



Workskills Community Investment Foundation

ANNUAL REPORT

2017/2018

www.workskills.org.au

workskills

A photograph of a young woman with long, light brown hair, smiling broadly. She is wearing a bright blue long-sleeved top and a darker blue apron. In the background, a man with a beard and a green safety vest is visible, working in what appears to be a warehouse or industrial setting. The lighting is bright and even.

Assisting Southern
Tasmanians to
gain sustainable
and meaningful
employment

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MISSION statement

OUR VALUES

MAKING A POSITIVE DIFFERENCE

Every person and organisation that connects with Workskills is important. Everything we do is intended to facilitate skills and employment and to assist individuals and communities.

RESPECT AND INTEGRITY

We respect the rights, aspirations and diversity of individuals and the communities in which they live' and their entitlement to acceptance and courtesy. All staff actively demonstrate fairness, honesty and accountability in all dealings with one another and all stakeholders. We observe accepted community standards.

TEAMWORK AND COMMITMENT

Workskills staff are dedicated to working together, applying a mix of skills and expertise to deliver services that assist individuals and communities.

COLLABORATION

We are committed to building positive relationships with stakeholders by working within partnerships to achieve mutual goals for the benefit of our communities.

RIGHT Job
RIGHT Person
RIGHT fit

OUR VISION

Work · Skills · Community

OUR PURPOSE

Building connections, creating opportunities and making meaningful employment achievable.



jobactive



WORKSKILLS IS CONTRACTED TO THE FEDERAL GOVERNMENT THROUGH THE DEPARTMENT OF JOBS AND SMALL BUSINESS TO PROVIDE SERVICES TO ELIGIBLE JOB SEEKERS REGISTERED THROUGH CENTRELINK AND REFERRED TO US.

JOB SEEKERS

For job seekers Workskills, as a contracted jobactive provider, assists you with one-on-one support to help you find and keep a job, depending on your individual circumstances and needs.

EMPLOYERS

For employers Workskills, as a contracted jobactive provider, gives you access to a free service that can help you find staff.

Workskills assists you with support that's tailored to meet your individual business needs, from recruitment advice, to candidate screening and short listing, to skills training for job seekers to suit your business needs. You may also be eligible to receive financial incentives for recruiting staff through jobactive. This service is free of charge.

BOARD of management

Christopher Bevan

(Retired) Industrial Relations Manager, Forestry Tasmania, 22yrs, Chairman of the Board

Chris joined the Workskills Board 13 years ago and has been the Chairman for the last 12 ½ years. After retiring from Forestry Tasmania, he was looking for an organisation where he could give his time to help people and Workskills has proven to be the perfect fit.

Chris appreciates working with an excellent Board, a strong leadership team and dedicated staff. He recently completed and graduated from the Australian Institute of Company Directors Course, covering the compliance and performance requirements of an effective Board.

Heather Chaplin-Alomes

**Senior Human Resources Consultant, Tasmanian Government
Deputy Chair of the Board**

Heather joined the Board in October 2008 and became deputy Chair in November 2009.

Heather has an extensive background in the

employment, vocational and training sector with more than 23 years' experience working in the industry with for-profit and not-for-profit providers and Government. She joined the industry working in human resources on a large industrial site and has seen first-hand what vocational training can do to benefit individuals and the organisations in which they work. She has also worked as a frontline employment and training coordinator for a not-for-profit organisation. Heather has an excellent understanding of the issues that face employment services providers and is committed to working with the Board and management of Workskills.

Chris Hughes General Practitioner Secretary of the Board

Chris Hughes has been a member of the Workskills Board and its precursors for over 26 years. As a GP in Bridgewater, he has long had a passion for the principles and practice of social justice and the right of everyone to reach their full potential.

Chris is the current Royal Australian College of General

Practitioners Tasmanian Faculty Censor with local and national responsibilities in relation to GP Assessment and Policy. He is also a member of the Queens Domain Advisory Committee advising the Hobart City Council in all matters relating to the planning and use of the Queens Domain.

Stephen Luttrell Treasurer of the Board

Born and raised in Hobart, Steve completed a Bachelor of Science (Forestry) at the Australian National University. On return to Tasmania he worked with the Forestry Commission and Forestry Tasmania including roles in senior management, operational management and sales and marketing. He also has experience in private enterprise through secondment and then through project work subsequent to retirement.

Steve has been a Board Member of Workskills for 11 ½ years and is also a Director of the Forest Practices Authority.

Bernadette Ulbrich-Hooper Barrister and Solicitor Co Treasurer of the Board

Bernadette was born and raised in Tasmania and completed her university studies at the University of Tasmania and Charles Sturt University. She joined the Workskills Board in 2012 and is a Barrister and Solicitor, qualified wine maker and veterinary nurse. She has a strong background in training and development, lecturing and tutoring.

Bernadette spent 10 years living in Melbourne and working in all facets of the wine industry; primary production, quality control, bottling, wine retail and sensory education.

Bernadette graduated from the Australian Institute of Company Directors Course, covering the compliance and performance requirements of an effective Board, and is presently working for the Australian Institute of Company Directors as a Member Relations Executive. Bernadette is also a board member of the Hobart City Mission and serves on the Finance, Investment & Property Management Committee.

Iain Frawley Board Member

Iain has extensive background experience in public administration, having spent considerable time in senior roles in both the federal and state public services. In addition Iain has been actively engaged in community activities on a voluntary basis where past roles have included membership of the Boards of Management for Jobmatch Inc. (now Wise Employment) and Project Hahn, and as President of the Friends Football Club. Currently Iain is involved in a voluntary capacity with Workskills and the Hobart City Football Club. Iain holds a Master of Public Administration and Graduate Certificate of Corporate Governance. He has been a Workskills Board Member since 2001.

Robert Flanagan Industrial Relations Practitioner Board Member

Robert is an Industrial Relations practitioner with over 23 years' experience and has a strong commitment to social justice. Robert is currently the Assistant Branch Secretary for the Tasmanian Branch of the Australian Workers Union and Vice President of the Industrial Relations Society of Tasmania. Robert has been a Board Member of Workskills for 9 ½ years.

Louise Wallace Board Member

Louise joined the Workskills Board in 2009. Born and raised in Hobart, she has 20 years of experience in Sales and Marketing working within the Private Health Insurance Industry dealing with both government and private sectors.

Louise has also worked within the employment, vocational and training sectors for both for-profit and not-for-profit providers.

Leigh Delaney Board Member

Leigh joined the Board in 2015. He has varied experience in the community sector with not-for-profit organisations having worked in operational and managerial roles. He has worked with a number of organisations under previous Government employment contracts and is presently employed in human resources in the Aged Care Sector. Leigh has a passion for supporting people to live full and meaningful lives and to have access to the resources they need to reach their full potential.

SENIOR leadership team

PAT KLUVER CEO



Pat joined Workskills in 2005 as Founder and Executive Officer of Workskills Training and Development (RTO). Subsequently he also took on the responsibilities of Corporate Services Manager and Deputy

General Manager.

As a training and development professional, Pat's consultations with a diverse range of industries and organisations proved excellent exposure to the needs of employers in Hobart and Southern Tasmania. Under his leadership, Workskills RTO focused on VET to link job seekers to employment in local industries, develop work preparation programmes for those doing it tough and also formal skills development for Workskills staff delivering employment and support services.

In 2009 Pat was promoted to the position of Deputy General Manager taking on responsibility for the RTO, marketing, work experience, special projects and providing high level support as a member of the Workskills Executive. Pat's management training and experience provided him the ability to understand and manage complex Employment Services contracts. Pat's skills and contribution as Corporate Services Manager and Deputy General Manager led the Board of Management, in June 2015, to his appointment as Workskills' Chief Executive Officer. An advocate of lifelong learning, he holds an Advanced Diploma of Management, Diploma of Training and Assessment, Certificate IV in Human Resource Management, Graduate Certificate of Management (UTAS) and recently completed an Advanced Diploma of Work Health and Safety.

MARK BRITTAIN Chief Operating Officer



Prior to Mark joining the Workskills Executive Team in 2005, he honed his extensive management skills operating in the demanding and fast paced retail sector. Mark

has brought with him his knowledge and expertise in the areas of profit control, budget forecasting and staff management.

Appointed as the Operations Manager for Workskills Job Network Services, Mark has seen a number of contract changes including the transition to Job Services Australia (JSA) in 2009 and most recently from JSA to jobactive in 2015 which he now holds the role of Chief Operating Officer. Mark and his team manage the operation of five fulltime and three outreach sites across the Hobart and Southern Tasmania employment region. During his 12 years with Workskills, staff numbers have increased significantly to ensure Workskills has been able to continue to deliver excellent employment services to the increasing number of clients across Southern Tasmania. Mark plays an instrumental role in ensuring Workskills remains the provider of choice in our Employment region and continues to further his knowledge and expertise in the delivery of Employment Services.

KRISTY HOLBROOK Finance Officer



Kristy has been instrumental in 2016 in re-defining the parameters for the organisations financial management. This work has seen a major overhaul and review of Workskills financial

management system across all levels of the organisation. In 2017 Kristy was invited to be a member of the Senior Leadership Team, which provides the highest level of strategic direction for Workskills. To enable Kristy to have the necessary skills and knowledge to manage this process has been her 9 years with Workskills growing her knowledge, experience and most importantly her leadership skills.

Kristy started as a Finance and Admin trainee with Workskills in 2009, completing her Cert III in Business with Workskills Training and Development (RTO). After completing her traineeship, Kristy commenced in a Finance and Administration role for the Accounting and Finance Team.

Over the last 9 years Kristy has worked in many support roles throughout the organisation across Finance, Human Resources, Corporate Support and Administration, before being appointed to the position of Finance Coordinator in 2015 after a restructure of the Finance Team. Kristy's skills, experience and understanding of the business along with her ability to adapt to change put her in the perfect position to take on the additional responsibilities and challenges that came with this role.

Since completing her Certificate III in Business, Kristy has completed her Certificate IV in Human Resources and Certificate IV in Work Health and Safety and is currently undertaking her Diploma of Accounting.

FIONA REID Human Resource Manager



Fiona commenced with Workskills in a management role in 2009, overseeing two of Workskills (then) four sites and was promoted to the Human Resource

Management role in 2011. In 2013

Fiona completed her Graduate Diploma of Human Resource Management, is a Certified Member of the Australian Human Resource Institute (CAHRI) and is experienced in both corporate and non-profit settings. Fiona has an extensive background in HR generalist affairs, including experience in employee recruitment and retention, staff development, mediation, conflict resolution, benefits and compensation, performance management, HR records management, HR policies development, legal compliance and negotiating Employee Collective Agreements.

Her previous experience as the Operations Manager of a manufacturing plant saw the implementation of work flow schedules that improved productivity, the implementation of Work Health and Safety policy and practices and return to work processes. Prior to this, Fiona ran a landscape and design business in Melbourne for twelve years and has worked in Senior Management roles in hospitality in Melbourne and Perth.



CHAIRMAN REPORT

Chis Bevan

2018 HAS PROVEN, IN MANY WAYS, TO BE A TOUGH YEAR FOR WORKSKILLS, BUT WILL BE LOOKED BACK ON AS A YEAR OF NEW BEGINNINGS. I AM SURE THE BOARD WOULD AGREE, WORKSKILLS HAS SEEN SIGNIFICANT GROWTH AND DIVERSITY OVER THE LAST FINANCIAL YEAR WITH NEW PROGRAMS, BUT ALSO A NEW “FOCUS” AND A “PURPOSE FOR BEING”. OVER MY TIME AS CHAIR, I WOULD SUGGEST, THAT THIS HAS BEEN ONE OF THE BUSIEST FOR ALL BOARD MEMBERS AS WE HAVE SUPPORTED THE DEVELOPMENT OF STRATEGY, ENABLING SOME SIGNIFICANT ORGANISATIONAL CHANGE.

Financially, despite the challenges, this year has provided a solid result. The organisation was very close to achieving the budgeted surplus. This result is despite increased expenditure in frontline resources to improve performance. Staff numbers are the highest they have been in Workskills history and our range of programs sees a lot lesser reliance on the Employment Services contract.

The Workskills Community Investment Foundation was launched in 2018 with a range of initiatives that not only focuses our PBI and NFP status, but gives a real sense of unified identity for all stakeholders, internal and external to the organisation. Investments have been established that see our surplus’s invested, resulting in real money that can be used directly in our community. A result from the foundation is that in 2017-18, we have invested 4 fold from previous years into our local community. 2018 saw the Foundation providing funding for programs that directly enable community organisations to better engage with one of our most important assets – our youth.

This year has seen its challenges for the Employment Services side of the business with a decline in our performance. The management

team are working hard to ensure that the necessary steps are taken to address this and the clear intention and efforts are focused on getting performance back up to the National average as a minimum.

Diversification has been a deliberate focus for Workskills with new programs coming to fruition with Parents Next and Youth Entrepreneurial Services. Parents Next has been a very important program to ensure we show we can deliver more than just one program and have evidence to deliver specialised programs to cohorts. Youth Entrepreneurial Services has grown and the product brand “Trouble Smiths – We made it” has had an official launch. This initiative will form our move into a pure Social Enterprise and ensure we are reaching out to many more people through a strength based program.

As a board, through the CEO, we have seen the organisation become increasingly complex with our funding bodies demanding higher levels of compliance, greater accountability and higher levels of performance across all programs. For the board, the risk appetite has continually been challenged across many areas this year, as chair, I am so very thankful for the boards support in meeting these challenges and navigating in a professional way.

I would like to take the opportunity to thank my fellow Board members, the Senior Leadership Team and all the staff, I feel proud to lead a team that cares so much about what we do.

”
DIVERSIFICATION HAS
BEEN A DELIBERATE
FOCUS





CEO REPORT Pat Kluver

IT WOULD BE FAIR TO SAY THAT 2018 HAS BEEN A MIXED YEAR FOR WORKSKILLS. WE HAVE SEEN TREMENDOUS GROWTH IN OUR COMMUNITY BRAND, IMPACT. WE HAVE SEEN NEW PROGRAMS INCREASING OUR SUITE OF OFFERINGS AND WE HAVE SEEN THE JOBACTIVE SIDE OF OUR BUSINESS “STRUGGLE” WITH ITS PERFORMANCE.

Impact Communities, the part of the business that focuses on engaging with communities has seen unprecedented activity. The team at Impact have taken the Youth Entrepreneurial Services to new levels with close to 150 youth being engaged along the way. A new brand has been launched called Trouble Smiths – “We made it”, further providing a strong business case for the Social Enterprise in its own right. Our Families and Schools Together (FAST) program through the Salvation Army’s Communities for Children’s funding has touched many more families this year. I was fortunate enough to be invited to one of the graduations this year, where the results of the program become extremely tangible. To hear stories from participants how FAST has improved the family unit was very enlightening. Impact continues to prosper and forge stronger links between Workskills and the communities that we serve.

Our Workskills Community Investment Foundation (WCIF) was launched in June with an all staff celebration of the work that we have done and continue to do. Our very own foundation, once again saw our surplus’s built up over the years be invested to further invest in our community partners. This year saw the Community Allocation Committee assess proposals with two successful Coaching Young People for Success programs being run. The “charter” for the Allocation Committee

aims to extend the work we can do with co-contributions and aims to “enable” partners with skills in our sector to reach out to more people making a real difference. Of the two programs we facilitated, one was in the North of the state and we were happy to make new friends in that region. Pleasingly our investments have been achieving the stated aims and we are on track for next year’s investment to be similar to that of 2018.

This year we tendered for a new program through the Department of Jobs and Small Business called Parents Next. Working in the community sector has so many rewards and in many respects it is how Workskills started as an organisation. The Parents Next program takes us back to where we started in many ways, delivering a program that is designed to keep clients engaged in meeting their longer term aspirations. Parents Next is about working with Parents that have children under 6 years of age and has an overwhelming focus of keeping parents engaged in services in preparation for when they need to re-enter the workforce. Our enthusiastic team motivate and plan with clients a pathway to maximise opportunities through training, support and understanding and identifying networks.

Our jobactive side of the business has struggled this last year. It has required much analysis and soul searching and the



culmination of this saw us further invest in our front line resources to ensure we are maximising our potential. During late 2017 and early 2018 we dropped down to a 2 STAR provider. A long fall from where we were at 5 STARS and not somewhere where we are at all comfortable. A lot of work has been completed late this year to prepare us for the last 2 years of the contract to come back and take our number one spot back. We have invested in key areas of the business with additional positions in Intensive Assistance, direct employer engagement, a two person jobs rescue unit and two consultants focusing on indigenous placements. The Senior Leadership Team are focused on setting the right environment where all our people know what’s required and have all the tools and resources to achieve the expectations the Department have on us, but more importantly than that, the expectations that all our clients place on us helping them realise their potential.

Despite the downturn in our performance, we have managed to still provide a strong operating surplus this year. Under our new financial management system we now see surpluses either be allocated to our strategic funds for medium term initiatives or into our community investment accounts. Being so close to the end of the contract, this year’s surplus has been allocated to the strategic

area to prepare for a new tender.

As the CEO of Workskills, I have had excellent support from the Senior Leadership Team. As I mentioned earlier, this year has thrown us some “curve balls” and there is plenty of work to do to get us back to where we belong, but my team are taking on the challenge and working hard to ensure we can say “we are doing our best”.

Our Governance structure dictates that we meet as a board and CEO once a month. A very

quick calculation indicates that our Board of Management has literally donated in excess of 500 Hours to ensure we, not only meet our governance obligations, but provide significant input into the way Workskills is and what it does. Thank you so much for all your support and confidence in our business.

We will keep working hard to ensure, as an organisation, we are focused on the things that really matter to us, our customers and all our stakeholders. We do look forward to a prosperous 2019 where our focus will be on ensuring our performance is where it needs and that we can lock in a new jobactive contract in 2020. Lastly thanks you to all our people internally, there are nearly 80 of us that work hard to ensure we all play our part in realising all our potential.

THANK YOU FOR ALL
YOUR SUPPORT AND
CONFIDENCE
IN OUR BUSINESS



COO REPORT Mark Brittain

THE END OF THIS FINANCIAL YEAR MARKED 3 YEARS FOR JOBACTIVE AND IT'S FAIR TO SAY IT'S BEEN A CHALLENGING YEAR IN MANY RESPECTS, BUT ALSO THERE CONTINUES TO BE MANY REAL, LIFE CHANGING, STORIES ABOUT HOW WE HAVE HELPED OUR JOB SEEKERS MOVE FORWARD TO AND GAIN MEANINGFUL EMPLOYMENT EVERY DAY, THE REASON WHY MANY OF US ARE COMMITTED TO THIS IMPORTANT COMMUNITY SECTOR.

Unfortunately our efforts over the past 12 months is not reflected in our performance results and sadly we find ourselves in unfamiliar territory. With experiencing some "pain" around performance, it allowed us to reflect on what we do well, what we don't do so well, where our gaps are and finally what are we going to do to ensure we deliver the best possible outcomes we can for our Job Seekers in the years to come.

In doing some "navel gazing" there were a few areas uncovered that needed addressing, which is why some new and exciting changes to our delivery model came about.

We have experienced changes not only in the delivery of services and our performance, but also in the design and structure of our management group. Our quality team has done an incredible job of ensuring we keep on track and achieve the much sought after ISO9001 Quality Accreditation. That does not of course mean we are about to rest on our laurels, we have had a refresh in this area and are looking carefully at the way we can maintain our continuous improvement mantra on the back of all the hard work and success that we enjoyed in the previous year.

This has given us the opportunity to review and challenge what we do in the quality and compliance space with several new roles being created to manage quality, accreditation and business performance.

Our Employer Services team who deliver recruitment services held their own this year and are to be congratulated on going against our overall performance trend, delivering greater placements and outcomes results compared to their previous year. This was no doubt achieved by continuing to work with industry and employer groups at a sector level, continuing to grow our suite of tailored Pre-Employment programs, as well as not ignoring the small to medium employers who just need some help in finding the right fit for their business.

The new roles mentioned above were not the only new role introduced this year, we also welcomed two Indigenous Mentors aboard. Through this new role we are achieving some outstanding results by providing coaching, mentoring and personalised support and career orientated training. Closing the Gap

PLEASEINGLY, WE HAVE REALISED OUR OWN POTENTIAL BY USING OUR **GROUND UP PROGRAM**

is a range of Government strategies that aim to improve the lives of Aboriginal and Torres Strait Islander Australians. In 2008, the Council of Australian Governments (COAG) set targets aimed at eliminating the gap in outcomes between Indigenous and non-Indigenous Australians, employment being one of the seven. Through this new role and the continued efforts of our wider Workskills team, we are committed to ensure better outcomes are delivered to help Close the Gap.

As you would have read in Pat's report, investing in our frontline to maximise our potential has been a focus for us this year. Searching for frontline staff, even though we are in the recruitment game as well, can be challenging. Pleasingly, we have realised our own potential by using our internal Ground Up program, to grow and develop our own staff of the future. One of our first Ground Up employees was successful in gaining a Job Search Consultants role at New Norfolk. This latest appointment makes it "four" who have successfully "graduated" from our Ground Up program with permanent full-time positions.

Workskills, through Impact Communities, were successful in gaining the Parents Next contract. This is an exciting program, one that we are delighted to be able to deliver and in many ways, the concept and design of this program takes us right back to our humble beginnings all those years ago.



The year ahead is no doubt going to be just as challenging as the last, pleasingly though, in many respects, the hardest part of gaining the performance ground back has been done, new and innovative strategies have been designed and implemented, which allows our dedicated and committed staff, at all levels, to focus on achieving our goals for 2018/2019.



HUMAN RESOURCE MANAGER Fiona Reid

NEWS JUST IN. SUCCESSION PLANNING WORKS AND WHAT A POSITIVE FEELING THAT SPREADS THROUGHOUT AN ORGANISATION.

So much has occurred over the past 12 months with my focus on ensuring we are future proofing our organisation with staff that recognise the value of career development and knowledge management. My main objective was to create an environment whereby current staff felt valued and supported with a clear career path within the organisation. Additionally, it was important that we create the next generation of knowledge managers. One of Workskills strategic priorities is Staff Engagement, whereby we 'undertake to ensure motivated staff will be equipped with the tools and resources necessary for developing the skills and knowledge required for the delivery of high quality services and will be rewarded and recognised for exceeding performance targets'.

This has been a multi-pronged strategy with our internal Mentoring and Ground-Up Programs. The Mentoring Program is now in its third year and continues to deliver positive results for both staff and the organisation as a whole. This year we have 10 participants in the program who meet monthly, and some more frequently. As part of the support side of the program we have several 'all group' meetings scheduled through-out the program so participants are able to share their experiences and offer suggestions as to how the program can be improved in the future. I have found

these sessions to be extremely valuable as I have adopted several of the suggestions over the previous year's adding value to the program.

From our Mentoring Program we have seen one Support Centre Officer move into a Job Search Consultant role as a direct result of their involvement in the Program, one of our Middle Managers move into a Senior Managers role with a promotion of another Manager into a more Senior Management role. Much of this success can be attributed to the support they received from their Mentors through the course of their Mentoring journey.

Direct feedback from both Mentees and Mentors have confirmed the support that anecdotally could be seen. Encouragingly, Mentors have reported that the benefits they have received from their involvement in the program has been both unexpected and rewarding. Our Ground Up Program has also enjoyed success, so much so that we are currently down to two participants in the Program as the successful movement of participants in the Ground Up Program has somewhat depleted our stocks.



We have two Ground Up Trainees that have moved on from their Traineeships to become 'Support Centre Officers', one who has gone from the Ground Up Program Traineeship to a Job Search Consultant and one that started as a Finance Trainee and is now our Finance Officer. These success stories have given participants a great sense of pride and accomplishment. We do not restrict applications for internal roles through the Ground-Up Program to completed Trainees, we encourage our Trainees to apply for these positions regardless of the completion of their Traineeship. We do however insist that Trainees are able to demonstrate competency, suitability for the position applied for and they must complete their formal qualification, but this is not a barrier to promotion or professional development. Our current Trainees still involved in the program are undergoing rotations now and in the coming months with our Finance Department benefitting from one Trainee and the other moving into their rotation at one of our Sites.

Human Resources in an interesting area to be involved in, one that has kept me busy for the past 15 years of my career. I think it would be fair to say that when one delves into HR as a profession we start out dealing with the tactical side of the discipline- that being paperwork, employee handbooks, enforcing policies, recruiting and onboarding. All

important and still a necessary requirement of the role, however, over the years I see the strategic side of HR as the most challenging and rewarding. Strategy in HR is all about our most valuable asset- the people. Consequently, it is the implementation of HR practices that align our people, those that keep this organisation ticking, with our organisational goals which will allow us to be more successful and productive. Strategic HR really is about collaboration with staff and ensuring their work experience is a positive one that will in turn create a mutual benefit for both the employee and employer. It is all about creating a positive organisational culture and a work environment staff will appreciate, care about and be prepared to invest in the overall success of the organisation because they have skin in the game. Here at Workskills, I believe we do that very effectively.

I have been fortunate enough to be given the opportunity to further my professional development through the Australian Human Resource Institute (AHRI) Accreditation Program. The program offers multiple pathways to accreditation, similar to that of a Certified Practising Accountant (CPA) and I have elected to take the Senior Leaders Pathway which involved writing up a case study of a program or initiative that I have implemented in the last five years with Workskills followed by a panel interview, yet to

be undertaken. Naturally I drew on the Ground Up and Mentoring Program and the success that this has seen for my case study.

As an organisation we boast a significantly lower turnover than the Employment Services industry and when I say significant, the stats speak for themselves. Workskills staff turnover has averaged 8.5% over the past four years and that is a number that underscores the positive culture and supportive environment that all our staff find themselves a part of. Nationally, the industry reports approximately 25% of organisations reported staff turnover of 30 – 40% with 42% of organisations reporting staff turnover above 40%. Overall, more than 80% of organisations reported turnover higher than 20% (Source: Jobs Australia August 2017).

As part of the Senior Leadership Team it is key that we as a group are focussed on the future and how that particular behaviour looks to the rest of the organisation. Workskills is seen to be an excellent employer and I have regular conversations with prospective applicants who are looking to come across to us from our competitors, as our reputation precedes us, resulting in the successful recruitment of five staff in the last three months from our competitors, putting us at a competitive advantage. We were recently (June 2018) bestowed the 'Employer of Choice' award by the Department of State Growth in Tasmania. This was a rigorous application process and required testimonials from staff who were able to reiterate the opportunity that staff are afforded through our Mentoring and Ground-Up Program. I believe this maintains a culture of professional development, demonstrates our commitment to succession planning, maintains consistency throughout the organisation, aids in organisational knowledge management and encourages staff retention.

In addition to the success that these programs have seen, this year saw the inception and development of the Workskills Community Investment Foundation. The Foundation has been created to ensure Workskills continues to offer financial support with a structured and

transparent approach, to our local community and what better way than to invest in projects that benefit those that rely on the support that we have offered as an organisation over the past 30 odd years. As part of my role I am charged with the task of ensuring we come together as an organisation and celebrate the wins we so regularly achieve and the inauguration of the Workskills Community Investment Foundation was no exception. Despite the particularly inclement weather back on the 17th July, fifty three staff, together with several members of our Volunteer Board of Management were treated to a warm reception at the Hotel Grand Chancellor, to unveil the newly created 'Foundation' and share with staff what that means in real terms. This was a very positive and fun evening, giving everyone an opportunity to relax and unwind with delicious food and good company in a perfect setting.

It has been an exciting yet challenging year for all of the organisation but these challenges present us with opportunities to continue to strive for success which organically transpires into success for our clients and ultimately, our local community. It has again been a pleasure to be a part of this and I anticipate 2019 to hold as many challenges, successes and surprises as 2018 has.

IT HAS BEEN AN
EXCITING AND
CHALLENGING YEAR
FOR ALL OF THE
ORGANISATION



FINANCE REPORT Kristy Holbrook

THIS FINANCIAL YEAR, 2018 HAS CERTAINLY BEEN A BUSY ONE FOR THE FINANCIAL SIDE OF THE BUSINESS.

2018 saw our community investment strategy in full swing with the launch of our Workskills Community Investment Foundation. Our accumulated surpluses have been invested in to long term investments, with the aim of generating income to allow us to fund programs in our local community. This past year the income generated from our investments allowed us to be able to fund and deliver two Coaching Young People for Success programs. These programs were run by our Community arm of the business, Impact Communities. We have now passed the half way mark of our jobactive contract, and as we are starting to prepare for the future ahead our surpluses from this year have been allocated to our strategic fund to enable us to prepare for a new tender.

In the jobactive side of the business we have had a big focus on utilising the Employment Fund to activate our jobseekers and assist them with the tools and services required for them to get and keep a job. This has really ramped up the work load for our small finance team and has certainly kept us busy with over \$1.8M of Employment Fund transactions utilized to help our jobseekers gain employment. With the increased spend we have had to ensure we have good cash-flow management and processes in place to maintain our solid cash-flow position into the future. We have also invested more resources into our front line this past year to ensure we are fully equipped to get our performance back to where we would like it to be, and where we know it can be.



It is critical that the Board receive and understand concise, on time and detailed reporting. We are continually reviewing our reporting processes to provide the best format to the board and ensure they are given all the information they need as Board members. In conjunction with the above we have also had our external consultant accountant attend a recent Board meeting to give an external overview and summary of our financial position.

We have recently completed our financial audit for the year, as part of the annual audit we had our Bridgewater (Corporate Site) revalued. It is now approaching the time of the year where we will be busily preparing our annual information statements for the Australian Charities and Not-for-Profit Commission (ACNC) to ensure we maintain our not-for-profit charity status.



IMPACT COMMUNITIES

Mark Boonstra

OUR VISION SHORT AND SIMPLE IS “REALISING POTENTIAL AND ACHIEVING GOALS”. QUITE OFTEN AT OUR TEAM MEETINGS I WILL ASK THE TEAM, “WHAT HAVE WE SEEN OR DONE LATELY WHERE THIS HAS BEEN ACCOMPLISHED”, WE ARE NEVER SHORT ON STORIES.



Impact Communities operating as the “community arm” of Workskills can again showcase the value of Workskills investment into the community. This time I will let anecdotes tell most of the stories.

But first some Impact Communities stats

- Our staff, Mark, Bonnie, Stacey, Sybylla, Bridget, Ben, Anthony, Samantha, Nick and Brodie (that’s 10 of us). Our growth in staff is testament to the fact that Workskills, funders, purchasers see value in our work.

- Across our programs we have seen over 30 volunteers be involved

- We have trained 40 youth workers/trainers in Coaching Young People For Success. This was co-funded by the Workskills Community Investment Fund to a total of close to \$25K.

- We have delivered 6 Families And Schools Together (FAST) programs, training 25 team members, and having 40+ parents and over 120 children involved.

- Youth Entrepreneurial Services (YES) has seen 150 young people interviewed, 125 commence, and over 35 receiving an employment or training outcome.

- We launched Troublesmiths the social enterprise component of YES. To date our YES products have had close to \$10,000 worth of sales. The profits go back into YES and the hands of participating young people (YES tokens)

- Over 100 people have been involved in our Ready Set Job and Ready Set Money programs.

The stories

FAST

When asked; what has been most valuable about your FAST experience?

“The special play time with my FAST child, and the parent buddy time actually the whole program was a great experience.”

FAST parent Jordan River Services

“The ability to listen and share daily family issues with other parents and learn that I’m not alone in my struggles.”

FAST parent St Brigids

“FAST creates a sense of community amongst the families. It was a great way for us to meet other families from the school and interact with teachers on a closer level.”

FAST parent St Brigids

“As a working couple, we don’t actually see many of the parents from the school, let alone the families who participated in the FAST program. Our child has a core group of friends from school and we have developed friendships with those families.”

FAST parent St Pauls

COACHING YOUNG PEOPLE FOR SUCCESS

“I would like to send my feedback to you on the CYPFS Leaders training I have been to many training sessions on various subjects in the past 5 years, this program was one of the best I have completed. It was a very enjoyable 2 days, paced well and super interesting! The skills I learnt even though it was targeted to Youth, I will be able to use with many different age groups as they come in my door. I can see it being used with many people who are having issues in their life and want to make positive changes in their circumstances. Being able to make help people make plans to set goals and make changes for the future they want. Now I know the process, I can see this being used often in my Community Centre, and also for me personally. The resources are fantastic and can see how it may work with many walks of life. I can’t wait to utilize these with my youth Group and other community members. Thank you for making this fantastic training available in Tasmania.”

Chelsea Barnes Bridgewater Community Centre.

YOUTH ENTREPRENEURIAL SERVICES (YES)

So many stories of success but here is just one.

Paris came into the YES initiative presenting as a very anxious young lady; at times she was visibly shaking and found it difficult to string her words together. But she showed up! Through the coaching and participation in the initiative activities, Paris gained confidence. She went on to gain some casual employment. She was so excited to make the most of it, but her experience of anxiety began to creep into her workplace. Through support from her Employment Coach, Paris was able to sustain her position and build resilience into her role. Paris has now moved on to full-time employment and has increased her competence and employment capacity. Congratulations Paris!

TROUBLESMITHS

“When we think of a smith, be it a blacksmith or a wordsmith, we know that they are masters of their craft. They take something raw and mould and shape it into something beautiful.

Life throws us curveballs – many of them at the time where we are just discovering who we are and what imprint we want to make on the world.

But through this social enterprise, and the support of the YES coaching program, our participants take their troubles and through hard work, perseverance and creativity, they start on the journey that will get them closer to their ideal life.

And so, Troublesmiths seemed to be a fitting description.

It’s also a cheeky nod to the naysayers. Those who label our jobseekers dole bludgers, or our young people hooligans. It takes the assumption that Tassie’s younger generation don’t work hard or care, and says ‘Watch me! Watch me work. Watch me care.’

Look at this soap, or this cheeseboard, or these earrings. Look at this pop-up shop, and this team, and this new life we have created for ourselves. We are Troublesmiths, and we made it.” Bonnie Tuttle’s Speech at the Troublesmiths launch

KEY FOCUS AREAS

In 2018-2019 we set the following as our key focus areas to take us to the next level. The following areas are the 6 key areas of our work. Each of these areas has their own focus areas and KPI’s. Each of these focus areas work alongside and compliment Workskills Strategic Plan.

1. **Program Delivery** – To maintain a high standard of program delivery
2. **Administration** – To ensure our policies, systems and practices support the work we do
3. **Growth and Development** – Assess new opportunities, refine, enhance and innovate
4. **Community** – To have an active meaningful presence in the community
5. **Team** – Staff and volunteers are equipped and supported to enjoy the work they do
6. **Workskills** – To resource, share information and co-implement Workskills Strategic Plan

With some recent team restructuring, Impact Communities plans to go from strength to strength in the coming year/s. Please check out our website / Facebook pages to find out more. To purchase your gifts for family and Christmas check out our online shop; www.troublesmiths.com.au.

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The logo for Workskills, featuring the word "workskills" in a blue, lowercase, sans-serif font. A small yellow checkmark is positioned above the letter "i".