

ANNUAL REPORT

2022/23



WW WORKWAYS



OUR VISION

Engaged communities; connecting people to opportunities.

OUR PURPOSE

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

OUR VALUES

- > Respectful
- > Accountable
- > Ethical
- > Sustainable
- > Engaged

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.

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Workways is a charity registered with the Australian Charities and Not-for-profits Commission with a public benevolent institution subtype.



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CHAIRPERSON'S REPORT

ON BEHALF OF THE BOARD OF DIRECTORS I AM PLEASED TO PRESENT TO MEMBERS, STAFF, CLIENTS AND KEY STAKEHOLDERS MY REPORT FOR THE 2023 YEAR.

We have again had a year of change both in contracts and personnel. Our new contracts of Workforce Australia and Transition to Work are now well embedded and the results are justifying our decision to go it alone through our tender process and delivery of the programs. We have also developed some important partnerships that will enhance our services that exemplify our core 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". This also includes our Environmental arm; Envite.

2022-23 YEAR

During the year we have seen some changes with our leadership team, with a new CFO and CPO. Both have hit the ground running, helping to reinvigorate our EMT and assist our CEO continue the strong relationship with our Board. We have had to navigate our way through the completion of our sub contract agreement for the delivery of DES services and the cessation of the state funded JVES contract. This comes at a cost which is reflected in our financial result. These changes have been worked through by our leadership team and staff at the coal face in what has been challenging and at times, disruptive. This successful transition is a credit to the resilience and culture of our organisation.

At our strategic planning session in May the Board, together with our EMT and senior leaders carefully considered our approach to the next twelve months, noting that it will be one of consolidation and building a foundation towards future contracts and revenue streams. For the first time in a number of years we will be able to rebuild and enhance the Workways brand without being under the umbrella of another organisation. Improved stakeholder engagement across a broad spectrum, is designed to build our brand.

Our two sub committees, Audit and Risk and Governance continue to be an integral part of the Board's oversight.

They are working well on the business with our Executive Management Team, Internal and External auditors, receiving regular reports from consultants on Cyber security, risk framework and management, along with many others. Our two independent members; one on each committee have been invaluable in their contribution.

We have continued throughout the year working on our own Board KPI's so as to improve our own capabilities. Part of this included the completion of an external board performance and skills review. As this was completed just before our previous AGM it gave appropriate insight into the Board recruitment process. As a result, two new board members, Ross Morgan and Melanie Woodward commenced. Both are highly qualified in their areas with previous board experience. They are welcome additions to the Board providing fresh thoughts and opinions.

FINANCIAL SUSTAINABILITY

The 2023 year has been a tough one with costs associated with new contract deliveries and the completion of contracts impacting our bottom line. Our deficit for the year of \$533,027 exemplifies this. Notwithstanding, our balance sheet remains strong with key indicators either at or above acceptable levels.

We believe our strategic plan going forward provides us with the pillars to consolidate over the next twelve months and then build future growth. We are building important relationships with external stakeholders, and this coupled with a more stable staff and culture; we see many positives ahead.



THE YEAR AHEAD

We are currently waiting to see the report from the Government on the Select Committee's findings into Workforce Australia. It is envisioned that the structure of this contract may change, thus offering opportunities or challenges. Our strong performance to date holds us in good stead to hopefully continue to grow. New opportunities in the environmental arena also creates optimism for growth in this all important area. Pilot programs in youth and disability sectors are assisting in keeping our presence in these other important areas of operation.

In a year of consolidation, we will continue to explore targeted opportunities to grow the business. This means fostering a culture of continuous improvement to progress performance and achieve the right outcomes for our customers. It also means that we want to improve our social and environmental impact reporting to expand opportunities for Envite to deliver climate change mitigation and CSR/ESG projects.

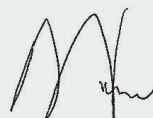
In building our sustainability we need to acknowledge our staff as our greatest asset. As one of the key pillars of our strategic plan, we will continue to invest in staff through learning and development so that we can improve job satisfaction and therefore retention. This is an important area for our Board who are also participants in the various learning and development opportunities.

BOARD CHANGES

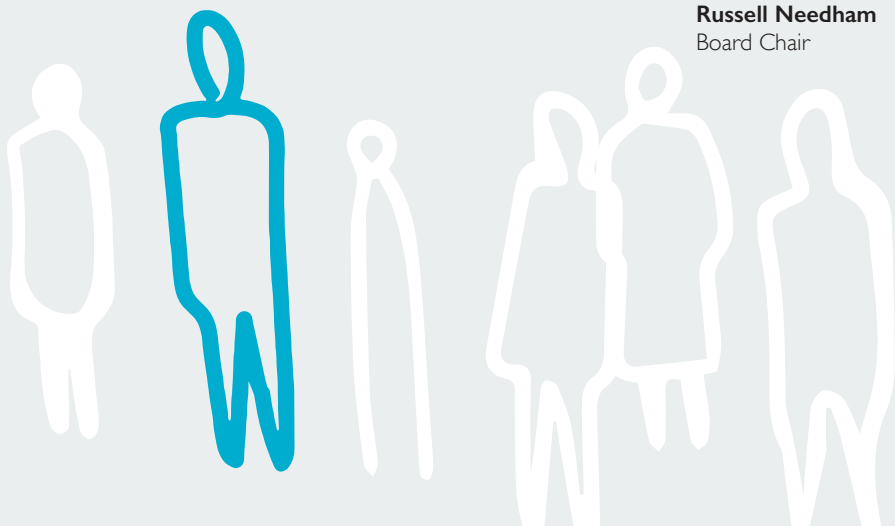
As referred to above, two new Directors were appointed at our 2022 AGM; Ross Morgan and Melanie Woodward. At this year's AGM one of our long-standing directors, Thelma Hutchison retires having served her maximum three consecutive terms. As a Board member for some 10 years, Thelma has held the executive positions of Chair and Chair of Audit and Risk Committee. Thelma has clearly been a leader who has helped Workways navigate through a number of changes to help create the strong organisation we have today. Thelma's dedication, insights and leadership will be missed. We thank her for a significant contribution and wish her well.

LEADERSHIP AND STAFF

It goes without saying that we have an excellent leadership team headed by our CEO, Kieren Kearney. With his Executive management team and senior leaders, they have helped us navigate another year full of challenges. To all of you, as well as our hard-working staff we thank you for another outstanding effort, and your commitment to our purpose and core values.



Russell Needham
Board Chair



CHIEF EXECUTIVE OFFICER'S REPORT

WORKWAYS HAS JUGGLED THE COMPETING PRIORITIES OF BOTH CONSOLIDATING BACK TO OUR CORE BUSINESS WHILE EXPLORING STRATEGIC AND PURPOSE ALIGNED OPPORTUNITIES FOR FUTURE GROWTH.

Through consolidation, we took a critical view of our systems and efficiencies which resulted in the development of multi-year, comprehensive strategies for our ICT systems and the retention, recruitment and development of our people. In addition, we implemented a new Learning and Development strategy to complement our People strategy, which includes the evolution of our leadership program and an improved induction program to build staff satisfaction and effectiveness.

We also brought Envite to the fore with the implementation of a business growth strategy that has seen us expand our presence in North Queensland, and pursue new opportunities supporting academic research with partners Australian National University and LaTrobe University. Our work supporting habitat restoration for endangered koala populations in NSW continued to grow in 2022/23, with the strengthening of our partnership with globally recognised conservation organisation, WWF.

The implementation of our Workforce Australia and Transition to Work programs in both Brisbane (Queensland) and Gippsland (Victoria) have been a success with teams adapting quickly to the new program and creating valuable networks in their local communities to best support our jobseekers.

Due to our strong and productive partnership with Brotherhood of St Laurence, we were invited to deliver a pilot program focused on providing support to young jobseekers with disability, in partnership with our Transition to Work program in Gippsland. The pilot commenced in June 2023, and we look forward to monitoring the results which will undoubtedly influence Government services to support youth with disability into the future.

The Federal Government review of Employment Services, due in 2023/24 will bring important reform to the sector. Workways made submissions to the broader Workforce Australia review as well as reviews into the Disability Act, DES Quality Framework and the ParentsNext program. In June, I was also invited to present to the Select Committee for Workforce Australia on our experiences and recommendations.

With tighter Federal and State Government budgets this year, we saw a significant reduction in funding for the Jobs Victoria program which concludes in its current form in October

2023. Despite these pending changes, our staff placed nearly 60% of Jobs Victoria participants into employment, and developed collaborative partnerships to assist large employers such as Toll Logistics.

Our subcontracting relationship with CoAct for the Disability Employment Services program officially ended this year, marking the first time since 2015 that Workways will deliver all of its employment services directly to Government. Acknowledging that this represents a substantial reduction in our revenue and workforce, it was an important change strategically for the business that will also lead to greater resource efficiencies and control over the quality and standards of service. Whilst it was difficult to say goodbye to so many of our valued team members, the freedom to deliver quality services will pay dividends for the communities we work with in the long term.

The conclusion of the DES sub-contract and subsequent expenditure associated with office closures and redundancies did contribute to a deficit result of \$533,027. Our focus in 2023/24 is to return to surplus and ensure we continue to deliver high performance programs for people most disadvantaged in our communities.

To both retain valued staff experienced in disability services as well as expand our service offering to people most in need, Workways made the strategic decision to commence a trial of NDIS services in Cairns and Brisbane. These services align with employment supports and will ensure we can continue to make a positive difference in our local communities.

We are focused on the completion of our 'Reflect' Reconciliation Action Plan, with a view to evolve to an 'Innovate' plan in 2023/24. Events to recognise occasions of significance for Aboriginal and Torres Strait Islander people were held across Workways this year including NAIDOC week and Reconciliation week.

Joining other leading organisations across Australia, we provided staff with the option to substitute the Australia Day public holiday in recognition of the trauma associated with the day for our Indigenous communities. In addition, we publicly declared our support for the Indigenous Voice to Parliament in the leadup to the referendum in October 2023, providing staff with access to credible, factual information to help support their decision making.



This year we expanded our reward and recognition program to include the annual Ways2: GiveBack event that combined activities aligned to our core values with a rewarding three day break from the office for six of our high performing staff. Participants had the opportunity to explore the beautiful Northern Rivers region of NSW and participate in planting koala food trees with our Envite team.

In September, Envite won the training award for South-East Queensland in recognition of our WorkSkills traineeships delivered through Skilling Queenslanders for Work, moving onto State Finalist. While in October, Mikayla Birnie in our Brisbane team received the Bright Star award at the annual National Employment Services Association (NESAs) awards in recognition of her early success and bright future in employment services. This was a special award reserved for stand out young performers, that is only awarded at the discretion of NESAs judges. We were also pleased to nominate employers GreenTech for the ACT Disability and Inclusion awards, which saw them deservedly progress as finalists.

In October, we welcomed Tracey Crowell to the Executive Team in the role of Chief People Officer; while in June we also welcomed the appointment of Alison Lisle as Chief Financial Officer. Both Tracey and Alison bring a wealth of experience and knowledge to the team, and we are pleased to have them on board for the future growth and development of Workways.

We remain confident that the future remains bright for Workways and in the next twelve months of consolidation our teams will continue to invest in our communities and environment to make a lasting positive change.

Kieren Kearney
Chief Executive Officer

CASE STUDY

ALANNA OVERCOMES ADDICTION TO THRIVE NEW JOB, NEW START FOR ALANNA!

In August 2022, Alanna joined our Workforce Australia program. She had been out of work for about five years due to addiction (of which she is now 2 years clean) and had struggled with finding employment but was determined and eager to have the Workways Capalaba team help her to turn her life around.

Alanna had a meeting with her new Employment Coach, Jen, and shared her love for physical activity and a desire to work with motorised equipment. Jen suggested that Alanna consider enrolling in a Certificate III in Supply Chain Operation, which would also provide her with a forklift license. The idea intrigued Alanna, and she even sent pictures of the course brochure to her mum, seriously considering it as a viable option.

At their next appointment, Alanna declared, "Let's do this!" It happened to be a Friday afternoon, so Jen wasted no time calling the fantastic team at EDB Training in Capalaba. They efficiently enrolled Alanna, and she was set to begin her course on the following Monday morning. Alanna left that day with an infectious smile and was practically skipping out of the office with excitement.



Within just one week of starting her course, Alanna left a lasting impression on the EDB team. They were so impressed with her that they informed her of a job opening at TradeTools in Capalaba and arranged an interview for her. Jen and the team helped Alanna with interview attire, and hyped her up for this exciting opportunity. Alanna aced the TradeTools interview, and they wasted no time in offering her a position as a Warehouse Worker. She started the following week!

EDB Training and TradeTools collaborated to support Alanna in completing her course while working full-time. Alanna has worked incredibly hard, and now, after six months of full-time employment, she is overjoyed with how her life has transformed. She finally has stability, a regular income, and a daily routine that brings her fulfillment. Alanna can now afford some small luxuries that were once out of her reach, and she couldn't be happier about the positive changes she has experienced.

EXECUTIVE TEAM



Kieren Kearney
Chief Executive Officer

With over 20 years' experience in the Employment Services industry, Kieren has worked in senior leadership roles across both private and not-for-profit sectors. Commencing in the CEO role at Workways in 2019, Kieren brings extensive experience and qualifications in project and change management and is focussed on delivering high quality employment and environmental programs designed to support communities across Workways' entire footprint. Kieren has a Bachelor of Applied Science, Masters of Business Administration and is a Graduate of the Australian Institute of Company Directors.



Tracey Crowell
Chief People Officer

With a career in human resources and learning spanning over 20 years, including 15 years at an executive/senior management level, Tracey has worked in numerous industries including community and social assistance services, aged care, retail, construction, manufacturing, distribution and consultancy. Tracey possesses a Master of Business (QUT), Bachelor of Arts (Psychology) (UQ), Advanced Certificate in Strategic Human Resource Management (Cornell University) and is a Certified Professional with the Australian Human Resources Institute. Tracey leads the delivery of the optimum employee experience, driving high employee engagement and performance.



Alison Lisle
Chief Financial Officer

Ali is an accomplished professional with a wealth of experience in financial management, governance, and compliance across local and state government. Ali holds a Masters of Business Administration, a Bachelor of Commerce and is a Certified Practising Accountant (CPA). Ali is a collaborative and engaging leader who values teamwork and believes in fostering a culture of transparency and accountability, working closely with teams to achieve shared goals.



Karly McCaskill
General Manager, Brand & Strategy

With extensive experience in marketing and communications, Karly has worked in the not-for-profit sector for over 15 years across diverse industries including regional and economic development, public healthcare and employment services. Karly is passionate about increasing opportunities for regional Australians, and developing thriving communities. She holds a Bachelor of Business (Marketing), a Master of Business Administration and is a graduate of the Australian Institute of Company Directors.

BOARD



Russell Needham,
Chairperson

Russell is a qualified accountant with over 35 years' experience in public practice, and is now a retired member of CPA Australia. He resides in Townsville and retains business interests in East Gippsland as a partner in Jayco Gippsland. Over many years, Russell has been involved in industry, community and sporting organisations. This involvement includes holding executive positions on the Boards and committees of a number of these associations and community groups.



Angela Hutson,
Deputy Chairperson

Angela is a Management and Education Consultant with over 20 years' experience in the VET/TAFE sector and is a member of various Government Boards and regional economic development forums. 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, a Graduate Diploma of Business in Entrepreneurship and Innovation, a Diploma of Education and a Bachelor of Arts. She is also a fellow of the AICD.



Marlene Elliot,
Non-Executive Director

Marlene has worked in professional services for 15 years, specialising in client insights, stakeholder management, strategy, governance and marketing. She is an experienced Executive who successfully leads and motivates teams to enable organisational change, increase performance and embed a client centric culture. She is the General Manager & Associate Director at VUCA Trusted Advisors, consulting NFP sector. Marlene is a Non-Executive Director of Commonwealth Games Australia, Triathlon Australia and Peninsula Leisure, and has significant experience in the business, sporting and community sectors. She is the Chair of Workways Governance Committee. Marlene is a graduate of the Australian Institute of Company Directors.



Ross Morgan,
Non-Executive Director

Ross is a Non-Executive Director with experience in the mental health, disability, aged care services, family services, membership, charity, tourism and legal services sectors. Ross' previous Senior Executive experience included over 25 years in the Food and Beverage industry leading large teams in both corporate and family business environments. He is a qualified CPA (Certified Practising Accountant), a Member of the Australian Institute of Company Directors and a Fellow of the Governance Institute of Australia. Ross was appointed to the Workways Board in 2022 and is based in Brisbane. He is passionate about the services that Workways provides to the community.



Melanie Woodward,
Non-Executive Director

Melanie is an experienced Chief Financial Officer, Board Director, and Board Committee Chair. Spanning a 28-year career, Melanie has held leadership and non-executive director roles across the building and construction, financial services, consulting, charity, and association industries. Melanie's qualifications include a Bachelor of Business (Accounting), a Graduate Diploma in Corporate Governance and she is a Graduate of the AICD Company Directors Course. Melanie is a Fellow Member of the Governance Institute of Australia, Fellow Member of CPA Australia. Melanie is a Non-Executive Director of Rugby League Brisbane as well as being the CFO for Master Electricians Australia.



Thelma Hutchison,
Non-Executive Director

Thelma is an experienced Board director and has held CFO roles in the health sector in Melbourne and East Gippsland, Victoria. She is currently a Board director with Orbost Regional Health Service and an Independent member on the Audit and Risk Committees of East Gippsland Catchment Management Authority, East Gippsland Water and the Gunaikurnai Traditional Owners Land Management Board. Thelma has a Bachelor of Business, is a Certified Practising Accountant and a Graduate of the Australian Institute of Company Directors. She is Chair of the Workways Audit and Risk Committee.



Jenny Semple,
Non-Executive Director

Jenny is a qualified auditor in QIC, NDIS and ARVAS standards. Previously, she was the CEO at the Southern Migrant and Refugee Centre for 20 years, and has also worked for the state government in public housing and aged care. Jenny has held board positions on the Refugee Council of Australia, Settlement Council of Australia, Chisholm TAFE and Darebin Community Health Centre, and is the current deputy Chair on the Ethnic Communities Council of Victoria board. Jenny's qualifications include a Bachelor Degree in Social Sciences and Graduate Diploma in Management.



John Websdale,
Non-Executive Director

John Websdale has extensive local government experience and has held a range of senior management and executive positions in the Gippsland region. John's experience and expertise has been in corporate services, business development and strategic planning functions. John has also held board positions with Bairnsdale Regional Health Service, Gippsland East Local Learning and Employment Network and is the current Chair of Gippsland Ports Audit and Risk Committee.

Jane McKay,
Term expired 23 November 2022

OUR STRATEGIC PERFORMANCE

INCREASING SOCIAL VALUE

Strengthen existing programs and seek new opportunities that deliver value to clients and the community

- › Expanded our partnership with WWF to increase koala habitat across NSW and SE QLD.
- › Developed place based training program for jobseekers seeking careers in healthcare in Gippsland, Victoria.
- › Established strategic partnerships to benefit our customers across our footprint including Cairns Disability Network, Electus People, Regional Development Australia, Community Services Industry Alliance, Headspace and Good Start to Life.
- › Achieved annual Net Promoter Score of 47.8 in our DES program, 136% of our target.
- › Commenced development of an NDIS trial in Cairns and Brisbane.

Achieve high quality service delivery across all programs

- › Over 75% of Workforce Australia clients placed into employment throughout the year.
- › More than 90 good news stories shared with staff and customers throughout the year.
- › Implementation of 'Ways2:' training modules to support customer development and progress to employment.

GROWTH & DIVERSIFICATION

Maintain and diversify revenue sources

- › Loss of DES program reduced revenue by a third noting that the sub-contract arrangement with CoAct had limited financial viability.
- › Trial under development to deliver NDIS services in Brisbane and Cairns, with commencement in 2023/24.
- › Funded by Brotherhood of St Laurence to commence two year pilot program, Inclusive Pathways to Employment supporting young people with disability.
- › Funding request in place with State Government to establish a Community Investment Committee in Latrobe Valley.
- › Expansion of Gold Coast City Council bush regeneration contract.
- › Extension of both Schools Based traineeship program in East Gippsland, and Skilling Queenslanders for Work contracts in Townsville and Gold Coast.
- › Successful inclusion on contractor panels with Moreton Bay Council, and East Gippsland Catchment Management Authority.
- › Recruitment of Regional Manager to expand Envite services into North Queensland.

SUSTAINABLE BUSINESS

Improve the long-term sustainability of the business

- › Implementation of three-year financial management strategy
- › Conclusion of sub-contracting arrangement with CoAct, with a view to improve long term quality and financial viability of programs
- › ISO 27001, Right Fit for Risk, ISO9001 and Quality Assurance Framework certification achieved with no non-conformances.

INVESTMENT IN THE FUTURE

Invest in digital transformation that is fit for purpose and adds value to client service delivery

- › ICT strategy completed and on track for implementation.
- › Tender completed for new ICT managed services and security contract.
- › Production of data warehouse underway with view to implement across the business.
- › Scoping underway for client digital delivery tools to enhance servicing.

Invest in staff to increase their skills and improve job satisfaction

- › Alignment and Engagement of staff well above industry benchmark with Alignment at 72% (+13%) and Engagement at 74% (+8%).
- › 80% completion rate of Staff Alignment and Engagement satisfaction survey.
- › Continuation and evolution of 'Accelerate' leadership program for existing, new and emerging leaders.
- › Development of People Strategy and Learning and Development strategy.
- › Implementation of Accrued Day Off (ADO) benefit, alongside other staff benefits such as discounts on health insurance and salary packaging.
- › Review of staff remuneration benefits, and development of Remuneration Framework.

Create and develop a culture of accountability for all levels of staff throughout the organization

- › 80% completion rate of the Staff Satisfaction Survey.
- › 89% of assigned training completed within timeframes.
- › Performance dashboards developed for some programs in line with the data warehouse implementation.
- › Reward and recognition framework developed and implemented.
- › Achieved 76% average completion of staff one-to-one interviews each month.

Promote Workways as an Industry Leader

- › Stakeholder database developed and quarterly newsletters commenced.
- › Completed submissions on Federal Government review of Disability Act, Disability Framework and Workforce Australia review (including ParentsNext).
- › Met with key policy influencers and politicians in line with Government Relations strategy.
- › CEO invited to speak at Workforce Australia Select Committee industry hearing in June.
- › Stakeholder Engagement workshops delivered across the business to increase engagement across our communities.



PROGRAM PERFORMANCE

WORKWAYS PROVIDED SUPPORT TO THOSE IN OUR COMMUNITIES FACING SIGNIFICANT DISADVANTAGE OR BARRIERS TO EMPLOYMENT. IN 2022/23, WE DELIVERED SERVICES TO OVER 10,000 PEOPLE ACROSS AUSTRALIA.

DES

Workways supported over

830

customers with **disability, injury or illness** into employment in 22/23

50%

of our customers **placed into work** remained in employment for at least six months or more, with

40%

remaining in the **same role for 12 months or more**

WORKFORCE AUSTRALIA

2,512

Workforce Australia customers were **placed into employment** in 22/23, an increase of

105%

from the previous jobactive contract.

Over

75%

of our customers were **placed into employment**

More than

36%

of customers remained in the **same role for three months** or more

YOUTH & COMMUNITY SERVICES

Workways supported

324

young people through our new **Transition to Work program** in Gippsland

The number of people **supported by our Jobs Victoria** program in 22/23 increased by

42%

on the previous year

Workways placed nearly

60%

of all **Jobs Victoria** customers into employment, with over

40%

remaining in the same role for **six months or more**

Workways provided support to

645

young parents and carers in Logan, QLD through the ParentsNext program





ENVITE ENVIRONMENT

THIS YEAR, ENVITE CELEBRATES THIRTY YEARS DELIVERING TRAINING, EDUCATION AND ECOLOGICAL RESTORATION SERVICES ACROSS EASTERN AUSTRALIA.

At events held in Lismore, Coffs Harbour and East Gippsland, we reflected not only on the work of our teams over the thirty years, but the immense strength of the partnerships and collaboration that have been at the centre of our work. We have been privileged to work alongside so many passionate and experienced individuals and organisations to deliver on projects that continue to provide ecosystem services today.

Envite has delivered a diversity of projects throughout the year in areas including Townsville, Gold Coast, Northern Rivers, Clarence Valley, Coffs Harbour and East Gippsland. In New South Wales (NSW) and Queensland (QLD), where the iconic Koala has been declared endangered, we have focused efforts on re-establishing habitat and food trees along important koala corridors, and delivering community education on koala protection at events across our geographic footprint.

There is an urgent and collective effort in key regions to boost koala numbers, and we have partnered with organisations including Yaegl Land Management Team, Local Land Services, Coffs Harbour, Clarence Valley and Tweed Councils, South Endeavour Trust, Landcare, Lions Club, and

Department of Planning and Environment. Our largest partnership to date supporting koala habitat restoration has been with WWF where we continue to deliver on a range of initiatives including planting, weed control and development of private land holder protection agreements. In 2022/23 alone, we have secured 115ha of private land under conservation agreements in the Northern Rivers region of NSW, with a further 500ha secured for protection in future years.

Envite remains focused on supporting people of disadvantage into employment and education, developing sustainable, meaningful career pathways. We thank the Queensland Government for their continued support for our Work Skills Traineeships in Townsville and on the Gold Coast. We have maintained a success rate of more than 80% of trainees moving into employment or further education at the conclusion of their traineeship.

Funding for the Bushfire Local Recovery traineeships in Coffs Harbour concluded this year; with 84% of trainees securing ongoing employment, and two trainees moving into further education. In both programs, our trainees contributed to important environmental projects that benefited their



local community. These traineeships build career pathways for individuals, but they also create important community connections and environmental leadership into the future.

In East Gippsland, the East Gippsland Community Foundation provided generous funding and support for the Schools Based Traineeship program which works with young people in low socio-economic areas of East Gippsland, to achieve their Certificate in Conservation and Land Management so they are employment ready at the conclusion of their secondary schooling.

Envite has played a key role in several projects focused on preserving threatened species. The Southern Pink Underwing Moth, found in sub-tropical rainforest in Northern NSW and South-Eastern QLD, is under threat from habitat loss and environmental degradation. Envite has partnered with Minyumai Traditional Owners to conduct surveys and habitat restoration works to ensure the survival of this magnificent species. Our work is providing new knowledge on species distribution and ecology, which will contribute to guiding future management for the survival of the Southern Pink Underwing Moth.

Envite's Mallacoota team worked in partnership with the East Gippsland Conservation Management Network to undertake post-bushfire surveys of known populations of the Critically Endangered Prickly Tree Fern (*Cyathea Leichhardtiana*) in Far East Gippsland, discovering two (2) previously unrecorded populations of the species in unburned rainforest sites.

Envite has for many years worked alongside Traditional Owners on projects that protect Country and connect communities to their local areas. Following the catastrophic black summer bushfires in 2020/21, Envite partnered with

local Traditional Owners and esteemed fire practitioner, Craig Little to develop a series of Cool 'Mosaic' burning workshops in Coffs Harbour. The workshops offered a rare opportunity to experience cultural practice on private land and explore the principles of cool burning.

Boardriders, a leading sports and lifestyle company responsible for brands including Quiksilver, Billabong and Roxy approached Envite to develop an impact project that they could support as an organisation. In October, staff from Boardriders outlets across the Gold Coast and Northern NSW participated in planting hundreds of native species on an ecologically significant property to help create a forest corridor from the hinterland to the ocean. This will be an ongoing project supported through Envite restoration works and Boardriders over the coming years.

In August, Envite was awarded the community training initiative of the year at the Queensland Training Awards for the South East region, progressing to State finals. This recognised our work providing Work Skills traineeships to people in need.

In Townsville, we welcomed Regional Manager, Natasha Rodwell who is heading up business development in North Queensland, including oversight of our Work Skills Trainees.

We have continued to develop our teams and provide opportunities for personal and professional growth, with a new Learning and Development strategy to roll out in 2023/24. We are fortunate to have a team who are driven and passionate, and who value continuous growth so that we can continue to deliver positive social and environmental outcomes for at least another thirty years!

MAJOR PROJECTS 2022/23

PROJECT	LOCATION	PURPOSE
Skilling Queenslanders for Work (Queensland State Government)	Gold Coast, QLD Townsville, QLD	Work skills traineeships in Conservation and Land Management leading to employment and study outcomes.
Southern Pink Underwing Moth (Commonwealth Government)	Northern NSW	Restoring habitat and survey to protect these threatened species
East Gippsland Schools Traineeships (East Gippsland Community Foundation)	East Gippsland, VIC	Supporting young people into land management career pathways post secondary school
Koala Habitat Restoration (WWF) Coffs Harbour	Northern NSW	Habitat restoration and planting of koala food trees; conservation agreements on private land to increase habitat corridors.
Bushfire Local Economic Recovery (NSW Government)	Clarence River region, NSW	Environmental works and skills traineeships in Conservation and Land Management to support community and asset bushfire recovery

MAJOR PROJECT

SOUTHERN PINK UNDERWING MOTH HABITAT RESTORATION

The Southern Pink Underwing Moth (*Phyllodes imperialis smithersi*) and its food plant *Carronia multisepealea* stronghold occurs in critically endangered Lowland Rainforest of Subtropical Australia in the Northern Rivers regions of NSW.

This project supports professional bush regenerators to systematically control weeds degrading rainforest at 11 sites where *Carronia multisepealea* and Southern Pink Underwing Moth larva are known to occur.

Project partners include NSW National Parks and Wildlife Service, Traditional Owners, Rous County Council, Big Scrub Landcare and the local community.

Project sites are areas of high biodiversity and conservation significance including World Heritage listed Nightcap National Park and Big Scrub Rainforest remnants.

OUTCOMES:

Bush regeneration to control weeds improves the breeding habitat of the Southern Pink Underwing Moth over 500 ha while also assisting recovery of critically endangered lowland rainforest of subtropical Australia and habitat for over 28

other threatened species.

Surveys for Southern Pink Underwing Moth larva are undertaken in the breeding season at known locations of host plant, *Carronia multisepealea*. Surveys contribute to knowledge of the species and its trajectory which assist with future management.

Survey and mapping of locations of the host plant, *Carronia Vine*, are underway in Big Scrub rainforest. Bush regeneration works have commenced to restore habitat in areas of *Carronia Vine*. It is expected that surveys for Pink Underwing Moth larva in coming months will provide further information about the distribution and ecology of this rare species to assist with future management.

This project is supported by the Australian Government through its Environmental Restoration Fund – Threatened Species Strategy Action Plan – Priority Species Grant





Plants Propagated

27,500

Trees planted

50,600



Track construction

3km



Number of trainees supported

84



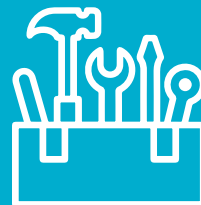
Natural areas restored through bush regeneration

5,390ha



Areas protected by conservation agreements

115.5ha



Fencing

3,000m



Community group partnerships

104



Total work hours dedicated to protecting our environment and providing training and education

176,000

GOOD NEWS

COOL 'MOSAIC' BURNING WORKSHOPS SUCCESSFUL IN THE CLARENCE VALLEY REGION



ENVITE AND ITS PARTNERS HAVE SUCCESSFULLY CONCLUDED A SERIES OF FOUR INFORMATIVE AND IMMERSIVE WORKSHOPS FOCUSED ON THE ANCIENT ART OF COOL 'MOSAIC' BURNING.

This traditional technique, employed by the First Nations Peoples in Australia for thousands of years, has proven to be a crucial method for effectively managing vast land areas. Its purpose extends beyond hunting, playing a significant role in preserving environmental equilibrium, ensuring cleanliness, and providing sustenance for both animals and humans.

Under the expert guidance of esteemed fire practitioner, Craig Little, the workshops offered a very rare opportunity to experience cultural practice on privately-owned land, creating a warm and welcoming atmosphere for landholders and curious individuals alike to explore the principles of cool burning.

These workshops were designed to educate landholders and the broader community about the fundamental principles of cool burning within a landscape. Participants gained valuable insights into the unique perspective of First Nations Peoples when it comes to understanding and assessing the land. Through this knowledge, they were empowered to identify suitable locations and ideal timings for implementing cool burns. In its simplest form, the idea of the cool burning technique is around 'what's meant to be here will come back and what's not meant to be here will go'.

The workshops emphasised the importance of cool burning techniques, showcasing their positive impact on the environment. As a result, attendees developed a deeper appreciation for their surroundings and the intricate functioning of the landscape. By adopting these traditional practices, participants contribute to the overall health and harmony of their ecosystem, further enriching their connection with the land.

This project was proudly funded by the Foundation for Rural & Regional Renewal (FRRR).

CASE STUDY

FROM ISOLATION TO EMPOWERMENT THOMAS' STORY

Meet Thomas, a former worker at EB Games, who has triumphed over personal challenges and rediscovered his self-worth. When the COVID-19 pandemic struck, Thomas found himself isolated and losing confidence in who he was. Leaving his house became an arduous task, and even attending appointments seemed daunting. Unemployed and seeking help, he got in contact with Workways to assist with his situation.

Thomas embarked on a job search and secured a position at Coles. Although the job provided financial stability, Thomas struggled with panic attacks becoming a regular occurrence. He would often talk himself out of going to work, finding himself unable to step foot inside the store. It was clear to our Workforce Australia team in Sale that Thomas needed further support to overcome his barriers.

Working closely with Thomas on a weekly basis at our Sale office, the team helped him identify the areas that were negatively impacting him and worked out what boundaries needed to be set in a workplace to make life more comfortable.

Recognising that Coles was not his forever job, the team made it their mission to find a position that would truly suit and assist Thomas. Workways Employer Engagement Officer, Laura, identified a potential employer, and (with consent) explained Thomas's current health situation. The employer was understanding and eager to provide him with an opportunity.

Through the support of his Employment Consultant, Samuel, Thomas gained enough confidence to visit a doctor and seek much-needed medical advice, something he had postponed for a long time. Within just two months, Thomas had a newfound confidence in himself and accepted a job with Superclean Maid Service that perfectly suited his interests and made him feel comfortable. He now walks into the office each day with a genuine smile.



Samuel played a pivotal role in Thomas's journey, working closely with him every week, gradually helping him inch closer to new employment. Samuel ensured that Thomas obtained all the necessary paperwork, including a Police Check and a Working with Children Check (WWCC), as well as providing funding for work clothing. Moreover, Samuel walked alongside Thomas, offering support and creating a safe space for him to feel comfortable throughout the process.

To others who may be facing similar challenges, we hope Thomas' story can serve as a reminder that with the right help, it is possible to overcome difficult situations.

OUR PEOPLE

TOTAL STAFF

299

EMPLOYEES WHO IDENTIFY AS ABORIGINAL OR TORRES STRAIT ISLANDER

7%

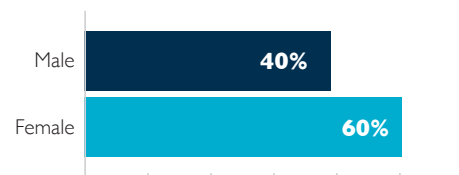
EMPLOYEES WHO PARTICIPATED IN LEARNING THROUGHOUT THE YEAR

98%

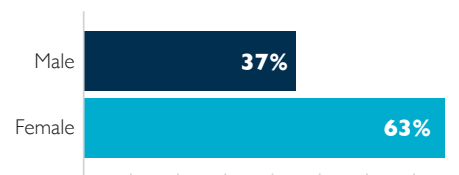
GENDER DIVERSITY



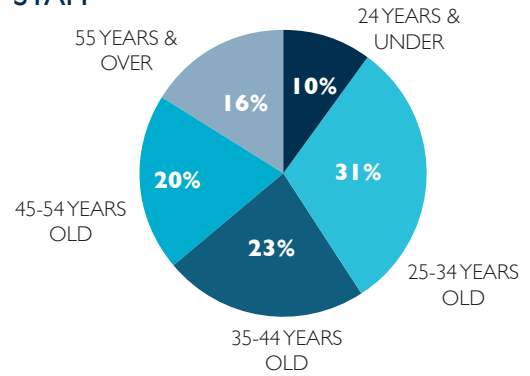
EXECUTIVE



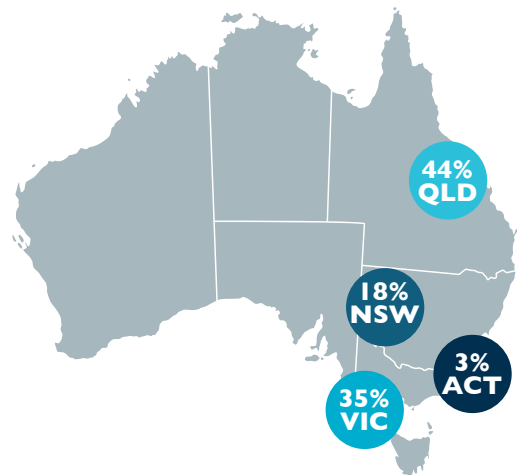
BOARD



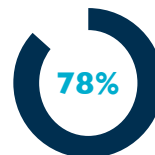
STAFF



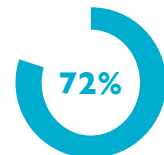
GEOGRAPHICS



STAFF ENGAGEMENT SCORE



STAFF ALIGNMENT SCORE



EMPLOYMENT & COMMUNITY SERVICES

AFTER CONSIDERABLE PLANNING, RECRUITMENT AND CONSULTATION, WORKWAYS COMMENCED NEW CONTRACTS IN GIPPSLAND AND BRISBANE SOUTH EAST ON 1ST JULY 2022 TO DELIVER WORKFORCE AUSTRALIA AND TRANSITION TO WORK.

This opportunity to deliver contracts directly to Government in areas where we have extensive networks and experience, has been embraced across the business and we've seen positive outcomes as a result.

In the 2023 Victorian Budget, the Government announced significant funding cuts to the Jobs Victoria program in response to falling unemployment rates and reinvestment in Federal programs. A leaner model with tighter eligibility criteria for participants, and restrictions on providers delivering services only in areas where they were not delivering Workforce Australia means that Workways is only eligible to tender in one region for the 2023/24 financial year.

Our subcontract to deliver Disability Employment Services under CoAct expired at the conclusion of the financial year with resulting reductions in staff and revenue. This was a strategic decision for Workways to step back from its subcontracting arrangement in order to gain greater control of our service delivery, improve quality, investment and expenditure in our employment programs.

Workforce Australia

As with the implementation of any new program, we experienced a rapid learning curve adapting to the Workforce Australia program while staff settled into new roles and the Government finalised caseloads and structures.

By the conclusion of the financial year, we were meeting or outperforming targets in most performance areas particularly in the Brisbane South East region. By maintaining a focus on individualised servicing, developing solid relationships with employers through our Employer Engagement Officer roles and collaborating across regions, Workways has had a strong start to the new contract.

The Federal Government this year established a Select Committee to conduct a review into the Workforce Australia service. Workways provided an extensive submission to the committee based on our experience delivering employment services for over 25 years. Workways were one of four providers invited to present feedback to the select committee at an industry hearing in June.

Disability Employment Services (DES)

Workways delivered the DES program under subcontract to CoAct since 2018, providing employment support and guidance to people with disability, injury or illness. At the end of the financial year, our subcontracting arrangement with CoAct concluded and we commenced closure of offices in the ACT and Townsville, and in some areas of Brisbane.

While the DES program did represent around a third of our revenue, under a subcontract arrangement it was difficult to maintain financial viability or have agency to deliver services under a model that was optimal for our customers.

Despite the imminent conclusion of the contract, our teams across the program lifted performance and achieved increases in star ratings with Workways sitting at an average of three stars across most contract areas. We also continued to deliver inspiring customer success stories that saw individuals placed into long term, meaningful employment which is at the centre of everything we do in employment services.

Workways intends to remain in the disability services industry, drawing on our years of experience and resources to support people with disability into employment, and as such will commence an NDIS pilot in 2023/24.

YOUTH & COMMUNITY SERVICES

Transition to Work (TTW)

Transition to Work is a federally funded employment service that supports young people aged 15-24 years into employment. It is designed to provide individualised support that is youth focused and designed with their specific needs in mind.

Under the new Workforce Australia model, Workways commenced delivery of the service in Gippsland in July providing support to young people in the Latrobe Valley, a region experiencing pockets of unemployment and generational disadvantage. Future job losses are looming throughout the region with the pending closure of two major industries in coal production and native timber harvesting.



Workways continues its strong links to the Brotherhood of St Laurence as members of their Transition to Work Community of Practice. Our service delivery model is centred on supporting the individual without judgement through a model called 'Advantaged Thinking'.

As a component of the model, Workways commenced discussions with the State Government to fund the establishment of a Community Investment Committee in the Latrobe Valley that would bring together industry, service providers and youth to develop and implement an action plan to address youth unemployment in the region. We are awaiting feedback on the funding request.

With support from the Paul Ramsay foundation, the Brotherhood of St Laurence (BSL) developed a pilot program called Inclusive Pathways to Employment which aims to bridge the gap between DES and Transition to Work, ensuring young people with disability receive intensive supports suitable to address their barriers in a setting that fits the needs of young people.

Workways is pleased to be partnering with BSL as one of four providers chosen to pilot this groundbreaking program nationally. The program will support young people with diagnosed and self-disclosed barriers, as well as young people with disability preparing to leave school.

Jobs Victoria

Jobs Victoria is a Victorian State Government program that supports a broad range of jobseekers into employment. Participation in the program is voluntary and participants are provided with opportunities to explore their skills and strengths in order to find employment best suited to their needs.

Workways supported 960 clients this year, placing nearly 60% of participants into sustainable employment. This is a significant increase on previous years which was a result of improved induction of new staff and stronger leadership across the program. Our teams also focused on establishing strong links to employers which resulted in Workways delivering ongoing recruitment campaigns for large employers such as Toll Logistics in Melbourne and Greenhams Abattoir in Gippsland.

Workways specialised in supporting individuals exiting the justice system helping to build their confidence and establish connections with the right employers.

In May, the Victorian Government budget outlined cuts to the Jobs Victoria program due to the falling demand for unemployment services. Workways was one of the few providers whose contracts have been extended until October.

ParentsNext

The ParentsNext program, which provides specialised employment support to parents and carers of young children, underwent a Federal Government review which resulted in the temporary halting of mutual obligations for participants towards the end of the financial year.

This voluntary model will be tested by the Government as they look to review the structure of the service into 2023/24.

Despite reduced compliance measures, Workways has seen steady attendance rates across our sites in Logan which is due to the supportive and constructive approach of our mentors. This has included the support of our 'Elders in Residence' Aunty Freda and Aunty June who provide extended support to Aboriginal and Torres Strait Islander participants.

Workways saw a 37% increase in clients engaging in the ParentsNext program in 2022/23.

Gippsland Engaged Mentoring (GEM)

The Gippsland Engaged Mentoring (GEM) program this year celebrated twenty years providing mentoring services to young people in East Gippsland. The GEM program works with young people across regions including Orbost, Swifts Creek / Omeo, Bairnsdale and Lakes Entrance.

Mentor, John Ireland has been a volunteer with the program since its commencement and was recognised at a special event in March. John's contribution to the program and our local community has been significant, as without volunteers like John, the GEM program would not be possible.

This year, GEM established a new relationship with Paynesville Primary School, working to expand our services into local areas of need. We continue to look for funding opportunities to grow the program further afield in Gippsland where schools have recognised the benefit of volunteer mentors for their students.

Mentors received education and training throughout the year to assist them in their roles, including mental health education. We also celebrated their work with a series of lunches during Volunteer Week.

In July, Workways funded guest presenter Scott Harris to attend four schools in the region, and talk about 'Resilience' which centred on his story of recovery following a motorcycle accident that left him with lifelong disabilities. 450 students from across Lakes Entrance Secondary College, Nagle College, Lucknow Primary and Paynesville Primary School participated.

NATIONAL COVERAGE



BRISBANE REGION

ParentsNext
Workforce Australia
NDIS

CAIRNS REGION

NDIS

COFFS HARBOUR

Environmental Services

EAST GIPPSLAND

Gippsland Engaged Mentoring
Jobs Victoria
Environmental Services
Workforce Australia

GOLD COAST REGION

Environmental Services

LATROBE VALLEY & GIPPSLAND

Transition to Work
Jobs Victoria
Workforce Australia
Inclusive Pathways to Employment

LISMORE

Environmental Services

TOWNSVILLE REGION

Environmental Services

DIRECTORS' REPORT

THE DIRECTORS PRESENT THEIR REPORT, TOGETHER WITH THE FINANCIAL STATEMENTS, ON WORKWAYS AUSTRALIA LIMITED AND CONTROLLED ENTITIES (REFERRED TO HEREAFTER AS THE 'GROUP') BEING THE COMPANY AND THE ENTITIES IT CONTROLLED AT THE END OF, OR DURING, THE YEAR ENDED 30 JUNE 2023.

DIRECTORS

The following persons were directors of Workways Australia Limited and Controlled Entities during the whole of the financial year and up to the date of this report, unless otherwise stated:

Russell Needham
 Angela Hutson
 Jenny Semple
 John Websdale
 Marlene Elliott
 Thelma Hutchison
 Melanie Woodward (Appointed 23 November 2022)
 Ross Morgan (Appointed 23 November 2022)
 Jane McKay (Term expired 23 November 2022)
 Nina Du Thaler (Resigned 3 August 2022)

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-profit 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 Board meets that responsibility.

PURPOSE

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

MISSION, VISION & VALUES

The Board must ensure that the Group's 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 the Group's reputation and objectives as identified in our constitution and in our vision and mission.

OBJECTIVES AND STRATEGIES

Workways Australia Limited 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 experience significant labour market difficulties;
- › Participation in government initiatives aimed at assisting individuals who experience 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;
- › Support for young people transitioning from the justice system or who are disengaging from education, and volunteer mentoring for at risk and disadvantaged students;
- › Activities which stimulate interest and assistance through enhancing community awareness on issues affecting individuals who are disabled, those who experience long-term unemployment and socially disadvantaged people; and
- › Activities to enhance and restore the quality of our environment and contribute to improvements in the approach to environmental management.



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

- › Provision of employment services in Queensland and Victoria under the federal government's Workforce Australia program to assist individuals who experience long term unemployment to address barriers and gain placement in sustainable employment;
- › Provision of NDIS Services for people with disability in 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;
- › Connecting young people who may be 'at risk' of disengagement from school or community with adult volunteer mentors who provide support and conversation through the Gippsland Engaged Mentoring program in Victoria;
- › 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 across our network;
- › Providing financial support to activities that directly address social disadvantage or stimulate further interest and assistance to relieve poverty, distress, misfortune or disability.

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;
- › 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 the Group.

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

BOARD OVERSIGHT

The Board oversees and monitors performance by:

- › Meeting at least 9 times during the year;
- › Receiving detailed financial, performance and other reports from management at these meetings;
- › Receiving additional information and input from management when required;
- › Assigning responsibility to oversee particular aspects of the Group's 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.

MANAGEMENT'S RESPONSIBILITY

The Board has formally delegated responsibility for the operational management of the organisation to the Chief Executive and the Executive Management Team (EMT). The EMT comprises the Chief Financial Officer, Chief People Officer, and General Manager Brand & Strategy.

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 are 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.

COMPANY SECRETARY

Thelma Hutchison was appointed Company Secretary on 1 January 2022 and held the position until 30 March 2023.

Sharon McAuliffe was appointed Company Secretary on 30 March 2023.

INFORMATION ON DIRECTORS

Name: Russell Needham

Title: Chairperson

Qualification: Former CPA; DipBus(Acctg)

Experience and expertise:

Small Business Owner, leisure and retail sector; retired Accountant and managing partner; experience in Executive positions across Boards and community organisations.

Special responsibilities:

Ex-officio member of Audit & Risk Committee and Governance Committee

Name: Angela Hutson

Title: Deputy Chairperson

Qualification: MOrgLead, GradDipBus, DipEd, BA, FAICD

Experience and expertise:

Over 20 years' experience in senior roles across VET/TAFE sector including former CEO; Board Director of several Government Boards and regional economic development committees.

Special responsibilities:

Member of Audit & Risk Committee

Name: Jenny Semple

Title: Non-Executive Director

Qualification: GradDip Mgt, BSocSc; Qualified Auditor in NDIS, QIC & ARVAS

Experience and expertise:

CEO in the community sector; community leadership, qualified auditor; Board Director across community and multicultural sector.

Special responsibilities:

Member of Audit & Risk Committee

Name: John Websdale

Title: Non-Executive Director

Qualification: DipBus Mgt, GAICD

Experience and expertise:

Extensive experience in senior and executive roles within local Government; Board Director across health, education and Government sectors.

Special responsibilities:

Member of Governance Committee

Name: Marlene Elliott

Title: Non-Executive Director

Qualification: GAICD, AssocDip Banking & Finance, Cert Financial Markets Securities

Experience and expertise:

General Manager and Associate Director VUCA Trusted Advisors; management consultant; extensive Board and governance experience in business and sporting organisations including Commonwealth Games Australia, Peninsula Leisure and Triathlon Australia.

Special responsibilities:

Chair of Governance Committee,

Name: Thelma Hutchison

Title: Non-Executive Director

Qualification: CPA, BBus, GAICD

Experience and expertise:

Executive leadership experience including past CFO and acting CEO across health and community sector; over ten years' experience as a Board Director including three years as Chair of Workways.

Special responsibilities:

Chair of Audit & Risk Committee

Name: Melanie Woodward

Title: Non-Executive Director

(Appointed 23 November 2022)

Qualification: CPA, BBus, GAICD, GradDip ACG

Experience and expertise:

Current experienced Director and CFO in governance, risk management, financial management and organisational strategy.

Special responsibilities:

Member of Governance Committee

Name: Ross Morgan

Title: Non-Executive Director

(Appointed 23 November 2022)

Qualification: CPA, BBus, GAICD, Fellow GIA, Fellow IMLANZ, GradCertMgt

Experience and expertise:

A successful senior executive as CEO, COO, CFO and GM across health, employment, charity, legal and tourism sectors.

Special responsibilities:

Member of Audit & Risk Committee

Name: Jane McKay
Title: Non-Executive Director
 (Term expired 23 November 2022)

Qualification: BA (SocSc), MA (Media Comms), AdvDipMgt, MAICD

Experience and expertise:

Small Business owner and business consultant; over 15 years' experience in Marketing and communications; former Workways employee.

Special responsibilities:

Member of Governance Committee

Name: Nina Du Thaler
Title: Non-Executive Director
 (Resigned 3 August 2022)

Qualification: MBA (Entrepreneurship), Blnf, GAICD

Experience and expertise:

Over 25 years' experience in ICT and cyber security, including senior executive roles in healthcare, community, education and Government; Executive coach; Board Director across community and education sectors, Children's author:

Special responsibilities:

Member of Audit & Risk Committee

MEETINGS OF DIRECTORS

Directors	Board		Audit, Finance & Risk Committee		Governance Committee	
	Attended	Held	Attended	Held	Attended	Held
Russell Needham	13	13	3	4	3	4
Angela Hutson	12	13	3	4	-	-
Jenny Semple	12	13	3	4	-	-
John Websdale	11	12	-	-	4	4
Marlene Elliott	10	12	-	-	4	4
Thelma Hutchison	12	13	3	4	-	-
Melanie Woodward (Appointed 23 November 2022)	7	7	-	-	2	2
Ross Morgan (Appointed 23 November 2022)	7	7	2	2	-	-
Jane McKay (Term expired 23 November 2022)	5	5	-	-	2	2
Nina Du Thaler (Resigned 3 August 2022)	-	-	-	-	-	-

Held: represents the number of meetings held during the time the director held office or was a member of the relevant committee

MEMBERS' GUARANTEE

The Company is incorporated under the Corporations Act 2001 and is a company limited by guarantee. If the Company is wound up, the Constitution states that each member is required to contribute to a maximum of \$10 each towards meeting any outstandings and obligations of the Company.

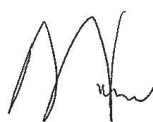
At a Special General meeting on the 27 October 2022 two (2) resolutions were passed that revoked the current Constitution of the Company in its entirety and replaced with a new Constitution and the new Constitution cancels the membership class "Associate Membership".

As at 30 June 2023 the number of members was 8 (2022: 126). The combined total amount that members of the Company are liable to contribute if the Company is wound up is \$80 (2022: \$1,260).

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 set out immediately after this directors' report.

Signed on behalf of the Board of Directors.



Russell Needham
 Director
 26 October 2023
 Melbourne, Victoria



GOVERNANCE COMMITTEE

THE GOVERNANCE COMMITTEE WAS CREATED TO ASSIST AND PROVIDE RECOMMENDATIONS TO THE WORKWAYS BOARD IN THE EFFECTIVE DISCHARGE OF THE BOARD'S RESPONSIBILITIES AND OBLIGATIONS, INCLUDING A ROBUST FRAMEWORK TO MAINTAIN APPROPRIATE GOVERNANCE CONTROLS AND COMPLIANCE.

The Governance Committee considered matters relating to Board policy review and development, compliance with the Company's Constitution, Corporations Act and Regulations, ACNC regulations, other relevant legislation and common law, and ensuring Workways operates in accordance with its stated purpose.

Throughout 2023 the Governance Committee held four meetings, which were all virtual. The independent member of the Governance Committee appointed in 2022 continued to bring a fresh set of eyes, different perspective, a key contributor to discussions, which has added value in 2023.

In 2023 the committee continued to build on the effectiveness and achievements in 2022, focussing on streamlining process, building capability and seeking continuous improvement and looking at best practise. Strong attendance and contribution by all committee members at each meeting enabled deep engagement and robust conversations. Reporting timelines and submission of Board papers were achieved. The Governance Committee 2023 Agenda calendar and Board policy review schedule were successfully completed.

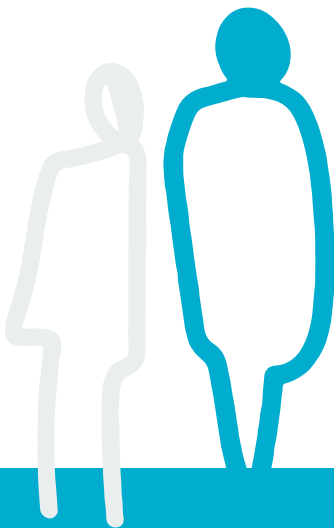
The details below highlight the key items that were discussed, including recommendations submitted to Workways Board:

- › Review of Board policies to ensure accuracy and relevancy to the organisation
- › Oversight of CEO performance review, KPIs, contract and remuneration
- › Internal Board Performance survey
- › Oversight of the Director renewal process
- › Operational policy and procedure review
- › Review of Workways remuneration and benchmarking guidelines
- › Director remuneration review
- › Board size and structure review
- › Best Practice topics:
 - Director Professional Development
 - Cyber Security Governance Principles

I would like to acknowledge and thank the Governance Committee members, CEO and Workways Chair and Board for a positive and productive year.

Marlene Elliott

Governance Committee Chair



AUDIT & RISK COMMITTEE

THE AUDIT AND RISK COMMITTEE (ARC) IS A COMMITTEE OF WORKWAYS AUSTRALIA LIMITED CREATED TO ASSIST AND ADVISE THE BOARD IN THE EFFECTIVE DISCHARGE OF THE BOARD'S RESPONSIBILITIES FOR FINANCIAL REPORTING, STATUTORY REPORTING, INTERNAL CONTROLS, ICT SECURITY MONITORING, COMPLIANCE, INTERNAL AND EXTERNAL AUDITS, AND RISK MANAGEMENT SYSTEMS.

ARC membership for 2022-2023 comprised Directors Thelma Hutchison, Angela Hutson, Jenny Semple, Ross Morgan from November 2022, and Independent Member Vivek Chopra.

Throughout the year; the Audit and Risk Committee fulfilled its responsibilities in accordance with the Terms of Reference, with a particular focus on the following matters:

- › The appointment of AFS Internal auditors for a three-year period and the adoption of a three-year internal audit plan.
- › RSM auditors were appointed in November 2021 as the financial auditors for a three-year period.
- › The review of and recommendation to the Board of the audited financial statements for 2022/23.
- › Annual review and update of the Three-Year Financial Strategy.
- › Quarterly reviews of the financial reports and recommendations to the Board, as required.
- › The review and recommendations to the Board of the Workways budget for 2023/2024.
- › Ongoing tracking of internal financial and non-financial compliance.
- › Monitoring of the Risk Management Framework, Risk Policy, Strategic Risk Register; and an update of the Risk Appetite Scorecard.
- › Quarterly reviews of the strategic risk register; including a detailed presentation and discussion of one of the identified risks at each ARC meeting.
- › Quarterly reports on ICT security and monitoring of the progress on the ICT strategic plan.
- › Quarterly reviews of the quality assurance audits and compliance with accreditation requirements.
- › Annual review of the organisation's delegation's authority.
- › Annual review of ARC Terms of Reference.

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