



# WW WORKWAYS

## Annual Report

### 2018-2019

# About this Report

The Workways Australia Limited Annual Report for 2019 is a summary of our operational and financial performance during the 2018-2019 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](http://www.workways.com.au)

Email: [enquiry@workways.com.au](mailto:enquiry@workways.com.au)

ACN: 141 659 734

Follow us



Quality  
ISO 9001



# Contents

Chairperson's Report .....	4
Our Clients: Ratha's Place .....	5
Chief Executive Officer's Report .....	6
Our Clients: Lexie, Innisfail .....	9
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 Services .....	21
National Coverage .....	24
Client Services Report .....	26
Workways Australia Services Report .....	28
Workways Celebrates 30 Years .....	29
Our Board .....	30
Our Clients: Tannille, Pippi's on the Beach .....	33
Directors' Report .....	34
Governance Committee .....	38
Audit, Finance & Risk Committee .....	39

## Highlights



~15,000

Total clients benefitted from Workways services in 2018/19

## Our People



279

Total staff  
8% increase on 2017/18

Gender diversity  
(Executive)

66%  
Female

33%  
Male

Gender diversity  
(Board)

75%  
Female

25%  
Male

Gender diversity  
(Total organisation)

69%  
Female

31%  
Male



## Vale Bill Gamble

The Board of Management and staff of Workways Australia express our sadness on the passing of Bill Gamble on 21st March, 2019.

Bill was a dedicated and active member of the Workways Board for over 10 years, championing the rights of disadvantaged people and advocating for the environment.

His vision, drive and passion for the East Gippsland region was evident and he will be missed across many sectors of the East Gippsland community.

# Chairperson's Report



On behalf of the Board of directors, I present the following report for the 2018-2019 financial year. This year was the second of our Strategic Plan 2017-2020, the roadmap for our future. Our vision is *"engaged communities: connecting people to opportunity"* and we continue to work towards achieving this vision through four key components:

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

The major focus this financial year has been on our largest Commonwealth-funded programs Disability Employment Services (DES) and jobactive. The five-year grant agreement for DES commenced on 1 July 2018, and saw a shift to an open market model based on participant choice of provider. Although the DES program consistently increased its caseload during the year, significant upfront expenditure was required. This resulted in the DES program's expenses outweighing the revenue earned during the year, and this has adversely affected our financial result. However, during 2019-20 as the caseload matures and with a focus on achieving increased outcomes, the Board expects the increasing outcome payment revenue to exceed the upfront expense and achieve the program's profitability target.

In the lead up to the Federal election this year, the Government extended the current jobactive contracts by two years and these now run through until June 2022. This extension gives Workways a good opportunity to improve the performance, star ratings and the profitability of the program. This, in turn, should see us well placed for repeat success in the next jobactive tender process, which will be held in about eighteen months.

During the year Workways partnered with Victorian Catchment Management Authorities to deliver

the Gippsland Drought Employment program, an initiative of the Victorian State Government. The program is designed to provide temporary, off-farm work for drought-affected individuals, farmers and farmworkers. With a focus on natural resource management, projects have included rail trail maintenance, weed control, fencing, native seedling plantings and upgrade of public facilities.

The Board has been pleased with the improvements in profitability for new contracts secured through the Environmental Program. Other smaller programs that have performed well include Transition to Work, Springboard and ParentsNext.

The company has reported a loss for the year of \$2,523,660, which includes \$1,616,000 for non-cash items (depreciation and amortisation). The company's net assets are \$2,442,721. The Board will continue to focus its efforts on returning the company to profitability through robust financial oversight, strong risk management assessment, and ensuring performance is aligned with our strategy.

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.

In 2018-2019 the Board undertook an external Board performance review. The summary report described the results as follows: "The Review showed a Board with a sound, relevant mix of skills, and a healthy group dynamic, albeit with some tensions, a need for improved information, strong decision-making processes and monitoring processes." The Board agreed to implement all recommendations from the review.

In November 2018 following a rigorous and

transparent process, Sue Salthouse was appointed to the Board as a new director and Angela Hutson was reappointed, both for three-year terms. The biographies included in the annual report detail the broad range of skills and experience that the directors bring to the Board.

In my role as Board Chair, I have been ably assisted by Russell Needham, Deputy Chair; Margaret Taylor, Chair of the Audit, Finance and Risk Committee; and Jane McKay, Chair of the Governance Committee. I would like to thank all directors and the two independent members of the Audit, Finance and Risk Committee, Abbas Khambati and Jo Cain, for their

participation and commitment throughout the year.

The reports of our Chief Executive, Bryan McCormick and his Executive Management Team are published in the following pages. Their dedicated commitment to all of Workways' stakeholders, particularly our clients, is evident to all of us.



**Thelma Hutchison**  
**Chair**



## Our Clients: Max, Ratha's Place

Max Lukmann is a well-known identity in Oaks Flats, a lakeside suburb south of Wollongong. He's the consummate host for visitors to Ratha's Place, a social enterprise café that provides employment to people with intellectual or developmental disabilities.

Max, who recently celebrated his 60th birthday with High Tea at the café, joined the team in January 2019 in what has been his first-ever open employment role. His colleagues say that he is thriving in the role and has become the heart and soul of the café. Gay Ingram, People and Partnership Leader at

Workways Australia first met with Max in 2018 and was immediately taken by his warm smile and friendly nature. "Max is affectionately known as the 'Mayor of Oak Flats' due to the number of people that know him!"

Max had been participating in group activities at a local disability service provider when he first presented at Workways. "While he enjoyed his daily activities, he was so keen to get his first job, his enthusiasm and willingness to participate showed that he would be of value to any employer." said Gay.

"He nailed the first interview and was so happy when he was told he'd got the job."

Ratha's Place was first established in Western Sydney by philanthropists Faye and Blayne Webb. The café namesake is a young Cambodian boy with a physical and intellectual disability who Faye and Blayne met on a family holiday in 2011. Following an extensive fundraising campaign, they were able to provide equipment and support to Ratha, and establish Help2Help, a social enterprise in Cambodia to support other disadvantaged community members.

They then brought their experiences back to Australia and established 'Ratha's Place' as an employment and training organisation for people with disability.

Ratha's Place has become a regular haunt for the Workways team, not just for the excellent service but also for the fantastic food.

"It's hard to pick a favourite, but for me it's probably the great Caramel Lattes. And they're always served with a smile!" said Gay.

# Chief Executive Officer's Report



In 2018/19 Workways continued on the path of the past six years to grow and diversify. The biggest change this year was our expansion into a number of new markets in our Disability Employment Service (DES).

The Federal Government decided last year DES would be moving to an open market model which 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 combined with five years of high performance, saw Workways achieve our best ever tender result. We were awarded DES contracts 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

With all the unknowns of moving to an open market model, and particularly the effect of a large increase in the number of providers and competition, our first priority was to secure market share. We have been very successful in this regard with our DES caseload growing from 1,768 on the 30 June 2018 to 3,577 on the 30 June 2019. This 102% increase in the number of people with a disability we provide

employment service support to, in just the first year of the new contract, was an outstanding result. The DES contract is for an initial five-year term, with two further options of five years. Whilst still subject to a change in government policy and satisfactory performance by Workways we could, however, see the current contract extend through to the 30 June, 2033. Workways has never had such long-term

security with a contract, so the introduction and then expansion of the DES program at Workways is a critical part of our future success.

For year two of the program (2019/20), the priority is to increase performance through increasing the number of people with a disability we place into work. Pleasingly, we are already seeing this uplift with the big winners our clients, their families and the communities where we operate.

“

There were over 15,000 people whose lives were improved in 2018/19 because of the support we provided.

– Bryan McCormick

Government has advised other programs are likely to follow suit and be delivered in an open market setting where clients have choice and providers must compete to attract clients. The NDIS has been the clearest example of an open market where it is the client who has the funding and the client who chooses where to spend that money. At Workways we have recognised 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 as well as making 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 have

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 includes social media, websites, digital analytics, travelling caravans and a call centre. This year we also provided a week of off-site training with CoAct to over 50 DES staff and had senior staff participate in a range of co-design 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 from 43 to 52. To make our services more accessible to our customers, we also made arrangements with another 20 community organisations to provide visiting services. This means we now deliver our services from 72 sites in total – 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 and together with the losses in year one of starting up the new DES contract, negatively impacted our 2018/19 operating result. We are now seeing a positive return on the investments and this 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-day forums three times per year, spending one day on strategic issues and one day participating in leadership and professional development workshops.

Once again, Workways has delivered more services, to more people, in more regions than at any time in our 30-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

- **Drought Relief** – providing employment opportunities on environmental projects to members of farming communities impacted by drought
- **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 to 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 jobseekers in Gippsland
- **Worker Transition Services (WTS)** – employment services to workers, their families and contractors affected by the closure of the Hazelwood Power Station (*now completed*)
- **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 (*program trial now completed*)

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 2018/19 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 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. As the Workways CEO, I am an active part of the NERG.
- **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 design a program for offenders on their release. 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 Volunteers** – our mentors are volunteers drawn from the local community and support young “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.
- **East Gippsland Catchment Management Authority (EGCMA)** – Workways partners with the EGCMA to provide temporary, flexible employment off-farm for people impacted by drought in the Gippsland region. These environmental management projects positively impact local communities and catchments.

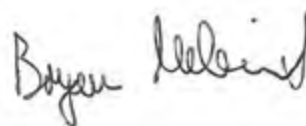
The above snapshot of Workways demonstrates the value of the partnerships we have formed in recent years. The needs of our communities, the people we support and the environment we live in

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.



**Bryan McCormick**  
Chief Executive Officer





## Our Clients: Lexie, Innisfail

Lexie's story is one of hope, brotherhood and community. His move from Arnhem Land to Innisfail meant a fresh start and new opportunities so he could change his life story.

When Lexie met Marvin, Workways' Indigenous mentor he was living in a caravan in Cardwell with his wife and one-year-old child. Marvin says that what struck him most about Lexie was his personality and his search for something worthy in life.

"Lexie talked fondly of his home in Arnhem land, of red dirt, his culture and dreamtime stories, but he also talked of his time in jail and how he now had his family out here in the big world with no direction or guidance or hope. He wanted to try and create something special for his mob," said Marvin.

Marvin and Lexie became firm friends, and before long he and his young family had been invited to live in Marvin's mum's home so they could get back on their feet and he could find a new job.

For Marvin, providing a helping hand to Lexie was just what they did in his community. "This was special, having a full blood aboriginal man in our

community from such a spiritual place like Arnhem Land. Lexie fuels me even more with how extra special it is to be an Aboriginal person. It is healing to the body as a whole," added Marvin.

"I wanted to show Lexie that together we could heal the negatives and that what happens in the past doesn't define the future. I want him to show his people that life out here can be achieved without fear, and that hope and knowledge is here."

Marvin's support and guidance came to fruition in May 2019 when Lexie started his new job. He is now working as a Trade Assistant with 'Spot on Tyres'. He had a dream to work as a mechanic, and thanks to Spot on Tyres, Workways and Skills360, he has qualified for a mature aged apprenticeship.

"Now when I speak with Lexie, what I hear in his voice is confidence, hope, love, family and his future. He is smiling every day," said Marvin.

# Chief Financial Officer's Report



In the 2019 financial year, 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 Australia Capital Territory and Victoria. In addition, Workways rolled out the new Disability Employment

Services contract from 1st July 2018, broadening the organisation's geographic footprint even further into six new Employment Service Areas (ESA's).

The Finance Team worked incredibly hard throughout the year, incorporating new sites, costing, staff, assets and processes into their workflow, as well as restructuring our finance systems to ensure we are well-positioned to support current and future business activities and reporting needs.

- 384 employees paid during the year, to the value of \$11,770,047
- 16,068 supplier invoices processed
- 7,219 supplier payments made, totalling \$19,333,839
- Total supplier documents handled 23,754
- 52 permanent and 26 outreach sites managed
- 140 vehicles and 15 trailers managed
- New Board and Management reports designed and implemented
- New team structure implemented to support growing business demands

## Operating Result

This year saw consolidated revenues increase by \$438,695 (1.4%). This small increase is a result of a change in accounting policy in respect to the jobactive program, where client expenditure and reimbursements drawn from the Employment Fund were previously treated as revenue and expenses but are now captured in the balance sheet and treated as receivable. In effect, jobactive revenue declined slightly compared to 2018, while DES revenue increased \$2.6M and revenue from our Youth and Community programs increased \$1.6M.

As a result of the DES rollout across a larger footprint, investment into these new regions saw expenses increase by 4.5%, however, reported expenses were also impacted by the change in accounting policy in respect to the jobactive Employment Fund, and in reality they increased to a

much greater degree once the impact of that change is removed.

Increased expenditure is represented by Employee Benefits Expenses by \$3.65m (22.5%), other expenses by \$2.15m (22%), while client expenses decreased by \$4.33m (69%).

The operating result for the year was a deficit of \$2.52m. The most significant factor behind the result for 2019 was the rollout of the new Disability Employment Services contract, beginning 1 July 2018. Significant resources have been invested in the rollout of this new, five-year contract, including the establishment of 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 used cash of \$1.5m (\$1.35m provided in 2018), while funds used by financing activities were \$1.9m (\$501k used in 2018). Cash flows from investing provided \$1.3m due to the sale of a building. Workways ended the 2019 year with \$1.76m in cash, a decrease of \$2.09m on the 2018 closing balance of \$3.85m.

## Balance Sheet

Workways consolidated total equity decreased by \$2.25m (\$1.129m decrease in 2018) due to the operating result for the year. Whilst the organisation experienced a significant deficit in 2019, primarily due to the significant investment made in the initial period of the new DES contract, which spans the period 1 July 2018 to 30 June 2023. However, its net asset position remains positive and positive returns on the DES investment are anticipated early in the 2020 financial year.

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 2019 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 2019 total \$10.097m (\$11.27m in 2018) and equity \$2.442m (\$4.966 in 2018).

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

**Michelle Brett**  
Chief Financial Officer

# Financial Performance Summary

	2018/19 (\$'000s)	2017/18 (\$'000s)
<b>Our Revenue</b>		
jobactive	7,779	12,075
Disability Employment Services	11,425	8,826
Work for the Dole	1,952	2,045
Employment revenue	1,318	1,235
Envite - environmental revenue	2,632	2,278
Transition to Work	1,644	1,642
Youth & community services	2,374	700
Workways Recruitment - labour hire revenue	1,657	1,598
NDIS	17	-
Interest and Other Revenue	251	280
Other income	69	-
<b>Total Revenue</b>	<b>31,118</b>	<b>30,679</b>
<b>Our Expenditure</b>		
Employee Benefits Expense	19,849	16,200
Depreciation and Amortisation Expense	1,616	1,219
Client Expenses	1,917	6,251
Property Costs	2,666	2,309
Telephone	1,498	1,316
Job Futures & CoAct fees	1,489	1,327
All other expenses	4,606	3,553
<b>Total Expenses</b>	<b>33,641</b>	<b>32,175</b>
<b>Our Assets</b>		
Current Assets	4,521	6,105
Non Current Assets	5,576	5,166
<b>Total Assets</b>	<b>10,097</b>	<b>11,271</b>
<b>Our Liabilities</b>		
Current Liabilities	6,030	5,730
Non-current liabilities	1,625	575
<b>Total Liabilities</b>	<b>7,655</b>	<b>6,305</b>
<b>Net Assets</b>	<b>2,443</b>	<b>4,966</b>

# 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 over 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 8 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 15 years. In this time, she has demonstrated a determined commitment to the delivery of services that allow people to actively participate in their community, and that enable 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 in NSW.

As the Chief Strategy and People Officer with Workways, she works across the business to ensure Workways' programs actively engage, support and elevate our participants at every opportunity.

To do this, Sam works closely with staff from across the organisation in a business development capacity, to identify and pursue opportunities to continuously improve so that Workways can deliver effective support services to our local communities.

Sam's formal qualifications include a Masters in Management, a Graduate Diploma in Management (Professional Practice), and a Graduate Diploma in Community Services Management. She has recently enrolled in a Masters in Business Administration (MBA) and has extensive experience in community development, youth work, employment services, small business development, and strategic management.

# Our Strategic Performance



## 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
<b>Action</b>		
Appointment of an Environmental Services Manager to oversee the Envite business unit and develop connectivity with our employment services programs.	The Australian Government National Landcare Smart Farms program has provided \$100,000 for Envite to help macadamia growers on floodplain in northern NSW to improve the natural environment while building farm profits.	Expansion of the Disability Employment Services contract from 8 employment service areas (ESAs) to 15 ESAs commencing 1st July 2018.
Introduction of the 'Sister Site' challenge encouraging collaboration and teamwork across our jobactive sites, with the goal to place jobseekers into meaningful and sustainable employment.	Attracted \$1.2M in drought relief funding.	Continuation and expansion of Skilling Queenslanders for Work in the Gold Coast Hinterland and the commencement of SQW Townsville project in partnership with James Cook University.
Achieved 5 star jobactive ratings on four Workways sites.	In collaboration with other Disability Services in the Illawarra introduced NDIS pilot to transition NDIS participants into employment.	
Achieved 60% growth in the first year of the new DES contract.		

## 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
<b>Action</b>		
Continuation and expansion of Skilling Queenslanders for Work in the Gold Coast Hinterland and the commencement of SQW Townsville project in partnership with James Cook University.	Exceeded expected caseload growth in DES despite the move to an open market, with a 100% growth from 30 June, 2018.	Appointment of an Envite Koala project officer as part of the Regional Koala Conservation and recovery project - North East Hinterland Regional Koala Conservation.
Supporting drought affected communities in Gippsland through the Workways Envite Drought Employment Project.	Federal Government extension to jobactive and TTW contracts until 2022, meaning Workways has secure contracts for the next three years across our three major programs.	Envite has been successful as the NSW North Coast Contractor engaged by NSW Biodiversity Conservation Trust (BCT) over two years to educate school students about the importance of conserving out native plants and animals on private land.
Expansion of Disability Employment Services (DES) into seven new employment service areas – Cairns, South Brisbane, Kiewa, Ovens, Goulburn Valley, East Gippsland and Latrobe Valley.		Working with CMA's, local government, Statutory Water Authorities and farming communities to provide employment through State Government drought relief funding.
Increased caseloads in DES, jobactive, Transition to Work, ParentsNext and JVEN, providing more opportunities for people to move into employment across our footprint.		Engagement with the Victorian Government in the co-design process for the new iteration of Jobs Bank.

# Our Strategic Performance

## 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
<b>Action</b>			
Establishment of the new DES Service Delivery model creating improved service and efficiency for our clients.	Continued focus on risk through the strategic and operational risk registers.	Introduction of program reporting and budgets to provide better oversight.	Renewal of City of Gold Coast Council bush regeneration contract.
	Board level strategic review undertaken in May 2019.	Complete review of all programs, implementation of an associated restructure and improved profitability through the introduction of cost reduction strategies.	Achievement of all placement and employment outcomes for the Jobs Victoria program, with an extension of contract announced until May 2020.
Establish a new leadership unit in jobactive to drive improved performance and efficiencies.	Implementation of new risk structure and reporting processes to better engage all staff at Workways in risk management.		Extension of the Youth Crime Prevention Grant until June 2021.
Review of all policies, procedures, forms and systems to identify improvement opportunities, and implement strategies to increase productivity and reduce administration requirements.		Implementation of performance improvement plans on the two largest programs, jobactive and DES, leading to increased revenue and profitability.	Through our relationship with Victorian Government the attraction of drought relief funding to provide employment opportunities on environmental projects for farming communities affected by drought.
		Identification of internal cost reduction opportunities and implementation of strategies which were rolled out across the business.	



## 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
<b>Action</b>			
Review of performance improvement processes to encourage and enable staff development.	Investment in the CoAct network marketing plan that centralises marketing for our Disability Employment Services.	Implementation of a new ICT strategy that involved transitioning to a new ICT provider that delivers a more efficient, advanced and cost effective cloud environment.	Development of a new Workways website with increased visibility of customer feedback and enquiry forms.
Review of Workways Human Resources policies and procedures to ensure alignment with best practice.			Investment in the CoAct call centre to manage Workways' DES enquiries.
Staff Survey action plan developed in response to staff feedback.	The CoAct Marketing plan delivered 587 employment leads to Workways, with 136 conversions.	Additional resourcing provided for the ICT team, and new helpdesk processes implemented to assist with streamlining communications.	Flexible servicing introduced for customers requiring additional at home employment support.
Staff Retention Strategy developed to nurture and grow existing staff.	Workways achieved 31 media mentions and articles in 2018/19.		
All DES staff members received mentoring and training on the program as part of the Destination Performance Roadshow.		Establishment of new video conferencing system allowing greater connectivity across the Workways footprint.	

# Corporate Services Report

The Corporate Services team incorporates Human Resources, Information Technology, Marketing and Communications, and Quality Management.

Given the significant investment into the DES rollout in 2018/19, the corporate services teams focused attention on seeking greater efficiencies in our systems and processes and identifying cost savings that would not impact on the delivery of services.

Both the Human Resources and Quality departments undertook reviews of their systems that will continue into the next financial year. The Human Resources department reviewed all policies and procedures to ensure they reflect best practice and deliver the best opportunities to develop and retain our staff.

In addition, a staff retention strategy was implemented to reduce staff turnover and seek opportunities to develop existing staff. In January 2019, more than 70% of staff completed the staff satisfaction survey. Results of the survey informed a staff satisfaction plan with all actions to be completed by December 2019.

As part of the ICT Asset and Infrastructure Management plan, implemented in 2017/18, Workways successfully transitioned to a new ICT Services provider based on improved performance and lowered costs. The new service also allows greater oversight for our ICT Manager ensuring that issues and opportunities for efficiencies are continually explored.

Workways contributed to a CoAct network marketing plan which provided a centralised marketing service for the rollout of the DES contracts in a highly competitive open market. The co-invest model provided access to marketing expertise and services that Workways had previously outsourced, and contributed to the growth of the DES caseload across the Workways footprint.

The Workways Quality Management System was also reviewed in 2018/19. The review focused on engagement of staff and management in quality and compliance, the effectiveness and usability of the system and the adherence to ISO 9001 standards. All policies and procedures are being reviewed across the organisation and a new Quality Management System will be established by December 2019 to improve staff connectivity with the quality requirements of the business.

## Key Achievements

- Review of performance improvement processes to encourage and enable staff development.
- Review of Workways' Human Resources policies and procedures to ensure alignment with best practice.
- Staff Survey action plan developed in response to staff feedback.
- Staff Retention Strategy developed to nurture and grow existing staff.
- The CoAct Marketing plan delivered 587 employment leads to Workways, with 136 conversions.
- Workways achieved 31 media mentions and articles in 2018/19.
- Implementation of a new ICT strategy that involved transitioning to a new ICT provider that delivers a more efficient, advanced and cost-effective cloud environment.
- Establishment of a new video conferencing system allowing greater connectivity across the Workways footprint.
- Development of a new Workways website with increased visibility of customer feedback and enquiry forms.

## Future Challenges

- The upgrading of our ICT Architecture will be a key challenge in 2019/20 as we move to improve our systems and create connections between legacy systems while introducing new systems.
- While reviews across the corporate services departments are currently underway, it is important that the business can resource appropriately to manage these projects while managing the day to day needs of the business.
- Staff turnover remains above the desired rate and requires organisational prioritisation to reduce rates over the next 12 months.

# Envite Environment Report



The first six months of 2018-19 saw adjustments to the EnviTE organisational structure. Despite significant changes in personnel, EnviTE experienced continued strategic growth across the Workways footprint in Eastern Victoria, Northern NSW, South East and North Queensland. A number of new projects and programs commenced requiring an extensive range of service delivery components. Excellence in our service delivery was maintained due to the professionalism and commitment to the organisation by all of EnviTE's dedicated staff. The diversification of these projects provided new opportunities and new revenue streams ensuring EnviTE will remain a sustainable and viable business division of Workways into the future. Our focus for 2019-20 will be the continued implementation of the EnviTE business plan 2019-21.

EnviTE and Workways partnered with East Gippsland Catchment Management Authority to provide support to drought-affected farmers. The Drought Employment Project in the Gippsland region provides employment for individuals in East Gippsland and Wellington Shires who are adversely impacted by drought. This includes farmers, farmworkers, suppliers and employees in related industries. The region has experienced consecutive seasonal dry conditions resulting in the decimation of the beef and dairy industry with local communities experiencing an economic downturn. The program is funded by the Victorian State Government and will continue into 2020.

EnviTE has gained over \$1 million in funding to expand delivery of Skilling Queenslanders for Work – Work Skills Traineeships in the coming year. This will include 20 trainees based in Townsville and 36 trainees in the Gold Coast hinterland. The projects are proudly supported by the Queensland Government. Work Skills Traineeships provide paid employment opportunities to disadvantaged Queenslanders while at the same time funding projects that leave a visible and long-lasting impact on social infrastructure and services in a local community. Our success in gaining strong employment and training outcomes for participants is key to being able to continue and grow this program. We are proud to be providing pathways to work while also benefiting local communities and the natural environment.

We will build partnerships in North Queensland through our Skilling Queenslanders for Work project at Townsville and Work for the Dole projects servicing the Tully and Innisfail area.

Our Work for the Dole project is working with Cassowary Coast Regional Council providing jobseekers with an opportunity to work as a team with the priority on the elimination of weeds and the planting of native trees in the Tully District and Mission Beach. Project participants developed skills in weed control, land care management, horticulture and small machinery maintenance. The Lismore WFD project is assisting Richmond Valley Council, Lismore Council, Friends of the Koala and Friends of the Rainforest Botanic Gardens. Participants are working as a team to make a positive contribution to their community while developing practical skills in natural area management.

EnviTE's professional bush regenerators continued to provide high-quality service in the Coffs, Clarence, North Coast, Richmond and Gold Coast regions through funded and fee-for-service projects. The Coffs Harbour City Council Environmental Levy funded EnviTE staff to undertake a biosecurity project to survey Pandanus trees along 78 kilometres of coastline. Koala habitat on Coffs Council reserves was enhanced by council levy-funded EnviTE regenerators and the coordination of the Coffs Coast Native Seed Bank. In the Clarence Valley, our bush regeneration team will commence the Clarence Riverbank Remediation Project involving the planting of 60,000 trees across 32ha to remediate erosion and restore lowland rainforest.

Through partnerships with NSW National Parks and Wildlife and Big Scrub Rainforest Landcare, North Coast and Richmond EnviTE bush regenerators have continued the restoration of hundreds of hectares of Critically Endangered Lowland Sub-Tropical Rainforest with works exceeding \$250,000. On the Gold Coast, our bush regenerators are improving beachfront vegetation at Surfers Paradise and in one of the many other public land reserves in the hinterland. The City of Gold Coast Council has contracted EnviTE to deliver around \$330,000 of bush regeneration works across coastal dunes and bushland reserves over 2019-2020. We now have a dedicated full-time Gold Coast team consistently meeting the high standards set by Council.

EnviTE continued to provide employment opportunities for Aboriginal people through our partnerships with Yaegl Traditional Owners, Dorodong Indigenous Protected Area, Coffs Harbour LALC, Bogal LALC and Minyumai bush regenerators.

## Key Achievements

- Supporting drought-affected communities in Gippsland through the Workways EnviTE Drought Employment Project.
- Continuation of Skilling Queenslanders for Work in the Gold Coast Hinterland and the commencement of SQW Townsville project in partnership with James Cook University.
- The renewal of the City of Gold Coast Council bush regeneration contract.
- Appointment of an EnviTE Koala project officer as part of the Regional Koala Conservation and recovery project - North East Hinterland Regional Koala Conservation. EnviTE has agreed to deliver Project Officer Services for three years. Working in partnership with Tweed, Byron and Ballina Shire Councils, Lismore City Council and Friends of the Koala to ensure that koalas in the project area are secure in the wild into the future.
- The Australian Government National Landcare Program Smart Farms program has provided \$100,000 for EnviTE to help macadamia growers on floodplains in northern NSW to improve the natural environment while building farm profits.
- EnviTE has been successful as the NSW North Coast Contractor engaged by NSW Biodiversity Conservation Trust (BCT) over two years to educate school students about the importance of conserving our native plants and animals on private land.
- NSW Environmental Trust has funded three projects continuing into 2019/2020: the final year of Dorrigo, Wanganui and Fleays Barred Frog; and the second stage of Bungawalbin Emu project has been approved for funding.
- EnviTE continues to work with Big Scrub Landcare on the restoration of the Big Scrub Rainforest with current contracts exceeding \$500,000.
- Provision of a diverse range of professional environmental services to clients including land developers, road builders, local councils, government agencies, Indigenous organisations, Landcare groups and private landholders.
- Design and implementation of environmental education and awareness-raising events to school students, Landcare groups, Indigenous groups, private landholders and government agency staff.
- As EnviTE strategically expands its geographic range it is pivotal to find local support staff with business development skills, local NRM knowledge and networks. Access to facilities to resource projects and the recruitment of key local people presents an ongoing challenge.
- The fee-for-service bush regeneration industry is a competitive market with low margins; our charge-out rate must cover on-costs and be profitable without being priced out of the market. EnviTE maintains a reputation as industry leaders providing a highly professional quality service; maintaining our reputation requires ongoing investment in staff and resourcing programs well.
- The integration and transition of EnviTE's current services and programs into the Workways structure is progressing. The success of the transition will be dependent on EnviTE and Workways' senior leaders and executive managers, managers and staff actively working to ensure that EnviTE (the Environmental Services business division of Workways) can leverage existing resources and supports across the Workways footprint.

## Future Challenges

- Funding for biodiversity conservation and environmental grants is currently a low priority at a state and federal government level. Therefore the diversification in business development is the key to ongoing success for EnviTE. We will continue to focus and pursue business opportunities with larger project investments that may not have traditional environmental outcomes.

# 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.

		Percentage change
Total Clients 2019	>5,300	
Total Clients 2018	>2,500	
Total Clients at 30/06/2019	3577	<b>+100%</b>
Total Client at 30/06/2018	1,782	
Total Placements 2019	1068	
Total Placements 2018	70	
13 week outcomes 2019	518	<b>+7%</b>
13 week outcomes 2018	485	
26 week outcomes 2019	385	<b>+7%</b>
26 week outcomes 2018	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.

		Percentage change
Total clients 2019	>8000	
Total clients 2018	>8,000	
Total clients at 30/06/2019	5,672	<b>+3%</b>
Total clients at 30/06/2018	5,506	
Total Placements 2019	2,490	<b>- 1.19%</b>
Total Placements 2018	2,520	
4-week outcomes 2019	1,496	<b>- 13.5%</b>
4-week outcomes 2018	1,730	
12 week outcomes 2019	1,254	<b>- 13.7%</b>
12 week outcomes 2018	1,453	
26 week outcomes 2019	817	<b>- 13%</b>
26 week outcomes 2018	939	

## ParentsNext (PN)

ParentsNext helps parents with children under 6, to plan and prepare for future study or work.

Total clients at 30/06/2019	538	<b>- 19%</b>
Total clients at 30/06/2018	661	

# Our Services

## Gippsland Engaged Mentoring Program (GEM)

The Gippsland Engaged 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 Mentors 2019	76
Total Mentors 2018	50
Total Clients 2019	70
Total Clients 2018	71

## 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.

JVEN PWD		Percentage change
Total Clients 2019	358	+46%
Total Clients 2018	245	
Total Placements 2019	85	+42%
Total Placements 2018	60	
Outcomes 2019	55	+17%
Outcomes 2018	47	

JVEN Ex-Offenders	
Total Clients	348
Total Placements	75
Outcomes	57

## 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 Hume	28
Total Clients Gippsland	26

## Worker Transition Service (WTS) \*Contract completed 1st February, 2019

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 2019	336
12 week outcomes 2019	76

## 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.

		Percentage change
Total Clients 2019	192	+17.8%
Total Clients 2018	163	
Placements 2019	247	+461.4%
Placements 2018	44	
Optional Outcomes 2019	177	+172.3%
Optional Outcomes 2018	65	
13 week outcomes 2019	95	+1800%
13 week outcomes 2018	5	
26 week outcomes 2019	72	+1700%
26 week outcomes 2018	1	

## 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.

		Percentage change
Total Clients at 30/06/2019	462	+21%
Total Client at 30/06/2018	381	
Total Outcomes 2019	192	+2%
Total Outcomes 2018	189	

## 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.

		Percentage change
Total Activity Placements 2019	2092	- 19%
Total Activity Placements 2018	2597	
Average Activities per job seeker	1.9	- 15%
Average Activities per job seeker	2.24	

# National Coverage

BRISBANE REGION  
Disability Employment  
Services  
ParentsNext

CAIRNS REGION  
jobactive  
Disability Employment  
Services

CANBERRA REGION  
Disability Employment  
Services

COFFS HARBOUR  
Environmental Services

EAST GIPPSLAND  
Disability Employment  
Services  
Environmental Services  
Gippsland Engaged  
Mentoring (GEM)  
Jobs Victoria Employment  
Network (JVEN)

GOLD COAST REGION  
Disability Employment  
Services

ILLAWARRA REGION  
Disability Employment  
Services

LATROBE VALLEY  
Springboard  
Disability Employment  
Services  
Worker Transition Service  
Transition to Work  
Jobs Victoria Employment  
Network (JVEN)

MELBOURNE  
Disability Employment  
Services  
Jobs Victoria Employment  
Network (JVEN)

MOUNT ISA  
jobactive  
Disability Employment  
Services  
Transition to Work

NORTH EAST VICTORIA  
Springboard  
Disability Employment  
Services

RICHMOND (NSW)  
Environmental Services  
Disability Employment  
Services

TOWNSVILLE REGION  
jobactive  
Disability Employment  
Services  
Transition to Work





Cairns Region

Townsville Region

Mt Isa

Brisbane

Gold Coast

Tweed Heads

Richmond Region

Coffs Harbour

Illawarra Region

Canberra Region

North East Victoria

Melbourne

East Gippsland

Latrobe Valley

# Client Services Report

The rollout of the new DES contracts was the primary focus in the services division, with the executive, corporate services and DES teams undertaking a major implementation project ensuring sites were functional and servicing customers from 1st July 2018.

Workways invested significantly in the DES rollout to ensure the future sustainability of the business, and by the end of the financial year, Workways had doubled its client caseload. This investment, while significant, is in line with our mission to deliver benefits to the community by enabling people to participate in the workforce, develop their potential and contribute to society.

Our second-largest program, jobactive, underwent a major strategic review to help improve outcomes for our clients and improve job satisfaction amongst staff. Management changes have ensured that the program is seeing positive improvements and it is forecasted to become a high performing program over the next 12 months as the results of the review are realised.

Workways underwent a pilot program delivering job readiness support to clients on the NDIS who have an employment component in their funding. The pilot, while providing necessary supports to a range of clients, indicated that given the complexity of NDIS, Workways is not currently seeking to include NDIS services as part of its core business.

The Jobs Victoria program continues to grow and deliver support to a wide range of jobseekers, including some of the most disadvantaged people in our community. The ex-offenders program has been successful in placing 125 people into work who have recently left the criminal justice system.

Workways was successful in gaining funding until June 2021 to provide mentoring to young people in the East Gippsland region who have had contact with or have a demonstrated risk of being involved with, the criminal justice system.

## Key Achievements

- Exceeded expected caseload growth in DES despite the move to an open market, with a 100% growth from 30 June, 2018.
- Introduction of a retention specialist in DES to monitor placements tracking and qualifications of outcomes.

- Achieved 5 star jobactive ratings on four Workways sites.
- Introduction of the 'Sister Site' challenge encouraging collaboration and teamwork across our jobactive sites, with the goal to place jobseekers into meaningful and sustainable employment.
- Achievement of all placement and employment outcomes for the Jobs Victoria program, with an extension of contract announced until May 2020.
- Successful conclusion of the Worker Transition Services, placing jobseekers impacted by the closure of the Hazelwood Power Plant into alternative employment. Workways placed 160 jobseekers into work over the course of the contract, and provided support to a further 176 employees.
- Extension of the Youth Crime Prevention Grant until June 2021, with Workways providing mentoring support to people aged 10-24 who have had contact with, or have a demonstrated risk of being involved with the criminal justice system.
- Federal Government extension to jobactive and TTW contracts until 2022, meaning Workways has secure contracts for the next three years across our three major programs.

## Future Challenges

- Stabilising the workforce in a highly competitive market. The focus in 2019/20 is on staff recruitment and retention. The induction processes will be refined to ensure staff are adequately trained and supported from their first day of employment.
- Workforce challenges in our jobactive program are being addressed with the introduction of support roles in line with our service delivery model.

## Future Plans

- Trial with Esher House and employment service provider Interact using behavioural science to drive employment outcomes for DES clients.
- Collaboration with training organisations to deliver programs and skills to improve job readiness amongst our clients, with a focus on indigenous support in Northern Queensland.
- Review of induction processes to improve staff retention and effectiveness.

## Performance

Employment Region	Program	2018/19 Rating
ACT / Queanbeyan	DES-DMS	★★★★★
ACT / Queanbeyan	DES-ESS	★★★
South Brisbane	DES-DMS	★★★★★
South Brisbane	DES-ESS (MENH)	★
South Brisbane	DES-ESS	★★
Wollongong	DES-DMS (PSD)	★★★
Wollongong	DES-ESS (MENH)	★★★
Wollongong	DES-ESS	★★
Townsville	DES-DMS	★★
Townsville	DES-ESS	★
Richmond	DES-DMS (PSD)	★
East Gippsland	DES-DMS	★
Logan	DES-DMS	★
Logan	DES-ESS	★★★
Cairns	DES-DMS	★★★
Cairns	DES-ESS	★★★
Cairns	jobactive	★
Latrobe Valley	DES-ESS	★★★★
Gold Coast	DES-ESS	★★★★
Calder	DES-ESS	★★★
Ayr	jobactive	★★★★★
Ingham	jobactive	★★★★★
Tully	jobactive	★★★★★
Mt Isa	jobactive	★★★★★
Aitkenvale	jobactive	★★
Charters Towers	jobactive	★★★
Thuringowa	jobactive	★★★
West End	jobactive	★
Innisfail	jobactive	★★★★

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. PSD: Psychiatric Disability; MENH: Mental Health.

# 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 the 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 East Gippsland and Wangaratta, our energy is being put into activities that ensure that the business will continue to meet targets and grow.

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.

## Key Achievements

- Entered the Wangaratta labour hire market- Workforce XS commenced recruitment for Alpine Truss: a timber mill that builds and distributes wall frames and trusses, and is 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.

## 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.

## Future Plans

1. Build performance through sales to meet sales expectations
2. Offer labour hire and recruitment services across the Workways footprint
3. Continue to build performance through sales to exceed network expectations in years 2-5

How will these be measured:

- Increased sales
- Training will have been provided to staff across the Workways network about Workways Recruitment and Labour Hire and the benefits it offers to them, clients and candidates
- Key staff will have been identified across the Workways footprint to advocate, promote and 'sell' Labour Hire as an option to our existing Employer Networks
- There will have been increased marketing activity to build our profile

## Performance

Labour Hire: 25 FTE placements per week  
Recruitment: 7 clients per week

# Workways celebrates 30 years

On the 17th of January 1989, a new training and employment support service was founded in Bairnsdale. With an initial budget of \$105,000 and four staff, Bairnsdale Training for Employment (trading as Skillshare) commenced its first training program for people seeking to join the workforce. It went on to become Workways Australia and has since helped tens of thousands of job seekers and young people reach their employment goals.

In 1989, Bairnsdale was a region impacted by remarkably high rates of unemployment, particularly among young people, and limited external investment in jobs growth. The establishment of the early incarnation of Workways was the beginning of a community-driven success story that played a role in helping grow the East Gippsland economy. Founder Pam Elliott, who was CEO of Workways for 18 years, knew that the success of Workways would depend on its commitment and involvement in the local community. To this day, Workways remains a not-for-profit organisation that contributes to many local community initiatives including Committee for Gippsland and East Gippsland Marketing.

Present-day Workways CEO, Bryan McCormick is proud to be a part of the long history of Workways in East Gippsland, "When the organisation was first founded 30 years ago, it was a small training provider that primarily serviced the Bairnsdale township. "With careful planning and the support of the local community, we're now a National organisation with 72 sites along the east coast from the Melbourne suburbs, up to Cairns in far north Queensland. "Despite our growth, our heart and soul very much remains in East Gippsland where we continue to house our head office," said Bryan.

Some of the early training courses offered by Workways in 1989 are an interesting look back at history with MS-Dos Word Processing courses and grooming and deportment classes for women. Workways CEO Pam Elliott also made history in 1997 when she became the first female member of the Rotary Club of Bairnsdale, with the Rotary President remarking that "...today's world is a rapidly changing place and we have to move with the times."

In 1999 the Workways expansion began to take shape as it expanded from six sites in Gippsland to 17 sites across NSW and Victoria. This was due to Workways' successful tendering to offer employment services under the then Commonwealth Government's Job Network scheme. This growth



An early Workways staff photo

continued further in 2003 with an expansion to 24 offices and 162 staff.

"While the size and breadth of Workways' services has changed since its inception, the driving purpose of the organisation remains the same; and that is to work to improve the lives and the communities in which we work by supporting and enabling people to reach their potential, and participate in the workforce," said Bryan.

"I think what has been key to our success is the support of the local community, particularly in the early years, and our ability to adapt. We've seen many changes in State and Federal Governments, and we have been agile enough to adapt quickly to the changing needs in employment services.

"The recent reforms in Disability Employment have been a great opportunity for us to review and renew our offering but we always remain true to our individualised approach that focuses on the ability of our client, not their disability."

# Our Board

## **Thelma Hutchison** Chair

Thelma is an experienced governance professional with over ten years of board experience, including three years as Chair of a board. She has governance expertise with not-for-profit organisations in employment services, health and education, and indigenous services.



Thelma's qualifications include:

- Graduate of the Australian Institute of Company Directors
- Certified Practising Accountant
- Bachelor of Business

Previously, Thelma was employed in executive leadership roles with Gippsland Lakes Community Health, Inner East Community Health and the Child Migrants Trust.

She is currently an:

- Independent member of the Audit and Risk Committee for Lowitja Institute for Aboriginal and Torres Strait Islander Health Research.
- Independent member of the Audit and Risk Committee for the Catchment Management Authority.
- Independent member and chair of the Audit and Risk Committee for the Gunai Kurnai Traditional Owner Land Management Board.

Thelma adds value to the Workways Board with strong governance experience and particular expertise in financial analysis, strategy and planning. She has a strong belief in social justice and in empowering people through training and employment opportunities.

## **Russell Needham** Deputy Chair

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 CPA's. 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 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.

Russell resides in Townsville, northern Queensland, and enjoys travel, family, hiking and cycling.

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

## **Margaret Taylor** Chairperson, Finance, Audit & Risk Committee

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** **Chairperson, Governance** **Committee**

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.

### **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.

# Our Board

## **Angela Hutson** Non-Executive Director

Angela is a Management and Education Consultant with over 20 years' experience in the VET/TAFE 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
- 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 a:

- Member of the Gunai Kurnai Traditional Owner Land Management Board
- Member of the Regional Development Australia Gippsland Committee
- Board Director at East Gippsland Water
- Board Director at TAFE Gippsland



## **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, 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.



## **Susan Salthouse** Non-Executive Director (appointed 22 November 2018)

Sue was appointed a Director in 2018. She has worked in the area of social justice and human rights all her adult life, with numerous sorties into the education sector depending on country of residence. Australia's ratification of United Nations Human Rights conventions provide the scaffold she uses to address the discrimination and marginalisation experienced by women and girls with





disabilities in the education sector and in the wider community.

Her particular focus has been to play an active role in systemic advocacy to improve the status and opportunities for women and girls with disabilities to participate in the community. Sue is currently Chair of Women With Disabilities ACT, a position she has held for over a decade.

Sue is director of a number of organisations which address aspects of equity in access to education and employment, including Rights & Inclusion Australia (RI Australia), Women in Adult and Vocational Education and the Independent Advisory Council of the National Disability Insurance Scheme. She is a former chair of Advance Personnel (a Disability Employment Service), and a former member of the Council of the University of Canberra (2012-2017). Sue is also a past President of the Australian Communications Consumer Action Network (ACCAN), Women With Disabilities Australia (WWDA) and is an inaugural life member of the Australia Nepal Friendship Society.

Sue has the lived experience of disability after an accident in 1995. She was the 2015 Canberra Citizen of the Year, 2014 ACT Senior Woman of the Year, and a nominee for the 2014 Senior Australian of the Year.

**Max Newton**  
**Non-Executive Director**  
**(resigned 29 October 2018)**

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.



## Tannille, Pippi's on the Beach

Tenacity and hard work was what it took for Tannille to secure employment in a supportive workplace.

Tannille had been unemployed for some time when she came to Workways Australia seeking support to guide her into employment. Working with Workways Recruitment Partner, Susan Dorries, Tannille was flexible with her needs and simply wanted to find a job.

Susan was impressed with Tannille's resilience and attitude, which saw her participate in Workways' jobs clubs and other activities that would improve her job readiness. Tannille was willing to try any job and never gave up searching for the right role.

Workways enrolled Tannille in a Barista course, the skills of which she used at a Workways community event where free coffee was served to participants.

With her training complete and experience with Workways, Tannille was successful in gaining a kitchenhand position at Pippi's on the Beach Restaurant in Mission Beach. Her new employer Christine was impressed with Tannille's honesty when she stated in interview that she had a disability, but also encouraged Tannille to focus on her abilities.

Tannille relocated from Ingham for the role and is enjoying the challenges of working in a busy café.

It was Tannille's tenacity and unwillingness to be impacted by job rejections that led her to success.

# 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), comprising the Chief Executive Officer, Chief Financial Officer, and Chief Strategy and People 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, Finance 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)  
Russell Needham (Deputy Chairperson)
- Margaret Taylor (Chairperson, Audit, Finance & Risk Committee)
- Jane McKay (Chairperson, Governance Committee)
- Michael Nelson (immediate Past Chairperson)
- Angela Hutson
- Jenny Semple
- Susan Salthouse (appointed 22 November 2018)
- Max Newton (resigned 29 October 2018)

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

## Company Secretary

Michelle Brett, Chief Financial Officer, is the Company Secretary.

## Operating result

The loss of the group for the year after providing for income tax amounted to \$2,523,660 (2018: \$1,495,918 restated).

The operating result was a deficit of greater magnitude than 2018 as a consequence of a number of factors discussed in Note 1, Section (b) Going concern and economic dependence. While revenue increased by \$0.5M from \$30.6M to \$31.1M, expenses increased by a greater proportion by \$1.5M from \$32.1M to \$33.6M, primarily driven by investment in the new Disability Employment Services contracts across a wide geographic footprint.

In line with our accounting policy the 2019 amortisation expense of the jobactive contract acquired in 2015 was \$137,866. Therefore, our final operating result before this amortisation is a deficit of \$2,385,794.

Following success in tendering for the new Disability Employment Services (DES) contracts, whereby Workways retained the majority of our existing footprint under the new DES Grant Agreement, and in addition was successful in tendering for six new Employment Service Areas, Workways began the new DES contracts on 1 July 2018.

## 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 on 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.
- 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;
  - Undertaking environmental reforestation and rehabilitation projects in New South Wales and expanding environmental services in Victoria, Queensland 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 gain employment for people with a disability and ex-offenders through the Victorian government's Jobs Victoria Employment Network.

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, Victoria 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

## 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	10
Russell Needham	11	11
Michael Nelson	11	9
Margaret Taylor	11	9
Jane McKay	11	11
Angela Hutson	11	10
Jenny Semple	11	10
Max Newton	4	3
Susan Salthouse	6	5

## 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 outstanding obligations of the company. At 30 June 2019 the number of members was 129 (2018: 132). The combined total amount that members of the company are liable to contribute if the company is wound up is \$1,320 (2018: \$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 on behalf of the board of directors.

Director: 

Thelma Hutchison (Chairperson)

Dated this 24th day of October 2019

## 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 Governance 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, Purpose and Values.

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

- Annual review of the Chief Executive's performance and development of current key performance indicators.
- Ongoing review and updating of Governance policies to ensure their currency and relevancy to the organisation and the environment in which it operates.
- Annual General meeting preparation.
- Review and implementation of the previously developed Director Skills Matrix and Director assessment process.
- Completion of 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 Director appointment and Board renewal process in line with the Workways' governance model.

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

**Jane McKay**  
Chair

# Audit, Finance & Risk Committee



The Workways Audit, Finance and Risk Committee continues to assist the Board to 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 2018-2019 year, the Audit, Finance and Risk Committee has maintained a strong focus on financial and strategic risk management outcomes. This continued focus has resulted in:

- Ongoing review and updating of the Workways strategic risk register
- Instigation of a review of the organisation's risk management framework to be conducted in 2019
- Review and recommend to the Board of audited financial statements for 2017/18
- Monthly review of the financial reports and recommendations to the Board, as required
- Review and recommendations to the Board of the Workways budget for 2019-2020
- Annual and ongoing review of the organisation's delegations
- Review of internal auditing for better alignment to the organisation's strategic directions, priorities and needs
- Ongoing tracking of financial compliance
- The annual review of its Terms of Reference

**Margaret Taylor**  
Chair

