma Hutchison
Chair



Sue and Taylor at the Equine Assisted Learning Day led by Gippsland Engaged Mentoring

Chief Executive Officer's Report



In 2017/18 Workways continued its outstanding record of high performance and continued growth in services to our communities. We achieved the highest ever star ratings in our history in both the mainstream employment service currently known as jobactive and the disability employment service (DES). These are our two largest programs and our results comfortably place us in the top 10% of providers in Australia. In terms of social value, it means we are more successful at finding sustainable employment for job seekers than almost any other provider in Australia. The real winners are our job seekers, their families and the communities in which they live.

2017/18 also represents the first year of the Workways Strategic Plan 2017-2020. The plan came out of a series of facilitated workshops with the board and management last year and was also shared through workshops with staff in all our regions. The Strategic Plan is our roadmap for the future. This appears on page 14-17 and I encourage everyone to read it to understand where we are headed as an organisation.

When the Federal Government announced last year the Disability Employment Service (DES), which was 30% of our business, would be moving to an open market model, this represented the biggest change to our business model in the past 20 years. Consistent with our Strategic Plan we embraced the proposed change and took the opportunity to grow and invest in a sustainable future. 18 months of planning and hard work saw Workways achieve our best ever tender result with DES contracts awarded in the following Employment Service Areas:

Existing

Calder, ACT/Queanbeyan, Illawarra, Richmond (NSW), Gold Coast, Logan, Mt. Isa and Townsville.

New

East Gippsland, Latrobe Valley, Goulburn Valley, Ovens, Kiewa, South Brisbane and Cairns.

Traditionally our major services operated in a regulated environment where, following a tender, a limited number of providers would be allocated a designated market share of business for that region. Centrelink made referrals of customers to providers based on those market shares. In the open market Centrelink will not make the referrals but rather the customers will choose their service provider. With the change to open markets there has been a large increase in the number of providers and thus our “competition”.

With government advice, other programs are likely to follow suit, and the near completion of the rollout of the NDIS, we recognise the open market for social services is the way of the future. In response to this change we have made the necessary changes to our service delivery models and made the substantial investments required in IT, digital platforms, marketing and of course, our people, to ensure Workways' continued success.

To put the investment in practical terms, we increased the speed and capacity of our IT system and co-invested with all CoAct partners in new digital customer acquisition and retention capacity. This included social media, websites, digital analytics, travelling caravans and a call centre. We also provided a week of off-site training with our network partner CoAct to over 50 DES staff and had senior staff participate in a range of co-designed workshops over the year to prepare us for an open market environment. On top of this we opened nine new sites at: Sale, Brunswick, Shepparton, Echuca, Wodonga, Tuggeranong, Woolloongabba, Stones Corner and Mount Gravatt.

This has increased our operating sites to 48. To make our services more accessible to our customers we also made arrangements with another 27 community organisations to provide visiting services. This means in total we now deliver our services from 75 sites from Cairns to Bairnsdale. Much of this expansion was

made necessary to service our DES expansion but it also complements existing programs and provides opportunities for future services and revenues. The total of this investment was well in excess of \$1 million. These investments have impacted our 2017/18 operating result but will prove invaluable for coming years.

Another innovation was the creation of the Senior Leadership Team (SLT). With our growth in size, geography and complexity in recent years it was recognised we needed to broaden our leadership and build the capacity of our leaders. The SLT was drawn from our senior managers and works closely with the Executive Management Team (EMT) to implement our strategic plan. The SLT comes together with the EMT for two days per quarter and spends 1 day on strategic issues and 1 day participating in the Leading Teams program. Leading Teams are well recognised in both professional sport and the corporate sector with high profile clients including the Sydney Swans, Australian Diamonds, Bendigo Bank, Virgin and GWM Water. The EMT and SLT is undertaking the Leading Teams Performance Improvement Program which includes leadership development, team development and cultural change.

The board continued its practice of visiting one of our regions for two days to gain a better understanding of the Workways business and particularly the work we do in the region they visit. In August the board visited the Northern Rivers region of NSW and held a board meeting at Lennox Head. Staff from our environmental division, Envite, presented to the board and EMT. Field trips were held to visit the Big Scrub rainforest, Lennox Head and the World Heritage Listed Nightcap National Park, with all of us getting an opportunity to plant rainforest trees. The Big Scrub was once the largest expanse of subtropical rainforest in Australia but sadly now only occupies less than one percent of its historical range across northern NSW. Envite is reversing this trend and was recognised for their work when they were awarded last year the Society for Ecological Restoration Australasia (SERA) award in the prestigious category of restoration excellence for large scale projects. Board members gained first-hand experience in bush regeneration and appreciated the opportunity to learn more about the valuable work Envite undertakes in ecological restoration and with threatened species.

Once again Workways has delivered more services, to more people, in more regions than at any time in our

29 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.

Recruitment and Labour Hire (WorkforceXS) – fee for service recruiting and labour hire services.

Springboard – support services to young people transitioning from residential out-of-home care.

Gippsland Engaged Mentoring (GEM) – mentoring services to ‘at risk’ or disengaged young people.

Transition to Work – intensive support for disadvantaged young people aged 16 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.

Worker Transition Services (WTS) – employment services to workers, their families and contractors affected by the closure of the Hazelwood Power Station.

Smart, Skilled & Hired – a youth employment program in NSW which assists young people to

overcome barriers to employment and gain skills and experience that will improve their long-term job and socio-economic prospects.

NDIS Employment – participants obtain funding through their NDIS packages to engage Workways to support them on a planned pathway to obtaining employment.

We 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 15,000 people whose lives were improved in 2017/18 because of the support we provided. This adds value in so many ways to the communities we service.

Much of Workways’ success is based on our culture of being a collaborative organisation which recognises the power of many. Our reputation and connection to

There were over 15,000 people whose lives were improved in 2017/18 because of the support we provided.

- Bryan McCormick



the social services sector results in regular approaches from like-minded organisations to work together to address social issues. Partners we have worked with over the past 12 months include but are not limited to: **CoAct** – a national network of locally-embedded 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 Smart, Skilled & Hired programs with CoAct.

Brotherhood of Saint Laurence (BSL) – 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 partnership with BSL on the major youth employment program Transition To Work has been highly successful.

National Employer Reference Group (NERG) – initiated and facilitated by BSL, the NERG is a group of employers from around Australia which meet six monthly to address issues on youth employment and advise the Federal Government on policy.

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. Workways and ACSO are committed to building the partnership and developing joint tenders for future services.

Berry Street – our Gippsland partner on the TTW program, Berry Street, has a long history dating back to 1877 of helping children and young people with challenging and complex needs.

GEM Mentors – our mentors are volunteers drawn from the local community and support “at risk” or disengaged young people through a mentoring program.

WorkforceXS – a national franchise that supports our recruitment and labour hire business through training, IT systems, payroll and administrative services.

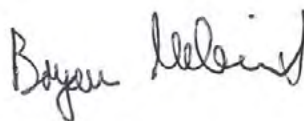
Landcare Volunteers – Envite partner with many Landcare groups to rehabilitate rainforests, conserve biodiversity, protect threatened species and undertake bush regeneration.

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.

The continued growth of both the number of areas where we deliver services, and the range of programs we offer, 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 we are sure you will enjoy reading our stories.

An organisation cannot achieve what Workways does without excellent leadership. I thank our Chair, Thelma Hutchison, and the Board of Directors and Executive Management Team for providing that leadership and commitment to all that we do. We thank the Federal, State and Local Governments, our partners and employers for supporting Workways in the work we do. Finally, we 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. We reach 30 years on the 17th January, 2019 and we will celebrate our achievements and share our vision for the future to mark the occasion.



Bryan McCormick
Chief Executive Officer



Barbara and Kristen man the table at a recent Townsville Employer Engagement Day



Participants at a recent Townsville Employer Engagement Day

Chief Financial Officer's Report



In 2017-18 Workways Australia continued to deliver a wide range of programs in the areas of employment and related support services, across a broad geographic footprint with sites throughout Queensland, New South Wales, the Australian Capital Territory and Victoria.

Operating Result

This year saw revenues increase \$3.66m (13%), which was primarily driven by increases in the jobactive and Disability Employment Services programs.

While revenue increased by 13%, total expenses increased to a greater degree by \$4.53m (16%). This resulted in a loss of \$1.129m. Increased expenditure is represented by Employee Benefits Expenses, which increased by \$1.966m (14%), Client Expenses, which increased by \$1.9m (43%), while other expenses increased by \$0.64m (8%).

A driving factor behind the result for 2018 was the preparation for rolling out a new Disability Employment Services contract, beginning 1 July 2018, in which Workways was successful in winning business in six new Employment Services Areas. Significant resources have been invested in the lead up to this new contract, including establishing a new operating structure to deliver the contract, marketing activities, recruitment and appointment of new staff, and entering into new lease agreements for sites and vehicles.

Cash Flow

Cash flows from operations were positive, providing \$1.35m (\$1.67m in 2016-17), while funds used by investing and financing activities were \$0.5m and \$0.28m respectively. Workways ended the 2017-18 year with \$3.85m in cash, an increase of \$0.56m on the 2016-17 closing balance of \$3.27m.

Balance Sheet

Workways consolidated total assets and liabilities decreased by approximately \$1.129m due to the operating result for the year. Whilst the organisation experienced a significant deficit in 2017-18, its net assets position remains strong and the result is in large part due to significant investment in the new DES contract, which spans the period 1 July 2018 to 30 June 2023.

In line with Workways' accounting policy, a property valuation is undertaken every three years on all Workways owned land and buildings. A formal valuation was undertaken in the 2016-17 financial year, therefore Directors undertook an informal review as at 30 June 2018 and determined there was no impairment on any Workways owned land or buildings. Property values remain stable as per the formal valuations undertaken in 2016-17, less depreciation for the year.

Consolidated assets held by Workways in 2017-18 total \$11.27m and equity \$5.533m.

A handwritten signature in black ink, appearing to read 'Michelle Brett'.

Michelle Brett
Chief Financial Officer

Financial Performance Summary

	2017/18 (\$'000s)	2016/17 Restated (\$'000s)
Our Revenue		
jobactive	12,075	8,978
Disability Employment Services	8,826	7,566
Work for the Dole	2,045	2,507
Employment revenue	1,235	463
Envite - environmental revenue	2,278	3,764
Transition to Work	1,642	1,377
Youth & community services	1,067	1,158
Workways Recruitment - labour hire revenue	1,598	1,329
Interest and Other Revenue	280	243
Total Revenue	31,046	27,385
Our Expenditure		
Employee Benefits Expense	16,200	14,234
Depreciation and Amortisation Expense	1,219	1,202
Client Expenses	6,251	4,348
Property Costs	2,309	1,768
Telephone	1,316	1,451
Job Futures & CoAct fees	1,327	1,215
All other expenses	3,553	3,431
Total Expenses	32,175	27,649
Our Assets		
Current Assets	6,105	5,739
Non Current Assets	5,166	5,837
Total Assets	11,271	11,576
Our Liabilities		
Current Liabilities	5,363	4,186
Non-current liabilities	575	927
Total Liabilities	5,938	5,113
Net Assets	5,333	6,462

Our Executive Team



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.



Michelle Brett
Chief Financial Officer

Michelle commenced with Workways in 2018, following more than 12 years' experience in similar not-for-profit organisations in both regional and metropolitan areas.

Michelle holds a Bachelor of Accounting, and is an Associate CPA member. Michelle's extensive experience in Accounting and Financial management includes eight years in the private sector where she worked directly with small to medium business clients.

Michelle is passionate about the not-for-profit sector, and finds her role both rewarding and challenging. An experienced strategist, Michelle enjoys overseeing the financial needs of the business, while balancing the broader purpose and values of the organisation, and its impact on the community.

Residing on the Gippsland Lakes, Michelle can indulge her love of kayaking, hiking and other outdoor pursuits.



Samantha Hill
Chief Strategy and
People Officer

Samantha Hill 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, Sam was the CEO of a not-for-profit organisation delivering community and employment services programs across the wider Illawarra region, New South Wales.

As the Chief Strategy and People Officer at Workways, she now works closely with a large network of community and internal stakeholders, actively contributing to the development of exciting, solutions focused business systems and partnership programs.

Since joining the Workways team, Sam's focus has been on business development, to identify and pursue opportunities that will allow us to deliver even more supports and services, in an even better way to people across our local communities.

Sam is currently completing a Master of Business Administration degree, but has other formal qualifications including 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.



Marc Davies
Chief Services Officer

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 time.

In his role as Chief Services Officer, Marc's leadership of Workways' programs has seen Workways move into the enviable position of one of CoAct's lead Service Partners. He has played an integral role in the growth in performance improvement and service in all programs resulting in Workways' ongoing success.

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

Our Strategic Performance



Key strategic area: Increasing social value

Connect people with opportunities to achieve improved social and economic outcomes	Provide excellent value and high level performance in return for investment	Work with key stakeholders including employers to improve local social, economic and environmental opportunities
Action		
<p>The Workways' values of equity, respect, integrity, excellence, innovation, responsiveness and collaboration are considered in every decision both strategic and operational, ensuring the business stays true to its values and its 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".</p>	<p>Workways has provided employment and / or employment, training or social assistance to more than 15,000 people nationwide.</p>	<p>Workways is committed to 'think global and act local' in provision of all services to positively influence social, economic and environmental outcomes in each local community where we operate. By working together with key stakeholders we support those most disadvantaged within the community to be active and engaged in the workforce, in turn actively improving social and economic indicators.</p>

Key strategic area: Growth and diversification

Continue to deliver high performing services and programs	Leverage current expertise and partnerships to transition into parallel markets	Expand innovative service delivery models and geographic spread
Action		
The pilot program of ParentsNext in the Logan region proved successful with Workways securing a contract for 5 sites in the Logan region for 2018-2021.	Implementation of the Australian Disability Enterprise (ADE) pilot project in the ACT in partnership with CoAct and Koomari.	In March 2018, Workways was awarded 15 of the 16 contract regions tendered for in the Disability Employment Services (DES) tender.
Workways has achieved 3 stars and above for all of its jobactive locations, with 4 stars in the Cairns region and 5 stars in the Townsville region.	Establishment of a pilot program supporting customised employment outcomes for individuals receiving NDIS funding. The project to commence 1st July 2018.	This is expected to grow the Workways DES business by 40% over the next 5 years, with our services expanding from 12 to 32 contracts across 15 Employment Service Areas (ESAs).
Achieved targets and caseload growth for the Transition to Work program, supporting young people in their employment outcomes.		Successful transition of the DES contract from strategic partner, ACSO in the Melbourne region.
Attracted \$120k in funding for our Environment division to carry out works to protect threatened species in Nightcap National Park.		Attracted \$100k annually for two years to provide mentoring services to young people who are connected to or at risk of connection with the Juvenile Justice System.
Attracted funding to provide bush regeneration mentors for the Bogal Local Aboriginal Land Council as part of the Working on Country program.		Attracted \$100k per year for three years through the Engage funding pool to support the Gippsland Engaged Mentoring program.
Successfully secured regeneration and revegetation contracts with the West Gippsland Catchment Management Authority in Victoria.		Attracted funding to deliver the Smart, Skilled and Hired service in Northern NSW. The program focuses on the delivery of intensive employment support to long term unemployed or disengaged young people aged 15-21.
		Expansion of the Workforce XS recruitment services into the ACT, expanding our reach and effectiveness.
		Expansion of environmental services to South East Queensland. Envite Environment has been contracted by the City of Gold Coast to deliver bush regeneration services.
	Success in funding for 2018-2019 delivery of Skilling Queenslanders for Work – Work Skills Traineeships in Conservation and Land Management in the Numinbah Valley.	

Our Strategic Plan

Key strategic area: Sustainable business

Continuously improve efficiency in service delivery and business systems	Continue to monitor and manage risk across the business	Ensure improved profitability across the business	Build on our positive relationships to attract opportunities
Action			
<p>The Information Communication Technology (ICT) Asset Management and infrastructure plan will provide oversight of the business' ICT needs considering business efficiencies and cost savings.</p>	<p>Successful completion of SOA 1 & 2 of the IRAP requirements, in line with the Australian Signals Directorate.</p> <p>Successful ISO9001:2015 Surveillance Audit with zero areas of non-compliance identified.</p>	<p>Internal reporting systems have been reviewed to provide systematic, timely and accurate information relating to performance and staffing/resourcing profiles in each program. This ensures improved profitability in each program through regular review and adjustment as required to achieve best practice resourcing to results ratios.</p>	<p>Further strengthened our mutually beneficial partnership with the CoAct network, resulting in the successful awarding of DES contracts across four states.</p>
<p>The currency of Workways business systems is systematically reviewed to ensure industry best practice.</p>	<p>Successful certification audit against the Human Services Standards for Workways' Springboard Program.</p>		<p>Envite selected as a preferred supplier to Gold Coast City Council.</p>
	<p>The program compliance team has actively identified and mitigated potential risk through ensuring contractual compliance in our delivery of services in each of our 12 programs.</p>		
	<p>As per our strategic plan, no one program represents more than 40% of Workways total revenue.</p>		

Key strategic area: Investment in the future

Develop staff to ensure an agile and capable workforce	Increase marketing to engage participants and partners	Support business systems and processes through innovative technology	Continue to invest in our customer-centric culture
Action			
Strategic plan communicated to staff via face to face meetings in each region, ensuring a broad understanding of the company vision, mission and direction.	Marketing and Communications resource appointed.	Rollout of a new Human Resource Information System using the ELMO software that will support the key goals of the People Strategy.	The Workways People Strategy incorporates revised recruitment practices that place greater emphasis on an individual's cultural fit and alignment to the Workways values.
Development of the Workways People Strategy that sets the direction and actions taken to recruit, retain, support, train, engage and respect our people.	Marketing Plan developed for implementation in 2018/19.	Rollout of lightweight, thin client computers across Workways to optimise connection to the cloud based computing environment.	Workways actively seeks employment for people who identify as having a disability and/or being of indigenous heritage to provide staffing diversity to align with the diversity of our participants. 69% of our employees identify as female with our Executive comprising 50% women.
Workways is committed to upskilling staff, and has invested in professional development opportunities across the business ensuring staff are up to date with contemporary approaches, competitive in practice and knowledgeable in industry.	Investment in a comprehensive co-branded marketing campaign with CoAct as part of the DES rollout for implementation in 2018/19.	Recycle and rebuild of computers replaced by the thin clients, to use as job seeker computers.	
Development of a Senior Leadership Team that includes the CEO, the three Executive Managers and 14 senior managers with the purpose to deliver on the key strategies and create an informed plan that considers technical, operational and future resources.	Signage audit and update across all new Workways sites as part of the DES rollout.	Development of an ICT asset management and infrastructure plan to better manage ICT investment costs, and ensure Workways is equipped with the required tools.	

Corporate Services Report

The changing environment of the employment services industry means that Workways must be equipped to adapt and respond to future needs.

In 2017/18, we have been upgrading and reviewing our corporate processes to create better efficiencies across the business.

The development of the Information Communication Technology (ICT) asset management and infrastructure plan means we can utilise our ICT more effectively, and enable more reliable connectivity across our offices and the systems that serve the business.

As a services business, our people are vital to our success. The development of the Workways People Strategy is an investment in our future, and will lead to higher rates of staff satisfaction, reduced staff turnover and ultimately, more satisfied customers.

As we move into an open market model for the DES program from 1st July 2018, Workways has been preparing the business to adapt to these changes and establish a more recognisable brand amongst our prospective participants.

We have invested significantly in our partnership with CoAct, funding a joint marketing campaign that will drive enquiry to Workways sites for our DES program.

In addition, we have appointed a Marketing and Communications Manager who will be responsible for both internal and external communications, helping better connect our staff, participants and stakeholders to the Workways mission.

Key Achievements

- Development of the Workways People Strategy that sets the direction and actions taken to recruit, retain, support, train, engage and respect our people.
- Marketing and Communications resource appointed
- Investment in a comprehensive co-branded marketing campaign with CoAct as part of the DES rollout for implementation in 2018/19.
- Rollout of a new Human Resource Information System using the ELMO software that will support the key goals of the People Strategy.
- Rollout of lightweight, thin client computers across Workways to optimise connection to the cloud-based computing environment.
- Development of an ICT asset management and infrastructure plan

Future Challenges

- The move to an open market model for the DES program will require a shift in the way we market Workways to our prospective participants. Now, more than ever, we need to be able to actively communicate the benefits of choosing Workways, and ensuring staff reflect the values of our business.
- Workways has a number of legacy ICT systems that need to be adapted or upgraded to meet the business' needs. The implementation of the new ELMO human resources system is the first step in this process.
- As a not-for-profit business that exists to support the community, we have limited budget to allocate to marketing. We need to deliver the best service and create the best networks, encouraging a high volume of positive word-of-mouth.

Envite Environment Report



In 2017/2018 delivery of professional services in bush regeneration and revegetation formed the largest part of Envite Environment income. The largest growth area has been through contracting to the City of Gold Coast Council. Bush regenerators are working to improve native vegetation on the dunes along beaches and in forests further inland.

In the Clarence River catchment we are delivering a major planting contract involving 60,000 trees across 32ha to remediate erosion along the Clarence River and restore lowland rainforest. The Pacific Highway upgrade in northern NSW has led to contracts with NSW Roads and Maritime Services (RMS). As clearing occurs for the highway, other areas of land are assessed and restoration works (such as weed control) funded to offset the negative environmental impacts of highway construction.

Envite Environment continues to deliver environmental grants from the State and Federal Governments. A highlight is continuing a decade of restoring critically endangered rainforest and habitat for over 20 threatened plant and animal species at Wanganui Gorge in World Heritage Listed Nightcap National Park. \$240,000 in investment gained in 2017-2018 through support from the Australian Government Threatened Species Recovery Fund (\$120,000), NSW Environmental Trust (\$100,000) and NSW National Parks and Wildlife Service (\$20,000).

Envite Environment has gained funding for 2018/19 delivery of Skilling Queenslanders for Work – Work Skills Traineeships in Conservation and Land Management in the Numinbah Valley. Two teams of nine trainees will be employed over 18 weeks each. They will gain training and work experience to assist them in obtaining ongoing work. Our partners are Numinbah Valley Environmental Education Centre and Bornhoffen PCYC Leadership Development Centre.

We continue our partnerships mentoring Indigenous people working to restore Country. In the Clarence Valley, Yaegl Indigenous bush regenerators have worked with an Envite mentor to restore significant coastal ecosystems in Yuraygir National Park. Further north Bandjalang Indigenous bush regenerators have been employed working on Yarringully Nature Reserve with funding from North Coast Local Land Services. The Coffs Harbour area Hydes Creek to Bongil Bongil corridor includes 90 hectares of critically important koala habitat. The Coffs Harbour and District Local Aboriginal Land Council Darrunda Wajaarr team worked alongside Envite bush regeneration contractors to

control weed and plant trees improving koala habitat.

Our services will reach Cape York in the coming year with Australian Government funding through the Building Better Regions Fund obtained for the Battlecamp Station Connect to Country Camping Facility. The project will establish tented tourist infrastructure in remote Cape York which will enable the Balnggarrawarra Aboriginal Corporation to provide basic accommodation and tourist services (rock art and other cultural tours, birdwatching and large landscape nature trails).

Envite Environment has delivered Work for the Dole team projects in East Gippsland, northern NSW and is now taking on North Queensland projects. These teams are providing work experience for participants and delivering benefits for local communities throughout these regions.

A great strength of Envite Environment is our people and the partnerships we build with communities. Delivery of best practice ecological restoration services provides benefits for people and the natural environment.

Key Achievements

- Expansion of services to South East Queensland. Envite Environment has been contracted by the City of Gold Coast to deliver bush regeneration services.
- Success in funding for 2018-2019 delivery of Skilling Queenslanders for Work – Work Skills Traineeships in Conservation and Land Management in the Numinbah Valley. This provides opportunities for disadvantaged Queenslanders to undertake a paid traineeship over 18 weeks while gaining a Certificate 1 in Conservation and Land Management.
- Continued delivery of State and Australian Government environmental grants.
- Restoration planning and works related to major Pacific Highway upgrades.
- Mentoring and training Indigenous bush regeneration teams.
- Delivery of environmental education and awareness raising events to school children, Landcare groups, Indigenous groups, private landholders and government agency staff.
- Provision of a diverse range of professional environmental services to clients including road and land developers, local councils, government agencies, Indigenous organisations, Landcare groups and private landholders.

Future Challenges

- The Green Army program ended in June 2017. This led to reduced income, loss of staff and reduction in remaining staff work days. Envite Environment has risen to the challenge with delivery of Work for the Dole team projects, success in gaining funding from the Queensland Government through Work Skills Traineeships, growth of professional environmental services in new and existing areas and continued delivery of environmental grants.
- Australian Government investment in biodiversity conservation and funding for environmental grants is at its lowest point in well over twenty years. Competition for available grant funding from both State and Australian Governments is very strong with only a small proportion of applicants receiving funds regardless of the quality and value of works proposed.
- We are looking to other sources of funding including the Gift of Nature program. This program aims to engage the wider community with individuals committing a small regular contribution to support conservation and restoration of our important natural environment.

Employment Pathways Emerge from Nyerimilang



Envite Environment is revitalising the gardens of historic homestead Nyerimilang while providing employment pathways for members of the East Gippsland community.

Parks Victoria appointed Envite Environment in June 2018 to rehabilitate the magnificent gardens of the historic Nyerimilang homestead in

Nungurner. Of particular focus was a return to native plantings and revegetation in the garden that would reduce introduced species and attract local wildlife.

In partnership with Konekt employment, Envite developed roles for participants of the Work for the Dole program who had shown interest in natural resource management and landscaping.

Julie-Anne O'Neill (pictured above) jumped at the opportunity to join the program when it was offered by Konekt earlier this year, "I love working outdoors, and had previously thought about pursuing a career in natural resource management," said Julie-Anne.

Julie-Anne was partnered with works supervisor, Andrew Mylius of Envite Environment, and he quickly saw that Julie-Anne had the drive and determination to pursue her career goals.

"Andrew has been a great mentor for me. I've learnt so many things during this experience including how to

identify weeds, and how to identify indigenous plants that can be used for bush tucker.

"We don't use any poisons and work to rehabilitate the landscape to improve the soil health," added Julie-Anne.

With the support of Konekt and Envite, Julie-Anne has commenced a Certificate III in Conservation and Land Management through Federation Training.

"Federation Training have been flexible with the course delivery so I can continue to pursue work opportunities with Envite. The practical elements of my work experience help me in my study, while the study is helping me grow in my role and add value in the workplace."

As a result of Julie-Anne's efforts, she was approached by Envite to take on the supervisory role while her mentor Andrew was on leave.

"I've gained so much valuable experience on this journey so far, and I know that this is the career I want to pursue. My ultimate goal is to work with DELWP and Parks Victoria in the future."

Andrew has no doubt that Julie-Anne will achieve her employment goals. "It has been so rewarding watching Julie-Anne grow and develop her confidence, and gain new skills. She has the right attitude and will do well in whatever she chooses."

For Julie-Anne, the experience has created an important change of direction. "There are lots of opportunities in Gippsland. If you are willing to expand your networks and put yourself out there, opportunities will open up."

Our Services

Disability Employment Services (DES)

A Commonwealth-funded employment services program that helps people with a disability prepare for work, seek work, undertake relevant training and receive initial support as they transition into work.



AN AUSTRALIAN GOVERNMENT INITIATIVE



Total clients 2017/18	Clients at 30/06/2018	13 week outcomes	26 week outcomes
>2,500	1,782	485	360

jobactive (JA)

A Commonwealth-funded employment services program to get more Australians into work. Workways works intensively with clients to ensure they are engaged and ready to participate in the workforce.



Total clients 2017/18	Clients at 30/06/2018	Total placements	12 week outcomes	26 week outcomes
>8,000	5,506	1,754	1,484	954

Work for the Dole (WFD)

Work for the Dole places job seekers in activities where they can gain skills and experience that give back to the community and can help them find a job.

Total Activity Placements	Average activities per job seeker
2,597	2.24

Transition to Work (TTW)

Transition to Work is a service to support young people aged 15-21 on their journey to employment. The service provides intensive, pre-employment support to improve the work-readiness of young people and help them into work (including apprenticeships and traineeships) or education.



an Australian Government Initiative

Total clients 2017/18	Clients at 30/06/2018	Total outcomes
620	381	189

Our Services

ParentsNext (PN)

ParentsNext helps parents with children under 6, to plan and prepare for future study or work. ParentsNext tender for new contract has been successful based on an effective pilot program.



Clients at
30/06/2018

661

Jobs Victoria Employment Network (JVEN)

The Jobs Victoria Employment Network (JVEN) is a key initiative of Jobs Victoria. We help job seekers get job-ready and work with employers to identify the skills and experience they are looking for.



Total clients
2017/18

245

Total
placements

60

Outcomes

47

Average hours/
work over 26 weeks

30

Springboard

The Springboard program provides a service to young people who are, or have been, in residential out-of-home care, between 15 and 21 years of age, who are disengaged from education, training or employment. It is a specialist service for these particularly vulnerable young people within the leaving care population.

Total clients
2017/18 (Hume)

30

Total clients
2017/18 (Gippsland)

33

Worker Transition Service (WTS)

The Worker Transition Service connects workers and their families to the right services – to give them the skills, training, information and personal support they need to take up new employment opportunities and adjust to a significant change in life circumstances.

Total clients
2017/18

190

12 week
outcomes

78

Minimum hours/
work over 12 weeks

30

Smart, Skilled & Hired (SSH)

Smart, Skilled and Hired helps young people become work ready or kickstart a fulfilling career by connecting to training, mentoring, work experience placements, and other support to build their skills and experience. The program is open to young people (15 to 24 years) and businesses in Western Sydney, the Central Coast and Hunter, New England/ North West and the North Coast.

Total clients 2017/18	Employment placements	Optional outcomes	13 week outcomes	26 week outcomes
163	44	65	5	1

Gippsland East Mentoring Program (GEM)

The Gippsland East Mentoring program is aimed at young people who are still enrolled or who are disengaged or disengaging from education, and who could benefit from the support, guidance and coaching that is provided by community mentors.



Total clients 2017/18	Stream 1 mentees	Stream 2 mentees	Total mentors
71	35	36	50



Envite assists children restoring riverbanks in Lismore

National Coverage

BRISBANE REGION

Disability Employment Services

ParentsNext

CAIRNS REGION

jobactive

Disability Employment Services

CANBERRA REGION

Disability Employment Services

Labour Hire & Recruitment

COFFS HARBOUR

Environmental Services

EAST GIPPSLAND

Springboard

Disability Employment Services

Gippsland Engaged Mentoring (GEM)

Jobs Victoria Employment Network (JVEN)

Labour Hire & Recruitment

GOLD COAST REGION

Disability Employment Services

MELBOURNE REGION

Disability Employment Services

Jobs Victoria Employment Network (JVEN)

ILLAWARRA REGION

Disability Employment Services

NDIS Customised Employment

MOUNT ISA

jobactive

Disability Employment Services

Transition to Work

RICHMOND REGION

Environmental Services

Disability Employment Services

LATROBE VALLEY

Springboard

Disability Employment Services

Worker Transition Service

Transition to Work

Jobs Victoria Employment Network (JVEN)

NORTH EAST VICTORIA

Springboard

Disability Employment Services

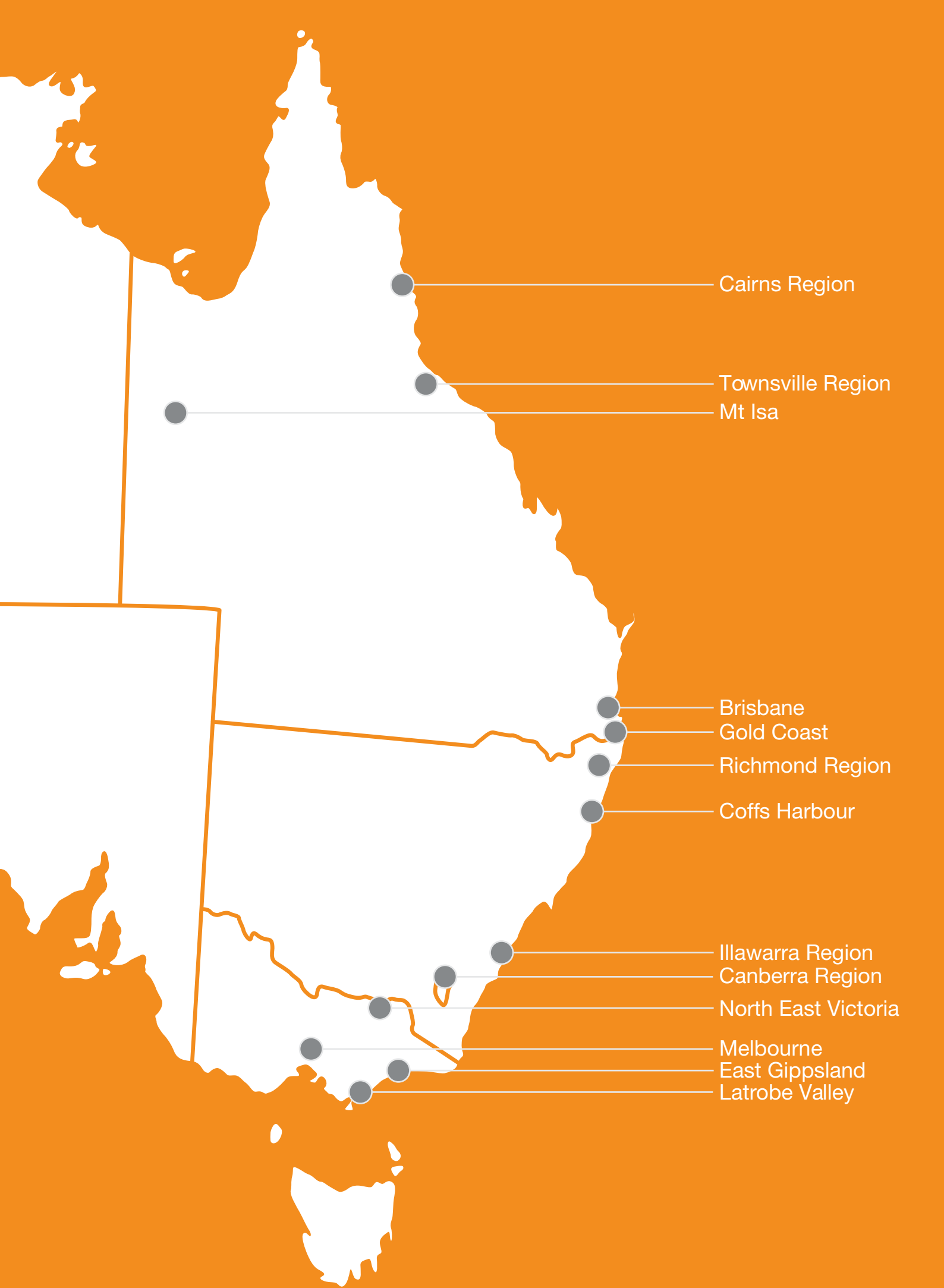
Labour Hire & Recruitment

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

Client Services Report

During 2017/18, Workways has focused on diversified growth culminating in the awarding of a \$75m contract over five years to deliver Disability Employment Services in Victoria, NSW, ACT and Queensland. This contract, due to commence 1st July 2018, will expand the Workways business by 40% over the contract period.

In addition, social service provider, ACSO successfully transitioned its Disability Employment contracts to Workways in a partnership that has been mutually beneficial, and created important pathways for people transitioning into society from the justice system.

Workways continues to outperform its competitors in the jobactive contracts with all of its locations achieving 3 stars or above, and an average 4 stars in Cairns and 5 stars in Townsville. This means we are putting more people into employment than 90% of the other jobactive providers in our Employment Services Areas.

Workways has been successful in attracting funding for a range of programs including ParentsNext, Gippsland Engaged Mentoring program (formerly Gippsland East Mentoring) and Smart, Skilled and Hired, a youth employment program delivered in NSW.

We continue to offer high levels of service in our Transition to Work, and Jobs Victoria contracts across the business.

Through the diversification of our services, we can balance our profitability and risk, and importantly, provide a comprehensive suite of employment and support services to people in need. Workways is focused on its mission to enable people to participate in the workforce, develop their potential and contribute to society.

Key Achievements

- The pilot program of ParentsNext in the Logan region proved successful with Workways securing a contract for five sites in the Logan region for 2018-2021.
- In March 2018, Workways was awarded 15 of the 16 contract regions tendered for in the Disability Employment Services (DES) tender. This is expected to grow the Workways DES business by 40% over the next five years, with our services expanding from 12 to 32 contracts across 15 Employment Service Areas (ESAs).
- Workways achieved 5 star ratings in five of our 12 DES contracts.

- Workways has achieved 3 stars and above for all of its jobactive locations, with 5 stars in the Townsville region and 4 stars across the Cairns region.
- Establishment of a pilot program supporting customised employment outcomes for individuals receiving NDIS funding. The project to commence 1st July 2018.
- Successful transition of the DES contract from strategic partner, ACSO in the Melbourne region.
- Attracted \$100k annually for two years to provide mentoring services to young people who are connected to or at risk of connection with the Juvenile Justice System.
- Attracted \$100k per year for three years through the Engage funding pool to support the Gippsland East Mentoring program.
- Attracted funding to deliver the Smart, Skilled and Hired service in Northern NSW. The program focuses on the delivery of intensive employment support to long term unemployed or disengaged young people aged 15-21.

Future Challenges

- The introduction of an open market model for Disability Employment Services will mean a change to the way we communicate with our employers and engage with our participants. We welcome this change as we believe it presents the best possible outcomes for people with disability seeking employment, and are confident that Workways is well equipped to thrive in this new environment.

Performance

Employment Region	Program	2017/18 Rating
Townsville	jobactive	★ ★ ★ ★ ★
Cairns	jobactive	★ ★ ★ ★
Wollongong	DES	★ ★ ★ ★ ★
Richmond	DES	★ ★ ★ ★ ★
Mt. Isa	DES-DMS	★ ★ ★ ★ ★
Townsville	DES-ESS	★ ★ ★ ★ ★
Mt. Isa	DES-ESS	★ ★ ★ ★ ★
ACT/ Queanbeyan	DES -ESS	★ ★ ★
Gold Coast	DES-ESS	★ ★ ★
Calder VIC	DES-ESS	★ ★ ★
Logan	DES-ESS	★ ★

DES: Disability Employment Services; DMS: Disability Management Services: a Disability Employment Service for people with disability, illness or injury requiring limited ongoing support; ESS: Employment Support Services: a Disability Employment Service for people with disability requiring moderate to high level of ongoing support to maintain employment.

Case Study: Korban Campbell, Subway Bairnsdale



Korban Campbell first presented to Workways as a 15 year old who had exited school, had been diagnosed with ADHD and had a number of personal barriers that made it difficult for him to engage in learning or employment.

Workways employment consultant, Jodie McLellan, was

appointed as Korban's employment support, knowing it would take time and perseverance to discover his preferred education and employment pathway.

Jodie initially scheduled appointments with Korban five days a week, partly to keep his mind off school where he was no longer allowed to attend; but importantly to help him build his confidence and trust in her. He was apprehensive about dealing with another 'social worker' so Jodie's approach was to build rapport with Korban by discussing common interests and creating a connection that was valuable to him.

After two weeks of appointments, Korban agreed to remove his headphones that he wore constantly and started to open up about his interests and his

concerns.

Korban began to show an interest in caring for children, and it was through Workways that he eventually enrolled in a Certificate III in Childcare. As Korban was below the allowable age to work in the industry, Jodie looked for a part-time role that could provide him with some financial independence and experience.

Jodie contacted Hayley Smith, a former client of Workways who was now successfully managing the Subway sandwich store in Bairnsdale. Hayley had previously employed seven participants of the Workways Jobs Victoria Employment Network in her store.

Korban commenced at Subway as a casual server. He has now been there six months and has been promoted to opening the store, and working as a shift supervisor when the manager is away.

With Hayley as his mentor, he has now embraced his role as mentor to other young people employed in the store, insisting that he needs to help them develop their 'maturity'.

Korban recently turned 18 and has moved into his own home with his partner, and is saving for a new car. While he is now old enough to move into the childcare industry, he is weighing up his options and may pursue a management pathway with Subway.

Jodie still meets with Korban every fortnight where he eagerly discusses his plans for the future. He credits Jodie and Workways with turning his life around.

Workways Australia Services Report



The focus of Workways Australia Services over the past year has been to improve internal efficiencies, while maintaining a focus on growth. This has included an investment in staffing, development of partnerships and relationships with a range of businesses and organisations, provision of intensive systems and sales training to staff to ensure they can achieve targets, increasing our response time to enquiries, generation of new leads and targeted recruitment strategies being implemented.

Now that the business is established in the East Gippsland, Wangaratta and Canberra regions, our energy is being put into activities that ensure that the business will continue to meet targets and grow.

Key Achievements

- In 2017 the business grew from a single location in Bairnsdale Victoria, into the Wangaratta and Canberra regions.
- We invested in a second dedicated staff member to assist in growing the business through recruitment and placement activities.
- We are now achieving sales of approx. \$38,000 per week (average), and are growing all the time
- Entered the Wangaratta labour hire market: Workforce XS commenced recruitment for Alpine Truss, a timber mill who build and distribute wall frames and trusses, and are one of the largest employers in Wangaratta. Since February 2018, we have placed nine workers at Alpine Truss into ongoing casual positions and continue to provide recruitment and labour hire services to Alpine Truss.
- Partnership with CLT People: Workforce XS entered into a partnership with CLT People, an employment solutions business based in Canberra. Working with CLT, we have been able to expand the business into the ACT successfully.
- Record Earnings: revenue for May 2018 and June 2018 was at its highest since commencement of the business in 2015, and continues to grow.

Future Challenges

Workways is a high achieving Employment Services organisation, however our experience has traditionally been in the funded services market. This is the first time Workways has diversified into a parallel market, and Labour Hire, while a close cousin of Employment Services, is arguably very different. This has required us to develop an entirely new skill set, and to apply

our existing skills in a different way, to set up new relationships with employers, create a different customer service approach, and to compete in a saturated market.

Our team are rising to this challenge and we are optimistic about the business' future prospects.

Performance

Labour Hire: 35 FTE placements per week
Recruitment: 16 clients per week
Employers: 30 new clients in 2017/18
20% increase in revenue from previous year

Helping Hazelwood Workers Find Their Feet



Ainslee Scurrah, an Employment Consultant at Workways Australia, knows first-hand the impacts that the closure of the Hazelwood Power Station has had on individual workers.

Up until recently, Ainslee and her partner were participants of the State funded, LVA Workers Transition Service, an employment service provided by Workways Australia to support workers retrenched from the decommissioned Engie Hazelwood Power Station.

Ainslee's partner had been an employee of Engie for over 12 years, and they sought the support to transition into new industries and full time work to support their family.

"I was working in a casual role, so when my partner was out of work, I decided to seek a full time role that would suit my skills, and find an organisation where I could add value." said Ainslee.

When Ainslee came upon the Employment Consultant role with Workways Australia, she knew that she could apply her experience to help former Engie workers find the confidence and skills to transition into new industries.

"Based on my own experiences, I know that it's more than just finding the right job, it's also about providing the right support for people to have the confidence to

sit for interviews, prepare résumés and adjust to the needs of a new workplace and industry.

"Some of these workers have been at Engie for most of their working life, so I really wanted to approach this in a way that demonstrates I understand what they might be feeling and that they all need an individual approach."

Ainslee had previously worked for 16 years as a shift worker in the food industry and holds a Diploma of Food Technology. She knew that her skills would be transferable to the employment industry, and it's this approach that has helped her when working with other Worker Transition clients.

"My role is to help our clients identify their existing skills and experience, and look at how this could relate to other industries," said Ainslee.

"I then help them with interview techniques, give advice on preparation of résumés and provide them with job preparation training."

Ainslee is currently presenting Aptitude Test Preparation Workshops which have been embraced by clients and help build their confidence for future roles.

"Often the most daunting part of getting a new job is the interview process. I'm here to make that easier for clients so they can focus on the important task of demonstrating that they're the right person for the job!"

Our Board

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 2 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 (AICD); 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 VET sector and is a member of various Boards. Previously, Angela was the Chief Executive Officer of East Gippsland Institute of TAFE for 7 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 and
- 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 FAICD. Her interests include living in Paynesville, walking with her Labrador, playing bridge and reading.

She 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.

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 a member of AICD (Associate) and 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.

Jane McKay **Non-Executive Director**

Jane McKay 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 is a member of the AICD.



Jane's qualifications include:

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

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.

Russell Needham **Non-Executive Director**

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 CPAs. During that time he was a partner in several Accounting Practices 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

Our Board

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, VEDA, Bairnsdale Golf Club, Gippsland Lakes Yacht Club, various football and cricket clubs and Rotary.

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.

Jenny Semple Non-Executive Director

Jenny was the CEO at the Southern Migrant and Refugee Centre for 20 years, with extensive experience in the settlement, aged care, youth, and employment areas in the non-profit sector. Prior to that she worked for the state government in public housing and aged care.



Jenny has been on many boards over the past 25 years including the Refugee Council of Australia, Settlement Council of Australia, Chisholm TAFE and Darebin Community Health Centre. She is currently on the Ethnic Communities Council of Victoria Board.

Jenny's qualifications include a Bachelor of Social Science, Graduate Diploma in Management, and she successfully completed the Folio Community Leadership program through Leadership Victoria.

Jenny received an award for Meritorious Service to the Community, as part of Victoria's Multicultural Awards for Excellence 2016.

Jenny brings skills and expertise in strategic thinking and planning, quality and risk, human resources and partnerships. She also has expertise and extensive experience in working with multicultural communities.

Max Newton Non-Executive Director

Max was appointed a Director of Workways in 2017. Prior to that he worked in senior management in the vocational education and training sector for more than 15 years. He is a Graduate of the Australian Institute of Company Directors and holds a Masters Degree in Accounting, Bachelor of Science, Graduate Certificate in Transformational Management and Diploma of Education.



He brings to the Board expertise in financial analysis, strategy and change management. Max believes that providing people with opportunities in education and employment enables them to have a satisfying and successful life. He looks forward to contributing to the important role Workways plays in the community. Max has a strong sense of fairness. His personal interests include squash, bike riding and travel.

Bill Gamble Non-Executive Director (resigned 22nd November 2017)

Bill has operated his Consulting Engineering and Project Management business in Bairnsdale since 1976.



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 corporate management structure, and served one term as Mayor, then was a councillor with the East Gippsland Shire. Bill is a member of Australian Institute of Company Directors. 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.

Building Bikes, Building Relationships



Participant Ashley Lapham donates his refurbished bicycle to Eagle Point resident Mark McDougal, while Beth Campbell, Manager Paynesville Uniting Care Friendship Shed and Jeremy Kilby, Workways Youth Engagement Officer, look on.

Young people in East Gippsland are building their confidence and important community connections through an innovative program that teaches youth how to upcycle old and disused bicycles.

The Take2Cycles program, an initiative of Workways Australia through the Gippsland East Mentoring (GEM) program, provides participants with the training and skills to strip down, repair and rejuvenate old bicycles.

Participants are required to restore two bicycles; keeping one for themselves and donating the second one to a person or community group in need.

Facilitator, Jeremy Kilby said that while the program is teaching technical skills, its focus is on building confidence and independence in participants.

“There is an immense satisfaction for our participants, in seeing their hard work come to fruition,” he said.

“I think though that for most of them, the most satisfying part is being able to give a bicycle to someone in need, and to play a role in community strengthening.”

Ashley Lapham completed the eight week program and was pleased to hand his completed bike to Eagle Point

resident, Mark McDougal.

Mark was nominated by Beth Campbell, Manager of the Paynesville Uniting Care Friendship Shed as a recipient after his bicycle was stolen. Mark relies on his bicycle as his primary form of transport.

“We’ve had an amazing response from the community both in terms of donations to the Take2Cycle program, and as mentors for our participants,” said Bryan McCormick, CEO of Workways Australia.

“Mentors don’t need to have any special mechanical skills, but must have an interest in supporting and mentoring young people in our community. We provided the training and technical skills so they could learn alongside them.”

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 2018 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.

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 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). The EMT comprises the Chief Financial Officer, Chief Strategy and People Officer, and Chief Services Officer.

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 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 (Chair)

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

Michael Nelson (Chair Governance Committee)

Margaret Taylor

Jane McKay

Russell Needham

Bill Gamble (Resigned 22nd November 2017)

Jenny Semple (Appointed 22nd November, 2017)

Max Newton (Appointed 22nd November, 2017)

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

Company Secretary

Kristine Mehlert; Executive Administration held the role of Company Secretary from 23 February 2017 to 4 May 2018.

Russell Needham, Non-executive Director held the role of Company Secretary from 4 May 2018 to 28 June 2018.

Michelle Brett, Chief Financial Officer was appointed Company Secretary on 28 June 2018.

Operating result

Workways Australia has reported a loss for the year of \$1,129,009. Despite this loss, the company's net asset position remains strong at \$5,333,290.

The loss this year includes an amortisation expense of \$295,868 for DES contracts acquired in 2015.

The new five-year grant agreement for DES commencing 1 July 2018 saw a shift to an open market modelled on participant choice of provider. Preparing for this change required Workways to invest in the development and implementation of new structures, staff training and technology and this has affected our profitability. Financial margins on programs have been insufficient and whilst revenue has continued to be strong, expenditure to support expansion and investment in technology for the open market has been high.

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 Ltd 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, Victoria, 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 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 across our network.
- 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	11	11
Angela Hutson	11	9
Michael Nelson	11	10
Jane McKay	11	10
Margaret Taylor	11	10
Russell Needham	11	10
Jenny Semple	7	7
Max Newton	7	7

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 2018 the number of members was 132 (2017: 130). The combined total amount that members of the company are liable to contribute if the company is wound up is \$1,320 (2017: \$1,300).

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 in accordance with a resolution of the board of directors.

Director: 

Thelma Hutchison (Chairperson)
Dated this 26th day of October 2018

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 had 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 were accepted by the membership and a new governance model best suited to Workways' future has been implemented with an ongoing review process in place.
- Annual review of the Chief Executive's performance and development of current key performance indicators.
- Review and updating of Governance policies.
- Implementation of the previously developed Director Skills Matrix and Director assessment process.
- An external assessment of Board Performance and effectiveness with a view to ensuring the Board best serves the needs of the company.
- Implementation of the Board renewal process

in line with the Workways' governance model.

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

Michael Nelson
Chair

Audit and 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 and regulatory and contractual compliance matters.

Throughout the 2017-18 year, the Audit and Risk Committee has maintained a strong focus on financial and strategic risk management outcomes. This continued focus has resulted in:

- The finalisation and endorsement of the Workways Strategic Risk Register which is now firmly aligned to the Workways Strategic Plan 2017-20.
- The ongoing future focus of the Committee to strengthen the core elements of the Committee's responsibility through the alignment of the organisation's approved budget and financial reporting to the Strategic Risk Register and the Strategic Plan.
- The review and approval of the 2017 Strategic Internal Audit Plan resulting in a strengthened requirement for the internal auditors to monitor and follow-up any outstanding actions from previous audits.
- The Committee overseeing the Expression of Interest process to secure the services of Workways' internal auditors for 2018-2020.
- A formal self-assessment and evaluation being conducted of the Committee's skills, processes and adherence to its Terms of Reference.
- The Committee engaging in a comprehensive discussion regarding its operations and performance as a result of an evaluation

conducted in the 17/18 financial year.

- The annual review of its Terms of Reference.
- The annual review of the organisation's delegations and also a reporting and tracking framework for internal non-compliance.

Angela Hutson
Chair

