

Annual Report 2018



Communities where all people can achieve their potential



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Company Overview

Job Centre Australia is a proud 'for-purpose' community-based organisation who put 100% of their profits back into supporting local people and communities. We specialise in empowering people with a disability, illness, injury or health condition to improve their circumstances through a range of training, support and employment opportunities. We currently provide services to over 2000 people with a disability from 33 offices in NSW, QLD & ACT. JCAL in its various forms has been specialising in providing Disability Open Employment services for 28 years.

Vision Statement

Communities where all people can achieve their potential.

Purpose:

We create opportunities for development, empowerment & enhanced independence. We build people's capability & strengthen communities through:

- Fostering awareness of the benefits of diversity
- Employment & education
- Active engagement with local partners
- Customised support

Strategy

JCAL's 2018-2021 Strategic Plan has five key strategic priorities to maintain our service quality and our business viability into the future:

1. Customer Excellence
2. People & Culture
3. Growth & Sustainability
4. Profile & Influence
5. Governance & Business Systems

Corporate Responsibility

JCAL is committed to providing person-centered services to support the development and success of our clients. We encourage a positive culture for our employees that promotes job satisfaction and excellence.

We strive to maintain our reputation as a quality, ethical and responsible community organisation across all facets of our business. We actively encourage diversity, equality and opportunity in our workplace and contribute positively to the communities in which we operate.

Governance Statement

Job Centre Australia Limited (JCAL) is a company limited by guarantee, incorporated under the Corporations Act 2001. Ultimate responsibility for the governance of the company rests with the Board of Directors. This governance statement outlines how the Board meets that responsibility.

Achieving the mission

The Board's primary role is to ensure that JCAL's activities are directed towards achieving its mission to empower people for tomorrow's opportunities. The Board must ensure that the mission is achieved in the most efficient and effective way possible, while preserving and promoting JCAL's reputation and objectives as identified in our constitution, vision and mission.

Specific responsibilities of the Board

The Board fulfills its primary role by:

- Formulating JCAL's strategic plan in conjunction with the senior management team
- Selecting, appointing, guiding and monitoring the performance of the CEO
- Ensuring succession planning processes are in place for the senior management team
- Approving Operating and Capital budgets formulated by management
- Monitoring JCAL's financial performance
- Identifying significant business risks and ensuring effective strategies are in place to manage these risks
- Ensuring JCAL's financial viability, solvency and sustainability
- Ensuring the company complies with relevant legislation and regulations

Management responsibility

The Board has delegated the responsibility for JCAL's day to day operations and administration to the Chief Executive Officer (CEO) and the Executive Management Team (EMT). The EMT consists of the CEO, General Manager of Operations and the General Manager of Corporate Systems. The CEO provides leadership of the EMT and the organisation. The CEO is also responsible for achieving the results set out in the strategic plan and is authorised by the Board to put in place policies and procedures, make decisions and initiate activities to achieve those results.

Board oversight

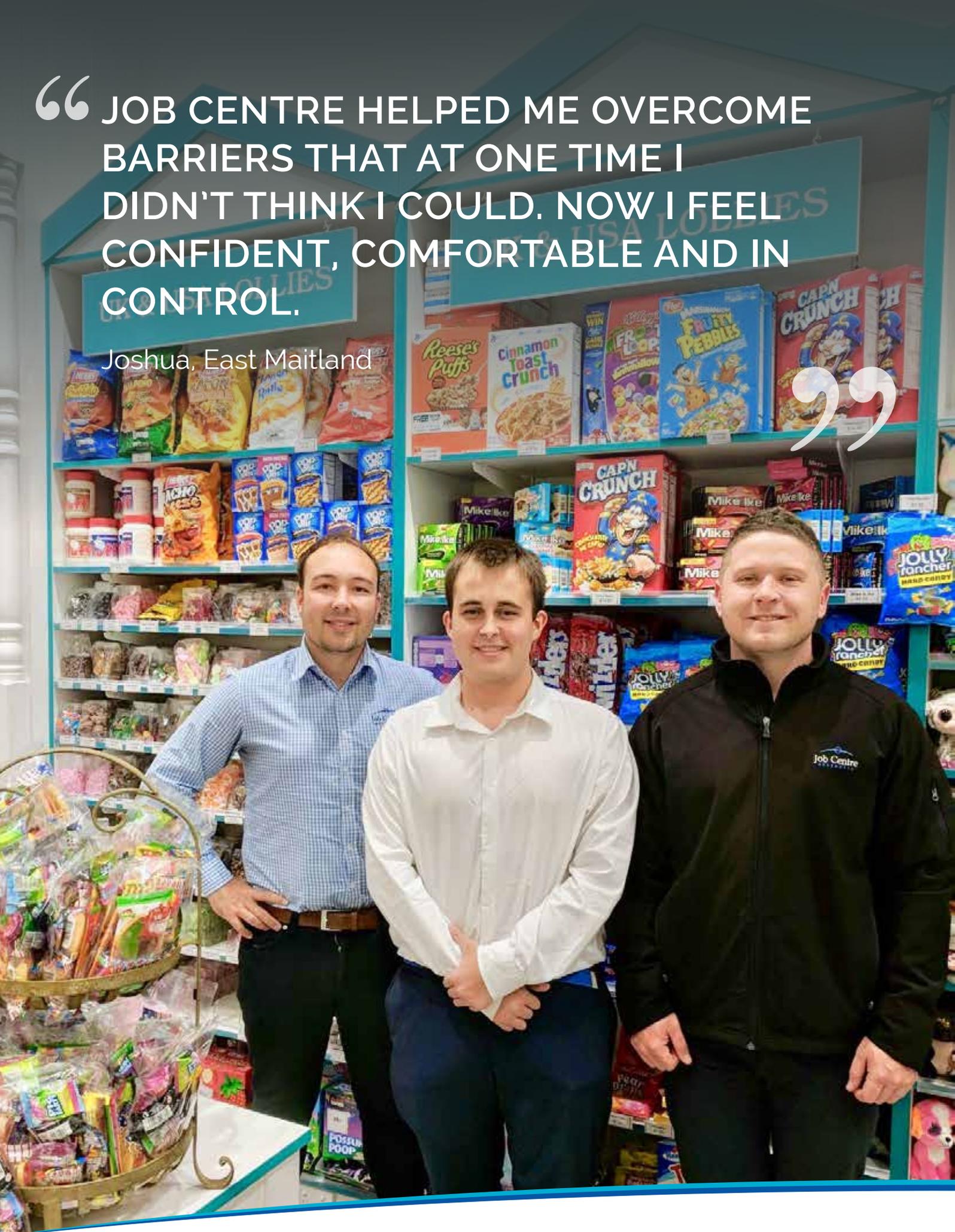
The Board oversees and monitors management's performance by:

- Meeting at least six times a year
- Receiving detailed financial and other reports monthly throughout the year
- Receiving and requesting additional information and input from management when necessary
- Assigning to the Audit, Finance and Risk and the People, Culture and Governance subcommittees of the Board responsibility to oversee particular aspects of JCAL's operations and administration

Each Board subcommittee operates under Terms of Reference approved by the Board. These Terms of Reference are reviewed annually and updated as necessary.

“JOB CENTRE HELPED ME OVERCOME BARRIERS THAT AT ONE TIME I DIDN'T THINK I COULD. NOW I FEEL CONFIDENT, COMFORTABLE AND IN CONTROL.”

Joshua, East Maitland



Our Values

At Job Centre Australia, our values are core to our service.

They represent who we are, how we interact with our clients, our employers and our community. Our reputation for quality service delivery is underpinned by the following 5 core values.



Respect & dignity for all



Fairness & equity



Integrity honesty & transparency



Excellence & high standards in all we do



Commitment to social justice

Chairman's Report 2017-2018

It gives me great pleasure to present my report for 2018 as Chairman of Job Centre Australia Limited (JCAL).

This year marks the start of major changes and challenges in the disability sector with increased competition and reduced margins especially with the National Disability Insurance Scheme. It will be necessary in the new financial year to continuously monitor our performance supported by our Strategic Plan for 2021.

JCAL, is I believe, well placed both financially and strategically to meet all the challenges and opportunities which we face in this new environment thanks to the Strategic Plan for 2021 and the vision, commitment and hard work of our CEO, Brian Yates and our General Managers, Sarah Stratford and Mel Heasley and their support teams and staff.

I extend my thanks and those of the Board of Directors to them all for their hard work and continued commitment to the ongoing success of JCAL.

The Strategic Plan 2021 is based on 5 Strategic Priorities, namely

- Customer Excellence
- People and Culture
- Growth and Sustainability
- Profile and Influence
- Governance and Business Systems

as set out in detail in the report of our Chief Executive Officer Brian Yates.

I extend my thanks to the Board and the Executive Team for their hard work and help in the creation and launch of the Strategic Plan for 2021.

I welcome the election of Chris Connor to the Board during the past year. Chris was a former Company Secretary and Chief Executive Officer of JCAL and brings a wealth of knowledge and experience to the Board.

Finally I thank all the members of the Board for their support, hard work and contribution to ensure JCAL's continued success in the disability sector.

David Alexander – Chairman

**“ I CAN'T BELIEVE IT, I THOUGHT
MY CAREER WAS OVER, I FEEL
REJUVENATED, I'M BACK AND I LOVE IT!**

Waide - Gardener, Junee Licorice
& Chocolate Factory

”



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Chief Executive Officer's Report

The 2017 - 2018 Financial Year has seen the beginning of major changes in the disability sector environment. The lead up to the changes in the Disability Employment Sector and the reduced margins of the National Disability Insurance Scheme have followed closely the assumptions we had made in our scenario planning exercises of the previous year.

A major body of work was undertaken by our Board and Staff that culminated in the creation and launch of our Strategy 21 plan. This Strategic Plan will guide Job Centre Australia's direction into 2021. This direction will be based on five key strategic priorities:

1. Customer Excellence – Reflecting the competitive nature of the new environment and our focus on quality
2. People and Culture – Highlighting the need to maintain a positive culture to attract and keep staff willing and able to support our strategic goals
3. Growth and sustainability – Looking for new opportunities to strengthen Job Centre Australia's position via more diverse income streams
4. Profile and Influence – Becoming a stronger voice within the sector and promoting our good work more effectively
5. Governance and Business Systems – Ensuring we maintain effective governance as the organisation grows and improving productivity through better systems.

We successfully maintained our DES business in all our ESAs with the exception of Sunshine Coast where a decision was made not to continue business in the region. We gained new grant allocations in ACT and Kiewa (VIC) under a Youth Specialist category to support our NDIS business in the regions.

The first full year of operation under the National Disability Insurance Scheme has had its challenges. With all participants transitioned from previous ADHC funding the full impact of low NDIS pricing levels can be seen. We have seen reduced income and operating margins across all services we are providing under the NDIS. This is a sector wide issue that is having impacts on providers and participants as organisations begin to reduce their service portfolio to focus on areas they can afford to deliver. NDIS internal systems and resources are stretched, resulting in delays, inconsistencies and confusion. Problems with NDIS gateways and overly complicated state based compliance processes create the need for additional resources to maintain business. Job Centre Australia will maintain close monitoring of NDIS services into the future as we balance the need to provide services against our ability to work within the current scheme.

Job Centre Australia holds a reputation for quality service and in a more competitive environment this will be a valuable market advantage in the future. The challenge will be to maintain this reputation as margins decrease and competition for participants increases.

Job Centre Australia welcomed Chris Connor to the Board of Directors in February 2018. Chris has held the roles of Company Secretary and Chief Executive Officer of Job Centre Australia. Chris is an asset to the board with his experience of the disability sector and his financial knowledge.

Job Centre Australia's financial performance has been steady with a turnover of \$16,762,739. The lower NDIS margins, reduced performance in Sunshine Coast and higher marketing expenditure (budgeted) have resulted in a net surplus of \$380,155. Whilst greatly reduced from the previous year, it was expected as higher expenditure had been budgeted for in the lead up to the new DES environment and full transition to NDIS funding.

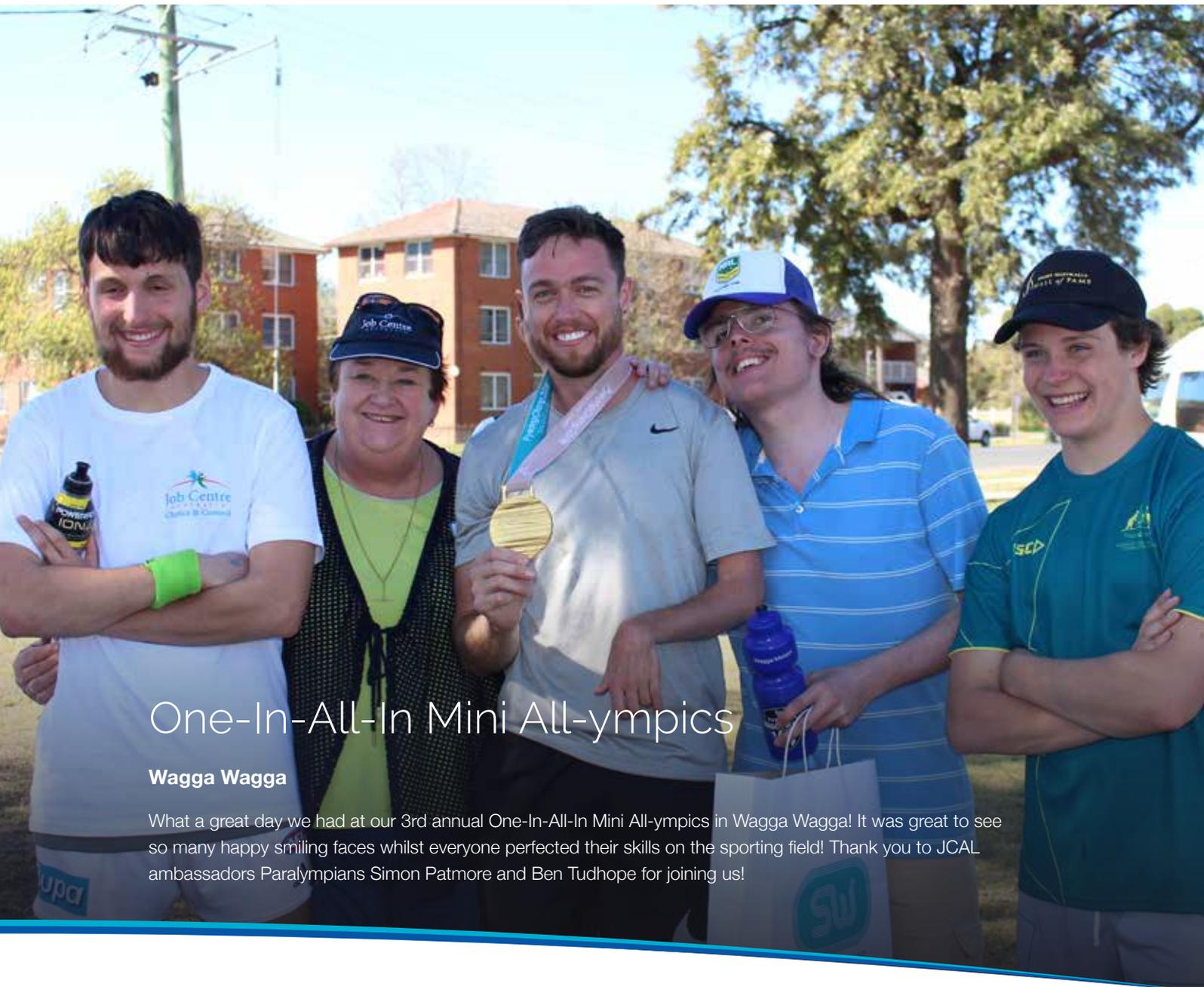
Job Centre Australia has transitioned from Special Purpose Financial Statements to Reduced Disclosure General Purpose Financial Statements for the year ending 30 June 2018. Adjustments have been made to align the current period financial statements and comparatives with accepted accounting standards.

The new financial year will be one of significant change, adjustment and challenge in the new environment. Effective monitoring of performance, productivity improvements and targeted growth to diversify and strengthen income will be of primary importance. These activities will be supported by the strategies contained in our Strategy 21 plan.

I would like to thank our Chairman and Board of Directors for their diligence and continued support of Job Centre Australia. I would also like to acknowledge the support I receive from a quality management team.

Finally I would like to thank all the staff for their hard work, loyalty and commitment to their participants and to Job Centre Australia.

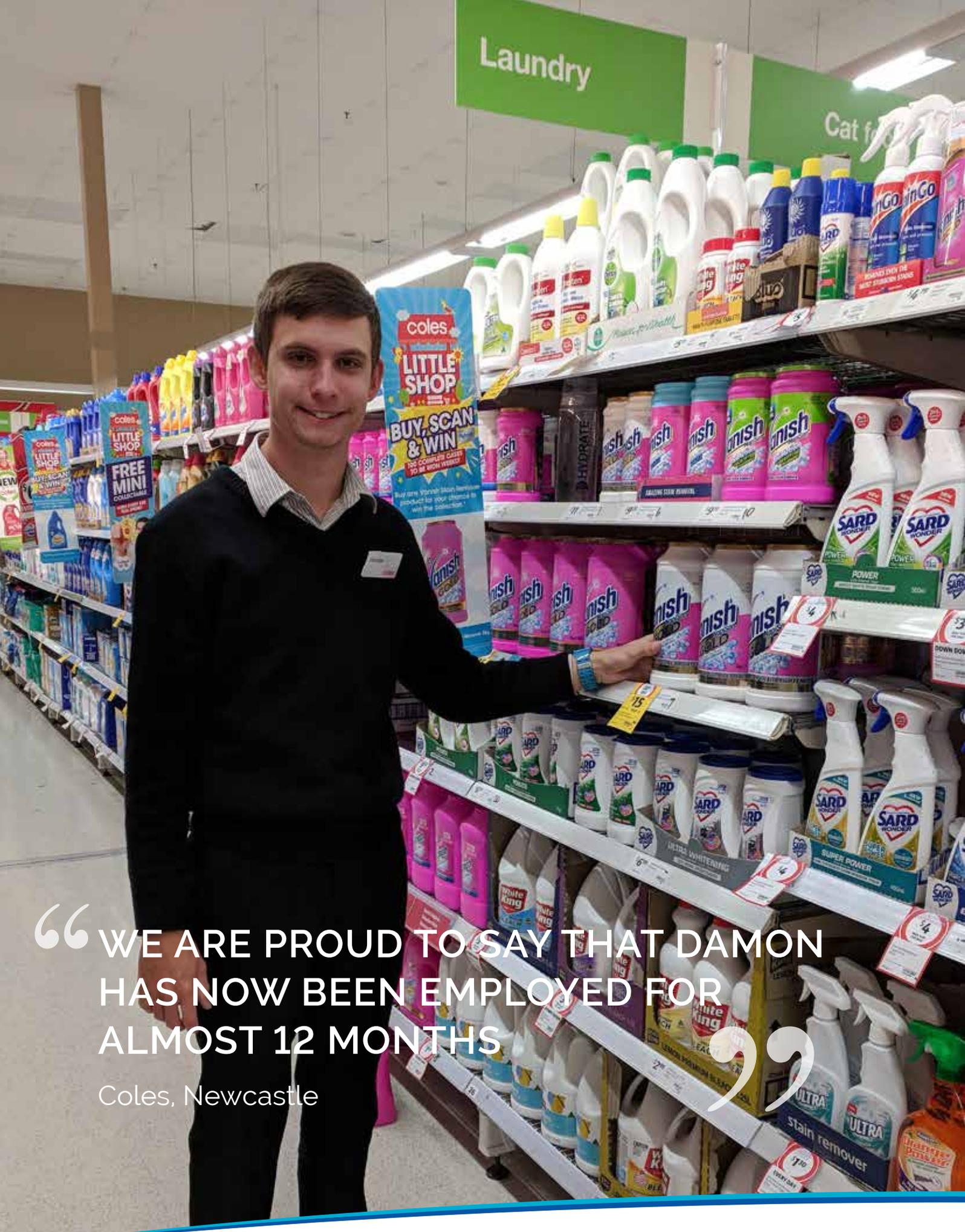
Brian Yates - Chief Executive Officer



One-In-All-In Mini All-ympics

Wagga Wagga

What a great day we had at our 3rd annual One-In-All-In Mini All-ympics in Wagga Wagga! It was great to see so many happy smiling faces whilst everyone perfected their skills on the sporting field! Thank you to JCAL ambassadors Paralympians Simon Patmore and Ben Tudhope for joining us!



“ WE ARE PROUD TO SAY THAT DAMON HAS NOW BEEN EMPLOYED FOR ALMOST 12 MONTHS ”

Coles, Newcastle

Chief Executive Officer's Report on Audited Accounts

For the year ended 30th June, 2018

Profit & Loss (Operations)

Gross income for the year increased 1% to \$16,854,283. Expenditure for the year also increased 5% from \$15,632,226 to \$16,474,128, incurred mainly in preparation for the new DES contract.

The effect of the above is a net surplus of \$380,155 for the year (2017: \$1,061,639), a decrease of \$681,484 (64%) from the previous period.

Liquidity (Cash flow)

Our cash position at 30 June 2018 was \$3,190,517, an increase of 65% from the previous year. Including cash held in term deposit (disclosed within other financial assets in the Accounts), the Company's cash position increased \$525,539, attributable to operational results.

Financial Position

Total current assets were \$4,036,270, an increase of 10% from the previous period. The net assets of the Company increased by \$439,283 from \$3,711,441 to \$4,150,724 as at 30 June 2018.

Summary

Job Centre Australia continued to maintain a stable financial position during the year. Given the changing NDIS funding model and uncertainty around the 2018 DES contract, the Company is in a sound position to respond to market changes.

Brian Yates - Chief Executive Officer

A photograph of a restaurant interior. At the top, a wooden sign features the Japanese characters '東京' (Tokyo) in gold and 'tokyo sushi' in white and yellow. Below the sign, a woman and a man in red polo shirts stand in a kitchen area. The woman is on the left, and the man is on the right, leaning on a counter. The background shows kitchen equipment and a menu board.

東京 tokyo sushi

Confidence Boost

Gosford, NSW

Chelsea started attending Choice & Control at Gosford in 2017 through School Leavers Employment Supports. Chelsea's main barrier to employment was her anxiety and confidence surrounding employment. With lots of encouragement and support, she started building confidence and soon started a work placement demonstrating her fantastic work ethic. Chelsea was excited to start job searching and secure a career path within the retail industry. She completed a Cert III in Retail and was assisted in updating her resume, completing resume drops in the local area.

Soon after, Chelsea received a call back and was coached through interview preparation and strategies to assist in staying calm. Chelsea received a trial shift from that interview and is now employed casually and working 2 days per week.

Chelsea continues to access the program for extra support and social skills and is loving her new job!

“ I LOVE TUESDAYS, WEDNESDAYS AND THURSDAYS, BUT THURSDAYS ARE MY FAVOURITE BECAUSE KIM (JCAL TRAINER) COMES TO VISIT ME. HE'S MORE THAN A CASE MANAGER, HE'S A FRIEND. ”

Toby - Target, RUNAWAY BAY



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“ THIS HAS CHANGED MY LIFE. I'M MORE SOCIAL, I HAVE A BETTER RELATIONSHIP WITH MY PARTNER AND I'M NOW COMPLETELY OFF ALL MY MEDICATION FOR ANXIETY AND DEPRESSION ”

Taleah - Horses In Mind



Success Stories

Chocolate & Licorice factory gives Waide a new lease on life!

June Chocolate & Licorice Factory - June, NSW

After working for over ten years in the construction industry, Waide developed persistent pain and arthritis in his back and shoulders and was unable to continue his work. It was a tough time for Waide who experienced unemployment on and off over the last 15 years as his arthritis worsened. He sought help from several employment agencies over that time, all of whom weren't able to provide him with opportunity for work. 7 months ago, he thought he'd give it another go and was referred by Centrelink to Job Centre Australia.

Waide has described his experience after finding work through Job Centre Australia as life changing, stating "I was astounded, within the first month of signing up with Job Centre Australia, they took my needs onboard and fitted me with the perfect job here at June Chocolate and Licorice Factory. It's exactly what I wanted - Local area, good people, I couldn't have asked for much more! I'd never got a job through an employment agency in my life. I can't believe it, I thought my career was over, I feel rejuvenated, I'm back and I love it!"

 Watch Waide's full story & others at: www.jobcentreaustralia.com.au

Work Experience Success!

Coles - Newcastle, NSW

Damon started his journey with Job Centre Australia Choice and Control in our School Leavers Employment Supports program. As part of this program, Damon was placed into a work experience position with Coles. Proving himself to JCAL and Coles, Damon was moved into our Disability Employment Supports program where he was assisted into an open employment opportunity with Coles. Damon works 2 shifts per week and with the on the job support from both Coles and JCAL has improved his speed and aptitude for the role.

In addition to his working, Damon was recently selected in a NSW AFL side for people with a disability. Damon will be playing a state-based competition in Tasmania later this year in which the winners will play a curtain raiser before a Hawthorn AFL game. Well done Damon!

Youth Path Internship

Lolly Shop - Lower Hunter, NSW

Josh's dream was always to work in retail! Josh displayed a great positive attitude and it was clear he was keen to work. With the guidance of our JCAL Lower Hunter team, Josh successfully completed a Smart and Skilled Certificate III in Retail course followed by a 12 Week Youth Path Internship program. Now with both retail skills and experience Josh found the job that was right for him! Well done Josh!

Study Success

Complex Institute Australia - Stones Corner, QLD

Elliot completed his Certificate III in Security Operations through Complex Institute Australia in which JCAL have an emerging partnership. With the support of JCAL Stones Corner, Elliot was able to gain industry specific skills and employability coaching throughout his study.

With JCAL's continued support and guidance, Elliot's focus is now on building a rewarding career within the security industry and is looking forward to the opportunity of working at the 2018 Commonwealth Games.



STRATEGY // 21

Our Vision:

Communities where all people can achieve their potential

Our Purpose:

We create opportunities for development, empowerment & enhanced independence. We build people's capability & strengthen communities through:

- » Fostering awareness of the benefits of diversity
- » Employment & education
- » Active engagement with local partners
- » Customised support

Our Approach:

We're committed to the way we work

- » Person-centred & strengths based
- » Community & solutions focussed
- » Long term outcomes oriented
- » Professional & collaborative
- » Responsive, adaptive & strategic



Customer Excellence

We delight our customers by achieving the best possible outcome

- » Improve customer experience & satisfaction
- » Increase range & quality of services
- » Reach more customers by expanding access to our services



People & Culture

We harness a skilled & engaged workforce aligned to our values

- » Develop & mentor leaders for the future
- » Create a workforce skilled to meet JCAL's future needs
- » Build a high performance culture
- » Develop a team focussed on customer service excellence



Respect
& dignity for all



Fairness
& equity



Integrity
honesty & transparency



Excellence
& high standards in all we do



Commitment
to social justice



Growth & Sustainability

We have secure, diversified funding for a sustainable future

- » Deliver outstanding performance
- » Increase revenue sustainability through growth and diversity
- » Develop strategic partnerships that generate revenue



Profile & Influence

We are recognised for excellence

- » Increase JCAL brand awareness
- » Ensure JCAL is recognised as a preferred service provider
- » Demonstrate & publish social & community impact



Governance & Business Systems

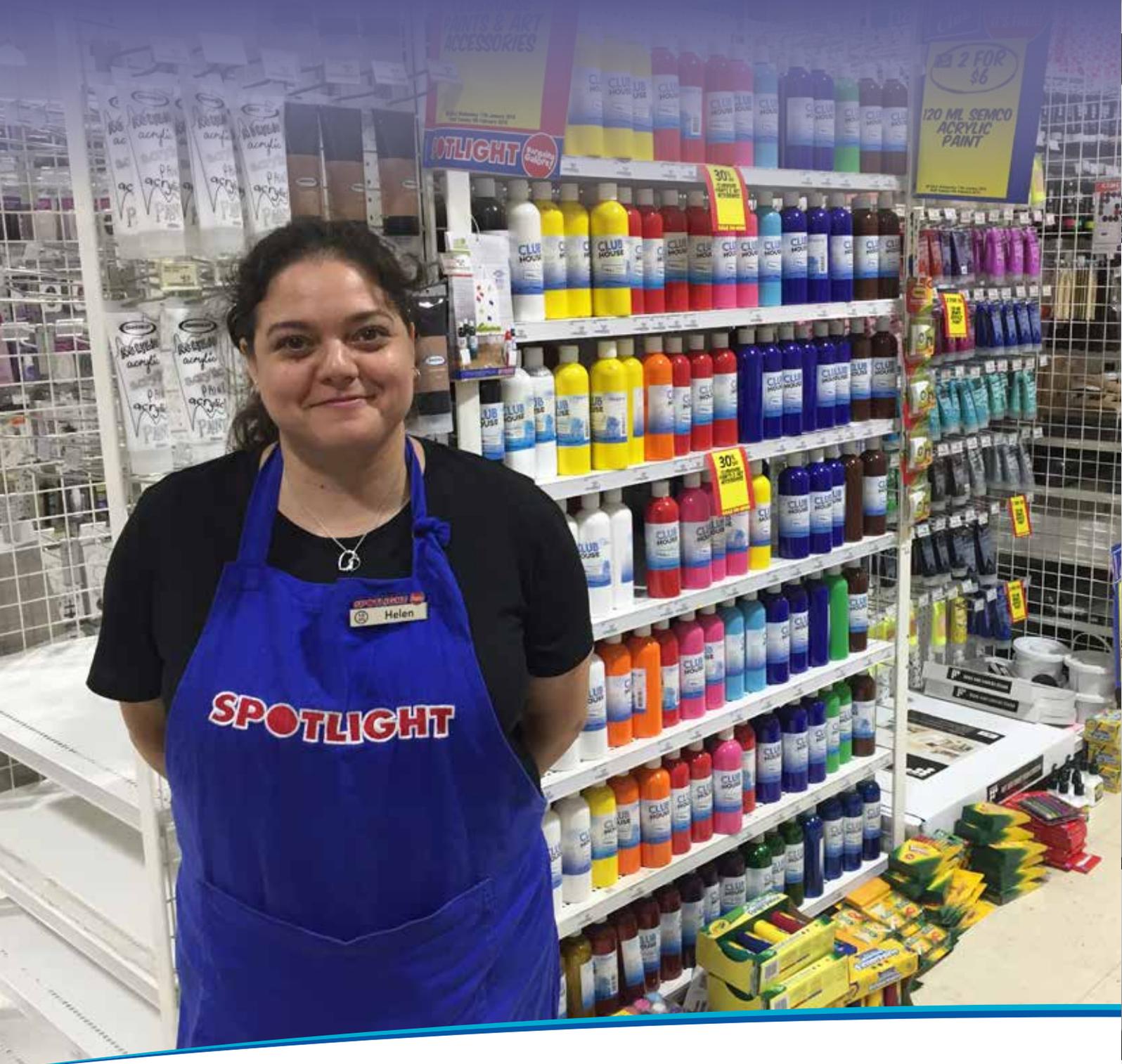
We have strong & effective systems to support our business

- » Embed robust governance practices
- » Improve operational systems & facilities
- » Develop technologies that deliver business performance
- » Improve environmental sustainability practices

Celebrating 10 Years!

Spotlight, Gold Coast QLD

Congratulations to Helen who was recently recognised for ten years of service with Spotlight!
Helen has worked at all three Gold Coast locations and has continually strived to do her best within the workplace. She demonstrates a high level of customer service skills and is always willing to learn new skills. Helen always has a smile on her face and is upbeat while doing her shifts, her work colleagues have all commented on her wonderful nature towards life and her employer. Helen has been supported by JCAL within her role and it is great to see her achieve this milestone.





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